



Universitetet  
i Stavanger

**INGRID PERNILLE AURORA DAHLE**

VEILEDER: ERIK LERDAHL

---

# **Uønsket gjennomtrekk av arbeidskraft i hotellbransjen**

**- årsaker, konsekvenser og løsninger**

---

**Bacheloroppgave, 2024**

**Hotelledelse - bachelorstudium**

**Norsk hotellhøgskole**

**Det samfunnsvitenskapelige fakultet**

# Innholdsfortegnelse

Forord.....	3
Sammendrag .....	5
<b>1 Innledning .....</b>	<b>6</b>
<b>2 Teoretisk rammeverk.....</b>	<b>8</b>
2.1 Konseptet gjennomtrekk av arbeidskraft.....	8
2.2 Konsekvenser av gjennomtrekk.....	9
2.3 Mobley-modellen, fra tanke til turnover .....	11
2.4 Behovsteorier .....	12
2.5 Employee retention teorier.....	15
<b>3 Metode .....</b>	<b>16</b>
<b>4 Funn fra litteraturen .....</b>	<b>18</b>
4.1 Hva er årsakene til uønsket gjennomtrekk av personell .....	19
4.2 Hva er konsekvensene til uønsket gjennomtrekk av personell.....	21
4.3 Hvordan redusere uønsket gjennomtrekk av personell .....	22
<b>5 Diskusjon.....</b>	<b>24</b>
5.1 Hva er årsakene til uønsket gjennomtrekk av personell .....	24
5.2 Hva er konsekvensene til uønsket gjennomtrekk av personell.....	29
5.3 Hvordan kan ledelse redusere uønsket gjennomtrekk av personell.....	31
<b>6 Konklusjon, begrensninger og forslag til videre forskning .....</b>	<b>35</b>
6.1 Konklusjon .....	35
6.2 Begrensninger .....	38
6.3 Forslag til videre forskning .....	39

## **Førord**

Det er med stor takknemlighet og stolthet jeg presenterer denne bacheloroppgaven om gjennomtrekk av personell i hotellbransjen i Norge. Jeg har gjennom arbeidet med denne oppgaven lært om arbeidspsykologi og retention strategier i arbeidslivet, og fått utforske det jeg mener er et kritisk aspekt ved hotelldriften.

Jeg vil i denne anledning takke mine støttespillere i denne perioden. Først og fremst vil jeg takke min veileder i dette bachelorprosjektet, Erik Lerdahl. Hans veiledning har vært uvurderlig, og jeg setter utrolig stor pris på hans faglige innsikt og støtte. Hans veiledning har styrket oppgaven, og jeg er veldig takknemlig.

Deretter ønsker jeg også å takke Norsk Hotellhøgskole, og Universitetet i Stavanger, for å ha tilbudt meg et inspirerende læringsmiljø i tre år. Skolen har gitt meg mulighet til å lære om min store lidenskap, hotelldriften, og har fasilitert for at jeg kan benytte universitets ressurser og støtteapparat i bacheloroppgave-prosessen. Dette har vært avgjørende for at jeg kunne gjennomføre denne oppgaven. De har også gitt tilgang til inspirerende forelesere med bred faglig kompetanse innen hotelledelse, og har bidratt til å gro min kjærighet for hotellbransjen.

Jeg ønsker også å takke min familie for deres støtte og ubetingede kjærighet gjennom mitt utdanningsløp. Uten dem, og spesifikt min kjære far, hadde denne oppgaven aldri eksistert. De har bidratt med ubegrenset motivasjon og oppmuntring. Jeg anser meg selv som verdens heldigste som har dere i mitt hjørne.

Mitt håp og ønske for mine bidrag i denne bransjen og med denne oppgaven, er å skape en dialog rundt gjennomtrekk-problematikk i hotellbransjen i Norge. Med økt fokus og økt åpenhet, håper jeg på sikt at vi kan redusere turnover i bransjen. Jeg har i min hotellreise møtt et hav av mennesker som bistår hver dag med sin utømmelige kunnskap og kjærighet for å

sikre verdens beste opplevelse for gjester, og jeg vet at de er menneskene skaper uvurderlige øyeblikk i gjestemøter. Vi trenger dem, og vi trenger dem lenge.

Med vennlig hilsen,

Ingrid Pernille Aurora Dahle

## Sammendrag

I denne bacheloroppgaven undersøker jeg problematikk rundt uønsket høyt gjennomtrekk av personell i hotellbransjen i Norge, gjennom et litteraturstudie. Forskningsspørsmålet er delt inn i tre underspørsmål. Disse er: Hva er årsakene til uønsket gjennomtrekk av personell i hotellbransjen, hvilke konsekvenser har dette gjennomtrekket, og hvilke strategier og tiltak kan ledelsen iverksette for å redusere gjennomtrekket?

Litteraturfunnene identifiserer ulike årsaker til høy turnover i hotellbransjen. Disse inkluderer lave lønninger, mangel på vekst som person og ansatt, dårlig sosialt miljø, lav jobbtrygghet og jobbtilfredshet og lignende. Disse faktorene kan bidra til demotiverte og utilfredse ansatte, som kan lede til gjennomtrekk.

Konsekvensene av høyt gjennomtrekk av personell i hotellbransjen kan være økte kostnader og tidsbruk rundt rekruttering og opplæring, negativ påvirkning på arbeidsmiljø og kundeservice, og tapt produktivitet.

For å forhindre gjennomtrekk og unngå disse konsekvensene, kan ledelsen ved hotellet iverksette retention-strategier. Disse kan bygges rundt konkurransedyktige lønninger, bedre opplæring, kursing og tilleggstrening, utviklingsmuligheter og lignende. Ved å benytte strategier for å beholde ansatte, kan en redusere gjennomtrekket ved hotellet. Dette litteraturstudiet legger frem konkrete tiltak basert på tilgjengelig litteratur og teori.

## 1 Innledning

Reiselivsbransjen globalt opplever stadig økende vekst. Globalisering har åpnet mulighetene for å reise på kryss og tvers av landegrenser, og senket terskelen for å besøke andre steder (Eriksen, 2008, p. 17). Hotellbransjen i Norge er ikke et unntak for dette, og bransjen har vokst betraktelig de siste 20 årene. Norges hotellbransje er viktig for landets turistindustri. Både nasjonale og internasjonale gjester reiser landet rundt for å oppleve storslåtte fjell, vakre fjorder og rik kulturarv. Antall yrkesreisende i Norge har sunket etter pandemien, men flere yrkesreisende benytter hoteller rundt i landet for sine reiser. Landets hoteller er essensielle for å fasilitere for disse reisene for både fritid og yrkesreisende (Hotelia, 2024, p. 6).

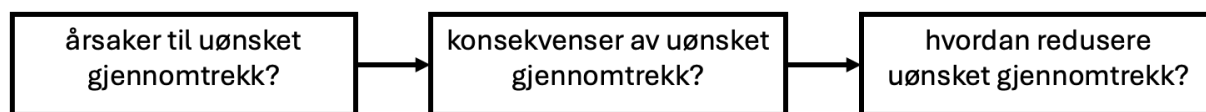
Det finnes imidlertid en utfordring som kan påvirke både serviceopplevelsen til gjester ved hoteller i Norge, og hotellers økonomiske bærekraft. Denne utfordringen er uønsket gjennomtrekk av personell, og hotellbransjen er kjent for å ha høyere gjennomtrekk-rater enn andre bransjer (Blomme et al., 2010). Gjennomtrekk er et vanlig fenomen i yrkeslivet, og normalt gjennomtrekk kan være sunt for et hotell. Om en har uønsket høyt gjennomtrekk i en bedrift kan dette føre til en rekke uønskede konsekvenser for hotellet. Disse konsekvensene vil vi diskutere senere i oppgaven. For å opprettholde et økonomisk stabilt hotell, og ivareta hotellets gjester, er det derfor viktig å forstå de ulike årsakene til uønsket gjennomtrekk, og identifisere og iverksette effektive løsninger for å redusere dette.

I denne bacheloroppgaven vil jeg undersøke mulige årsaker til gjennomtrekk av personell i hotellbransjen i Norge. Oppgavens forskningsmål er derfor å drøfte;

Hva er uønsket gjennomtrekk av personell i hotellbransjen, herunder;

- Hva er årsaken til slik gjennomtrekk?
- Hva er konsekvensene av slik gjennomtrekk og

- Hvilket strategier og tiltak kan ledelsen iverksette for å redusere slik gjennomtrekk?



**Figur 1:** En modell av forskningsspørsmål

Selv om disse problemstillingen er drøftet i tidligere litteratur, er de ikke satt opp på en slik systematisk måte og diskutert med utgangspunkt i en norsk virkelighet. Denne kunnskapen kan være nyttig for både ledelse ved norske hoteller og lovgivere, myndigheter og fagorganisasjoner.

Formålet med denne studien, er å undersøke gjennomtrekk av personell i hotellbransjen i Norge, med særskilt søkelys på årsaker, konsekvenser og mulige løsninger. Ved å gjennomgå eksisterende litteratur på dette temaet, samt å studere teori rundt problemstillingen, vil denne studien gi innsikt i hvorfor ansatte ved hoteller forlater bransjen, og hvilke strategier en som leder kan iverksette for å redusere gjennomtrekk. Det langsiktige målet ved en dialog rundt gjennomtrekk av personell, er å samarbeide mot en mer stabil arbeidsstyrke i bransjen. Ved å vedlikeholde en stabil arbeidsstyrke, kan en argumentere for at en som leder lettere kan opprettholde en høy kvalitet ved hotellet og gå inn i gjestemøter med lang kunnskap. Dette kan forbedre gjesteopplevelsen, og fremme langsiktig suksess for et hotell.

Oppgaven består av seks deler. Første delen er en introduksjon til oppgaven, med bakgrunn for valg av tema og problemstilling, og hvilke avgrensninger jeg har ønsket å gjøre.

I del 2 kommer det teoretiske rammeverket for oppgaven frem. I denne delen vil jeg belyse ulike relevante teorier for problemstillingen og forskningsspørsmålene i oppgaven.

Så kommer metodedelen. Denne delen gjør rede for valg av forskningsmetode og datainnsamling. Her vil man kunne se hvilken fremgangsmåte jeg har valgt for å kunne svare best mulig på forskningsspørsmålene.

I del 4 vil jeg presentere funn fra litteraturen. Deretter kommer drøftingen av de dataene jeg har funnet. Til slutt vil jeg i del 6 oppsummere og konkludere med hvordan disse funnene besvarer forskningsspørsmålene.

## **2 Teoretisk rammeverk**

For å forstå årsakene til gjennomtrekk av personell i hotellbransjen i Norge og identifisere mulige strategier for å senke dette, er det nødvendig å utforske ulike teoretiske perspektiver og modeller. Dette rammeverket vil presentere flere relevante teorier og konsepter som kan bidra til å belyse gjennomtrekk-problematikken i norske hoteller. Vi vil også definere viktige begrep i oppgaven.

### **2.1 Konseptet gjennomtrekk av arbeidskraft**

Gjennomtrekk, eller turnover defineres som omsetning av ansatte i en bedrift. Et annet ord for samme begrep, er personalomveltning. Begrepet forteller oss altså hvor høy omveltningshastighet det er i et hotell, eller hvor ofte ansatte blir byttet ut (Kaufmann & Kaufmann, 2015, p. 47). Innenfor begrepet finnes det underbegreper, eksempelvis negativ og positivt gjennomtrekk eller frivillig og ufrivillig turnover.. Vi vil ta for oss dette i neste del.

#### **Positivt gjennomtrekk**

”Når ansatte med lav ytelse slutter, kan det selvfølgelig være en fordel for både organisasjonen og arbeidsplassen” (Kaufmann & Kaufmann, 2015, p. 47). Innledningsvis forklarte vi begrepet gjennomtrekk. Dette begrepet forklarer omveltningshastigheten i et hotell når det er et holdbart



lavt nivå av omveltning, og de arbeidsforhold som termineres er en sunn utskifting i hotellet. Positiv turnover er da gjennomtrekk som gagnar hotellet.

Eksempelvis er dette om hotellet terminerer arbeidsforholdet til en ansatt som ikke gagnar arbeidsplassen, eller om en ansatt som har prestert dårlig selv sier opp sin stilling. Dette skaper rom for at en ny og engasjert ansatt som kan oppnå mer i hotellet, kan fylle stillingen. Dette er en umiddelbar kostnad på lik linje som annen gjennomtrekk, men avkastningen vil forhåpentligvis skape merverdi. At hotellet terminerer en ansatts arbeidsforhold, er også et eksempel på ufrivillig gjennomtrekk. Ufrivillig gjennomtrekk er gjennomtrekk som den ansatte ikke selv ønsker.

### **Negativt gjennomtrekk**

Så hva er da negativt gjennomtrekk? I denne oppgaven vil vi fokusere på å undersøke årsaken, konsekvensene og mulige strategier for å senke negativt gjennomtrekk. Dette er gjennomtrekk som ikke gagnar hotellet, eksempelvis at en bidragsytende og kunnskapsrik ansatt sier opp sin stilling ved hotellet for å jobbe ved en annen arbeidsplass (Kaufmann & Kaufmann, 2015, p. 47) grunnet for eksempel lav lønn, dårlige muligheter og lignende (Grimsø et al., 2015, p. 113). Om en god ansatt sier opp sin stilling av fri vilje for å jobbe ved et annet hotell eller i en annen bransje, er dette et eksempel på frivillig gjennomtrekk.

I denne oppgaven vil vi derfor ha hovedfokus på negativt og frivillig gjennomtrekk.

### **2.2 Konsekvenser av gjennomtrekk**

I denne delen av oppgaven vil vi gå gjennom konsekvenser av høyt gjennomtrekk av ansatte ved et hotell. Hvorfor er det viktig å ha fokus på gjennomtrekk? Eksempelvis kan det å miste gode ansatte med høy kunnskap innenfor bedriften, også medføre store kostnader og tap av taus kunnskap. En undersøkelse gjort av Simployer viser at å miste en frontline-ansatt kan medføre

tap på opp til en og en halv årslønn. Om en mister en mellomleder, eksempelvis housekeeping-manager eller resepsjonssjef, kan dette medføre kostnader opp til to årslønner (Andersen, 2022, p. 292). Videre vil vi gå gjennom et utvalg av konsekvenser av gjennomtrekk som kan påvirke et hotell.

### **Kostnader**

I forrige avsnitt ble kostnader ved tap av ansatte nevnt. Simployers forskning viser at tap av en frontline-ansatt kan koste opp til en og en halv årslønn, og tap av en mellomleder kan koste opp til to årslønner. Videre forskning viser at tap av ansatte i et firma koster mellom 70-200% av deres årslønn (Bussin, 2018, p. 9). Disse kostnadene kommer gjerne fra opplæringskostnader, markedsføring av stillingen, tid brukt i ansettelsesprosessen og lignende (Bussin, 2018, p. 9). Dette vil si at kostnadene ved gjennomtrekk kan være svært høye, og penger som ellers hadde gått som profitt, går til å ansette en ny person. Ved å redusere gjennomtrekk, kan hotellet derfor øke sin profitt.

### **Tid**

Når en skal ansette en ny person til hotellet, medfølger det store tidssluk for en ledelse som allerede har fulle arbeidsdager. Dette kommer eksempelvis fra ansettelsesprosessen av ny ansatt, opplæring, og tid for den nyansatte til å bli kjent med teamet (Bussin, 2018, p. 9).

### **Negative gjesteopplevelser**

Lang fartstid på et hotell gjør en ansatt tryggere, og mer kjent med både rutiner, bygget og gjester. Om hotellets ansatte blir byttet ut i høy hastighet, kan dette påvirke gjesten negativt. Både for stamgjesten som ofte må forholde seg til nye ansatte som ikke kjenner deres ønsker og behov, og for nye gjester som ikke nødvendigvis får like kunnskapsbasert hjelp som ønsket (Bussin, 2018, p. 9).

## **Det psykososiale arbeidsmiljøet**

Det psykososiale arbeidsmiljøet er en annen faktor som kan påvirkes av gjennomtrekk. Ansatte med lang fartstid i et hotell, som har jobbet sammen lenge, kan påvirke hverandre positivt. De kan plukke opp gode kvaliteter fra hverandre, og terskelen for forståelse for hverandre er lavere om en kjenner kollegaene sine godt (Bussin, 2018, p. 10). Studier som daterer tilbake til 1920-tallet allerede, har dokumentert at sosial anerkjennelse kan påvirke effektiviteten på en arbeidsplass (Kaufmann & Kaufmann, 2015, p. 292).

## **Lojalitet**

Den siste konsekvensen av gjennomtrekk vi vil fokusere på i teori-delen, er lav lojalitet. Ansatte som har vært ansatt ved et hotell over lengre tid, er som regel mer lojale til hotellet (Bussin, 2018, p. 10). Høy lojalitet hos en ansatt til en arbeidsplass senker sannsynligheten for at den ansatte ikke gjør jobben sin godt, da de har knyttet sterkere bånd over tid til ledelse og hotellet.

## **Tap av taus kunnskap**

Begrepet taus kunnskap beskrives som “kunnskap som er operativ og effektiv, men vanskelig å beskrive” (Kaufmann & Kaufmann, 2015, p. 47). Det er denne kunnskapen og tryggheten en kan miste ved hurtig utbytting av personale.

## **2.3 Mobley-modellen, fra tanke til turnover**

Mobley-modellen, også kalt Intermediate linkages modell, er en modell som forklarer gjennomtrekk fra den ansattes perspektiv. Modellen viser tankeprosessen til en ansatt, fra første tanke om den eksisterende jobben til beslutningen om å terminere arbeidsforholdet. For å forhindre ugunstig gjennomtrekk, er det essensielt å ha innsikt i tematikken fra et ansatt-perspektiv. Med innsikt i dette, kan man potensielt gjenkjenne mønsteret og påvirke prosessen hos en ansatt (Mobley, 1977, pp. 237-239).



**Figur 2:** En oversikt over ansattes tankerekke fra evaluering av nåværende stilling til beslutning om å si opp sin stilling (Mobley, 1977, p. 238).

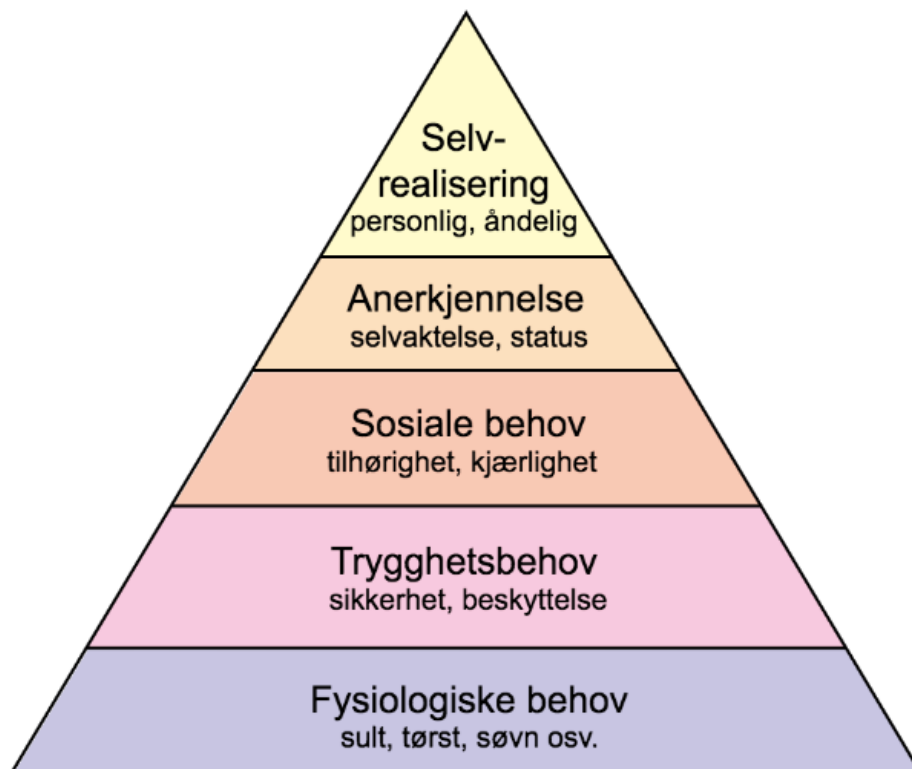
## 2.4 Behovsteorier

*“For at organisasjoner skal fungere godt, trenger de mennesker med talent, ideer og arbeidskapasitet. For at mennesker skal fungere godt innen organisasjoner, vil dette være en fordel for begge parter. Ledelse handler da om å forstå menneskelige behov og å organisere og lede virksomheten i samsvar med en slik forståelse” (Einarsen & Skogstad, 2005, p. 103).*

Behovsteorier bygger derfor på å tilfredsstille menneskelige behov hos ansatte ved hotellet, for å bevare dem som ansatte. I denne oppgaven vil vi definere og benytte Maslows behovshierarki (Maslow, 2013) og Herzbergs tofaktor-teori (Herzberg, 1966) som sentrale teorier. Disse vil bidra til en økt forståelse av hvordan faktorer som arbeidsmiljø, karrieremuligheter og belønninger kan ansattes trivsel, og på sikt redusere gjennomtrekk.

## Maslows behovshierarki

Maslows modell for behovsteori, kalles Maslows behovshierarki eller Maslows behovspyramide. Denne modellen er relevant for gjennomtrekk i hotellbransjen, for å forklare ansattes basisbehov på en arbeidsplass. Modellen rangerer også behovene hos en ansatt etter viktighet, som vil hjelpe oss senere i oppgaven. Maslows teori mener nemlig at ansattes behov plasseres i et hierarki, der eksempelvis fysiologiske behov er viktigere enn selvaktualisering. Om behovene til den ansatte ikke er tilfredsstilt, vil de derfor innvirke på den ansattes atferd i ulik grad. Når behovene blir tilfredsstilt, opphører denne påvirkningen (Einarsen & Skogstad, 2005, pp. 107-108). I figuren under, vises de ulike behovene. Fysiologiske behov er de viktigste i hierarkiet.



**Figur 3:** En oversikt over Abraham Maslows behovspyramide (NDLA, 2022)

Abraham Maslow har selv påpekt at det finnes unntak fra dette, og at ikke alt kan settes i et satt system (Einarsen & Skogstad, 2005, p. 108). Dette systemet vil imidlertid gi oss en pekepinn senere i oppgaven, på hva slags behov retention-teoriene kan fokusere på, og i hvilken grad behovene bør prioriteres.

Men hvordan kan de ulike behovene dekket? Eksempelvis kan en si at de fysiologiske behovene kan dekket av en levedyktig lønn, som dekker levekostnadene i Norge. Et annet eksempel kan være at anerkjennelsesbehovet kan dekket av komplimenter eller ros i en offentlig arena på hotellet.

### **Herzbergs tofaktor-teori**

Den andre behovsteorien jeg vil benytte i denne oppgaven, er Herzbergs tofaktor-teori. Denne teorien redegjør ulike faktorer som påvirker jobbtilfredsheten til en ansatt, delt inn i to områder. Teorien har som formål å identifisere ulike områder som øker jobbtilfredshet hos ansatte, og benyttes her for å lage strategiske retention-teorier. Med dette kan en leder iverksette tiltak med formål om å senke gjennomtrekk.

Teorien er bygget på empiriske undersøkelser utført av Frederick Herzberg, via samtaler med arbeidstakere. Med grunnlag i data hentet fra disse intervjuene, delte han jobbtilfredshet inn i to ulike faktorer med utgangspunkt i ulike behov. Den første faktoren er kalt hygienefaktoren, og baserer seg på behov som jobbsikkerhet, et godt arbeidsmiljø, en god lønn og lignende. Kjennetegnet for alle disse behovene, er at de omhandler forholdene rundt selve arbeidet (Einarsen & Skogstad, 2005, p. 111).

Den andre faktoren i Herzbergs tofaktor-teori, er vekstfaktoren. Denne faktoren omhandler vekst som person og ansatt, anerkjennelse, økt ansvar, prestasjoner og lignende. Der hygienefaktor omhandler forholdene rundt selve arbeidet, omhandler vekstfaktoren selve

arbeidet (Einarsen & Skogstad, 2005, p. 111). Om hygiene faktoren ikke er dekket, kan dette skape misnøye. Om vekstfaktoren ikke er dekket, kan dette hindre den ansatte i å føle jobbtilfredshet. Kontinuerlig utvikling, utfordringer, levedyktig lønn og et godt arbeidsmiljø er viktige bidragsyttere for at en arbeidsgiver har høy jobbtilfredshet i følge Herzbergs tofaktor-teori (Herzberg, 1966).

Teorien forenkler jobbtilfredshet til disse to faktorene, vekstfaktorer og hygiene faktorer. Dette gjør den relativt lett anvendelig, og har gitt gode resultater i arbeidslivet (Einarsen & Skogstad, 2005, p. 112).

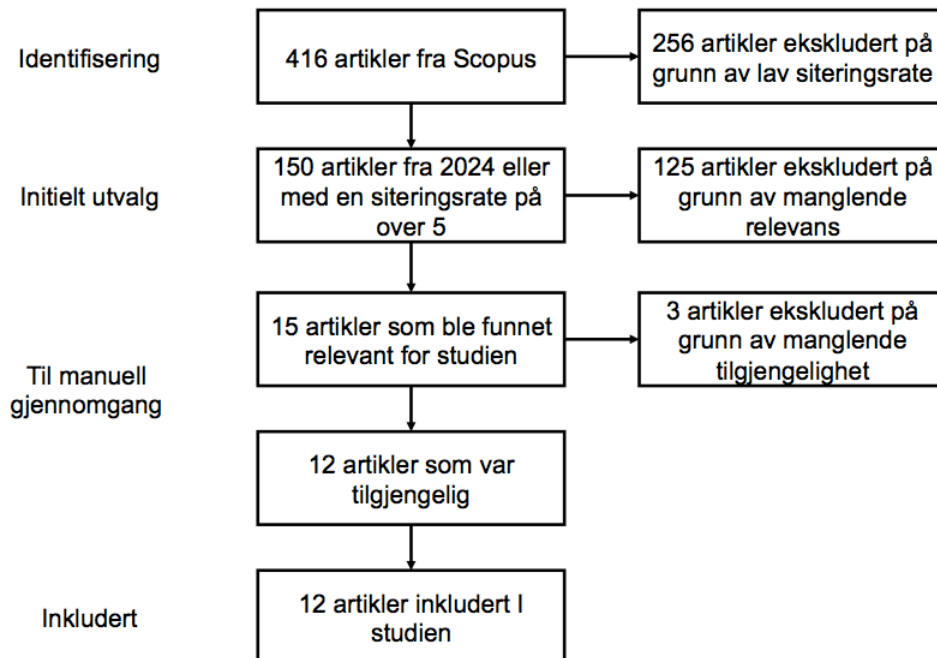
## **2.5 Employee retention teorier**

Hva er en employee retention strategy, og hvordan kan ledelsen benytte dette for å unngå gjennomtrekk?

Retention kan defineres som en organisasjons evne til å beholde talentfulle og høytstående ansatte som ansatte (Bussin, 2018, p. 12). En employee retention strategi er en strategi en leder i et hotell kan benytte for å oppfordre ansatte til å forbli ansatt ved hotellet lengst mulig (Bussin, 2018, p. 3). Med andre ord, tiltak som spesifikt har som formål å senke gjennomtrekk. Målet ved å innføre employee retention strategier, er derfor å senke antall ansatte som forlater hotellet ved å øke jobbengasjement og jobbtilfredshet. Som både Herzberg og Maslows teorier viser oss, kan det finnes mange behov som bør dekkes for jobbtilfredshet hos en ansatt. Dette kan være helt naturlige årsaker utenfor hotellets kontroll, eksempelvis flytting til en annen landsdel. Det kan også være årsaker innenfor hotellets kontroll. Vi vil se nærmere på disse årsakene senere i oppgaven. I diskusjonsdelen av denne oppgaven vil vi presentere employee retention strategier laget med utgangspunkt i Mobleys modell, Maslows behovshierarki, Herzbergs tofaktor-teori og funnene fra litteraturdelen av oppgaven.

### 3 Metode

Jeg følger Tranfield's et al. (2003) retningslinjer for en systematisk litteraturgjennomgang. I likhet med PRISMA (Moher et al., 2009), vektlegger de åpenhet og replikerbarhet i fem faser: 1) identifisering av forskning, 2) valg av studier, 3) kvalitetsvurdering, 4) datautvinning 5) datasyntese. I dette kapittelet fokuserer jeg på de tre innledende fasene for å beskrive søkestrategien som er brukt. I kapittel fire kommer resultatene fra datautvinningsfasen, mens jeg i kapittel fire diskuterer litteraturen.



**Figur 4:** Oversikt over utvalgsprosessen

Jeg begynte med et Google Scholar-søk etter artikler som omhandlet uønsket gjennomtrekk i hotellbransjen, med hensikt å finne de rette søkeordene. Basert på dette endte jeg opp med tre sett av søkeord med tilhørende synonymer, De tre er; hotel\*/hospitality/touris\*, turnover/employ\* retention/fluctuation/quitting og employ\*/staff/personnel/human resource\*. Disse søkeordene ble kjørt i søkeprogrammet Scopus, ettersom denne databasen har den største samlingen av akademiske artikler.



```
TITLE-ABS-KEY ( hotel* OR hospitality OR tourism* ) AND TITLE-ABS-KEY ( turnover OR "employ* retention" OR fluctuation OR quitting ) AND TITLE-ABS-KEY ( employ* OR staff OR personnel OR "human resource*" ) AND PUBYEAR > 2018 AND PUBYEAR < 2025 AND ( LIMIT-TO ( SUBJAREA , "BUSI" ) OR LIMIT-TO ( SUBJAREA , "SOCI" ) OR LIMIT-TO ( SUBJAREA , "ECON" ) OR LIMIT-TO ( SUBJAREA , "DECI" ) ) AND ( LIMIT-TO ( DOCTYPE , "ar" ) ) AND ( LIMIT-TO ( PUBSTAGE , "final" ) ) AND ( LIMIT-TO ( LANGUAGE , "English" ) ) AND ( LIMIT-TO ( SRCTYPE , "j" ) )
```

**Figur 5:** Søketeksten i Scopus

For å øke relevansen av artiklene, inkluderte jeg tre ytterligere eksklusjonskriterier. Først ekskluderte jeg alle artikler publisert før 2018, videre inkluderte jeg bare artikler innen fagområdene business, sociology, economics og decision support. Jeg inkluderte også utelukkende publiserte journalartikler på engelsk. Dette søket kom tilbake med 416 artikler. Deretter gjennomførte jeg et manuelt utvalg basert på antall siteringer for hver artikkel. Jeg inkluderte alle artikler publisert i 2024. For artikler publisert mellom 2018 og 2023 ekskluderte jeg alle artikler med mindre enn 5 siteringer pr år. Denne prosessen ekskluderte 256 artikler, og jeg satt da igjen med 150 artikler der jeg gjennomgikk stikkord og sammendrag.

I denne manuelle prosessen ekskluderte jeg 125 artikler. Disse artiklene ble ekskludert av ulike årsaker. Noen spesialiserte sine artikler til et lite område jeg ikke anså som sammenlignbart med Norge, noen hadde rettet spesielt fokus på eksempelvis mobbing eller diskriminering. Jeg har vedlagt en oversikt over samtlige artikler fra søket, og markert de aktuelle som grønne. De jeg ekskluderte er ikke markert grønn, og årsak til eksklusjon står ved siden av. Etter dette satt jeg igjen med 15 artikler. Tre av disse artiklene var umulig å få tak i uten kostbare abonnemeter. Slik endte jeg opp med 12 artikler som jeg har basert oppgaven på. Dersom dette hadde vært et mer omfattende akademisk arbeid, hadde det vært mulig å beholde flere artikler enn dette, men jeg mener at dette er et passende omfang for en bacheloroppgave.

Disse 12 artiklene er lastet ned og lest nøye, og identifiserer tre temaer. Den komplette utvelgelsesprosessen er illustrert i figur 4. Oversikt over de 12 inkluderte artiklene ligger i figur 6.

#### 4 Funn fra litteraturen

Dette er de 14 artiklene som er benyttet i oppgaven:

Forfatter	Artikkelnavn	År	Journal	Passer inn i årsaker, konsekvenser eller forbedringsmuligheter
Tang Yao, Qi Qiu, Yigang Wei	Retaining hotel employees as internal customers: Effect of organizational commitment on attitudinal and behavioral loyalty of employees	2019	International Journal of Hospitality Management	Forbedringsmuligheter
Han Chen, Baker Ayoun	Is negative workplace humor really all that "negative"? Workplace humor and hospitality employees' job embeddedness	2019	International Journal of Hospitality Management	Forbedringsmuligheter
Hyo Sun Jung, Yoon Sik Jung, Hye Hyun Yoon	COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics	2021	International Journal of Hospitality Management	Årsaker, forbedringsmuligheter
Bingjie Liu-Lastres, Wei-jue Huang, Huilin Bao	Exploring hospitality workers' career choices in the wake of COVID-19: Insights from a phenomenological inquiry	2023	International Journal of Hospitality Management	Årsaker, forbedringsmuligheter
Iuliana Popa, Lindsey Lee, Heyao Yu, Juan M. Madera	Losing talent due to COVID-19: The roles of anger and fear on industry turnover intentions	2023	Journal of Hospitality and Tourism Management	Årsaker, konsekvenser
Sachya Ann, Shane C. Blum	Motivating senior employees in the hospitality industry	2019	International Journal of Contemporary Hospitality Management	Årsaker, forbedringsmuligheter
Laura Book, Anthony Gatling, Jungsun (Sunny) Kim	The effects of leadership satisfaction on employee engagement, loyalty, and retention in the hospitality industry	2019	Journal of Human Resources in Hospitality & Tourism	Forbedringsmuligheter
Mark Anthony Camilleri, Ciro Troise, Alastair M. Morrison	Motivations and commitment to work in the hospitality industry: investigating employee psychology and responsible organizational behaviors	2023	Tourism Review	Årsaker, forbedringsmuligheter
Phillip M. Jolly, Courtney, Mary Dawson, Je'Anna Abbott	Pay and Benefit Satisfaction, Perceived Organizational Support, and Turnover Intentions: The Moderating Role of Job Variety	2021	International Journal of Hospitality Management	Forbedringsmuligheter
Ali Nawaz Khan, Naseer Abbas Khan,	The after-shock effects of	2021	International Journal of Contemporary Hospitality	Konsekvenser

Ali Ahmad Bodla	high-performers turnover in hotel industry: a multi-level study		Management	
Georgios Theriou, Dimitrios Chatzoudes, Stavroula Mavrommatidou	The effect of ethical leadership on organizational outcomes in the hospitality industry: the mediating role of trust and emotional exhaustion	2023	Journal of Human Resources in Hospitality & Tourism	Årsaker
Engin Üngüren , Neslihan Onur, Hüsne Demirel, Ömer Akgün Tekin	The Effects of Job Stress on Burnout and Turnover Intention: The Moderating Effects of Job Security and Financial Dependency	2024	Behavioral Sciences, MDPI	Årsaker

**Figur 6:** Oversikt over utvalgt litteratur

Dette litteraturstudiet vil deles opp i tre deler, og forskningsartiklene vil sorteres deretter. Disse delene er lik forskningsspørsmålene; årsaker, konsekvenser og løsninger.

#### 4.1 Hva er årsakene til uønsket gjennomtrekk av personell

Studien til Jung et al. (Jung et al., 2021, p. 6) viser at ansatte som opplever høy jobb-usikkerhet, eksempelvis grunnet nedbemanning eller permitteringer, kan bli påvirket negativt av dette. Det kan påvirke arbeidsengasjement, jobbtilfredshet og turnover-intensjon. Covid-19 pandemien kan derfor ha bidratt til å øke en følelse av lav jobbsikkerhet hos hotellansatte. En generasjon som spesielt virker påvirket av dette i forskning, er generasjon Y (Jung et al., 2021, p. 7). Dette kan varsle om høyere gjennomtrekkproblematikk i fremtiden.

Jobbsikkerhet har gjentatte ganger blitt nevnt som en svært viktig hygienefaktor fra Herzbergs motivasjonsteori, og forskning viser at lav jobbsikkerhet kan føre til økt gjennomtrekk og utilfredshet på arbeidsplassen (Dries et al., 2008).

Ansatte i hotellet kan også påvirkes av faktorer som knyttes til deres dagligliv. Mangel på informasjon om hotellets situasjon, eller avvisende atferd, kan påvirke ansatte til å tenke på å bytte arbeidsplass (Jung et al., 2021, p. 7). Privatlivet til ansatte har vist statistisk viktighet i

Ann et al.'s (2020, p. 336) studie, og knyttes opp mot utilfredshet hos ansatte på arbeidsplassen. I dette studiet har de relatert dette til Herzbergs motivasjonsteori.

Et annet viktig aspekt ved årsaker til gjennomtrekk av personell i hotellbransjen, er jobbtilfredshet. En studie viser at fornøyde ansatte blir i jobbene sine. Dette kan ha mange årsaker, men en av de oppgitte årsakene er at det kan være svært kostbart for en ansatt å bytte arbeidsplass. Motivasjonen for å gjøre dette er liten, om den ansatte trives i sin rolle og på arbeidsplassen (Yao et al., 2019, p. 6).

En av faktorene som har gitt utslag til å senke jobbtilfredshet, er teknisk tilsyn. Dette ble også knyttet opp mot Herzbergs motivasjonsteori (Ann & Blum, 2020, p. 338).

En av de utenforstående faktorene som kan ha påvirket gjennomtrekk i bransjen, er Covid-19. Rapporter viser at 70% av hotell og reiselivsansatte i USA alene ble permittert eller oppsagt under pandemien (Oxford, 2020). Forskningen viser også at store deler av de ansatte som ble permittert under pandemien, ikke har returnert til bransjen (Liu-Lastres et al., 2023, pp. 1-4). Forskning viser også at jobb-usikkerheten og stresset ansatte følte på under pandemien, kan ha ført til at flere har byttet karriere (Liu-Lastres et al., 2023, p. 2).

Dette studiet har gjennomført en spørreundersøkelse hos ansatte som jobbet under pandemien. Av deltakerne i spørreundersøkelsen, valgte 8 av deltakerne å bytte bransje. 8 andre deltakere valgte å bli i bransjen hos en annen arbeidsgiver, og fire ansatte forble hos samme arbeidsgiver i samme bransje (Liu-Lastres et al., 2023, p. 7).

Studiet tok også for seg årsakene til at de som valgte å forlate jobben, forlot jobben. Deltakerne oppga årsaker som dårlig kommunikasjon, en persepsjon av ledelsen som kald, og en følelse av manglende jobbsikkerhet som årsaker til at de valgte å forlate jobben (Liu-Lastres et al., 2023,

pp. 6-8). Forskning viser også at mennesker som mistet jobben under pandemien, kan ha høyere sannsynlighet for å føle på sinne og frykt i etterkant (Popa et al., 2023, p. 121).

Resultatet av en annet studie, forteller oss at jobbstress og utbrenthet er viktige faktorer for turnover-intensjon hos ansatte i hotellbransjen (Üngüren et al., 2024, p. 15). Studien viser at spesifikke faktorer som lav jobbsikkerhet og finansiell avhengighet forverrer disse forholdene.

Et annet aspekt som kan påvirke gjennomtrekk negativt, er tillit. Om ansatte ikke føler at de kan tiltro seg til sin leder, ikke føler at de kan spørre om hjelp, eller føler seg komfortabel på arbeidsplassen, kan dette føre til turnover av den ansatte (Mavrommatidou et al., 2023, pp. 31-42).

Forskning viser også at å føle seg verdsatt av sin arbeidsgiver, kan være viktig for mange ansatte. Å skape en følelse av verdsettelse kan eksempelvis komme fra å tilby en god lønn og gode fordeler. Studien til Camilleri et al. (2023, p. 87) viser at ansatte kan miste motivasjon og engasjement om de føler seg dårlig kompensert.

## **4.2 Hva er konsekvensene til uønsket gjennomtrekk av personell**

Et annet aspekt ved denne oppgaven, er konsekvensene av en høy gjennomtrekkshastighet ved et hotell. Et studie fant funn som indikerer at høyt gjennomtrekk kan være skadelig for et hotells omdømme, og skape utfordringer i prosessen ved å finne nye ansatte til å fylle stillingene. Om et hotell blir kjent som et hotell som ikke klarer å holde på sine ansatte, kan hotellet fremstå mindre attraktivt for potensielle nye ansatte (Khan et al., 2021, p. 3288). Dette kan være skadelig for et hotell som er avhengig av å ha ansatte til å dekke alle stillinger, for sømløs drift.

Hotellbransjen er avhengig av å ha ansatte med spesifikke ferdigheter og kompetanse for bransjen, og gjerne mennesker som kan jobbe og samarbeide på tvers av hotellets avdelinger. Det kan derfor ansees som viktig å beholde ansatte innen bransjen (Popa et al., 2023, p. 120).

### 4.3 Hvordan redusere uønsket gjennomtrekk av personell

Forskning viser at kontinuerlig engasjement har positiv effekt på holdningslojalitet hos ansatte. Dette vil si at om ansatte føler på et høyt nivå av tilhørighet og forpliktelse, kan dette føre til et økt ønske om å ivare ta arbeidsforholdet og bli på arbeidsplassen (Yao et al., 2019, p. 6). Andre resultater fra samme artikkel, viser også at ledere i et hotell kan tjene på å benytte ressurser til å bygge tillit mellom dem og frontline-ansatte. Resultatene viser nemlig at når tillit går begge veier i et ansatt-lederforhold, kan dette øke jobbtilfredshet.

Et annet virkemiddel som har vist seg å være effektivt, er humor på arbeidsplassen (Chen & Ayoun, 2019, p. 47). Dette kan eksempelvis være sosiale tilstelninger som lønningspils, utflukter og andre sosiale aktiviteter som team. Forskning viser at denne typen felles humor og sosialisering, kan øke ansattes persepsjon av teamsamhold og støtte fra ledelsen.

Om ledere identifiserer hva ansatte kan oppleve som trusler, og kommuniserer rundt dette, kan dette ha en god effekt på trygghetsfølelsen til de ansatte. Om de ansatte føler et bånd med ledelsen, og at ledelsen ikke unngår problemstillinger som er viktige for dem, kan dette ha en trygghetsskapende effekt hos de ansatte (Jung et al., 2021, p. 7).

Et annet tiltak som kan redusere følelsen av usikkerhet hos ansatte, er å involvere dem i beslutningsprosessene i hotellet (Jung et al., 2021, p. 7). På denne måten kan de føle kontroll over situasjoner som påvirker jobbsituasjonen, og de kan føle at deres tilstedeværelse i hotellet er en viktig del av driften. Følelsen av å bety noe for hotellet, kan også redusere et ønske om å si opp sin stilling. En annen fordel ved å inkludere ansatte i beslutningsprosessen, er at de kan ha større forståelse for hvordan hotellets ledelse tar beslutninger i møte med vanskelige situasjoner.

En har observert at ansatte som får ansvar på arbeidsplassen, kan føle på høyere grad av tillit til ledelsen (Camilleri et al., 2023, pp. 96-98). Dette er spesielt om ansvaret og oppgavene de får, kommer med tilleggstrening og kursing for å gjøre dem trygge i ansvaret. Forskning har vist at dette kan resultere i at ansatte føler seg bedre innad arbeidsplassen, og at de er mer villige til å jobbe mot arbeidsplassens felles mål (An & Han, 2020; Berezan et al., 2020).

Et tydelig støttesystem for de ansatte på hotellet, kan også påvirke de ansattes lojalitet og prestasjoner (Jung et al., 2021, p. 7). Tidligere i kapitlet ble en studie som presenterte årsakene til at en gruppe ansatte som valgte å forlate sin arbeidsplass under pandemien. Samme studie hentet også ut årsakene til at de ansatte som valgte å bli, valgte å bli. De oppga årsaker som emosjonell tilknytning til arbeidsplassen, lang tid i stillingen, tydelig kommunikasjon og innsikt i beslutningsprosessen og fordeler som ikke finnes i andre bransjer (Liu-Lastres et al., 2023, pp. 6-8).

Indikasjoner fra Allen et al.'s studie (2010) , viser at jo høyere jobbtilfredshet en ansatt har, jo lavere er turnover-intensjonene til vedkommende. Det vises også gjennom funnene gjort av Ann et al., som viser at høy jobbtilfredshet korrelerer lavt med turnover-intensjon (Ann & Blum, 2020, p. 336).

Lønn er et annet aspekt som kan påvirke hvorvidt en ansatt trives på en arbeidsplass eller ikke (Williams et al., 2008). Forskning indikerer at flere vurderer hvor hvorvidt de er verdsatt på arbeidsplassen, ut fra hvordan de kompenseres i lønn og fordeler. Dette vil si at ansatte kan føle seg lite verdsatt om de føler seg misfornøyd med sin lønn, og dermed ha mindre jobbtilfredshet (Jolly et al., 2021, p. 8). Funn viser også at finansielle insentiver har hatt høy effekt på ansattes motivasjon og lojalitet (Camilleri et al., 2023, p. 98).

Book et al. (Book et al., 2019, p. 385) har foretatt en studie som undersøker hvordan godt lederskap kan påvirke lojalitet og retention i hotellbransjen. Deres studie viser fire funn som

forteller hva de mener er viktig for at ledere skal skape retention i bransjen. Disse funnene er at ulike aldersgrupper har ulike behov for å øke engasjement og retention. Eldre ansatte kan for eksempel ha større ønske om å bli på hotellet, ved å øke engasjementet. At de ansatte er fornøyd med sin leder og deres ledelse er viktig for at de ønsker å bli. Forholdet mellom ledere og ansatte bør være positivt for å oppnå resultater. Deres forskning viser altså at employee retention kan bli påvirket av hvordan ledelsen blir oppfattet av de ansatte (Book et al., 2019, p. 373).

## 5 Diskusjon

Sammenfattet kan vi definere at dette er funnene fra litteratur og teori:



**Figur 7:** Oversikt over funn fra litteratur og teori

Hvorfor forekommer uønsket gjennomtrekk av personell i hotellbransjen i Norge, og hva kan arbeidsgivere gjøre for å redusere uønsket gjennomtrekk? Hva slags strategier og tiltak kan ledelsen iverksette for å begrense gjennomtrekk blant de ansatte ved et hotell? I neste del av oppgaven, vil vi sammenligne funnene fra litteraturstudiet mot teori, for å svare på forskningsspørsmålene.

### 5.1 Hva er årsakene til uønsket gjennomtrekk av personell

I teoridelen av denne oppgaven, tok vi for oss tre ulike modeller. Mobley`s modell (1977) tok for seg tankeprosessen til en ansatt, fra første tanke til beslutningen om å bytte arbeidsplass. I



modellen ser vi at den ansatte gjerne evaluerer sin nåværende jobb, og hvorvidt de har opplevd jobbtilfredshet eller mangel på jobbtilfredshet. Om de har opplevd mangel på jobbtilfredshet, kan tanken på å si opp sin stilling komme inn. Når tanken først har slått den ansatte, kan det komme en evaluering av kostnadene ved å si opp stillingen sin og et søk etter nye stillinger. Deretter blir alternativene fra søket evaluert, og sammenlignet med den nåværende stillingen. Herfra kan den ansatte beslutte om de ønsker å bli i stillingen de allerede har, eller å si opp og gå for et av alternativene.

Vi vil nå gå gjennom ulike årsaker til at hotellansatte føler misnøye ved sin stilling.

Trygghetsbehov er et av de viktigste nivåene i Maslow's behovshierarki. Et aspekt ved trygghetsbehovet ved en arbeidsplass, er jobbsikkerhet og arbeidstrygghet. Herzberg's motivasjonsteori tar også for seg jobbsikkerhet som en viktig del av hygienefaktoren. Som nevnt tidligere i oppgaven, kan lav jobbsikkerhet knyttes til både utilfredshet og økt gjennomtrekk (Dries et al., 2008). Vi så tidligere i oppgaven at flere ansatte i hotellbransjen ble permittert som følge av Covid-19 pandemien, og at flere som ble permittert valgte å ikke returnere til arbeidsplassen eller bransjen (Liu-Lastres et al., 2023, pp. 1-4). Ved høye permitteringstall kan en derfor anta at jobbsikkerheten opplevdes lav for ansatte i hotellbransjen. Flere ansatte som deltok i spørreundersøkelser om permittering under Covid-19 oppga en følelse av manglende jobbsikkerhet som årsak til at de valgte å forlate sin arbeidsplass (Liu-Lastres et al., 2023, pp. 6-8).

En annen årsak til at de permitterte oppga for at de ikke kom tilbake etter pandemien, var dårlig kommunikasjon. Ansatte som opplever at de ikke får informasjon om hotellets situasjon, kan også føle en senket følelse av jobbsikkerhet (Jung et al., 2021, p. 7). Dette forteller via både Maslow's og Herzberg's modeller at en del av grunnlaget for dekte behov og motivasjon ble

svekket, og kan føre til lavere jobbtilfredshet. Mobley`s modell forteller oss at ved å oppleve lav tilfredshet, kan en ansatt begynne å tenke på å si opp jobben.

Et annet aspekt som kan påvirke gjennomtrekk, er lønn. Tidligere i oppgaven leste vi at ansatte kan miste både motivasjon og engasjement om de føler at de blir dårlig kompensert (Camilleri et al., 2023, p. 87). Forskning indikerer også at ansatte kan måle hvor verdsett de føler seg på en arbeidsplass, ut fra hvordan de kompenseres (Jolly et al., 2021, p. 8). Maslows behovshierarki verdsetter fysiologiske behov som det viktigste aspektet for en ansatt å ha dekket. I Herzbergs hygienefaktor er lønn også et viktig aspekt. Så, la oss se nærmere på hvordan ansatte i norsk hotellbransje lønnes.

	Månedslønn		
	2022	2023	Endring i %
Alle næringer	53150	56360	6
Jordbruk, skogbruk og fiske	46420	49720	7,1
Bergverksdrift og utvinning	82130	86700	5,6
Industri	53670	56410	5,1
Elektrisitets-, gass-, damp- og varmtvannsforsyning	71270	76910	7,9
Vann, avløp, renovasjon	49510	52440	5,9
Bygge- og anleggsvirksomhet	50020	52850	5,7
Varehandel, reparasjon av motorvogner	48360	50690	4,8
Transport og lagring	51760	54450	5,2
<b>Overnattings- og serveringsvirksomhet</b>	<b>36260</b>	<b>38480</b>	<b>6,1</b>
Informasjon og kommunikasjon	69100	72910	5,5
Finansierings- og forsikringsvirksomhet	77800	80040	2,9
Omsetning og drift av fast eiendom	65120	66800	2,6
Faglig, vitenskapelig og teknisk tjenesteyting	66270	69460	4,8
Forretningsmessig tjenesteyting	44900	48780	8,6

Offentlig administrasjon og forsvar, og trygdeordninger underlagt offentlig forvaltning	56870	61030	7,3
Undervisning	49820	53280	6,9
Helse- og sosialtjenester	48710	51810	6,4
Kultur, underholdning og fritid	46230	48900	5,8
Annen tjenesteyting	48450	51750	6,8

**Figur 8:** En oversikt over gjennomsnittslønn i ulike næringer i Norge (SSB, 2024)

Som vi ser i figuren over, hentet fra Statistisk sentralbyrå, er overnattings- og serveringsvirksomhet gjennomsnittlig lavest lønnet av alle næringene i figuren. I Mobleys figur sammenligner en ansatt sin nåværende jobb med andre alternativer de finner. En kan derfor tenke at lønn kan være en avgjørende faktor i denne delen for ansatte ved hoteller, som velger å forlate bransjen.

Både Maslow's og Herzberg's modeller har anerkjennelse som en del av modellen. Maslow har anerkjennelse, status og selvaktelse. Herzberg har anerkjennelse og vekst som person og ansatt som en del av vekstfaktoren. Camilleri et al. forteller også at det kan være viktig for ansatte å føle seg verdsatt av sin arbeidsgiver (Camilleri et al., 2023, p. 87). Hva kan da få en ansatt til å føle lav anerkjennelse? Ansatte kan føle lav anerkjennelse ved å for eksempel ikke bli inkludert i beslutninger ved hotellet (Jung et al., 2021, p. 7). Dette kan også komme av mangel på ansvar og mulighet for vekst på arbeidsplassen.

Sosiale behov og godt arbeidsmiljø er en del av både Maslow og Herzbergs modeller. Dette er behov som kan dekkes ved eksempelvis sosiale sammenkomster etter jobb, fellesskap i teamet, humor, gode kollegiale bånd og lignende (Chen & Ayoun, 2019, p. 47). Om disse behovene ikke er dekket, kan dette føre til misnøye hos den ansatte. I en vurdering mot andre arbeidsplasser som vist i Mobley's modell, kan dette påvirke den ansatte til å forlate arbeidsplassen.

## **Hvordan kan arbeidsengasjement og jobbtilfredshet påvirke hvorvidt en ansatt blir værende på et hotell?**

Ifølge Maslow's behovshierarki bør de fleste behovene i modellen være fylt for maksimal jobbtilfredshet for den ansatte. Lav jobbtilfredshet øker terskelen for at den ansatte velger å se etter en annen arbeidsplass. De viktigste behovene bør være dekket først, altså fysiologiske behov og trygghetsbehov, for så sosiale behov, anerkjennelse og selvaktualisering. Fra forskningen vi har gjennomgått, ser vi data som støtter denne modellen. Flest av de oppgitte grunnene til gjennomtrekk, har basert seg på trygghetsbehov etter pandemien. Det kan derfor være nærliggende å anta at trygghetsbehovet har blitt styrket etter pandemien, når en arbeidstaker har sett konsekvensene av å være i en næring som kan bli sterkt påvirket av utenforstående faktorer.

Herzberg tofaktor-teori er delt opp i to faktorer, hygienefaktoren og vekstfaktoren. Disse faktorene tar for seg hva en ansatt på en arbeidsplass trenger for å føle seg tilfreds i sin arbeidssituasjon, eksempelvis arbeidstrygghet, personlig vekst, ansvar, en levedyktig lønn og lignende. I denne modellen bør også begge faktorene være dekket for at den ansatte skal føle seg tilfreds i sin arbeidssituasjon, og føle arbeidsengasjement.

Så, kan mangel på jobbtilfredshet og arbeidsengasjement føre til gjennomtrekk av personell på et hotell? La oss sette dette opp mot den første modellen vi presenterte, Mobley-modellen.

I Mobley-modellen evaluerer først den ansatte sin nåværende stilling og arbeidsplass. Om den ansatte har følt på eksempelvis på grunn av mangel av selvaktualisering, personlig vekst, ansvar, arbeidstrygghet, lav dekning av sosiale behov eller fysiologiske behov, vil den i neste del av modellen muligens tenke at den har erfart jobb-tilfredshet. Det er nærliggende å anta at jo flere av disse behovene som ikke har blitt dekket på arbeidsplassen, jo høyere sannsynlighet er det for at den ansatte vil tenke at de har følt på jobb-tilfredshet. Det neste steget i modellen

er tanker om å si opp sin stilling, før deretter søk og evalueringer av andre muligheter. En kan derfor med utgangspunkt i disse modellene, anta at lav jobbtilfredshet og lavt arbeidsengasjement kan føre til gjennomtrekk ved et hotell.

## **5.2 Hva er konsekvensene til uønsket gjennomtrekk av personell**

I denne delen av oppgaven vil vi diskutere konsekvensene av uønsket gjennomtrekk av personell i hotellbransjen, for å lage et tydeligere bilde av hvorfor det kan være ønskelig å unngå.

I både teoridelen av oppgaven, og litteraturdelen av oppgaven, fant vi ut at det kan fremkomme høye kostnader ved gjennomtrekk av personell. Ulike kilder viser ulike tall, og vi kan derfor anta at det er forskjell ut fra stilling og arbeidsplass. Smployer oppga kostnader opp til to årslønner (Andersen, 2022). Bussin (2018, p. 9) forteller at gjennomtrekk av enkeltindivid kan koste mellom 70-200% av deres årslønn. Som nevnt innledningsvis kan disse kostnadene være verdt å ta ved positivt gjennomtrekk, eksempelvis om det vil koste mer å ha en uegnet ansatt værende enn å ansette en mer egnet person. Det kan imidlertid være skadelig for bedriften om de taper disse pengene når en god ansatt sier opp sin stilling, altså negativt gjennomtrekk eller uønsket gjennomtrekk.

Tidsbruk er en annen konsekvens vi har diskutert tidligere i oppgaven. All opplæring, søk etter nye ansatte, og tidsbruk i å bli godt kjent med hotellet er tidsbruk som kunne vært unngått ved å unngå gjennomtrekk (Bussin, 2018, p. 9). Som nevnt tidligere, er dette også en konsekvens som kan være verdt å ta ved positivt gjennomtrekk. Om man erstatter en ansatt som ikke produserer gode resultater, ikke kommer godt overens med andre ansatte og/eller ikke følger hotellets regler, kan det være sunt for resterende ansatte og hotellet å erstatte den ansatte med noen som passer bedre med arbeidsplassen. Om man må bruke denne tiden på å erstatte en god ansatt, kan en imidlertid argumentere for at dette er negativt for arbeidsplassen.

Kan gjennomtrekk av ansatte være skadelig for hotellets omdømme? Flere av konsekvensene vi diskuterer i denne oppgaven er tap og kostnader, men kan gjennomtrekk være direkte skadelig? Khan et al. diskuterer at høyt gjennomtrekk kan være skadelig for hotellets omdømme, da andre aktuelle kandidater til stillingen kan bli skremt bort (Khan et al., 2021, p. 3288). Eksempelvis, om en som arbeidssøkende hører fra mennesker i samme bransje at et hotell har høyt gjennomtrekk, kan en selv begynne å lure på hvorfor flere ansatte velger å si opp stillingene sine ved hotellet. Uten faktisk informasjon om hva som forårsaker det, er det ikke unaturlig å tenke at denne kandidaten kan hoppe til konklusjonen om at dette ikke er en god arbeidsplass.

Tap av taus kunnskap og lojalitet er en annen konsekvens en kan oppleve ved høyt gjennomtrekk på et hotell. Som nevnt tidligere i oppgaven, er dette en bedrift som er avhengig av et spesifikt ferdighetssett og kompetanse for å driftes mest mulig effektivt (Popa et al., 2023, p. 120).- Å ha ansatte med erfaring fra flere avdelinger, og som kan jobbe på kryss av avdelinger, kan også være gunstig. Om personalet utbyttes hurtig, kan man risikere å miste ansatte som har bygget erfaring til det spesifikke hotellet og på kryss av avdelinger. Fordi et hotell er komplekst, gjerne med mange ulike rom og mange ulike løsninger på kryss av avdelinger, kan en derfor anta at det vil ta lang tid for en ny ansatt å bygge opp samme kompetanse. Som Kaufmann & Kaufmann (2015) skrev, er kunnskap bidragsytende til effektivitet. Man risikerer å miste taus kunnskap ved at personalet byttes ut hurtig, og som nevnt i et tidligere avsnitt vil tidsbruken ved dette antakelig øke betraktelig. En kan også risikere å miste muligheten til å bygge lojalitet hos de ansatte om de utbyttes hurtig. Høy lojalitet og lang fartstid kan skape en ansatt som yter det lille ekstra for arbeidsplassen sin, er mer i tråd med arbeidsplassens visjon og som blir lengre innad hotellet (Bussin, 2018, p. 10).

Som vi nevnte i forrige avsnitt, er en kvalitet ved å ha personale som har vært på hotellet lenge, at de har mye taus kunnskap. Kan dette også føre til negative gjesteopplevelser? Om en ansatt

har vært en god ansatt ved et hotell i flere år, er det nærliggende å anta at de har opparbeidet seg en kunnskapsbase om hvordan de ulike aspektene ved hotellet fungerer og hvorfor ting er som de er. Eksempelvis hvor byens beste restaurant er, hvor lang tid det tar å kjøre til flyplassen i morgenrushet, hvilke rom som passer til ulike gjester og lignende. Forsvinner denne kunnskapen uten å bli videreført, og personen blir erstattet med en helt ny ansatt, kan det med dette forsvinne en del taus kunnskap. En kan spekulere i at dette kan føre til gjesteopplevelser som er dårligere enn tidligere.

Ringvirkninger på det sosiale miljøet kan man også vurdere som en konsekvens av høyt gjennomtrekk av personale ved et hotell. Vi vet fra tidligere avsnitt at studier har dokumentert at sosial anerkjennelse kan ha en positiv effekt på effektiviteten til ansatte på en arbeidsplass (Kaufmann & Kaufmann, 2015, p. 292). Ansatte som har jobbet sammen lenge, kan også ha høyere forståelse ovenfor hverandre og plukke opp gode kvaliteter fra hverandre (Bussin, 2018, p. 10). Chen & Anyoun (2019, p. 47) skriver også om humor på arbeidsplassen, og at kollegaer som bygger opp humor rundt arbeidsplassen sammen og som er sosiale sammen kan ha en positiv effekt på negativt gjennomtrekk. En kan med disse påstandene anta at et arbeidsmiljø som har svært hurtig utbytting av personale, kan lide som følge av dette.

### **5.3 Hvordan kan ledelse redusere uønsket gjennomtrekk av personell**

I denne delen av oppgaven vil vi ta for oss ulike fokusområder for retention-strategier, for å redusere uønsket gjennomtrekk av personell, og ta grep før den ansatte vurderer å si opp sin stilling. Ut fra årsakene vi diskuterte i første del av diskusjonskapittelet, og modellen, vil jeg presentere ulike retention-teorier som kan ha positiv effekt på gjennomtrekk i bransjen.

#### **Lønn og fordeler**

Lønn kan være en viktig faktor for en ansatt, i vurderingsprosessen om å forbli på arbeidsplassen sin (Williams et al., 2008). Ansatte som er misfornøyd med sin kompensasjon,

kan føle seg lite verdsatt (Jolly et al., 2021, p. 8). Den første retention-teorien som kan være gunstig for ledelse i et hotell å innføre, er derfor en mer konkurransedyktig kompensasjon. Dette kan være konkurransedyktig lønn ovenfor andre hoteller, men også ovenfor andre bransjer.

En annen form for kompensasjon som også kan innføres, er fordeler. Dette kan eksempelvis være fordeler som gratis overnattinger og rabatterte overnattinger både for den ansatte og venner/familie, som kan være økonomiske insentiver for å jobbe i bransjen. Finansielle intensiver har vist seg å ha høy effekt på lojalitet og motivasjon (Camilleri et al., 2023, p. 98).

En annen fordel i hotellbransjen kan være en god jobb/fritid-balanse. Jobbtilfredshet er et viktig aspekt for ansatte (Ann & Blum, 2020, p. 336), og dette tror jeg kan skapes via å tilby en balanse som få andre konkurrenter kan tilby. Dette kan være utfordrende å finne for ansatte i hotellbransjen, og vanskelig for ledelsen å tilrettelegge. Det er imidlertid en fordel som kan beholde ansatte over lengre tid, og i overganger for den ansatte som for eksempel overgangen til foreldre-rollen eller andre situasjoner som krever ekstra forståelse fra ledelsen. Ettersom de fleste avdelinger i hotellbransjen jobber i skift og både tidlig, kvelder, netter og helger kan dette være et svært godt insentiv for ansatte til å forbli ansatt i hotellet.

### **Forutsigbarhet**

Et annet grep som kan resultere i mindre gjennomtrekk, er å legge til rette for at de ansatte skal føle på arbeidstrygghet og sikkerhet i at de vil forbli ansatte ved hotellet. Som vi ser fra tidligere avsnitt om usikkerhet etter Covid-19 pandemien, kan dette vært svært gunstig å fokusere på for å beholde ansatte. Data gjennomgått tidligere i oppgaven, viser også til at jobbsikkerhet er svært viktig for ansatte i hotellbransjen (Liu-Lastres et al., 2023, pp. 6-8). Ved at ledelsen kommuniserer tydelig rundt det ansatte kan oppleve som potensielle farer, kan man som leder legge til rette for at den ansatte skal føle på trygghet rundt sin arbeidssituasjon (Jung et al., 2021, p. 7).



Et annet grep som kan føre til mindre gjennomtrekk, er forutsigbarhet og riktig bemanning til eventuelle kriser på arbeidsplassen. Utbrenthet og arbeidsstress er nemlig en av årsakene til at ansatte forlater sine stillinger (Üngüren et al., 2024, p. 15). Om det kommer en sykemelding, kan det være gunstig å tilpasse og legge til rette for at dette ikke negativt påvirker de andre ansatte ved hotellet. Dette ved å ha nok ansatte tilgjengelig, til at det ikke blir økt arbeidspress på de andre ansatte.

### **Tilpasning**

Et annet grep som ut fra tidligere deler i oppgaven kan være gunstig, er å tilpasse hotellets retention-strategier etter målgruppen. Ulike ansatte vil tillegge ulik vekt til ulike behov (Book et al., 2019, p. 373). Eksempelvis kan kanskje en ansatt vektlegge arbeidstrygghet mer, mens en annen ansatt kanskje vektlegger sosiale behov og vekstfaktoren høyere. Disse tilpasningene kan være viktige, for en småbarnsforelder og en student har kanskje ulike behov som viktigst.

### **Det sosiale aspektet**

Et annet virkemiddel kan være humor på arbeidsplassen. Som vi gikk gjennom tidligere, kan humor være viktig hos ansatte i hotellbransjen (Chen & Ayoun, 2019, p. 47). Dette kan være rom for å ha humor og underholdning med kolleger mens en er på jobb, sosialisering som sosiale aktiviteter utenfor arbeidstid og fellesaktiviteter som for eksempel julebord.

Et tydelig støttesystem er en annen del av det sosiale aspektet som kan være gunstig å tilrettelegge for (Jung et al., 2021, p. 7). Dette kan være tydelige rammer som tillater og tilrettelegger for at de ansatte kan føle seg hørt og sett av ledelsen, varslingskanaler og tillitsvalgte som kan rådføre og støtte ansatte både i arbeidssituasjoner og private situasjoner som påvirker den ansatte i stor grad. Et eksempel på dette kan være at om den ansatte sliter med en situasjon på hjemmebane, som de er redde for at kan påvirke dem mens de er på jobb, kan

de vite om og føle seg trygge på at de kan diskutere dette konfidensielt med en tillitsvalgt eller en leder.

### **Ansvar**

Å benytte ressurser for å skape tilhørighet og forpliktelse er et annet virkemiddel som kan redusere gjennomtrekk ved et hotell (Yao et al., 2019, p. 6). Herzbergs modell forteller oss at ansvar er en del av vekstfaktoren. Å fordele ulike ansvar ut til flere ansatte kan skape tilhørighet og en følelse av forpliktelse hos den ansatte, og øke sannsynligheten for at den ansatte blir ved arbeidsplassen (Camilleri et al., 2023, pp. 96-98).

Et annet grep en kan benytte, er å involvere de ansatte i beslutningsprosesser ved hotellet (Jung et al., 2021, p. 7).. Dette kan føre til at de ansatte føler eierskap til beslutningene som blir tatt på hotellet, og skape en følelse av viktighet og tilhørighet.

### **Kunnskap og opplæring**

Kunnskap og opplæring er en annen del en kan benytte til å lage retention-teorier. Forskning viser at å gi tilleggstrening og kursing er et viktig virkemiddel for å hindre gjennomtrekk (Berezan et al., 2020). Dette dekker flere deler av Herzberg's vekstfaktor, og kan skape jobbtilfredshet hos ansatte. Dette kan eksempelvis være kurs og videreutdanning som er relevant for de ulike ansvarene til de ansatte og de ulike arbeidstitlene. Kunnskap kan skape trygghet for de ansatte, og skape ansatte som vil være på jobb.

God opplæring i starten av alle arbeidsforhold ved hotellet kan også være viktig å ha. Dette er fordi god opplæring kan skape trygge ansatte, som kan tilby bedre service til gjester. Det kan også få den ansatte til å føle seg viktig og som en ressurs for arbeidsplassen å ha trening som gjør dem bidragsytende. Om en ansatt har blitt vranglært eller ikke fått opplæring, kan dette også koste mye tid og frustrasjon for andre ansatte i avdelingen. Dette kan legge et ugunstig press på andre ansatte, og svekke arbeidsmiljøet ved hotellet.

## Etter at en ansatt har sagt opp sin stilling

Om en ansatt først har valgt å fratru sin stilling, vil jeg foreslå et tiltak jeg tror kan være svært effektivt for å redusere videre gjennomtrekk. Dette er avskjedssamtaler. Om en benytter samtaler med ansatte som har valgt å fratru sin stilling, kan en innhente informasjon om hvorfor de valgte å si opp. Dette bør være under trygge rammer, slik at den tidligere ansatte kan føle seg trygg på å være ærlig uten videre konsekvenser. Ved å dokumentere og kartlegge dette, kan man mer nøyaktighet kartlegge årsakene til gjennomtrekk på hotellet. Disse dataene kan en igjen bruke for å lage nye retention-teorier skreddersydd for å hindre gjennomtrekk på hotellet.

## 6 Konklusjon, begrensninger og forslag til videre forskning

### 6.1 Konklusjon

I denne bacheloroppgaven har jeg undersøkt årsaker, konsekvenser og mulige løsninger til høyt gjennomtrekk i hotellbransjen i Norge. Mine funn i litteratur og teori, tyder på at høyt gjennomtrekk kan skape betydelige problemer for et hotell. Følgende tre deler svarer på de tre delspørsmålene i mitt forskningsspørsmål.

#### Hva er årsaken til gjennomtrekk?

Gjennom litteraturen og teorien har jeg identifisert flere årsaker som kan forårsake høyt gjennomtrekk i bransjen:

- **Jobbtilfredshet:** Lav jobbtilfredshet kan skape gjennomtrekk, og kan eksempelvis forekomme av mangel på anerkjennelse, begrenset mulighet til vekst som ansatt og person og dårlig arbeidsmiljø.
- **Lønn og fordeler:** Utilstrekkelig lønn, og mangel på konkurransedyktige fordeler kan påvirke en ansatt til å forlate hotellet til fordel for en jobb som kan tilby bedre kompensasjon.

- **Høyt arbeidstrykk:** Ansatte som blir utsatt for tøffe arbeidsoppgaver og høye krav uten tilgjengelig støtte eller ressurser, kan velge å forlate arbeidsplassen.
- **Ledelsen:** Ledelse som ikke tilbyr innsikt, støtte, informasjon, ansvar og lignende til sine ansatte kan resultere i gjennomtrekk. Dette kan oppfattes som dårlig kommunikasjon, og skape utrygghet hos de ansatte.
- **Anerkjennelse:** Ansatte som ikke får tilstrekkelig anerkjennelse for sitt arbeid, kan velge å forlate hotellet.
- **Arbeidstrygghet:** Lav arbeidstrygghet kan føre til at ansatte leter etter jobber som kan tilby bedre trygghet og stabilitet, og kan oppfattes spesielt viktig for reiselivsansatte etter Covid-19 pandemien.

### Hva er konsekvensene av gjennomtrekk?

I oppgaven har vi også gjennomgått ulike negative konsekvenser av høyt gjennomtrekk av personell for et hotell:

- **Kostnader:** Gjennomtrekk skaper betydelige kostnader knyttet til opplæring, tap av produktivitet og rekruttering.
- **Tidsbruk:** Ved høyt gjennomtrekk kan unødvendig mye av ledelsens tid benyttes på å erstatte den ansatte, som igjen tar tid fra andre viktige arbeidsoppgaver.
- **Negative gjesteopplevelser:** Høyt gjennomtrekk kan føre til at servicen som tilbys gjester blir lavere og dårligere, og dette kan påvirke kundetilfredshet ved hotellet.
- **Tap av lojalitet:** Ansatte som har vært ved et hotell over lengre tid kan bli mer lojale til arbeidsplassen. Dette går tapt ved høyt gjennomtrekk.
- **Tap av taus kunnskap:** Ansatte som har vært ved et hotell over lengre tid, kan ha opparbeidet mye taus kunnskap om lokalområdet, tips og triks og hotellbygget. Dette kan gå tapt ved gjennomtrekk.

- **Skadelig for hotellets omdømme:** Et hotell kjent for høyt gjennomtrekk, kan være mindre attraktivt for potensielle kandidater for stillinger.

### Hvilket strategier og tiltak kan ledelsen iverksette for å redusere gjennomtrekk?

For å redusere negativt gjennomtrekk, kan ledelsen fokusere på følgende strategier:

- **Konkurransedyktig lønn og fordeler:** Om ansatte har gode fordeler og en konkurransedyktig lønn, kan man i sammenligning med andre arbeidsplasser virke mer attraktiv. Dette kan gjøre at arbeidstakere velger å forbli ved hotellet.
- **Det sosiale aspektet:** Om det sosiale aspektet blir prioritert, og en innfører et tydelig støttesystem, sosiale aktiviteter, rom for humor på arbeidsplassen og lignende, kan dette føre til mer tilfredse ansatte som forblir på arbeidsplassen.
- **Forbedre jobbtilfredshet:** Ved å øke jobbtilfredshet hos de ansatte, minimerer man sannsynligheten for gjennomtrekk.
- **Forbedre jobbtrygghet:** Involvere ansatte i informasjon, kommunikasjon og beslutninger ved hotellet kan føre til tryggere ansatte.
- **Forutsigbarhet:** Redusere arbeidsbelastning,
- **Tilpasning til ulike ansatte:** Ved å tilpasse retention-teoriene til ulike ansatte, kan man øke sannsynligheten for at de treffer bedre.
- **Ansvar, kursing, tilleggstrening:** Ansatte som føler på muligheter for vekst som person og ansatt, og som føler seg trygge på sine arbeidsoppgaver ved kursing og trening kan redusere sannsynligheten for høyt gjennomtrekk.
- **Etter gjennomtrekk:** Ved å gjennomføre sluttintervjuer med ansatte som har valgt å terminere sine stillinger, kan man hente inn data og tilpasse sine retention-teorier for å hindre videre gjennomtrekk.

Det er ingen tvil om at gjennomtrekk er svært komplekst, og at hver ansatt er unik. Ved å implementere strategiske og målgruppetilpassede retention-strategier basert på data hentet fra hotellet og forskning, kan et hotell både redusere gjennomtrekk ved hotellet, øke kundetilfredsheten ved hotellet, forbedre arbeidsmiljøet ved hotellet, redusere kostnader og øke effektiviteten. En god stab med høy kunnskap og effektivitet er viktig for et hotell, og det er derfor viktig å prioritere tid og ressurser for å beholde gode ansatte ved arbeidsplassen. Målet bør derfor alltid være å redusere gjennomtrekk til et positivt nivå.

## **6.2 Begrensninger**

Årsaker til gjennomtrekk og retention-teorier er problemstillinger som har blitt forsket på mye på verdensbasis i lang tid. Det finnes flere teorier som undersøker og forklarer årsakene til at en ansatt velger å forlate en bedrift, og det finnes flere artikler om strategier for å holde på ansatte. Jeg har derfor valgt å skrive en kunnskapsoppsummering, for å sette disse teoriene og artiklene opp mot hverandre og presentere egne konklusjoner fra sammenligningen av forskningen. Det finnes imidlertid svakheter ved en kunnskapsoppsummering. Dette vil jeg presentere nå.

Ved å skrive en kunnskapsoppsummering, kan det finnes svakheter. Tilgjengelig forskning er også mer generell enn ønskelig, og en finner ikke nøyaktig data med sikkerhet som svarer på hvorfor hotellansatte velger å forlate sin stilling i 2024 i Norge. Det kunne man innhentet ved å gjøre intervjuer og spørreundersøkelser selv, men forskningsfeltet ville ikke blitt bredt nok i denne oppgaven til å få et realistisk bilde på landsbasis. Litteraturen jeg har funnet og benyttet i denne oppgaven har vært basert i utenlandsk forskning. Det kan derfor gå informasjon tapt i oversettelsen.

### **6.3 Forslag til videre forskning**

Innledningsvis gjennomgikk vi avgrensningene for denne bacheloroppgaven, samt fordeler og ulemper ved en kunnskapsoppsummering. Om denne oppgaven skulle bli tatt videre, er det flere av områdene utenfor avgrensningene jeg ville utforsket. Videre ønsker jeg også å gjennomføre spørreundersøkelser i ulike avdelinger av ulike hotellkjeder i Norge, spredt utover alle landsdeler. Jeg fant ikke norsk statistikk som måler gjennomtrekk-statistikk grundig gjennom mine undersøkelser. Dette er et hull i forskningen jeg mener burde dekket. På denne måten kan man samle inn mer aktuelle data om årsakene til at ansatte slutter i hotellbransjen i Norge, og gjennomført en studie med større realistisk innsikt.

Videre ønsker jeg også å teste hypotesene i et norsk hotell. I denne oppgaven har vi gjennomgått en rekke årsaker til gjennomtrekk av personell, og mulige løsninger basert på teori. Jeg ønsker å studere et hotell i en tidsperiode, og blant annet gjennomføre sluttintervjuer med ansatte som terminerer sitt arbeidsforhold. Deretter ønsker jeg å gjennomføre disse løsningsforslagene, og studere resultatet av dem i praksis.

## Litteraturliste

- Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. *Academy of management Perspectives*, 24(2), 48-64.
- An, M.-a., & Han, S.-L. (2020). Effects of experiential motivation and customer engagement on customer value creation: Analysis of psychological process in the experience-based retail environment. *Journal of Business Research*, 120, 389-397.
- Andersen, L. G. (2022). *Ansatte som slutter koster millionbeløp*. Simployer. <https://www.simploer.no/artikler/ansatte-som-slutter-koster-overraskende-mye/>
- Ann, S., & Blum, S. C. (2020). Motivating senior employees in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 32(1), 324-346.
- Berezan, O., Krishen, A. S., Agarwal, S., & Kachroo, P. (2020). Exploring loneliness and social networking: Recipes for hedonic well-being on Facebook. *Journal of Business Research*, 115, 258-265.
- Blomme, R. J., Van Rheede, A., & Tromp, D. (2010). The use of the psychological contract to explain turnover intentions in the hospitality industry: A research study on the impact of gender on the turnover intentions of highly educated employees. *The International Journal of Human Resource Management*, 21(1), 144-162.
- Book, L., Gatling, A., & Kim, J. (2019). The effects of leadership satisfaction on employee engagement, loyalty, and retention in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 18(3), 368-393.
- Bussin, M. (2018). *Retention strategies: The key to attract and retain excellent employees*. KR Publishing.
- Camilleri, M. A., Troise, C., & Morrison, A. M. (2023). Motivations and commitment to work in the hospitality industry: investigating employee psychology and responsible organizational behaviors. *Tourism Review*(ahead-of-print).
- Chen, H., & Ayoun, B. (2019). Is negative workplace humor really all that" negative"? Workplace humor and hospitality employees' job embeddedness. *International journal of hospitality management*, 79, 41-49.
- Dries, N., Pepermans, R., & De Kerpel, E. (2008). Exploring four generations' beliefs about career: Is "satisfied" the new "successful"? *Journal of managerial Psychology*, 23(8), 907-928.
- Einarsen, S., & Skogstad, A. (2005). *Den dyktige medarbeider*. Bergen: Fagbokforlaget.
- Eriksen, T. H. (2008). Globalisering: åtte nøkkelbegreper.
- Grimsø, R. E., Egerdal, Å., & Sanyang, F. A. (2015). *Personaladministrasjonen: teori og praksis*. Gyldendal akademisk.
- Herzberg, F. I. (1966). *Work and the Nature of Man*.
- Hotelia. (2024). Markedsrapport Hotelia 4Q23. [https://assets-global.website-files.com/62c6cfaaf59a85dde09d51ee/6613945bc75ecf31b59de18b\\_Hotelia%20Markedsrapport%204Q23.pdf](https://assets-global.website-files.com/62c6cfaaf59a85dde09d51ee/6613945bc75ecf31b59de18b_Hotelia%20Markedsrapport%204Q23.pdf)
- Jolly, P. M., McDowell, C., Dawson, M., & Abbott, J. (2021). Pay and benefit satisfaction, perceived organizational support, and turnover intentions: The moderating role of job variety. *International journal of hospitality management*, 95, 102921.
- Jung, H. S., Jung, Y. S., & Yoon, H. H. (2021). COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics. *International journal of hospitality management*, 92, 102703.
- Kaufmann, G., & Kaufmann, A. (2015). *Psykologi i organisasjon og ledelse*. Fagbokforl. <https://books.google.no/books?id=LQhEjwEACAAJ>
- Khan, A. N., Khan, N. A., & Bodla, A. A. (2021). The after-shock effects of high-performers turnover in hotel industry: a multi-level study. *International Journal of Contemporary Hospitality Management*, 33(10), 3277-3295.
- Liu-Lastres, B., Huang, W.-j., & Bao, H. (2023). Exploring hospitality workers' career choices in the wake of COVID-19: Insights from a phenomenological inquiry. *International journal of hospitality management*, 111, 103485.
- Maslow, A. (2013). *A theory of human motivation*. Lulu. com.



- Mavrommatidou, S., Theriou, G., Chatzoudes, D., & Dimitriadis, E. (2023). The impact of head teacher incivility on teacher engagement and safety behavior in secondary schools: the mediating role of perceived insider status. *Journal of Educational Administration*, 61(5), 441-458.
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of applied psychology*, 62(2), 237.
- Moher, D., Liberati, A., Tetzlaff, J., Altman, D. G., & The, P. G. (2009). Preferred Reporting Items for Systematic Reviews and Meta-Analyses: The PRISMA Statement. *PLOS Medicine*, 6(7), e1000097. <https://doi.org/10.1371/journal.pmed.1000097>
- NDLA. (2022). *Behov*. (<https://ndla.no/subject:1:2cbe8089-7d7b-407f-8f04-fbfdc116abc1/topic:3:183771/topic:3:184794/resource:f44cd9dd-dc42-4a1f-be69-cc0569ef693b>)
- Oxford, E. (2020 ). *The Impact of COVID-19 on the United States Travel Economy*. [https://www.ustravel.org/sites/default/les/media\\_root/document/Coronavirus2020\\_Impacts\\_April15.pdf](https://www.ustravel.org/sites/default/les/media_root/document/Coronavirus2020_Impacts_April15.pdf).
- Popa, I., Lee, L., Yu, H., & Madera, J. M. (2023). Losing talent due to COVID-19: The roles of anger and fear on industry turnover intentions. *Journal of Hospitality and Tourism Management*, 54, 119-127.
- SSB. (2024). *Lønn*. (<https://www.ssb.no/arbeid-og-lonn/lonn-og-arbeidskraftkostnader/statistikk/lonn>)
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14(3), 207-222. <https://doi.org/10.1111/1467-8551.00375>
- Williams, M. L., Brower, H. H., Ford, L. R., Williams, L. J., & Carraher, S. M. (2008). A comprehensive model and measure of compensation satisfaction. *Journal of Occupational and Organizational Psychology*, 81(4), 639-668.
- Yao, T., Qiu, Q., & Wei, Y. (2019). Retaining hotel employees as internal customers: Effect of organizational commitment on attitudinal and behavioral loyalty of employees. *International journal of hospitality management*, 76, 1-8.
- Üngüren, E., Onur, N., Demirel, H., & Tekin, Ö. A. (2024). The Effects of Job Stress on Burnout and Turnover Intention: The Moderating Effects of Job Security and Financial Dependency. *Behavioral Sciences*, 14(4), 322.

Authors	Title	Year	Source title	Abstract	Author Keywords	Ekskludert
Camilleri M.A.; Troise C.; Morrison A.M.	Motivations and commitment to work in the hospitality industry: investigating employee psychology and responsible organizational behaviors	2024	Tourism Review	<p><b>Purpose:</b> A number of hospitality businesses are understaffed and are experiencing severe labor shortages, in various contexts. In many cases, hotels and restaurants are finding it difficult to retain and recruit motivated employees. In this light, this research uses key constructs related to the self-determination theory and integrates them with a responsible human resources management (HRM) measure, to investigate the antecedents of organizational commitment. The underlying objective of this study is to shed light on employee psychology and on responsible organizational behaviors in the hospitality industry.</p> <p><b>Design/methodology/approach:</b> Primary data were captured through an online questionnaire distributed via popular LinkedIn groups that represent hospitality employees. A composite-based structural equations modeling approach was used to confirm the reliability and validity of the chosen factors and to shed light on the causal paths of this contribution's proposed model. <b>Findings:</b> The results indicate that there are highly significant direct and indirect effects in this study, particularly between extrinsic motivations – organizational commitment and between responsible HRM – organizational commitment. These relationships are mediated by intrinsic motivations. <b>Research limitations/implications:</b> This contribution advances a robust responsible organizational behavior model comprising responsible HRM, extrinsic rewards, intrinsic motivation and organizational commitment. <b>Practical implications:</b> This research implies that practitioners ought to incentivize and reward hardworking employees, in a commensurate manner, to offer them great working environments as well as appropriate conditions of employment, to enhance their loyalty, minimize turnover rates and to attract promising talent. <b>Originality/value:</b> This empirical study incorporates a responsible HRM construct with extrinsic and intrinsic motivations. It confirms that they are significant antecedents of organizational commitment. Unlike previous research, this contribution focuses on employee psychology as well as on strategic organizational behaviors during a time when tourism businesses are experiencing an increase in demand for their services, in the aftermath of the COVID-19 pandemic. It raises awareness on the industry's perennial challenges in attracting and retaining employees. © 2023, Emerald Publishing Limited.</p>	Extrinsic motivation; Hospitality employees; Hospitality industry; Intrinsic motivation; Organizational commitment; Responsible human resources management	
Khan N.A.; Bahadur W.; Ramzan M.; Pravdina N.	Turning the tide: an impact of leader empowering behavior on employees' work–family conflict, spillover and turnover intention in tourism	2024	Leadership and Organization Development Journal	<p><b>Purpose:</b> The aim of this study is to look into the associations, both direct and indirect, between a leader empowering behavior and employee turnover intention. Additionally, this study examines the mediating effects of work–family conflict (WFC) and work–family spillover (WFS) in the association between a leader empowering behavior and employee turnover intention. This study also explored how perceived peer support (PPS) may have a moderating effect on these associations. <b>Design/methodology/approach:</b> A time-lag approach was used in this study to collect data from the 228 participants that made up the sample. Both front-desk employees and their immediate supervisors were included in this sample, which came from diverse tourism enterprises in central China. The research design included two independent time waves that were separated by two months, making it easier to examine the way the variables of interest changed throughout that time. <b>Findings:</b> The results showed that there is a significant impact of leadership behaviors on WFS, WFC and employee turnover intention. This study showed a significant mediating effect of WFS, however, the influence of WFC as a mediator was not statistically significant. Furthermore, the results suggested that PPS significantly moderated the association between leader empowering behavior and WFS. The findings revealed that the mediating effect of WFS in the association between leader empowering behavior and employee turnover intention.</p> <p><b>Originality/value:</b> This study advances knowledge of the impacts of leadership empowering behavior on employee turnover intention through the use of a moderated mediation analysis. Based on the leader member exchange, it offers a distinctive perspective on leadership empowering behaviors to maintain a work–family balance in tourism. © 2023, Emerald Publishing Limited.</p>	Leader empowering behavior; Perceived peer support; Turnover intention; Work–family conflict; Work–family spillover	Peer-support

Islam M.A.; Hack-Polay D.; Rahman M.; Hosen M.; Hunt A.; Shafique S.	Work environment, HR practices and millennial employee retention in hospitality and tourism in Bangladesh	2024	International Journal of Emerging Markets	<p>Purpose: This study examines the relationship between HR practices and millennial employee retention in the tourism industry in Bangladesh. It investigates the moderating role of the work environment in the relationship between HR practices and employee retention in the industry. Design/methodology/approach: The researchers used non-probability judgemental sampling to collect 384 questionnaires through a survey of millennial employees. Partial least square-based structural equation model (PLS-SEM) was used to analyse the data. Findings: The results reveal that HR practices included in this paper have significant relationships with millennial employee retention in the tourism industry in Bangladesh, except employee participation in decision-making. In addition, the results show that the work environment only moderates the relationship between two HR practices (compensation, training and development) and millennial employee retention. Practical implications: The results suggest that managers in tourism organisations must develop HR practices and foster a positive work environment to retain millennials. Originality/value: This is the only study that examines the moderating role of the work environment on the relationship between five selected HR practices (training and development, job security, performance appraisal, employee participation, compensation) and millennial employee retention. Previous studies used fewer HR variables. © 2022, Emerald Publishing Limited.</p>	Bangladesh; Human resources; Millennial employee retention; Tourism; Work environment	Asia
Zhang J.; Xie C.; Huang S.	Resilient leadership in hospitality and tourism enterprises: conceptualization and scale development	2024	International Journal of Contemporary Hospitality Management	<p>Purpose: This study aims to conceptualize the dimensions of resilient leadership and develop the resilient leadership scale (RLS) through three studies. Design/methodology/approach: In Study 1, based on interviews with 77 leaders and 8 junior employees, a seven-factor resilient leadership model was constructed. In Study 2, exploratory factor analysis (n = 237) was conducted to refine the initial items. In Study 3, confirmatory factor analysis (n = 610) was performed to validate the dimensional structure identified in Study 2, and different types of validity of the RLS were assessed. Findings: The validated RLS composed of seven dimensions: contingency planning, improvisation, adaptive instructing, contingency control, emergency care, adjustment recovery and mutual growth. The scale showed desirable measurement qualities in terms of reliability and validity. Resilient leadership and its dimensions significantly impact employee turnover intentions and employee resilience. Research limitations/implications: This research contributes to the literature on the resilience of hospitality and tourism enterprises and enriches the research scope and theoretical framework of resilient leadership. Originality/value: This research revealed the resilient leadership responses to crisis in hospitality and tourism enterprises with practical implications for tourism enterprise leaders to deal with major crisis. © 2023, Emerald Publishing Limited.</p>	Crisis life cycle theory; Improvisation; Mutual growth; Resilient leadership; Tourism enterprise	Not relevant
Theriou G.; Chatzoudes D.; Mavrommatidou S.	The effect of ethical leadership on organizational outcomes in the hospitality industry: the mediating role of trust and emotional exhaustion	2024	Journal of Human Resources in Hospitality and Tourism	<p>Given the crucial role of ethical leadership in the hospitality industry, this study examines its impact on the organizational outcomes of service delivery, job satisfaction and employee turnover, with an emphasis on the mediating role of emotional exhaustion and trust. Data for this study were collected from 503 hospitality employees in Greece. The results of the study indicate that ethical leadership plays an important role in predicting service delivery, job satisfaction and employee turnover. Emotional exhaustion and trust, mediate the relationship between ethical leadership and (a) job satisfaction and (b) employee turnover. The implications of these findings are mentioned. © 2023 Taylor &amp; Francis Group, LLC.</p>	Emotional exhaustion; ethical leadership; hospitality industry; job satisfaction; service delivery; trust; turnover intention	

Yang W.; Xu S.	Should We Be More Mindful? The Joint Impact of an Abusive Work Environment and Mindfulness on Employee Well-Being and Turnover Intentions	2024	Journal of Hospitality and Tourism Research	Using social information processing theory, this study aims to examine the relationships among an abusive work environment, mindfulness, employee well-being, and turnover intentions. This study was conducted based on a quantitative survey of employees working in the lodging industry in the United States. The findings reveal the joint impacts of abusive supervision, abusive coworker treatment, and mindfulness on employee well-being and turnover intention. Specifically, the results show that mindfulness exacerbates the relation between abusive behaviors and employee well-being, providing evidence of a moderated mediation effect in the relationship between abusive supervision/coworker treatment and turnover intentions through employee well-being. This research contributes to the literature and theory by demonstrating the potential dark side of employees' mindfulness. © The Author(s) 2023.	abusive coworker treatment; abusive supervision; employee well-being; hospitality; mindfulness; turnover intentions	mind-fulness
Giousmpasoglou C.; Ladkin A.; Marinakou E.	Worker exploitation in the gig economy: the case of dark kitchens	2024	Journal of Hospitality and Tourism Insights	Purpose: The emergence of dark kitchens in the restaurant industry is a contemporary phenomenon, arising most recently in the context of the so-called gig economy. This new business model flourished during the coronavirus disease 2019 (COVID-19) pandemic on a global scale. Despite dark kitchens' popularity, considerable negative publicity exists in the news related to poor working conditions. To highlight this new phenomenon, this paper explores the existing literature on worker exploitation in dark kitchens in the context of the gig economy. Design/methodology/approach: A systematic literature review of hospitality and tourism databases generated 1,430 articles, of which 18 met the authors' inclusion criteria for the final analysis, and 1,030 anecdotal sources, of which 47 were included. Thematic analysis was used to identify the key themes and summarise the findings to be used for further studies. Findings: The popularity of dark kitchens as a business model is premised on the fact that dark kitchens' dramatically reduces the operational cost and increases productivity. On the other hand, the working conditions and contractual agreements of the gig workers in dark kitchens raise several questions from operational, legal and ethical perspective. These poor working conditions create the conditions for worker exploitation and further damage the sector's image. Practical implications: This study advocates that companies and managers are responsible for implementing and monitoring fair working conditions in dark kitchens. The existence of poor working conditions increases employee turnover and, overall, affects the industry's reputation. Originality/value: This explorative study provides insights into the working conditions and contractual agreements in dark kitchens. Currently, there is no other study (empirical or conceptual) to shed light on the working practices. The authors hope this study will trigger further discussion and empirical research in this field. © 2023, Emerald Publishing Limited.	Dark kitchens; Gig Economy; Restaurant industry; Systematic Literature Review; Worker exploitation	restaurant
Ramirez I.; Fornells A.; Saenger V.M.	Linking Personality Traits and Most Valued Aspects in a Job to Reduce the Gap between Students' Expectations and Company Value Propositions	2024	Journal of Hospitality and Tourism Education	Minimizing the gap between students' expectations and company value propositions is essential to improve the professional development of students, reduce turnover and foster organizational commitment, and so, career advisors have become key players to connect students with potential employers. This is especially relevant in this COVID-19 time when millions of jobs have been destroyed and there is a high level of uncertainty regarding what will happen in the future. Thus, the aim of this research is to investigate the relationship between students' personality traits and their most valued aspects when looking for a job, to gain insights into how to maximize their matching. Data from 225 hospitality undergraduate students were analyzed regarding their personality traits and preferences. Results showed a positive relationship between the latter two, with personality traits shaped by work experience and gender. These insights contribute to extend career advisor tools to guide students toward the company most suitable for them. © 2022 ICHRIE.	Career advisors; employability; higher education; personality traits; tourism and hospitality	studenter

Liu-Lastres B.; Wen H.; Okumus F.	Exploring the impacts of internal crisis communication on tourism employees insights from a mixed-methods study	2024	Tourism Management	Internal crisis communication is a critical yet understudied component in crisis management in tourism and hospitality management. Guided by the language expectancy theory, this study tested the effects of message frequency and transparency on internal crisis communication outcomes among tourism employees. This study adopted a mixed-methods approach. The qualitative component included 20 interviews, and the quantitative component involved a national survey of 804 completed responses from tourism workers. The qualitative findings showed that following the onset of a major crisis, tourism employees often expect timely and transparent communication from their employers. Effective communication enhances the employer-employee relationships and employers' commitment to the organization. The quantitative findings supported these notions and indicated that transparent internal crisis communication reduces turnover intentions. The findings provide insights into conceptualizing internal crisis communication in tourism by incorporating message frequency and transparency. This paper also offers practical implications and suggests several future research areas. © 2023 Elsevier Ltd	Employee turnover; Employer-employee relationship; Internal crisis communication; Mixed-methods; Transparent communication	Crisis communication
Barati R.; Fanati Rashidi S.	Fuzzy AHP and Fuzzy TOPSIS Synergy for Ranking the Factor Influencing Employee Turnover Intention in the Iran Hotel Industry	2024	Journal of Applied Research on Industrial Engineering	This study aims to verify the main factors influencing turnover intention in the Iran hospitality industry. The objective of this study is to construct a fuzzy AHP and fuzzy TOPSIS model to evaluate the dimensions of the hotel employee turnover intention model. The performance evaluation for employee turnover intention includes work itself, supervision, coworkers relationship, salary and benefit, career opportunities, job stress, perceived risk, and job insecurity. These dimensions generate a final evaluation for ranking priority among the employee turnover intention of the proposed model. The importance of dimensions is evaluated by 20 experts, and decision-making is processed through the fuzzy concept and fuzzy environment. From the critical fuzzy AHP and fuzzy TOPSIS analysis results, the study shows that the most important dimensions of employee turnover intention in the hotel industry model are salary and benefits. Moreover, the results indicate that the least important dimensions are the Co-workers Relationship, Supervision, and Career Opportunities. The second group dimensions that impact employee turnover in the context of the COVID-19 epidemic are work itself, job stress perceived risk, and job insecurity. In addition, this study's results show that three-star hotels have the highest value of turnover intention; the second is the Four and Five-star hotels, and the third is the below three-star hotels. The results of the study will help businesses in the field of hospitality have a more comprehensive view of human resource management activities. Especially, this study provides implications for hotel managers in understanding employee behavior and their turnover intention during the context of the COVID-19 epidemic based on the eight proposed dimensions. © 2024, Research Expansion Alliance (REA). All rights reserved.	Employee turnover; Fuzzy AHP; Fuzzy TOPSIS; Hotel industry	ikke relevant
Pu B.; Sang W.; Ji S.; Hu J.; Phau I.	The effect of customer incivility on employees' turnover intention in hospitality industry: A chain mediating effect of emotional exhaustion and job satisfaction	2024	International Journal of Hospitality Management	This study explores a chain mediating model examining how employees' emotional exhaustion and job satisfaction mediate the relationship between customer incivility and employees' turnover intention. Analyzing data from 452 employees using hierarchical regression method and PROCESS Macro, it finds that customer incivility had a significant negative effect on employees' job satisfaction, and had a significant positive effect on emotional exhaustion and turnover intention. Emotional exhaustion had a negative impact on job satisfaction and a positive impact on turnover intention. And job satisfaction had a negative effect on turnover intention. Additionally, employees' emotional exhaustion and job satisfaction had a significant chain mediating effect on the impact of customer incivility on employees' turnover intention. This study evaluated the chain effect of customer incivility in the Chinese hospitality industry, which further affected employee turnover intention. These findings provided theoretical and practical implications for hospitality researchers and practitioners. © 2023 Elsevier Ltd	Customer incivility; Emotional exhaustion; Job satisfaction; Turnover intention	Nei, for specifikt

Azhar A.; Rehman N.; Majeed N.; Bano S.	Employer branding: A strategy to enhance organizational performance	2024	International Journal of Hospitality Management	Employer branding has gained considerable interest in theory and practice, however, current hotel management literature has neglected to investigate the dimensional influence of employer branding on organisational performance through the mediating and moderating mechanism. To fill these gaps, based on the branding theory, this study aims to examine the sequential mediating role of organisational commitment, employer brand loyalty, and employee retention between employer branding dimensions and organisational performance. The results of this study led to the acceptance of all the direct and mediating hypotheses except one which is the mediating path of ethics and corporate social responsibility. The findings also revealed the insignificance of the moderating role of interdepartmental communication on employee retention and performance. The findings of this research highlight that by developing better employer branding standards, hotels can position themselves as top employers of choice to improve organisational performance. © 2023 Elsevier Ltd	Employee retention; Employer brand loyalty; Employer branding; Interdepartmental communication; Organisational commitment; Organisational performance	Nei, feil fokus
Wang T.; Yang Z.; Han F.; Yu J.; Ma X.; Han J.	Assessment of tourism socio-ecological system resilience in arid areas: A case study of Xinjiang, China	2024	Ecological Indicators	Arid regions hold a prominent position as global tourist destination. However, their ecological fragility and sensitivity to economic and social factors make them more susceptible to various disruptive elements, thereby exacerbating the instability of the tourism socio-ecological system. Consequently, there has been a growing focus on tourism socio-ecological system resilience (TSESR) in arid regions. This study has developed a scientific and universally applicable assessment framework to evaluate TSESR in arid regions, considering the system's process mechanisms and dimensions. The framework encompasses four key domains: resistance, recovery, adaptation, and renewal, further divided into twelve criterion layers. This study conducted a case study in 14 prefecture-level units in Xinjiang, China, from 2010 to 2020. An improved TOPSIS model, Gini coefficient, Kernel density estimation, and Obstacle degree model were employed to investigate the levels, spatiotemporal variations, and obstacle factors of TSESR. The research findings indicate that during the study period, the resilience levels of the 14 prefecture-level cities exhibited an overall upward trend with fluctuations. There are notable spatial disparities, yet these disparities are diminishing. Furthermore, factors such as resource endowment, market potential, economic foundation, industrial environment, and human capital represented common obstacles, while unique regional impediments also existed. The TSESR assessment index system can scientifically and comprehensively evaluate resilience levels, offering an adaptive indicators framework for arid regions. It promotes the development of a resilient tourism socio-ecological system, thereby achieving sustainable tourism development. © 2024 The Author(s)	Arid area; Assessment; Obstacle; Spatiotemporal; Tourism socio-ecological system resilience	Nei, Kina
Russen M.; Pasamehmetoglu A.; Guchait P.; Tews M.J.	Coworker support in a sexual harassment climate: A conservation of resources perspective	2024	International Journal of Hospitality Management	Sexual harassment is still an issue in the hospitality industry, despite ample research on the topic. A sexual harassment climate – one that tolerates instances of unwanted sexual attention – produces negative impacts on employees' well-being, job satisfaction, emotional exhaustion, and engagement, which may lead to increased turnover, absenteeism, and decreased productivity. The purpose of this research is to investigate the role of a sexual harassment climate in employees' emotional exhaustion and employee engagement. Grounded in the conservation of resources theory, a moderated mediation analysis of a survey of 236 Turkish citizens who work in hotels confirmed that a sexual harassment climate led to more instances of unwanted sexual attention, which resulted in increased emotional exhaustion and decreased employee engagement due to the depletion of resources. Coworker support moderated this interaction, leading to a reduction in the negative impacts due to an increase in resources. Theoretical and practical implications are discussed. © 2024 The Authors	Coworker support; Emotional exhaustion; Employee engagement; Hospitality human resource management; Sexual harassment; Sexual harassment climate	Sexual harassment

Azimi M.; Sadeghvaziri F.; Ghaderi Z.; Michael Hall C.	Corporate social responsibility and employer brand personality appeal: approaches for human resources challenges in the hospitality sector	2024	Journal of Hospitality Marketing and Management	Employer branding in organizational human resources management is essential. Nevertheless, certain gaps persist within the realm of scientific research in this field, particularly in the exploration of novel concepts like employer brand personality appeal and its potential impact within the hospitality industry, which grapples with numerous human resources challenges. To fill this gap in knowledge, this paper introduces employer brand personality appeal as a concept within the hospitality employer brand context and measures its impact alongside corporate social responsibility on employee turnover intention and satisfaction in Iran's hospitality industry. Using a quantitative approach, a survey questionnaire was applied to investigate employees' perceptions. Respondents were 225 employees of four-and five-star hotels in Tehran. Results signify the impact of both corporate social responsibility and employer brand personality appeal on employees' behavioral consequences. Furthermore, findings support the influence of corporate social responsibility in promoting employer brand personality appeal. Therefore, this study expands hospitality employer brand literature by proposing a novel concept and exploring its potential for hospitality human resources deficiencies. © 2023 Taylor & Francis Group, LLC.	corporate social responsibility; employer brand; employer brand personality appeal; hospitality industry; Iran	Iran
Sarkar A.; Pick J.B.; Jabeen S.	Spatiotemporal Patterns and Socioeconomic Influences on Host Participation in Short-Term Rental Markets: Airbnb in San Francisco	2024	ISPRS International Journal of Geo-Information	This paper examines spatiotemporal patterns and socioeconomic influences on host participation in Airbnb's short-term rental (STR) marketplace in San Francisco during the years 2019–2022, a four-year period that spans the COVID-19 pandemic. This provides the motivation for the study to examine how San Francisco's demographic and socioeconomic fluctuations influenced Airbnb hosts to rent their properties on the platform. To do so, Airbnb property densities, indicators of host participation, are estimated at the census tract level and subsequently mapped in a GIS along with points of interest (POIs) located all over the city. Mapping unveils spatiotemporal patterns and changes in Airbnb property densities, which are also analyzed for spatial autocorrelation using Moran's I. Clusters and outliers of property densities are identified using K-means clustering and geostatistical methods such as local indicators of spatial association (LISA) analysis. Locationally, San Francisco's Airbnb hotspots are not located in the city's core, unlike other major Airbnb markets in metropolitan areas. Instead, such hotspots are in the city's northeastern neighborhoods around ethnic enclaves, in close proximity to POIs that are frequented by visitors, and have a higher proportion of hotel and lodging employment and lower median household income. A conceptual model posits associations of Airbnb property densities with sixteen demographic, socioeconomic factors, indicators of trust, social capital, and sustainability, along with proximity to points of interest. Ordinary least squares (OLS) regressions reveal that occupation in professional, scientific, and technical services, hotel and lodging employment, proximity to POIs, and proportion of Asian population are the dominant factors influencing host participation in San Francisco's shared accommodation economy. The occupational influences are novel findings for San Francisco. These influences vary somewhat for two main types of properties—entire home/apartment and private rooms. Implications of these findings are discussed in relation to supply side motivations of Airbnb hosts to participate in San Francisco's STR marketplace. © 2023 by the authors.	Airbnb; clustering; GIS; regression; short-term rental market; spatiotemporal pattern	AirBnB
Zhang R.; Niu X.; Zhang B.	Workplace ostracism and turnover intention: A moderated mediation model of job insecurity and coaching leadership	2024	Canadian Journal of Administrative Sciences	Workplace ostracism is prevalent and has profound consequences for both organizations and individuals. Based on the conservation of resources and job demands–resources theories, we propose a moderated mediation model to examine when and how workplace ostracism induces employee turnover intentions in China. We collected 214 valid questionnaires from a two-wave survey conducted in 28 Chinese hotels. The results indicate that workplace ostracism is positively associated with employees' turnover intentions. Moreover, this relationship is mediated by job insecurity and is stronger when coaching leadership is low. These findings shed light on the role of job insecurity and coaching leadership in the relationship and the importance of mitigating the destructive effects of workplace ostracism. The theoretical and practical implications are discussed. © 2023 ASAC.	coaching leadership; job insecurity; turnover intention; workplace ostracism	Kina

<p>Nelwan O.S.; Lengkong V.P.K.; Tewal B.; Pratiknj M.H.; Saerang R.T.; Ratag S.P.; Walangitan H.D.; Paat F.J.; Kawet R.C.</p>	<p>THE EFFECT OF JOB SATISFACTION, ORGANIZATIONA L COMMITMENT, AND ORGANIZATIONA L CITIZENSHIP BEHAVIOR ON TURNOVER INTENTION IN THE TOURISM MANAGEMENT AND ENVIRONMENTAL SECTOR IN MINAHASA REGENCY- NORTH SULAWESI- INDONESIA; [O EFEITO DA SATISFAÇÃO NO TRABALHO, DO COMPROMISSO ORGANIZACIONA L E DO COMPORTAMENT O DE CIDADANIA ORGANIZACIONA L NA INTENÇÃO DE ROTATIVO NO SETOR DE GESTÃO DE TURISMO E AMBIENTAL NA REGÊNCIA DE MINAHASA- NORTE SULAWESI- INDONÉSIA]; [EL EFECTO DE LA SATISFACCIÓN LABORAL, EL COMPROMISO ORGANIZATIVO Y EL COMPORTAMIEN TO DE CIUDADANÍA ORGANIZACIONA</p>	<p>2024</p>	<p>Revista de Gestao Social e Ambiental</p>	<p>Purpose: Exploration of a number of aspects of attitudes and behavior as measurement instruments for employee turnover intention , which are specifically described as follows; 1) Testing the influence of aspects of attitudes and behavior (job satisfaction, organizational commitment, and extra-role behavior) which have a direct effect on turnover intention of tourism sector workers, 2) Testing the influence of job satisfaction which has a significant effect on organizational commitment of tourism sector workers, 3) Testing the effect of job satisfaction has a significant effect on the extra role behavior of tourism sector workers, 4) Testing the effect of job satisfaction has a significant effect on turnover intention of tourism sector workers, 5) Testing the effect of organizational commitment has no effect on the extra role behavior of tourism sector workers, 6)Testing the effect of organizational commitment has a significant effect on turnover intention of tourism sector workers, 7)Testing the effect of job satisfaction has no indirect effect on extra role behavior through organizational commitment, 8)Testing the effect of job satisfaction has a significant indirect effect on turnover intention through commitment organization, 9) Testing the effect of job satisfaction has a significant indirect effect on turnover intention through extra role behavior, 10) Testing the effect of organizational commitment has an indirect effect on turnover intention through extra role behavior, and 11) Testing the effect of job satisfaction has an indirect effect on turnover intention through organizational commitment and extra role behavior. Method: This study, in terms of its type, is an explanatory study with a quantitative method approach, using the framework of hypothesis testing, which is exploratory and associative in nature, which aims to explore instruments for measuring job satisfaction, organizational commitment, and extra-role behavior, as well as testing their influence on turnover intention. The population in this research are workers in the Tourism Sector such as accommodation businesses, travel agencies and other service businesses. For the sampling technique, there were 168 participants who worked in the tourism sector, such as: accommodation and lodging services, travel services, restaurants, bars and catering, entertainment and recreation services, as well as other service businesses in tourism areas and/or areas that have tourist attraction. Testing the effect will use the structural equation model - partial Least Squares (SEM-PLS). Results and conclusion: Testing the path coefficient in the structural model shows that the hypothesis that job satisfaction influences organizational commitment and Organizational Citizenship Behavior and Turnover Intention is acceptable. In contrast, the hypnotic influence of organizational commitment on extra-role behavior is rejected, but the hypothesis of the influence of organizational commitment on turnover intention is accepted. Testing the indirect effect shows that the hypothesis of job satisfaction influencing extra-role behavior through organizational commitment is rejected, while the hypothesis of the influence of job satisfaction on turnover intention through organizational commitment is accepted. The hypothesis of the influence of job satisfaction on turnover intention through extra-role behavior is accepted. Likewise, the hypothesis regarding the influence of organizational commitment on turnover intention through extra-role behavior is rejected, as well as the influence of job satisfaction on turnover intention through organizational commitment and extra-role behavior is rejected. Research implications: The tourism sector is the object of research because this sector is one of the sectors that contributes to the economy of the people of North Sulawesi. The phenomenon of turnover instruction in the service sector, especially the Tourism Sector, is largely determined by their attitudes and behavior, such as: job satisfaction, organizational commitment, and extra role behavior and has an impact on the environment and local wisdom of the community in Minahasa Regency, North Sulawesi Province, Indonesia. Originality/value: Tourism sector business actors such as: accommodation and lodging services businesses and travel services businesses: tourist transportation services, tourist travel services, agents and/or travel agencies, catering services providing food and drinks: restaurants, bars and catering, services accommodation, entertainment and recreation services, meeting organizers, tourist guide information services, water services, spa services, and other service businesses in tourism areas and/or areas that have tourist attractions need to pay attention to all aspects of local wisdom related to attitudes and behavior. workers, including: job satisfaction, organizational commitment, and extra role behavior because they influence the turnover intention of tourism sector workers in Minahasa Regency, North Sulawesi Province, Indonesia. © 2024 ANPAD - Associacao Nacional de Pos-Graduacao e Pesquisa em Administracao. All rights reserved.</p>	<p>Job Satisfaction; Local Wisdom; Minahasa Regency; Organizational Citizenship Behavior; Organizational Commitment; Turnover Intention</p>	<p>Mi nahasa</p>
--	---	-------------	---	--	---	------------------



L SOBRE LA  
INTENCIÓN DE  
ROTACIÓN EN LA  
GESTIÓN  
TURÍSTICA Y EL  
SECTOR  
AMBIENTAL EN  
LA REGENCIA DE  
MINAHASA-  
SULAWESI DEL  
NORTE-  
INDONESIA]

Liu-Lastres B.; Karatepe O.M.; Okumus F.	Combating quiet quitting: implications for future research and practices for talent management	2024	International Journal of Contemporary Hospitality Management	<p>Purpose: This paper aims to offer viewpoints on the emergence of Quiet Quitting. Particularly, this paper reviews the reasons behind the phenomenon and analyzes its potential influences on the hospitality workforce. This study also proposes theory-driven solutions addressing this issue. Design/methodology/approach: This paper is based on the relevant literature, industry reports and a critical reflection of the authors' experiences, research and insights. Findings: This paper reveals that Quiet Quitting can be a major obstacle for the hospitality business to reach service excellence. This paper also finds that Quiet Quitting is driven by several antecedents and correlates and affects employees, customers and various businesses in the hospitality and tourism industries. Practical implications: This paper proposes several suggestions to properly address this issue, including enhancing the person-organization fit, work flexibility and employee well-being. Originality/value: Quiet Quitting emerged as a new trend among the young workforce shortly after the pandemic. Despite the popularity of such odd terminology, academic discussions surrounding this issue have been limited. As one of the early attempts, this paper offers a critical analysis of the phenomenon and actionable insights to respond to this ongoing challenge. © 2023, Emerald Publishing Limited.</p>	Gen Z; Great resignation; Nonattendance behavior; Quiet Quitting; Turnover; Workforce management; Work- life balance	Nei, Quiet quitting
Shum C.; Kim H.J.; Calhoun J.R.; Putra E.D.	"I was so scared I quit": Uncanny valley effects of robots' human- likeness on employee fear and industry turnover intentions	2024	International Journal of Hospitality Management	<p>Because of the increased usage of service robots in the hospitality and tourism industries, researchers and practitioners are interested in learning to facilitate interactions between employees and service robots. However, there is little information on how service robots' humanlike appearance affects employee emotions and industry turnover intentions. Drawing upon uncanny valley theory, a quasi-scenario-based experiment was conducted using four types of service robots. After watching a video on one of the service robots, participants rated perceived human-likeness, tech saviness, fear of robots, and industry turnover intentions. This study reports that perceived human-likeness has an inverted-U shaped nonlinear relationship with employees' fear of robots, moderated by employees' tech-saviness. The result further indicates that the fear of robots is positively related to industry turnover intentions. Most research hypotheses lend support to the uncanny valley theory and have practical implications for the design and implementation of service robots in hospitality and tourism workplaces. © 2024 Elsevier Ltd</p>	Employees' fear; Human-likeness; Industry turnover intentions; Service robots; Tech- saviness	Nei, AI
Wu A.; Wei W.	Rationalizing quiet quitting? Deciphering the internal mechanism of front-line hospitality employees' workplace deviance	2024	International Journal of Hospitality Management	<p>Integrating neutralization theory, affective events theory, and resilience theory, this study examined the internal process that explains front-line hospitality employee workplace deviance, revealing the intriguing mechanisms behind quiet quitting. 563 surveys were analyzed using partial least square structural equation modeling. Results indicated that front-line hospitality employees rationalize their deviant behaviors through two different mechanisms in the face of distinct role stressors. Role ambiguity can cause stress, leading to workplace deviance. Role conflict can trigger arousal (i.e., a coping emotion that guides people in overcoming adversity), increasing deviant behaviors due to employee response toward self-protection and pursuit of personal gain. Furthermore, front-line employees with high passion may suffer greater stress in role ambiguity positions, whereas those with high perseverance are less likely to be affected by conflicting work situations. This study provides abundant theoretical and practical implications addressing hospitality workplace deviance. © 2024</p>	Arousal; Deviant behaviors; Neutralization theory; Role ambiguity; Role conflict; Stress	Ikke turnover

Biswakarma G.; Aithal P.S.; Singh S.K.; Gnawali A.; Ghimire J.	Workplace bullying and employees' turnover intention in hospitality industry: evidence of Nepal	2024	Cogent Business and Management	Bullying influence individuals, organizations and society, requiring support for individuals, causing mental stress leading to exhaustion and potential employee turnover. This study examines the effect of workplace bullying on turnover intentions among hotel employees, including emotional exhaustion as mediator. This study includes five star and non-five-star hotel staffs. A sample of 323 hotel employees were considered in convenience for self-administered questionnaires survey. Data analysis and model fit were conducted with SmartPLS 4 and SPSS 24. This study found that workplace bullying sustainably influence turnover intention through emotional exhaustion among hotel employees. This study concludes that workplace bullying is vital in connection with the turnover intention. This shows a bullied employee leave the organisation while emotionally exhausted. Social support, organizational culture or the way the executive leads matters taking it to a positive endeavor. © 2024 The Author(s). Published by Informa UK Limited, trading as Taylor & Francis Group.	employee exhaustion; employees' turnover intentions; hospitality industry; Hospitality Management; Hotel Management; Huifen (Helen) Cai, Middlesex University Business School, United Kingdom; sustainability; The Hospitality Industry; Workplace bullying	Miljø
Othmani W.; Ammar R.	Assessing tourism capital using two-tiered empirical model	2024	Annals of Tourism Research Empirical Insights	The study aims to develop a novel approach to assess Tourism Capital in resort areas, specifically Zermatt-Matterhorn, between 2014 and 2021. This approach integrates a two-tiered empirical model, where the first tier involves CNN-based image analysis, and the second tier employs mathematical techniques and time-series social media data to evaluate stakeholder engagement. The research emphasizes how fluctuations in tourism capital are influenced by stakeholder interactions and external events, highlighting the significance of empirical and quantitative approaches in understanding tourism dynamics. The findings underscore the substantial role of stakeholder engagement in shaping overall tourism capital, offering a practical and dynamic tool for tourism analysis and urban planning. This study innovatively assesses Tourism Capital by analyzing Instagram images, offering a more in-depth, data-driven view of tourism development in resorts. © 2024	Deep learning; Instagram; Time series; Tourism capital; Visual methods; Zermatt	Ikke turnover
Medina-Chavarria M.E.; Gutiérrez A.; Saladié Ó.	Managing visitor flows in protected areas in a context of changing mobilities: An analysis of challenges, responses, and learned lessons during the pandemic in Tarragona Province (Spain)	2024	International Journal of Geoheritage and Parks	Protected areas experienced changes in visitor flows after the easing of worldwide mobility restrictions related to the COVID-19 pandemic. The changing context added complexity to the functioning of these areas, so the entities involved in visitor management had to adopt protocols to contain the virus, as well as mechanisms to deal with the consequences of fluctuations in mobility flows in these areas. This study aims to analyze visitor management practices in protected areas of the Tarragona Province in Spain, in the context of the pandemic and as experienced by managers. We utilized a two-phase participatory methodology, initially employing a semi-structured questionnaire and subsequently conducting a focus group. Our findings revealed that concerns hindering visitor management before the pandemic not only remained relevant but worsened during this period. Managers faced organizational concerns, including poor communication among stakeholders or staff limitations. Visitor-related concerns also arose, such as changes in leisure and behavioral patterns that resulted in crowds and damage in sensitive areas. These concerns led to mostly reactive responses, with a strong reliance on strategies such as enforcement and regulation of visitor use and mobility. The findings provide useful information on the management approaches put into practice, as well as on opportunities to improve strategies for the sustainable management of visitors in protected areas. © 2024 Elsevier B.V.	Catalonia; COVID-19 pandemic; natural tourism; protected area; visitor management	Ikke turnover

Abuzaid A.N.	Examining the Mediating Role of Job Involvement in the Relationship between Job Crafting and Talent Retention	2024	Global Business and Finance Review	<p>Purpose: In the current dynamic and intensely competitive global business landscape, the retention of highly skilled and specialized talent has emerged as a critical challenge. Employee retention is a strategic differentiator for organizational success, given the substantial expenses related to recruitment, the diminishment of know-how and expertise, and the often underestimated impact on performance. This study examined how job involvement acts as a mediator between the connection of job crafting and talent retention within the context of highly skilled employees in five-star hotels based in Jordan.</p> <p>Design/methodology/approach: A group of 419 participants successfully filled out the study survey. A quantitative cross-sectional survey design was adopted to test the research hypotheses, and the collected data were subjected to analysis using partial least squares through WarpPLS 8.0 software. Findings: The study's results offer statistical support for the positive influence of both crafting the job and job involvement on talent retention. Additionally, it was discovered that job crafting had been an indicator of increased job involvement. Moreover, the study reveals that the connection between job crafting and talent retention is mediated by job involvement. Research limitations/implications: The study findings carry significant implications for organizations. To effectively enhance talent retention, hotels should promote job crafting practices while fostering a work culture that nurtures job involvement. By embracing such approaches, hotels can form an environment where talented staff sense motivated, involved, and committed, contributing to the hotels' long-term goals achievement and competitive advantage. Originality/value: Recognizing the gaps in existing literature makes the need for further research evident. Scholars highlighted the need for or a greater abundance of empirical evidence pertaining to managing adept human resources. Similarly, scholars emphasized the researchers' criticism of the goodness of theoretical articles on managing talent, particularly the need for empirical research. These studies underscored the necessity of delving deeper into this subject matter and contributing to filling the gaps in the literature. Thus, this study makes a significant contribution to the talent retention field. © The Author(s).</p>	Five-star hotels; Job crafting; Job involvement; Jordan; Talent retention
Üngüren E.; Onur N.; Demirel H.; Tekin Ö.A.	The Effects of Job Stress on Burnout and Turnover Intention: The Moderating Effects of Job Security and Financial Dependency	2024	Behavioral Sciences	<p>(1) Background: The hospitality industry is known for exposing employees to work stress, which can lead to work-related burnout and high turnover rates. This study aims to examine the relationships between work stress, work-related burnout, and turnover intention. It also explores the mediating role of work-related burnout and the moderating role of job security and financial dependence. (2) Methods: A cross-sectional survey was conducted among 494 hotel employees working in five-star hotels in Belek and Manavgat, Türkiye, using a moderated mediation research model. The study found that work stress increases work-related burnout, which in turn increases turnover intention. Additionally, work-related burnout was found to mediate the relationship between work stress and turnover intention. Furthermore, it was found that perceived job security moderates the relationship between work stress levels and work-related burnout. Additionally, the variable of financial dependence was found to moderate the relationship between employees' levels of work-related burnout and their turnover intentions. Similarly, the study found that the financial dependence variable moderates the effect of work-related burnout on employees' turnover intention. Additionally, the study found that employees' perception of job security moderates the impact of work stress on work-related burnout. In conclusion, the study suggests that positive perceptions of job security can mitigate the impact of work stress on work-related burnout. Similarly, the impact of work-related burnout on turnover intention diminishes as the degree of financial dependence rises. © 2024 by the authors.</p>	financial dependence; job security; turnover intention; work stress; work-related burnout

Aktürk C.; Yeşiltaş M.	Seasonal employee leadership and turnover intention in the hospitality and tourism industry: Serial mediation model workplace ostracism and work alienation	2024	Canadian Journal of Administrative Sciences	Based on the Conservation of Resources Theory, this research aims to examine the relationship between seasonal employee leadership (SEL) and turnover intention (TI). The data was obtained by administering a survey to 450 seasonal employees working in 15 five-star hotels in Antalya. The findings revealed that SEL reduces TI, which is an important problem for the tourism industry. The study results show that SEL was negatively related to workplace ostracism (WO) and work alienation (WA) and TI. Further, the findings show the serial mediating effect of WO and WA between SEL and TI. The study makes useful recommendations to managers to eliminate ostracism, curb the feeling of alienation and decrease TI. © 2023 ASAC.	COR theory; seasonal employee leadership; serial mediation; turnover intention; work alienation; workplace ostracism	seasonal
Ma Z.; Song L.; Huang J.	How maladjustment and workplace bullying affect newcomers' turnover intentions: roles of cognitive diversity and perceived inclusive practices	2024	International Journal of Contemporary Hospitality Management	Purpose: This study aims to examine newcomers experiencing maladjustment due to cognitive diversity, specifically, how maladjustment affects their turnover intentions; the mediating role of reported workplace bullying; and the buffering effect of perceived inclusive practices in the hospitality sector. Design/methodology/approach: The authors collected time-lagged data from 403 respondents and analyzed the data through hierarchical regression analyses using statistical package for the social sciences (SPSS) 25.0. Findings: Role ambiguity, low self-efficacy and social exclusion could each lead to newcomers' reported workplace bullying (NRB). Perceived inclusive practices buffered the impacts of role ambiguity and social exclusion. NRB negatively mediated the relationships between role ambiguity and NRB; and social exclusion and NRB. Practical implications: Hospitality practitioners should specify work procedures to minimize role ambiguities and record service processes to correct mistakes, reward veterans who help newcomers improve self-efficacy, invite newcomers to develop inclusive practices and review employee comments on third-party platforms to understand factors responsible for turnover intention. Originality/value: This study contextualized cognitive diversity into newcomers' maladjustment-bullying-turnover model in China's hospitality industry. It highlighted the buffering effect of perceived inclusive practices in the relationships between maladjustment and reported bullying and turnover intentions among newcomers and confirmed the important role of self-efficacy in addressing adverse work events. © 2023, Emerald Publishing Limited.	Cognitive diversity; Hospitality industry; Maladjustment; Newcomer; Perceived inclusive practices; Turnover intention; Workplace bullying	Kina
Tavitiyaman P.; So C.Y.A.; Chan O.L.K.	Hotel employees' attitudes toward technology adoption and training support and their engagement, satisfaction, and retention	2024	Journal of Human Resources in Hospitality and Tourism	This study explores employees' attitudes to technology adoption through their perceived usefulness and perceived ease of use of technology adoption. It further assesses the impact of employees' attitude to technology adoption and perceived training support toward their engagement, satisfaction, and retention. Target samples were frontline employees of five hotels in Hong Kong. The questionnaire was distributed and 140 respondents participated in this study. Results showed the positive impact of perceived ease of use on attitude to technology adoption. Furthermore, employees' attitude and training support from the hotel positively promoted their engagement and enhanced satisfaction and retention. However, employees' perceived usefulness did not influence their attitudes, and employee engagement had no impact on employee retention. Theoretical development and practical implications were discussed. © 2023 Taylor & Francis Group, LLC.	Attitude toward technology adoption; employee engagement; employee retention; employee satisfaction; TAM theory; training support	tek-fokus

Taghi Zadeh Ansari E.	Talent Training Practices in SME Hotels	2024	Journal of Industrial Engineering and Management	<p>Purpose: This study explores and analyzes the intricacies of talent management and employee development practices within the hospitality industry. By delving into various training methodologies and assessing their impact, the study seeks to unveil the strengths, challenges, and opportunities each presents.</p> <p>Design/methodology/approach: We did a qualitative research design, utilizing an inductive and exploratory approach. Given the nuanced and dynamic nature of talent management in the hospitality industry, this methodology allowed for a comprehensive and in-depth exploration of practices, impacts, and underlying dynamics. Findings: The diversity in talent management within the hospitality industry is highlighted. Outsourced courses and peer-to-peer learning were common, each presenting unique advantages and challenges. Coaching was valued but faced scheduling and cost issues. Notably, exclusion from talent pools resulted in employee frustration, mistrust, and increased turnover intentions, underscoring the need for inclusive and adaptive talent management strategies. Practical Implications: The findings offer actionable insights for enhancing talent management strategies, improving training modalities, and addressing the impacts of talent pool exclusions to boost employee satisfaction and retention in the hospitality industry. Originality/value: This investigation is distinguished by its detailed examination of talent management in the hospitality sector. It offers unique insights into training modalities and the impacts of talent pool exclusions, thereby providing valuable data for enhancing organizational and academic approaches to employee development. © 2024, OmniaScience. All rights reserved.</p>	hospitality industry; hotel management; small and medium- sized enterprises; talent management; training	feil fokus
Yang C.; Chen Y.; Zhao X.; Miao L.; Leong A.M.W.; Cui Z.	An Integrated Investigation Into the Impact of Workplace Shocks on Employee Turnover	2024	Cornell Hospitality Quarterly	<p>The purpose of this article was to develop and validate a new scale of workplace shocks and extend our understanding of the means by which workplace shocks may influence employee turnover. Drawing from the meaning maintenance model and the sensemaking literature, we embarked on a multiwave field study with 252 frontline hotel employees, introducing an integrated model that elucidates the mechanisms and conditions under which workplace shocks may lead to turnover. Using a novel approach to assess workplace shocks, we found they influence employee turnover through organizational embeddedness and general self-efficacy; however, these effects diminish with high levels of internal control-oriented human resource practices (ICHRPs). The theoretical and managerial implications of this study are discussed. © The Author(s) 2023.</p>	general self-efficacy; organizational embeddedness; scale development and validation; turnover; workplace shocks	trauma
Sun Y.; Yang C.	Soil Mercury Pollution of Hainan Island, China: Patterns, Influencing Factors, and Health Risks	2024	Sustainability (Switzerland)	<p>Due to the rapid expansion of tourism, mining, and manufacturing, the economy of Hainan Island in southern China has experienced swift growth. However, it also brings the risk of soil pollution by mercury (Hg) as a result of increased traffic and mineral processing activities. In order to investigate the characteristics of soil Hg pollution in Hainan Island and assess the health risk, a total of 239 samples were gathered from five representative regions across the island. The findings indicate considerable fluctuations in the soil Hg concentration across the five sub-study areas, which are influenced by factors such as wind direction, mining activities, and economic development. Changjiang Li Autonomous County, situated in the downwind direction (NW) and rich in mineral resources, shows the highest soil Hg concentration (10.00–1582.50 ng·g<sup>-1</sup>). Following closely are Haikou and Sanya, the two most economically developed cities on the island, with soil Hg concentrations of 8.33–321.50 ng·g<sup>-1</sup> and 6.04–180.50 ng·g<sup>-1</sup>, respectively. Wuzhishan Nature Reserve and Lingshui Li Autonomous County, located in the upwind area (SE), show the lowest concentrations, ranging between 10.70–104.67 ng·g<sup>-1</sup> and 9.43–84.00 ng·g<sup>-1</sup>, respectively. Both the Single Pollution Index method and the Geo-accumulation Index method were employed to assess the level of Hg pollution. The results indicate that nearly half of the sampling sites are contaminated, in which the proportion of contaminated sites in Sanya and Haikou are the highest, but the level of contamination is low; the heavily contaminated sites are predominantly found in Changjiang Li Autonomous County. However, the low Health Risk Index (HI) ranging from 0.0001 to 0.0334 suggests that although the soil is contaminated with Hg, it does not pose a substantial non-carcinogenic risk to human health. © 2024 by the authors.</p>	Hainan Island; health risk assessment; pollution characteristics; soil Hg	Kina

Utete R.	Tackling the hospitality industry's contentious issue of employee retention: A close look into the influence of staff training	2024	Journal of Human Resources in Hospitality and Tourism	Generally, hospitality industry experiences incessant wave of high turnover than all other industries. Due to alarming levels of competition in staff training and growth opportunities in different industries, organizations in hospitality sector face challenges in retaining their employees. Employees quit hospitality organizations in pursuit of world-class training and the opportunity for professional development offered in competing organizations, both within and outside the hospitality industry. However, prior research has largely ignored the role of staff training on employee retention in hospitality organizations. There is growing debate about the relationship between staff training and employee retention. Hence, behooves the researcher to accentuate the impact of staff training on employee retention with specific attention given to five subsidiaries of the leading hospitality organization in Zimbabwe. For this study, the data was collected from a sample size of 120 employees. The sample was selected using systematic sampling technique under the ambit of probability sampling method. The data was analyzed using the descriptive and inferential statistics. The results unearthed that staff training has a significant impact on employee retention. The study produced compelling evidence that staff training was insufficient and was not coping with constant changes in the surrounding. In addition, strong evidence in this study indicated that coaching and mentoring were the most preferred types of training. Therefore, the top management should increase the amount of investment on staff training to retain employees. The managers should ensure that all the equipment and tools used for staff training are aligned with prevailing technology to wane turnover rates. Considering huge turnover rates in hospitality industry, comprehending the influence of staff training on employee retention is boon to improve the management policies within the organization. By shedding light on the influence of staff training on employee retention, this study lends preeminent credence to previous claims regarding the importance of the staff training at the workplace. © 2023 Taylor & Francis Group, LLC.	Employee retention; employer competition; hospitality industry; on-the-job training; staff training	zimbabwe
Zhou K.; Xia Y.; Zhang G.; He W.; Jiang K.	Delayed pay and employee turnover: The buffering role of pay-for-performance	2024	Human Resource Management	In response to a financial crisis, many organizations adjust their pay systems to reduce labor costs. In this research, we focus on the use of delayed pay (the postponement of employees' contractual compensation) and examine its effect on employee voluntary turnover outcomes. In a field study (Study 1) with data collected from the executive managers of 129 Chinese hotels experiencing a financial crisis caused by coronavirus disease 2019 (COVID-19), we find a positive relationship between delayed pay and the voluntary turnover rate at the organizational level. In addition, this relationship becomes weaker when delayed pay consists of a larger proportion of pay-for-performance (PFP). We then conduct an experiment (Study 2) to extend our theoretical framework to the individual level, establish causality, and examine the underlying mechanism. The results show that the perceived negative instrumentality of stay (i.e., expected economic losses associated with staying in an organization) explains why individuals intend to leave organizations adopting delayed base pay but not delayed PFP. We further replicate these findings in a critical incident technique study (Study 3). We also discuss the theoretical and practical implications of these findings. © 2023 Wiley Periodicals LLC.	compensation; delayed pay; instrumentality; pay for performance; turnover	for sen betaling, for spesifikt
Kotsakov V.; Marinov V.; Assenova M.; Minkovski R.	Dimensions of employability in the hospitality industry at destination level—the case of a spa destination in Bulgaria	2024	Journal of the Bulgarian Geographical Society	The paper presents the results from the application of the holistic approach to employability based on secondary data and a questionnaire survey of the human resources employed in the hotel and restaurant sector (198) and semi-structured interviews with tourism sector employers (11) in the municipality of Devin, Bulgaria. The results outline some of the dimensions of employability, existing problems of employability and their potential solutions. It is typical for the municipality of Devin that a large part of the local population in the region is directly dependent on tourism. This leads to relatively low staff turnover and high motivation to offer a quality tourism product. Respondents exhibit a high self-assessment of their own knowledge, skills and attitude in terms of development of tourism, but this does not correspond to the real situation given their activities to improve their own skills during the pandemic period closure. Recommendations are proposed for upgrading the qualification of staff at municipal and enterprise level. © Valentin Kotsakov et al.	Education; human resources; motivation qualification; staff; training	Ikke turnover

Xu Q.; Chia K.W.	How I Obtained My PhD Admission Letter: A Reflective Interaction-Based Autoethnography	2024	Qualitative Report	<p>This account utilises autoethnography to explore how the “one-child generation’s” cultural context influences behaviours and character traits, focusing on the first author’s experiences during a 5-month doctoral program application. It examines interactions with the employer, unacquainted individuals, intermediaries, and family, encapsulated in three Episodes, to analyse the personality traits of this generation. The findings reveal that, though deeply rooted in traditional culture, character traits such as risk aversion, caution, and family dependency are not immutable. It highlights the potential for personal transformation through inward growth, proactive external engagement, and the support of families who challenge traditional norms. In terms of subjective meaning, the process involves expanding one’s world perspective outwardly, and it involves inward self-growth and self-establishment for working youth and generates value throughout life. It also provides a profound opportunity to understand and interpret our own cultural imprints. In terms of social interaction, this process vividly captures the emotional fluctuations and the proactive choices and changes demonstrated by individuals in their interactions with different subjects. This research offers valuable insights for individuals grappling with uncertainties and doubts in navigating their life and career paths. © 2024 Peace and Conflict Studies. All rights reserved.</p>	autoethnography; interaction; PhD in Hospitality; reflective; self-narrative; Tourism	Ikke turnover
Pandey D.L.; Risal N.	INVESTIGATION OF HUMAN RESOURCE PRACTICES, BURNOUT AND TURNOVER INTENTION	2024	Corporate Governance and Organizational Behavior Review	<p>Employee turnover is a persistent and significant challenge that many organizations are currently dealing with. High turnover rates negatively impact an organization’s efficiency, success and performance as a whole. The purpose of this research is to examine the effect of burnout and human resources (HR) practices on employee turnover intentions. The study with a sample size of 165 was conducted in an organizational setting using convenience sampling and involved a sample of employees from various industries such as the medical industry, hospitality industry, banking industry, etc., using a quantitative research approach. A descriptive and causal-comparative research design was used to undertake the research. Data were collected using a structured questionnaire and analyzed using simple linear regression for impact assessment and step-wise regression was used to assess the mediating effect of burnout. The study found that burnout negatively and HR practices positively play a significant role in the turnover intention of employees. The study concludes that intervention in HR practices and burnout situations may help in improving employee turnover intention. Thus, the study finding supports managers in developing HR policies to reduce burnout experience and turnover intention of employees. © 2024 The Authors.</p>	Burnout; Business Organizations; Human Resource Practices; Turnover Intention	HR
Peng F.; Li Y.; Xu W.	Internship and career adaptability: addressing occupational stigma and identity for hospitality management students	2024	Tourism Review	<p>Purpose: The high turnover rate among interns exacerbates the shortage of human resources in the hospitality industry. This study is based on previous concerns about the impact of occupational stigma and internship on turnover intention. This study aims to explore how the career adaptability of interns influences their perception of occupational stigma and occupational identity. Design/methodology/approach: By using stratified sampling, semistructured interviews were conducted with 34 respondents who had academic and vocational education backgrounds. The data analysis was performed using the thematic analysis method. Findings: This study demonstrates that a high level of career adaptability helps to reduce interns’ perception of occupational stigma and strengthen their occupational identity. Students from academic and vocational schools display different levels of career adaptability in terms of job matching and career promotion. In addition, the long-term influence on occupational identity is more significant from professional development potential compared to job adaptation. Research limitations/implications: This study provides valuable insights into the complex relationship between occupational stigma and occupational identity from the perspective of career adaptability. Moreover, it highlights the importance of job adaption, matching, promotion and professional development in retaining talent within the hospitality industry. Originality/value: This study innovatively focuses on job matching and career promotion for coping with occupational stigma. It also considers interns’ educational backgrounds, facilitating further understanding of occupational identity under the influence of stigma. A fresh perspective on talent adaptation and retention in the hospitality industry is provided. © 2023, Emerald Publishing Limited.</p>	Career adaptability; Hotel jobs; Internship; Occupational identity; Occupational stigma	internships ikke relevant



McGinley S.; Dogru T.; Sharma A.	The effect of job abundance on tourism employee turnover	2024	International Journal of Hospitality Management	This study examined the extent to which job openings affected voluntary turnover in the tourism industry in the US using the interlinkages theory and the integrated model of career change. Industry specific turnover data were collected from the Bureau of Labor Statistics and Federal Reserve Bank of Philadelphia and analyzed the data using a multiple linear regression analysis. We found that increased job openings in the overall economy led to increased voluntary employee turnover among tourism workers. The results further suggested that accommodation and food service employees were most likely to leave their jobs for jobs in different industries%engaged in career change. The findings supported the idea that when job opportunities were plentiful tourism employees found jobs in other industries. Our findings refocused the theoretical and practical attention away from turnover and to the phenomenon of career change and how our theories explain vocational changes and a challenging recruitment landscape. © 2024 Elsevier Ltd		uten- forstående faktorer
Darmawan A.; Bagis F.	EFFORT TO PREVENT AND REDUCE EMPLOYEE TURNOVER INTENTION IN THE HOSPITALITY; [ESFORÇO PARA EVITAR E REDUZIR A INTENÇÃO DE ROTATIVIDADE DOS FUNCIONÁRIOS NA HOSPITALIDADE]; [ESFUERZO PARA PREVENIR Y REDUCIR LA INTENCIÓN DE ROTACIÓN DE EMPLEADOS EN LA HOSTELERÍA]	2024	Revista de Gestao Social e Ambiental	Purpose: The loss of skilled workers is one of the negative effects of the high turnover rates that the hospitality sector is currently experiencing. Turnover intention refers to an employee's desire to relocate or quit their position. There are several organizational disruptions brought on by this staff turnover. The purpose of this study is to test a research model empirically by examining how job security, perceived organizational support, and transformational leadership affect the intention to leave a company. Theoretical framework: This study employs the Social Exchange Theory, which posits that a balanced exchange occurs between two parties, with recipients typically responding positively when the giver provides something valuable. In line with this concept, the research aims to explore how factors such as job security, perceived organizational support, and transformational leadership influence individuals' inclination to remain in their current employment. Method/design/approach: Quota sampling, which establishes a quota depending on the percentage of each hotel, is the sample method employed. Analysis employing Partial Least Squares was used in this study. In order to ensure that the computations are spread equally, the analysis's findings determine the proportion of the demographic conditions of each employee respondent at 4-star hotels. Consequently, a total of 176 respondents were gathered from the sampling, comprising 123 male and 53 female employees, with the majority falling between the 20–25 age range. Results and conclusion: The findings suggest a positive association between the desire to leave a company and factors such as perceived organizational support, transformational leadership, and job security. Interestingly, the results indicate that enhancing job security could potentially decrease the inclination to leave. However, the study did not uncover significant effects of transformational leadership or perceived organizational support on turnover intention. Research implications: Provide new references in theoretical studies, especially on turnover intention behavior, especially in the hospitality sector. Originality/value: Establish a new measurement mechanism in an effort to reduce turnover intention using different antasedent variables. © 2024 ANPAD - Associacao Nacional de Pos-Graduacao e Pesquisa em Administracao. All rights reserved.	Perceived Organizational Support; Transformative Leadership; Turnover Intention	ikke relevant
Varelas S.; Tsoupros G.	Key Performance Indicators and Data Envelopment Analysis in Greek Tourism: A Strategic Planning Tool for Destinations and DMMOs	2024	Sustainability (Switzerland)	Over the years, the tourism sector has constantly been a driving force in strengthening the Greek economy. Therefore, being capable of leveraging a tourism business's performance can be of great importance in many aspects for destinations and destination management and marketing organizations (DMMOs). For this very purpose, this study's methodology consists of a combined application of the key performance indicators and data envelopment analysis. The research conducted is quantitative, aiming to analyze the efficiency of the Greek hotels by region and determine the effective ones, as well as the strategic and managerial changes which should be considered by the non-effective. As a result, it shall become possible for each set of hotels to know the ideal turnover and the tourism nights spent that they should achieve, based on their current capacity in terms of beds and employees. Ultimately, this process could play a pivotal role in a region's strategic planning, both from a resource management perspective, as well as in establishing an effective, measurable strategy that can be implemented by regional policy makers and destination managers in a real-time benchmarking process. © 2024 by the authors.	data envelopment analysis; DMMOs; key performance indicators; strategic planning	Hellas

Nguyen T.H.; Loo P.T.	“Boss, I am gonna to quit!!!” The resignation experiences of hotel employees in Vietnam	2024	International Journal of Hospitality Management	The hospitality industry has been confronted with the problem of attracting and retaining high quality employees while employee turnover is a continuous challenge. The purpose of this study is to explore the experiences of hotel employees in the resignation process in Vietnam. This study also adds on to the steps in the Mobley Model. A qualitative approach, 16 in-depth interviews were conducted, and data were analyzed. This study findings supported the Mobley Model and extended the model by furnishing a comprehensive picture of hotel employees’ resignation experiences in Vietnam. A study that explored the experiences of the resignation of Vietnamese hotel employees to understand the whole process as well as to identify the possible actual reasons affecting their resignation decision throughout their experiences. © 2024 Elsevier Ltd	Hospitality industry; Hotel employees; Intention to resign; Resignation experiences; Turnover intention; Vietnam	Vietnam
Dogru T.; McGinley S.; Self T.	Hospitality industry attraction: The effect of job openings and employee wages in the United States	2024	Tourism Management	The recent development in the United States hospitality industry and the overall economy following the recent pandemic demonstrates a call for a new examination of how employees who are on the job market perceive hospitality jobs. The purpose of this study is to examine how the U.S. hospitality industry is positioned to attract new talent from other sectors of the economy. Specifically, we examine the effects job openings and wages in the hospitality industry on voluntary turnover in the overall U.S. economy and major sectors across the economy. The findings from this study are expected to show the extent to which hospitality firms are successful in recruiting from other industries. The results show that job openings and wages in the U.S. hospitality industry have positive and statistically-significant effects on voluntary turnover in various sectors of the economy, such as construction, manufacturing, education, and healthcare. Theoretical and practical implications are discussed. © 2024 Elsevier Ltd	Attraction; Employment; Job openings; Recruitment; Wages	ansettelser
Davras Ö.; Manap Davras G.	The role of sense of calling in the relationships between human resource practices, turnover intention and employee satisfaction in the hotel industry	2024	Journal of Hospitality and Tourism Insights	Purpose: The main aim of the present research is to investigate the role of sense of calling (SOC) in the relationships between human resource practices (HRP), turnover intention (TI) and employee satisfaction (ES) in the hotel industry. Moreover, it also examines whether the relationships between these variables are different for city and resort hotel employees. Design/methodology/approach: Quantitative research was employed to test the proposed hypotheses, and the survey technique was used to collect data. The participants of the research consist of 432 hotel employees who work in Antalya, Turkey. The hypotheses were tested using the partial least squares structural equation modeling (PLS–SEM) analyses. Findings: The results of the analysis have shown that SOC significantly impacts the ES and TI, and HRP could be a new antecedent of SOC. On the other hand, while ES is positively affected by HRP, the SOC has a moderating role in the relationship between these variables. Practical implications: Hotel authorities’ understanding of the SOC’s role in employee attitudes and behavior would be a significant factor not only in retaining them but also in reducing employee turnover. They should consider increasing employees’ SOC by focusing on HRP. Originality/value: Besides being one of the few studies that have discussed SOC in the hospitality literature, the current study also contributes by examining the role of SOC in the relationships between HRP, ES and TI. It also adds value to the calling literature by revealing whether the relationship between these variables differs for city and resort hotel employees. © 2024, Emerald Publishing Limited.	City/resort hotel employees; Employee satisfaction; Human resource practices; Sense of calling; Turnover intention	SOC

Chatzipetrou E.; Varvaropoulos K.	Managerial Digitalisation Cost in the Hotel Sector: The Case of Northern Greece	2024	Administrative Sciences	The main purpose of the research is to measure the managerial digitalisation cost of the hotel sector in Northern Greece. Taking into consideration the impact of the pandemic crisis on business management and the lack of rich relevant literature, the study focuses on the cost of managerial digitalisation and its possible relationship with certain hotel demographic characteristics, like star ranking, period of operation, size and accommodation type. The population consists of 2187 hotel units, based on the register of the Hellenic Chamber of Hotels and other local associations such as Chalkidiki Hotels Association. Data were collected through a structured questionnaire, registered in Google forms, and sent by e-mail or alternatively via social media like Facebook. The main finding concerns the low amount of investment related to revenue, as the majority of hotel units spend less than 2.5% of their annual turnover on managerial digitalisation. In addition to this, members of hotel groups, seasonal and summer accommodations invest more in the adoption of digital managerial tools. A positive correlation with the number of employees was also detected. As digitalisation cost in the Greek hospitality sector is a completely unexplored scientific field, this is the first effort to deal with it. Furthermore, as Northern Greece is not as popular a tourist destination as other parts of Greece (i.e., the Aegean islands), the present research is a unique attempt to focus on the hotel sector of a less well-known Greek tourist region. © 2024 by the authors.	E-Management; hotel demographic characteristics; hotel sector; managerial digitalisation cost; Northern Greece; tourism	For lite område, nordhellas
Kim S.-H.	Redesigning hospitality supervisor support in the post-pandemic era: understanding modes from the recipient's perspective as related to triggering a fixed mindset	2024	Journal of Human Resources in Hospitality and Tourism	There has been a lack of study of fixed mindsets in the HR field. An opportunity to make full use of fixed mindsets has been lost. A fixed mindset is examined in this study with respect to how it manifests in interpreting supervisor support. By connecting trait-activation theory with a fixed mindset, this study theorizes the boundary condition of a fixed mindset in accepting supervisor support. According to the study, instrumental support exacerbated fixed mindsets while emotional support alleviated them. Additionally, it demonstrated the vulnerability of a fixed mindset to burnout. The findings of this study contribute to the literature on supervisor support and employee development. In the post-pandemic era, it provides a basis for developing more tailored supervisor support for hospitality and tourism practitioners. © 2023 Taylor & Francis Group, LLC.	Emotional support; fixed mindset; frontline employee; instrumental support; PLS-SEM; turnover intention	Ikke hotell

Ding C.; Gao X.; Xie Z.	Analysing the differential impact of the COVID-19 pandemic on the resilience of the tourism economy: A case study of the Chengdu-Chongqing urban agglomeration in China	2024	International Journal of Disaster Risk Reduction	<p>The outbreak of the COVID-19 pandemic in 2019 had a profound impact on the tourism economy, underscoring the critical importance of assessing and analyzing tourism economic resilience. Traditionally, prior research predominantly focused on constructing evaluation systems based on three dimensions: Risk preparedness capability, Restoration capability, and Reorganization and modernization capacity. In this study, we take an innovative approach by incorporating urban network thinking and establishing a tourism economic network, while introducing the dimension of “The rationality of network structure.” To comprehensively understand the dynamics of tourism economic resilience, we divided the period from 2018 to 2021 into three distinct phases: Stable period, Pre-shock period, and Shock period. This division allowed us to conduct comparative research that highlights the variations in tourism economic resilience across these different time frames. Additionally, we employed advanced methods, such as kernel density estimation and the GTWR model, for empirical analysis of tourism economic resilience within the Chengdu-Chongqing city cluster. The results of our research unveiled that Chengdu and Chongqing both demonstrate a remarkable level of resilience within their tourism economies. However, given their status as the “dual core” of the Chengdu-Chongqing city agglomeration, they are inherently more susceptible to significant fluctuations when confronted with shocks. The spatial pattern of tourism economic resilience is characterized by prominent wings on both sides, a North-South balance, and a central region with vulnerabilities. The predominant evolutionary patterns are marked by multi-level stabilization, moderate growth, and moderate decline. Ziyang is an exceptional region within the broader growth zone, and its reduced risk preparedness capability has led to an overall decline in tourism economic resilience. Furthermore, key influencing factors, including the economy, infrastructure, and ecological environment, exhibit significant spatial heterogeneity. In conclusion, our study offers valuable insights into researching tourism economic resilience under external shocks, such as the COVID-19 pandemic. These findings can be instrumental in guiding policymakers as they develop effective strategies to bolster tourism economic resilience. © 2024 The Authors</p>	Chengdu-Chongqing city agglomeration; Resilience of tourism economy; Urban network	Kina
Bui Thi T.; Mai Q.L.	Work social support on hospitality employees' career optimism and turnover intention	2024	Tourism Review	<p>Purpose: This study aims to examine the effect of job insecurity and perceived work-social support on career optimism, organizational commitment and turnover intention in the hospitality industry in the post-COVID era. Design/methodology/approach: Data collection was via an online survey of 428 hotel staff. Structural equation modeling techniques support the research model and hypothesis testing. Findings: This study reveals that the perception of job insecurity has a strong effect on turnover intention but no significant influence on career optimism and organizational commitment. Perceived work social support plays a vital role in employees' coping strategies in difficult work circumstances. It has positive effects on career optimism and organizational commitment. Originality/value: The study is considered timely in verifying how the perception of job insecurity and work social support influence hospitality employees' career optimism, organizational commitment and turnover intention as we transition to the post-pandemic era. The findings enrich the literature on job insecurity and career management through a crisis. © 2023, Emerald Publishing Limited.</p>	Career optimism; Hospitality; Job insecurity; Organizational commitment; Perceived work social support; Post-COVID-19; Turnover intention	Covid 19

Liu-Lastres B.; Wen H.; Huang W.-J.	A reflection on the Great Resignation in the hospitality and tourism industry	2023	International Journal of Contemporary Hospitality Management	Purpose: This paper aims to provide a critical reflection on the Great Resignation in the hospitality and tourism industry in the wake of the COVID-19 pandemic. Specifically, this paper reviews the causes and effects of the Great Resignation, addresses the labor shortage in this industry and proposes strategies that can help manage the challenges. Design/methodology/approach: This paper is based on a critical analysis of emerging phenomena, related literature and researchers' experiences and insights. Findings: The Great Resignation has presented unprecedented challenges for the hospitality and tourism industry. A closer examination reveals that the pandemic has served as a catalyst rather than a leading cause of this trend. Workforce issues are becoming increasingly complex under contemporary influences, including internal elements such as new explications at work and external factors like the gig economy and technology implementation. Practical implications: This study provides practical implications on how Hospitality and Tourism practitioners can respond to the Great Resignation on micro, meso and macro levels. The practical implications revolve around employees' changing needs and preferences in the wave of Great Resignation, as well as the necessity for employers' reflection and improvement. Originality/value: This study marks an initial attempt to provide a critical assessment of a contemporary issue involving the Great Resignation. This paper extends its discussion through an advanced analysis of the issue, offers suggestions to manage current obstacles related to labor issues in hospitality and tourism, and illuminates future research directions. © 2022, Emerald Publishing Limited.	COVID-19; Employee-centered approaches; Great Resignation; Resilience; Turnover; Workforce management	Fortids-fokus
Islam M.A.; Jantan A.H.; Yusoff Y.M.; Chong C.W.; Hossain M.S.	Green Human Resource Management (GHRM) Practices and Millennial Employees' Turnover Intentions in Tourism Industry in Malaysia: Moderating Role of Work Environment	2023	Global Business Review	This study examines the role of green human resource management (GHRM) practices, such as green recruitment and selection, green training, green performance management, green involvement and green rewards, and pays attention on the turnover intention of the millennial employees working in the hotels (3-, 4- and 5-star). Moreover, the study examines the moderating role of work environment on the relationship between those GHRM practices and turnover intention. Researchers collected 162 useful survey questionnaires from 200 distributed questionnaire among the millennial employees, who work in hotels. Analysis of the data through partial least squares structural equation modelling reveals that the green involvement and green pay and reward only impact on reducing turnover intention of millennials while other GHRM practices do not have direct impact on turnover intention of millennials. Interestingly, this study does not find any moderating effect of work environment on the relationship between GHRM practices and turnover intention of millennials working in hotels in Malaysia. This study extends the literature relating to GHRM and work environment and turnover intention of millennials. Furthermore, this is the first empirical research ever done so far relating to GHRM practices and turnover intention of millennials in hotel industry literature. Implications of the findings, as well as research limitations and directions for future scholars, have been discussed. © 2020 IMI.	Green human resource management; hotel industry; Malaysia; millennials; turnover intention; work environment	Grønt
Dogru T.; McGintley S.; Sharma A.; Isik C.; Hanks L.	Employee turnover dynamics in the hospitality industry vs. the overall economy	2023	Tourism Management	High employee turnover is a widely known reality for the hospitality industry. However, the extent to which employee turnover in the hospitality industry depends on overall economic activities or idiosyncratic characteristics of the hospitality industry is not clear. The purpose of this study is to examine the extent to which the employee turnover rate in the hospitality industry is sensitive to the overall US economy. Also, the COVID-19-pandemic has further exacerbated an already convoluted issue of employee turnover for hospitality businesses. Therefore, we further investigate the extent to which employee turnover rate in the hospitality industry are sensitive to the overall US economy during the pandemic period. The results show that employee turnover in the hospitality industry has the highest sensitivity to the economy. However, employee turnover in the hospitality industry decreases the most in the overall US economy when economy-wide turnover increases. The theoretical and practical implications are extensively discussed. © 2023 Elsevier Ltd	COVID-19 pandemic; Employee turnover; Hospitality; Market model; Modern portfolio theory; Voluntary turnover	Covid 19

Hamouche S.; Koritos C.; Papastathopoulos A.	Quiet quitting: relationship with other concepts and implications for tourism and hospitality	2023	International Journal of Contemporary Hospitality Management	<p>Purpose: While quiet quitting is not an entirely new phenomenon, no published research has examined its relationship to existing concepts from a human resource management and organizational behavior perspective. Therefore, this study is a critical reflection that aims to demonstrate the relationship of quiet quitting with concepts researchers in tourism and hospitality have extensively used to study related phenomena.</p> <p>Design/methodology/approach: Gray literature was mobilized to capture the momentum of this new phenomenon, whereas scholarly research was reviewed to identify existing concepts associated with quiet quitting and suggest directions for theory-building and empirical research. Findings: In its contemporary form, quiet quitting mostly resonates with younger employees, due to the drastic changes in workplaces following the COVID-19 pandemic. While quiet quitting closely resembles collective industrial action such as “work to rule” and “acting one’s wage,” it also has a psychological dimension, and can be understood through concepts such as work withdrawal, employee cynicism, and silence. Multiple theories and concepts are proposed to facilitate the conceptualization and operationalization of quiet quitting (e.g. organizational citizenship behavior, social exchange, psychological contract, organizational justice, conflict theory, equity theory, two-factor theory, job demands-resources and conservation of resources theories). Practical implications: This research provides practical suggestions to managers in tourism and hospitality to prevent the occurrence of quiet quitting in the first place, as well as effectively handling it once it occurs. Originality/value: Studies addressing quiet quitting are rare. This paper attempts to synthesize diverse concepts and theories associated with quiet quitting to understand its meaning, potential causes and to suggest avenues for future research. © 2023, Emerald Publishing Limited.</p>	Extra-role performance; Generations; Organizational citizenship behavior; Quiet quitting; Withdrawal behavior; Work engagement	Ikke turnover
Le L.H.; Hancer M.; Chaulagain S.; Pham P.	Reducing hotel employee turnover intention by promoting pride in job and meaning of work: A cross-cultural perspective	2023	International Journal of Hospitality Management	<p>Characterizing with an image of low-skilled jobs and low social status, the hotel industry is undergoing a “great resignation” from staff due to stress post-Covid-19, urging a need to encourage hotel employees to stay with their jobs. This study attempted to explore whether employees’ turnover intention was decreased by promoting their pride in jobs and how job pride was predicted by dimensions of the meaning of work. Two online surveys were conducted on American and Vietnamese hotel employees. A structural equation modeling analysis revealed that work centrality, obligation norms, and work values positively affected job pride which subsequently reduced turnover intention. The study also showed the negative relationship between job pride and turnover intention was only significant for Americans, confirming the culture’s moderation role. The findings provide valuable theoretical contributions regarding employees’ behavioral intention from a multicultural perspective and managerial implications for hoteliers in human resources management practices. © 2022 Elsevier Ltd</p>	Collectivism; Entitlement norms; Individualism; Obligation norms; Work centrality; Work value	Ikke turnover
Yin J.; Ji Y.; Ni Y.	Supervisor incivility and turnover intention of the employees in the hospitality industry of China	2023	International Journal of Contemporary Hospitality Management	<p>Purpose: As supervisor incivility and its negative effect may impact employees’ psychological health and even the sustainable development of hospitality enterprises, this study aims to explore the channels through which it affects employee turnover intention in China’s hospitality industry and suggest possible mitigation measures.</p> <p>Design/methodology/approach: This study adopted exploratory factor analysis, measurement model analysis and the mediation and moderation model and used SPSS and PROCESS for the analysis. Findings: This study found that the impact of supervisor incivility on the employees’ turnover intention would be through employees’ ego depletion and revealed that organizational support would alleviate such a negative effect. However, organizational support might not mitigate the impact of supervisor incivility on the employees’ ego depletion, which is inconsistent with previous studies. This study inferred that organizational support might be somewhat related to organizational pressure, thereby enhancing the impact of supervisor incivility on the employees’ ego depletion. Research limitations/implications: This study not only enriches incivility literature but also suggests new insights into the mixed role of organizational support. Originality/value: Unlike previous studies that mainly focused on workplace pressure from colleagues or customers, this study broadens our understanding of the employees’ turnover intention affected by supervisors’ workplace incivility and the mixed role of organizational support. © 2022, Emerald Publishing Limited.</p>	Ego depletion theory; Organizational support; PSR model; Supervisor incivility; Turnover intention	Psykologi

Popa I.; Lee L.; Yu H.; Madera J.M.	Losing talent due to COVID-19: The roles of anger and fear on industry turnover intentions	2023	Journal of Hospitality and Tourism Management	<p>Early in the COVID-19 pandemic, the US hospitality industry workforce experienced significant job loss via furloughs and job eliminations. Over a year later, the American hospitality industry is now facing a labor shortage. However, there is a dearth of literature explaining why the hospitality industry's response due to a mega-event, like the pandemic, can motivate employees to leave the hospitality industry. Instead, theory and research have primarily focused on organizations as the focal point for understanding turnover, while neglecting the industry. Using the affect theory of social exchange, this paper examined how anger and fear related to job status changes (i.e., being furloughed or laid-off) due to the pandemic, influence intentions to leave the industry. Study 1 used a survey of management-level employees, whereas Study 2 used an experiment to test the proposed model. Both studies showed that employees who lost their job due to the pandemic felt more anger and fear than those still employed. However, mediation analyses revealed anger, but not fear, as the primary driver of industry turnover intentions. These results highlight a potentially problematic trend. Should skilled hospitality workers switch industries due to job loss amidst an industry-wide negative event, it may become difficult for hospitality businesses to find qualified employees once the industry recovers and rehiring begins. © 2022 The Authors</p>	COVID-19; Industry turnover intensions; Job loss; Negative emotions; Turnover
González-De-la-Rosa M.; Armas-Cruz Y.; Dorta-Afonso D.; García-Rodríguez F.J.	The impact of employee-oriented CSR on quality of life: Evidence from the hospitality industry	2023	Tourism Management	<p>This paper builds on recent corporate social responsibility (CSR) literature and on stakeholder theory. Our aim is to analyze the direct and indirect effects of employee-oriented CSR on hotel workers' quality of life (QoL). Based on survey collected from a sample of hotel employees in the Canary Islands (Spain), relationships were empirically examined through partial least square structural equation modeling (PLS-SEM). This study confirms that workers' perceptions of employee-oriented CSR positively and directly enhance their QoL. We found indirect positive effects through several mediators. Our results highlight the key role of working conditions, task significance, turnover intentions, and intrinsic quality on the relationship between employee-oriented CSR and QoL. Moreover, hotel service quality level is an antecedent of employee-oriented CSR. These findings advance the literature on CSR and reveal important managerial implications, especially in a post-pandemic scenario in which workers' overall QoL is essential to ensure no one is left behind. © 2023 The Authors</p>	Corporate social responsibility (CSR); Employee-oriented CSR; Hospitality management; Quality of life (QoL); Stakeholder theory
Xie C.; Zhang J.; Chen Y.; Morrison A.M.	The effect of hotel employee resilience during COVID-19: The moderation role of perceived risk and challenge stressors	2023	Tourism Management Perspectives	<p>The effect of hotel employee resilience during major crises lacks sufficient empirical investigation. This research aimed to develop a conceptual model of hotel employee resilience effects on turnover intentions and service quality with belief restoration as mediation and challenge stressors and perceived risk as moderation variables. A questionnaire survey was conducted with 28 star-rated hotels (including two 3-star, fifteen 4-star, and eleven 5-star hotels) in southeastern, northeastern, central, and western China against the background of the COVID-19 pandemic, and with operational (e.g., front office, food and beverage, housekeeping) and administrative (e.g., human resource, sales, finance) departments. A total of 1318 valid questionnaires were collected. The results showed that: (1) employee resilience predicted employee service quality positively and turnover intentions negatively; (2) belief restoration partially mediated the impact of employee resilience on service quality and turnover intentions; and (3) perceived risk and challenge stressors had diverse moderation effects (e.g., U-shaped, linear) in the impacts of resilience, and they were important external and internal situational factors that influenced the impact of employee resilience. This research revealed the effects and situational conditions of hotel employee resilience during a major crisis, which provides a theoretical basis for establishing hotel crisis response strategies. © 2023 Elsevier Ltd</p>	Belief restoration; Resilience; Self-determination theory; Service quality; Turnover intentions

Santos E.	From Neglect to Progress: Assessing Social Sustainability and Decent Work in the Tourism Sector	2023	Sustainability (Switzerland)	Measuring social sustainability performance involves assessing firms' implementation of social goals, including working conditions, health and safety, employee relationships, diversity, human rights, community engagement, and philanthropy. The concept of social sustainability is closely linked to the notion of decent work, which emphasizes productive work opportunities with fair income, secure workplaces, personal development prospects, freedom of expression and association, and equal treatment for both genders. However, the tourism sector, known for its significant share of informal labor-intensive work, faces challenges that hinder the achievement of decent work, such as extended working hours, low wages, limited social protection, and gender discrimination. This study assesses the social sustainability of the Portuguese tourism industry. The study collected data from the "Quadros do Pessoal" statistical tables for the years 2010 to 2020 to analyze the performance of Portuguese firms in the tourism sector and compare them with one another and with the overall national performance. The study focused on indicators such as employment, wages, and work accidents. The findings reveal fluctuations in employment and remuneration within the tourism sector and high growth rates in the tourism sector compared to the national average. A persistent gender pay gap is identified, which emphasizes the need to address this issue within the tourism industry. Despite some limitations, such as the lack of comparable data on work quality globally, incomplete coverage of sustainability issues, and challenges in defining and measuring social sustainability indicators, the findings have implications for policy interventions to enhance social sustainability in the tourism industry. By prioritizing decent work, safe working conditions, and equitable pay practices, stakeholders can promote social sustainability, stakeholder relationships, and sustainable competitive advantage. Policymakers are urged to support these principles to ensure the long-term sustainability of the tourism industry and foster a more inclusive and equitable society. This study provides insights for Tourism Management, sustainable Human Resource Management, Development Studies, and organizational research, guiding industry stakeholders in promoting corporate social sustainability, firm survival, and economic growth. © 2023 by the author.	decent work; gender wage gap; social sustainability; tourism industry	Alder
Belias D.; Rossidis I.; Sotiriou A.; Malik S.	Workplace Conflict, Turnover, and Quality of Services. Case Study in Greek Seasonal Hotels	2023	Journal of Quality Assurance in Hospitality and Tourism	Seasonality and its impact on staff turnover and conflict within the workplace is one of the most crucial issue that seasonal hotels are called to deal with. The purpose of this study is to examine the effect that workplace conflict and turnovers have on service quality of seasonal hotels in Greece. The outcome of the research indicated that hotel management's policy in resolving conflicts affects mainly job turnover rather than the frequency of conflicts. In fact, it was found that cooperation strategies are likely to reduce employee turnover through the resolution of conflicts, while enforcement/competition or avoidance strategies enhances the possibility of employee turnover. Finally, it was found that service quality was not related to either the intention to leave or the manifestation of conflicts. © 2022 Taylor & Francis Group, LLC.	conflict management; Greece; seasonal hotels; service quality; Turnover	Sesong
Liu-Lastres B.; Huang W.-J.; Bao H.	Exploring hospitality workers' career choices in the wake of COVID-19: Insights from a phenomenologic al inquiry	2023	International Journal of Hospitality Management	The COVID-19 pandemic severely hit the hospitality industry and caused employees concerns over health, finance, and well-being. These challenges may trigger their decisions to leave the profession, leading to major talent crises in the industry. Guided by the transactional model of stress and coping and the career construction theory, this study explored how their experiences with the pandemic affected their career choices moving on. A phenomenological approach was adopted, and 31 current and past hospitality employees were interviewed. The findings supported the conceptual model and addressed the connection between stress management and career decisions among the participants. It is also noted that, besides generational differences, most participants' career decisions at this critical moment were influenced by their personality traits, industry involvement, and employer-employee relationships. Thus, to create a sustainable, resilient, and engaged workforce, hospitality practitioners must commit to crafting positive relationships with their employees both in regular and crisis times. © 2023 Elsevier Ltd	Career Construction Theory; Career decisions; COVID-19; Stress Coping; Turnover intentions; Workforce Management	



Arici H.E.; Arasli H.; Köseoglu M.A.; Sokmen A.; Arici N.C.	Job embeddedness in hospitality and tourism scholarship: Past, present, and future research agenda	2023	International Journal of Hospitality Management	This paper presents a bibliometric analysis of job embeddedness research in hospitality and tourism literature. Thus, it clarifies the fundamental research themes and phenomena, theoretical underpinning, and the most current research stream. Sixty-four documents on job embeddedness were obtained and tested by utilizing bibliometric analysis via VOSviewer and Biblioshiny in R software programming. Co-citation analysis demonstrated that job embeddedness is a research domain focusing on employee work engagement, retention, turnover intention, and the predictors of the phenomenon. Different theoretical bases can be adopted in different study areas, among which conservation of resources and social exchange have important roles. The bibliographic coupling and thematic evolutionary analysis of the documents clarify appealing trendy topics and provide several suggestions for further examination. © 2022 Elsevier Ltd	Bibliometric analysis; Employee retention; Hospitality; Job embeddedness; Tourism; Turnover	Nei
Khassawneh O.; Mohammad T.; Momany M.T.	Perceived Overqualification and Job Outcomes: The Moderating Role of Manager Envy	2023	Sustainability (Switzerland)	In this study, we suggest that manager envy will moderate the relationship between perceived overqualification and job-related outcomes (employee turnover, job satisfaction, and performance evaluation). We examined our hypotheses using a sample of 322 employees working in five-star hotels in the United Arab Emirates (UAE), gathered across five time periods. Web-based questionnaires were utilized to collect the data due to the COVID-19 pandemic and in order to obtain results more quickly. We gathered data from June 2021 to February 2022 from superiors at T1 and T4 and subordinates at T2 and T3 in five periods. We left a gap of two weeks between each period, and the same respondents were utilized for all phases. The findings indicate that perceived overqualification was more strongly and negatively related to employee job satisfaction when managers reported high envy. Furthermore, when envy was high, employee overqualification was positively related to job turnover. Promotion had no direct or moderated effects. The implications for the literature on overqualification and envy were addressed. The findings suggest that group-level implications on how perceived overqualification influences employees should be investigated. Perceived overqualification as a result of reporting to envious supervisors had a detrimental impact on the perceived performance and achievement of individuals who were overqualified. The findings also emphasize the relevance of examining overqualification at many levels of analysis, as well as the need to look into manager-level moderators. © 2022 by the authors.	employee turnover; job satisfaction; motivation; overqualification; performance appraisal	UAE
Leung X.Y.; Shi X.C.; Huang X.	How virtual reality moderates daily negative mood spillover among hotel frontline employees: A within-person field experiment	2023	Tourism Management	This study explores how virtual reality (VR) interventions mitigate daily negative mood spillover among hotel frontline employees through a daily diary study. A within-subject field experiment was conducted to collect data from 87 hotel employees over ten consecutive workdays (846 daily responses). The multilevel analysis supports daily negative mood spillover by revealing positive relationships between negative moods before work and midday negative moods, and between midday negative moods and turnover intentions. Exposure to virtual natural scenes alleviates these daily positive relationships. Employees with high (vs. low) levels of trait mindfulness are less likely to be influenced by their negative moods before work when exposed to the VR intervention. This study advances our knowledge by integrating spillover theory, stress recovery theory, and mindfulness through a multilevel framework of employees' daily emotional fluctuations moderated by VR interventions. The study findings provide hotel professionals with meaningful information regarding workplace stress management. © 2022 Elsevier Ltd	Experience sampling method; Negative mood; Spillover; Trait mindfulness; Turnover intention; VR intervention	Vr
Formica S.; Sfofera F.	The Great Resignation and Quiet Quitting paradigm shifts: An overview of current situation and future research directions	2022	Journal of Hospitality Marketing and Management	The analysis and comprehension of world events, nowadays, is best understood by dividing them as pre and the post pandemic era. Most of the principles and paradigms that governed the world before 2020 have changed and the academic community is in ferment, attempting to make sense of the new world we are living in. Two of the recent changes that have affected organizations in general and the hospitality businesses in particular, relate to its workforce and have been labeled as "great resignation" and "quiet quitting." Both are paradigm shifts that will necessarily force hospitality managers and executives to rethink the way they have approached their internal marketing and, more broadly, human resources strategies and processes. The goal of this paper is to shed some light on the magnitude of the great resignation and quiet quitting and to propose a framework containing experiential practices that respond to the demands of the post pandemic workforce. © 2022 Taylor & Francis Group, LLC.	human capital; needs; Organizational commitment; purpose; values	Behov

Chen C.-C.; Zou S.S.; Chen M.-H.	The fear of being infected and fired: Examining the dual job stressors of hospitality employees during COVID-19	2022	International Journal of Hospitality Management	As the COVID-19 pandemic has posed grave threats to the financial and physical health of hospitality employees, this research unveils details of the dilemma experienced by hospitality employees during the pandemic, namely, their fear of becoming infected and fired. The research data were derived from a sample of 622 hospitality employees in the U.S. and analyzed using PLS-SEM as a new model of COVID-19 stressors are proposed and tested. The findings show that hospitality employees perceive the pandemic as a traumatic event that elevates their perceived job insecurity and infectious risk. It was also found that both job insecurity and infectious risk lead to increased job stress and turnover intentions, while job insecurity alone is a stronger predictor of turnover intentions. This study is among the first to examine the antecedents and consequences of the dual stressors encountered by public-facing occupations, including hospitality, during the pandemic. © 2021 Elsevier Ltd	COVID-19; Infectious risk; Job insecurity; Job stress; Turnover intention	Covid 19
Karatepe O.M.; Hsieh H.; Aboramadan M.	The effects of green human resource management and perceived organizational support for the environment on green and non-green hotel employee outcomes	2022	International Journal of Hospitality Management	Research about green human resource management and perceived organizational support for the environment in the hospitality and tourism literature is in its development stage. Therefore, our paper tests the interrelationships of green human resource management, perceived organizational support for the environment, work engagement, task-related pro-environmental behavior, and quitting intentions. Data gathered from hotel employees with a time lag of one week in Taiwan were assessed tapping structural equation modeling. The empirical findings offer strong support for hypotheses and suggest that our model is viable. More precisely, green human resource management enhances employees' perceptions of organizational support for the environment, while perceived organizational support for the environment fosters work engagement and task-related pro-environmental behavior and reduces quitting intentions. Perceived organizational support for the environment and work engagement sequentially mediate the effect of green human resource management on the aforesaid outcomes. © 2022 Elsevier Ltd	Employee turnover; Green human resource management; Hotel employees; Perceived organizational support for the environment; Pro-environmental behavior; Work engagement	Taiwan
Khawaja K.F.; Sarfraz M.; Rashid M.; Rashid M.	How is COVID-19 pandemic causing employee withdrawal behavior in the hospitality industry? An empirical investigation	2022	Journal of Hospitality and Tourism Insights	Purpose: This study divulges the new concept of employees' withdrawal behavior during the global pandemic (COVID-19). The study's purpose is to draw new insights into workplace stressors and employee withdrawal behavior. The study also considers the mediating role of aggression and the moderating role of COVID-19 worry and cyberloafing. Design/methodology/approach: The study's statistical population consists of 384 frontline hotel employees from Pakistan's hospitality industry. Statistical analysis SPSS and AMOS were utilized to conduct Pearson's correlation and multilevel regression analysis. A Hayes process technique has been used for moderation and mediation analysis. Findings: The results demonstrated that COVID-19 has a psychological effect on the employee's mental health and higher turnover intention during the current pandemic. Workplace stressor is significantly related to aggression and employee withdrawal behavior. Aggression mediates the relationship between workplace stressors and withdrawal behavior. The study results show that COVID-19 worry moderates between workplace stressors and aggression – notably, cyberloafing moderate aggression and withdrawal behavior. Practical implications: The government and hospitality organizations need to implement crisis management strategies in response to COVID-19. This research can help management in coping with employees' mental and psychological challenges. Employees' mental health has been affected during the current global health crises. Firms should encourage their employees psychologically while going for downsizing. Originality/value: This study enhances the existing literature on the COVID-19 crisis in Pakistan's hospitality industry. This study contributes to new understandings of employees' withdrawal behavior in the hospitality industry. The research shows how COVID-19 affects employees' turnover, mental health and job performance in the hospitality industry. Employees are facing mental and physiological challenges during COVID-19. The study fills a considerable gap in the hospitality industry by exploring the role organization's crisis management during a global pandemic. © 2021, Emerald Publishing Limited.	Aggression; COVID-19; Cyberloafing; Hospitality industry; Withdrawal behavior	Pakistan

Khaliq A.; Waqas A.; Nisar Q.A.; Haider S.; Asghar Z.	Application of AI and robotics in hospitality sector: A resource gain and resource loss perspective	2022	Technology in Society	Artificial intelligence (AI) and robots are increasingly becoming a part of workplaces across the globe. The hospitality sector has also adopted the usage of AI, robots, and other modern technologies to welcome visitors, as well as to provide services during their visits. This increasing trend of technology usage has led to employment uncertainty and higher turnover intention (TI) among employees. As such, this study examined the relationship of AI and robotics awareness among hospitality employees with TI through the moderating role of mutual trust (MT) and competitive psychological climate (CPC). Data were gathered from 330 staff (managers, supervisors, receptionists, & room service providers) employed at 3- and 5-star hotels in Lahore, Pakistan. As a result, AI and robotics awareness displayed significantly positive relationship with TI. Next, MT antagonistically moderated the relationship of AI and robotics awareness with TI. However, CPC did not moderate the link of AI and robotics awareness with TI. Some study drawbacks and directions for future research endeavour are demarcated. © 2021 Elsevier Ltd	Artificial intelligence (AI); Competitive psychological climate (CPC); Mutual trust (MT); Robotics awareness; Turnover intention (TI)	AI
Yu H.; Shum C.; Alcorn M.; Sun J.; He Z.	Robots can't take my job: antecedents and outcomes of Gen Z employees' service robot risk awareness	2022	International Journal of Contemporary Hospitality Management	Purpose: There has been a dramatic increase in the adoption of service robots in hotels, potentially replacing the human workforce. Drawing on Social Amplification of Risk Framework, this study aims to examine the moderating effect of transformational leadership on the indirect relationships between Gen Z employees' tech-savviness and social skills on industry turnover intention via service robot risk awareness (SRRA). Design/methodology/approach: This study collected two-wave time-lagged multilevel data of 281 frontline Gen Z hotel employees from 54 departments in China. Participants were asked to rate their tech-savviness, social skills and SRRA in the first survey. They rated their supervisor's transformational leadership and industry turnover intention one week later. Findings: Multilevel path analysis results showed SRRA mediates the negative indirect relationship of Gen Z employee's tech-savviness and social skills on industry turnover intention. Transformational leadership weakened the positive effect of SRRA on industry turnover intention. Originality/value: This study contributes to the growing literature on service robots by investigating the antecedents and outcomes of employees' SRRA. To the best of the authors' knowledge, it is one of the first empirical studies investigating the role of leadership to mitigate the negative consequences of employee's SRRA. Managers can use the results of this study to implement training programs and ensure that employees and service robots successfully coexist in the workplace. © 2022, Emerald Publishing Limited.	Industry turnover intention; Service robot risk awareness (SRRA); Social skills; Tech-savviness; Transformational leadership	AI
Ampofo E.T.; Karatepe O.M.	The effects of on-the-job embeddedness and its sub-dimensions on small-sized hotel employees' organizational commitment, work engagement and turnover intentions	2022	International Journal of Contemporary Hospitality Management	Purpose: This paper aims to examine the impacts of links, fit and sacrifice as the sub-dimensions of on-the-job embeddedness (JE) on turnover intentions through the mediating roles of affective organizational commitment (AOC) and work engagement (WENG) and explore AOC and WENG as the two mediators linking on-the-JE to quitting intentions. Design/methodology/approach: Data collected from small-sized hotels in three waves in Ghana were used to assess the aforesaid relationships. The hypothesized relationships were tested using structural equation modeling. Findings: The findings reveal that on-the-JE is negatively related to turnover intentions. Additionally, the relationship between on-the-JE and turnover intentions is partly mediated by AOC and WENG. The findings further demonstrate that AOC and WENG partly mediate the impact of links on turnover intentions. Practical implications: Management of hotels should enhance formal and informal connections between employees and their coworkers and supervisors through socialization tactics. Establishing and maintaining an environment that fosters social support would increase employees' sense of belongingness and their proclivity to remain with the organization. Originality/value: Little is known about the effects of the sub-dimensions of on-the-JE on work-related consequences in the hospitality and tourism literature. The literature is also devoid of evidence concerning affective variables as the potential mediators relating the sub-dimensions of on-the JE to turnover intentions. The study sets out to fill in these gaps. © 2021, Emerald Publishing Limited.	Affective commitment; Affective organizational commitment; Employee turnover; Hotel employee retention; Hotel employees; On-the-job embeddedness; Small-sized hotels; Turnover; Work engagement	Ghana

Zia M.Q.; Naveed M.; Bashir M.A.; Iqbal A.	The influence of servant leadership on employees' outcomes via job embeddedness in hospitality industry	2022	Journal of Hospitality and Tourism Insights	<p>Purpose: Drawing from social exchange theory, the purpose of this study is to investigate the influence of servant leadership on organizational citizenship behavior, turnover intentions and work performance through mediating role of job embeddedness. Design/methodology/approach: The data were gathered from 252 frontline employees of Pakistan's hotel industry in two-time lags with an interval of two months by using purposive sampling. PLS-SEM was applied for the analysis of data and hypothesis testing. Findings: The study ascertained that job embeddedness is a potent mediator between the nexus of servant leadership and aforementioned work outcomes. The study results portray that servant leadership promotes job embeddedness, OCB, work performance and reduces turnover intentions. Research limitations/implications: Hotel management can use job embeddedness to boost servant leadership and reduce turnover intentions. In addition, management should also increase servant leadership by organizing training and workshops for their managers, which ultimately improves followers' organizational citizenship behavior and work performance. Practical implications: Hotel management can use job embeddedness to boost OCB, work performance and reduce turnover intentions. In addition, management should also increase servant leadership by organizing training and workshops for their managers, which ultimately improves followers' citizenship behavior and work performance. Originality/value: There are numerous calls for research to ascertain as well as sparse literature available whether job embeddedness act as a mediator in the nexus of servant leadership and work outcomes or not. The current study fills these voids and contributes to the literature by empirically examining the mechanism of job embeddedness between servant leadership and the work outcomes. © 2021, Emerald Publishing Limited.</p>	Job embeddedness; Organizational citizenship behavior; Servant leadership; Turnover intentions; Work performance	Pakistan
Islam M.A.; Hack-Polay D.; Haque A.; Rahman M.; Hossain M.S.	Moderating role of psychological empowerment on the relationship between green HRM practices and millennial employee retention in the hotel industry of Bangladesh	2022	Business Strategy and Development	<p>The purpose of the paper is to examine the relationship between green human resource management (GHRM) practices such as green recruitment, green training, green performance management, green reward, green involvement and millennial employee retention in the hotel industry in Bangladesh. The study examined the moderating effect of psychological empowerment on the relationship between GHRM practices and millennials' retention. This study used a survey questionnaire of 394 employees in Bangladeshi 3-star to 5-star hotels to test hypotheses using SmartPLS. The study found that green reward and green training have significant relationships with millennials' retention in hotels. The results showed psychological empowerment as a significant moderator on the relationship between three GHRM practices, green training, green performance management, green and reward and millennials' retention. With significant environmental degradation in South-Asia, this study establishes GHRM can reconcile environmental regeneration and business strategy in the hotel industry, whose environmental footprint is increasingly under scrutiny. © 2021 ERP Environment and John Wiley &amp; Sons Ltd.</p>	Bangladesh; green human resource management; hotel industry; millennial employee retention; social exchange theory	Bangladesh
McCartney G.; Chi In C.L.; Pinto J.S.A.F.	COVID-19 impact on hospitality retail employees' turnover intentions	2022	International Journal of Contemporary Hospitality Management	<p>Purpose: This study aims to examine effects of the COVID-19-induced lockdown on turnover intentions (TI) for the hospitality retail sector. Design/methodology/approach: This study reviews employee TI literature before and during the COVID-19 pandemic. The data for the present study were derived from a sample of 301 hospitality retail workers employed within the integrated resorts on The Cotai Strip, Macao. Data were analysed using structural equation modelling. Findings: This study showed a significant positive relationship between job satisfaction (JS) and the two variables of workload and pay (WP) and company support (CS). Co-worker relationship did not influence JS. Furthermore, JS had a significant negative effect on employee TI. WP had the greatest influence on whether to leave the sector or not. Practical implications: The suggested framework can assist hospitality retail management in developing an employee-retention strategy as the sector recovers from pandemic restrictions. Originality/value: To the best of the authors' knowledge, this is one of the first studies to develop a TI framework for the hospitality retail sector during the pandemic. © 2022, Emerald Publishing Limited.</p>	COVID-19; Hospitality retail workforce; Retention strategy; Turnover intention	Lite område

Mahmoud A.B.; Reisel W.D.; Fuxman L.; Hack- Polay D.	Locus of control as a moderator of the effects of COVID-19 perceptions on job insecurity, psychosocial, organisational, and job outcomes for MENA region hospitality employees	2022	European Management Review	We develop and test an integrated model to understand how individual differences based on internal or external locus of control influence the effects of COVID-19 perceptions on job insecurity, anxiety, alienation, job satisfaction, customer orientation, organisational citizenship behaviour (OCB), and turnover intention among customer service employees within hospitality organisations in the Middle East and North African (MENA) region. The investigation utilises variance-based structural equation modelling to evaluate a sample of 847 subject responses. We found that externally controlled employees are more likely to develop negative emotions resulting from pandemic-triggered job insecurity as well as poorer customer orientation and engagement in OCB due to worsened job satisfaction than those internally controlled. Wholistically, COVID-19 perceptions tend to indirectly hit externally controlled employees' anxiety, customer orientation, and OCB more intensely than those with internal locus of control. © 2021 European Academy of Management.	COVID-19; customer orientation; hospitality industry; job insecurity; job satisfaction; locus of control; MENA region; organisational citizenship behaviour; psychosocial factors; turnover intention	Afrika
Sobaih A.E.E.; Hasanein A.M.; Aliedan M.M.; Abdallah H.S.	The impact of transactional and transformational leadership on employee intention to stay in deluxe hotels: Mediating role of organisational commitment	2022	Tourism and Hospitality Research	This study examines the impact of both transformational leadership (TFL) and transactional leadership (TCL) on employee intention to stay (ITS) in deluxe hotels. It also examines the mediating role of organisational commitment (OC) in the relationship between leadership styles, i.e. TFL and TCL, and ITS. A pre-tested questionnaire survey was self-administered to front-line employees in deluxe hotels in Egypt, where these leadership styles were prominent. The key findings showed that TFL has more positive impact on OC and ITS than TCL. Affective commitment (AC) and normative commitment (NC) were found to partially mediate the relationship between both leadership styles and ITS. Employees exhibit higher ITS when they perceive proper leadership practices, especially TFL. Hotel executives should place more emphasis and investments on TFL to effectively achieve OC and positively influence ITS which is critical for the hotel industry that often suffers from high employee turnover. © The Author(s) 2020.	deluxe hotels; Egypt; intention to stay; Leader-Member Exchange theory; organisational commitment; transactional leadership; Transformational leadership	Egypt
Pu B.; Ji S.; Sang W.	Effects of customer incivility on turnover intention in China's hotel employees: A chain mediating model	2022	Journal of Hospitality and Tourism Management	This study explores the relationship between customer incivility and hotel employees' turnover intention in China. The mediating effects of emotional exhaustion, job satisfaction and professional identity were also investigated. The proposed research framework was tested using data from 500 hotel employees who responded to an online questionnaire. The results show that customer incivility affects employees' turnover intention by affecting emotional exhaustion, job satisfaction and professional identity. Among the three mediating variables, the mediating effect of emotional fatigue is the most obvious. When hotel employees encounter customer incivility, it improves their emotional exhaustion, which will reduce job satisfaction, weaken professional identity, and finally lead to the enhancement of turnover intention. Based on conservation of resources theory and cognitive-affective personality system theory, this study proposes a conceptual model of experience development and testing, which enhances the understanding of the relationship between customer incivility and employees' turnover intention and enriches the research on customer incivility. © 2022 The Authors	Customer incivility; Emotional exhaustion; Job satisfaction; Professional identity; Turnover intention	Kina
Yin J.; Bi Y.; Ni Y.	The impact of COVID-19 on turnover intention among hotel employees: A moderated mediation model	2022	Journal of Hospitality and Tourism Management	This study examines the influence of COVID-19 event strength on the turnover intention of hotel employees by incorporating perceived operating performance and job insecurity as mediators and hotel size as a moderator. A moderated mediation model was employed to test the relationship between COVID-19 event strength and turnover intention. The study reveals that COVID-19 event strength might not significantly affect turnover intention through perceived operating performance, likely affecting job insecurity perception. We infer that such a finding might result from a series of policies implemented by authorities to prevent job insecurity perception of hotel employees during the COVID-19 pandemic. Furthermore, we also reveal that small- and middle-sized hotels mitigate the effect of job insecurity on turnover intention somewhat different from our expectations. We infer that most of the entrepreneurs and employees in such hotels are from the same town and unlikely to intensify the effect of job insecurity on turnover intention because of close friendships among them. This finding is closely related to cultural factors in China and has rarely been discussed in the existing literature. © 2022 The Authors	COVID-19 event strength; Hotel size; Job insecurity; Operating performance perception; Serial mediating; Turnover intention	Kina

Tetteh S.; Dei Mensah R.; Opata C.N.; Mensah C.N.	Service employees' workplace fun and turnover intention: the influence of psychological capital and work engagement	2022	Management Research Review	<p>Purpose: As a way of addressing how best turnover intention among service employees can be reduced through workplace fun, this study aims to examine how psychological capital (PsyCap) and work engagement, respectively, moderates and mediates the relationship between workplace fun and turnover intention in a moderated mediation. Design/methodology/approach: Using cross-sectional quantitative design, data were collected by means of questionnaires and convenience sampling. The hypotheses were tested with 482 service employees from the hospitality industry in Ghana using PROCESS macro. Findings: The findings depict that work engagement mediates the relationship between workplace fun and turnover intention among service employees. Also, PsyCap moderates the workplace fun–engagement relationship, in addition to the workplace fun–work engagement–turnover intention relationship. Specifically, both relationships are stronger for employees with high PsyCap. Practical implications: The authors would like to conclude that as frontline employees are usually subjected to stressful conditions, monotonous working environments and emotional labor, which affect the quitting intention, incorporating fun into the workplace will strategically help frontline employees to be engaged in their work and reduce their intentions to quit. Originality/value: With a focus on a developing economy, this work is novel in exploring possible factors that may help increase work engagement and reduce turnover intention among service employees. © 2021, Emerald Publishing Limited.</p>	Psychological capital; Turnover intention; Work engagement; Workplace fun	Ghana
Jolly P.M.; Gordon S.E.; Self T.T.	Family-supportive supervisor behaviors and employee turnover intention in the foodservice industry: does gender matter?	2022	International Journal of Contemporary Hospitality Management	<p>Purpose: The restaurant industry is characterized by long hours, intense job demands and a lack of work-life balance. While a growing body of research has investigated methods for decreasing role conflict-related stress and strain in foodservice and hospitality employees, there is still little understanding of what supervisors can do to decrease work-life-related employee strain. This study aims to investigate how family-supportive supervisor behaviors (FSSB) influence employee emotional exhaustion (EE) and subsequent turnover intentions, as well as the role of gender in moderating these effects. Design/methodology/approach: A survey-based design using a national panel of 226 foodservice employees was used to investigate the hypotheses developed in this paper. Findings: Results indicated that FSSB decreased employee EE and subsequent turnover intentions. The authors also found that this relationship was stronger for female employees. Research limitations/implications: The study provides insight into the role that employee gender may play in response to the perception of and reactions to FSSB. Women still shoulder a majority of home and non-work caring duties, and therefore, they may be more positively affected when supervisors engage in behaviors that allow for balancing work and non-work demands. Originality/value: There is little hospitality or foodservice-focused research into the effects of FSSB, and little overall research that investigates the role that gender may play in shaping the beneficial effects of FSSB. Given that women make up a majority of foodservice employees in the USA, yet there is a lack of female representation at higher levels of organizations, the study provides insights into ways in which organizations and supervisors can improve female employees' working experiences and potentially increase their retention. © 2021, Emerald Publishing Limited.</p>	Emotional exhaustion; Family-supportive supervisor behaviors; Gender; Social support; Turnover intentions; Work-life	Restaurant
Self T.T.; Gordon S.; Ghosh A.	Increasing Management Retention: The Mediating Role of Organizational Embeddedness on Coworker Support and Turnover Intention	2022	International Journal of Hospitality and Tourism Administration	<p>The hospitality industry continues to grow, but high turnover still persists including within managers and supervisors. Despite their importance, research often focuses on hourly front line employees and not on managers. Drawing from coworker support and organizational embeddedness, it is hypothesized that when managers receive more coworker support, their turnover intention will decrease. Results from surveying 236 managers from two different restaurant chains indicate overall coworker support did not influence turnover intention contradicting previous research. Results did indicate that different types of coworker support have an impact on turnover intention and that managers with more coworker support will have higher organizational embeddedness. The findings emphasize the importance of examining different types of coworker support and the role organizational embeddedness plays in reducing turnover intention among restaurant managers. © 2022 Taylor &amp; Francis Group, LLC.</p>	coworker support; Management turnover; organizational embeddedness	manager turnover

Jung H.S.; Jung Y.S.; Yoon H.H.	COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics	2021	International Journal of Hospitality Management	COVID-19 has caused an unprecedented crisis in all industries around the world. This study sought to verify that job insecurity, as perceived by deluxe hotel employees, significantly affects their job engagement and turnover intent and to determine the moderating effect of generational characteristics. The finding showed that perceptions of job insecurity had negative effects on the engagement of deluxe hotel employees. Also, employees' job engagement can decrease turnover intent. The engagement of employees fully mediated the relationship between perceptions of job insecurity and turnover intent, and job insecurity caused by COVID-19 had a greater influence on Generation Y than Generation X in reducing job engagement, indicating that the negative impact of job insecurity is higher in Generation Y. © 2020 Elsevier Ltd	COVID-19; Deluxe hotel employee; Generational characteristics; Job engagement; Job insecurity; Turnover intent	
Demirović Bajrami D.; Terzić A.; Petrović M.D.; Radovanović M.; Tretiakova T.N.; Hadoud A.	Will we have the same employees in hospitality after all? The impact of COVID-19 on employees' work attitudes and turnover intentions	2021	International Journal of Hospitality Management	A crisis caused by COVID-19 pandemic affected the whole world leaving long-lasting effects on almost every aspect of human lives. The aim of this study was to test how different effects of COVID-19, expressed through job insecurity, employees' health complaints occurred during isolation, risk-taking behavior at workplace and changes in the organization, may impact work-related attitudes (job motivation and job satisfaction) and turnover intentions of the employees in hospitality industry. Based on the data collected from 624 hospitality workers from Serbia, the results indicated that job insecurity and changes in the organization were predictors of all outcomes, in a negative direction, while risk-taking behavior acted as a predictor of job satisfaction only, also in a negative direction. The significance of demographic characteristics, as control variables, showed that age and marital status had significant impact on job motivation and turnover intentions. The theoretical and practical implications were discussed. © 2020 Elsevier Ltd	COVID-19; Employees; Hospitality industry; Turnover intentions; Work related attitudes	Covid 19
Wong A.K.F.; Kim S.S.; Kim J.; Han H.	How the COVID-19 pandemic affected hotel Employee stress: Employee perceptions of occupational stressors and their consequences	2021	International Journal of Hospitality Management	This study sought to examine the impacts of the global coronavirus pandemic on hotel employees' perceptions of occupational stressors and their consequences. Paired t-tests and structural equation modeling were applied to examine the responses of 758 hotel employees in the United States. The findings showed that occupational stressors after the outbreak of the pandemic consisted of three domains: traditional hotel-work stressors, unstable and more demanding hotel-work-environment stressors, and unethical hotel-labor-practices-borne stressors. The impacts of these stressors differed from the hypothesis that traditional hotel-work stressors positively affect job satisfaction and organizational commitment. The findings showed that job satisfaction and organizational commitment significantly explained job performance, subjective well-being, and prosocial behavior, but they did not significantly influence turnover intention. Hotel employees' pre-pandemic perceptions of occupational stressors and their consequences also differed significantly from their perceptions after the pandemic had broken out. © 2020 Elsevier Ltd	COVID-19; Job performance; Organizational commitment; Stressor; Well-being	Covid 19
Koo B.; Curtis C.; Ryan B.	Examining the impact of artificial intelligence on hotel employees through job insecurity perspectives	2021	International Journal of Hospitality Management	Artificial intelligence is another advance in technology for the hotel industry and its role is undetermined at this time. The overarching purpose of this treatise was to examine hotel employees' perception of AI and its impact by identifying the critical role of job insecurity, job engagement, and turnover intention through a pragmatic approach. An explanatory sequential mixed-methods design was used by conducting a quantitative study with an empirical survey method followed by a qualitative study with a case study method. The results from the quantitative study demonstrated that perceived job insecurity significantly affected perceived job engagement and perceived job insecurity indirectly affected turnover intention through intermediary variable of perceived job engagement. There were no statistical differences between non-managerial positions and managerial positions. These results were fully supported by the qualitative study. The implications from these findings were provided to articulate the influence of AI on hotel employees. © 2020 Elsevier Ltd	An explanatory sequential mixed-methods; Artificial intelligence; Job engagement; Job insecurity; Position type; Turnover intention	AI

Shi X.; Gordon S.; Tang C.-H.	Momentary well-being matters: Daily fluctuations in hotel employees' turnover intention	2021	Tourism Management	Drawing on affective events theory and the unfolding model of voluntary turnover, the dynamic nature of emotional dissonance, job autonomy, subjective well-being (SWB), and turnover intention are examined in a daily diary study. The study's design employs an experience sampling method. Participants are full-time employees in guest-facing positions in full-service or luxury hotels in the United States. Sixty-five participants completed a one-time baseline survey and a daily diary study twice per day for at least five working days, resulting in a total of 416 day-level observations. Within-person variance in turnover intention is predicted by day-level within-person SWB and emotional dissonance. This study shows that SWB and turnover intention are not stable phenomena among frontline hotel employees. Moreover, the study emphasizes the important moderating role of daily job autonomy and the moderating effects of person-level trait resilience. The theoretical and practical implications of these results are also discussed. © 2020 Elsevier Ltd	Diary study; Experience sampling method; Subjective well-being; Turnover intention	Liten gruppe forsket på
Grobelna A.	Emotional exhaustion and its consequences for hotel service quality: the critical role of workload and supervisor support	2021	Journal of Hospitality Marketing and Management	This study develops and tests a research model which investigates the impact of workload and supervisor support on emotional exhaustion and analyzes its consequences for critical employee and job-related outcomes, such as affective organizational commitment, intention to leave, and the quality of service performance. A survey instrument was used to collect data from 162 hotel employees in Poland. The study findings confirmed that workload and supervisor support are both significant antecedents of emotional exhaustion, which, in turn, exerts a significant impact on hotel employees' leaving intention that reduces the quality of service performance. This study also offers useful implications including trainings and emotional management courses to protect hotel employees from emotional exhaustion and maintain committed workforce who are likely to deliver high service quality. © 2020 The Author(s). Published with license by Taylor & Francis Group, LLC.	affective commitment; emotional exhaustion; Hotel employees; service quality; turnover intention	Ikke spesifikt
Xiaobin M.; Biao S.; Guolin H.; Xing Z.; Li L.	Evaluation and spatial effects of tourism ecological security in the Yangtze River Delta	2021	Ecological Indicators	Tourism ecological security (TES) is an essential component and basic guarantee of the tourism regional system, and it is of great significance for scientific measurement of the operational status of a regional tourism ecological security system. The study focuses on the "quality" of tourism ecological security that has been neglected in the previous literature. From the perspective of system efficiency, taking the Yangtze River Delta as the case, we build the index system of regional tourism ecological security measurement based on the "DPSIR" model, and identify the quality of the tourism ecological security system using the data envelopment analysis method. On this basis, the study uses spatial autocorrelation to visualize the spatiotemporal patterns of evolution and regional differences, and uses spatial econometric model to study the spatial effects of regional tourism ecological security. The study shows that: the tourism ecological security follows an overall rising trend of "W" fluctuation with regional differences in the Yangtze River Delta (YRD). Tourism ecological security of Jiangsu, Zhejiang and Shanghai is in good condition, that of Anhui Province is poor, and Hangzhou, Zhoushan, Huangshan, Shanghai, Nanjing and other cities perform well. The overall spatial autocorrelation of tourism ecological security is significant and shows a trend of fluctuation intensification. The local correlation indicates that the tourism ecological security space is highly dependent and has a spatial differentiation pattern of "south to north" in Yangtze River Delta. The direct effects of park greenspace per capita, proportion of total tourism revenue in GDP, number of employees in the tertiary industry, and education expenditure on the regional tourism ecological security are significant. And the indirect spatial spillover effect of park greenspace per capita, the proportion of total tourism revenue in GDP, and education expenditure is obvious. Finally, from the perspective of efficiency, quality can effectively clarify the operational process and mutual relationships of regional tourism ecological security systems, and provide a scientific basis and reference for formulating targeted tourism development policies. © 2021 The Author(s)	DPSIR model; Efficiency; Spatial effects; Tourism ecological security; Yangtze River Delta	Kina



Albashiti B.; Hamid Z.; Aboramadan M.	Fire in the belly: the impact of despotic leadership on employees work-related outcomes in the hospitality setting	2021	International Journal of Contemporary Hospitality Management	Purpose: Building on conservation of resources theory and unfolding theory of turnover, this paper aims to propose a model of the effects of despotic leadership on employees' job satisfaction and turnover intention in the hospitality industry. In this model, the authors theorize psychological distress to play an intervening role among the aforesaid linkages. Design/methodology/approach: The data were collected in three-waves from 212 employees working in Palestinian restaurants. A covariance-based matrix in structural equation modeling was used to verify the proposed linkages in the study. A marker variable was used to control the common method bias. Findings: The results showed that despotic leadership has a direct negative effect on job satisfaction and a positive indirect effect on turnover intentions. Besides, psychological distress showed to play significant mediating effects among the aforementioned relationships. Practical implications: This study gives insights to the hospitality industry on how despotic leadership can be destructive and lead to negative consequences. Originality/value: This study is unique, as it is the first study conducted on despotic leadership in a hospitality setting. The study responded to scholarly calls made to enrich the literature pertaining to despotic leadership and its outcomes. © 2021, Belal Albashiti, Zeeshan Hamid and Mohammed Aboramadan.	Despotic leadership; Job satisfaction; Non-western sample; Psychological distress; Restaurant industry; Restaurants; Staff turnover; Turnover intention	Lederskap
Anasori E.; Bayighmog S.W.; De Vita G.; Altinay L.	The mediating role of psychological distress between ostracism, work engagement, and turnover intentions: An analysis in the Cypriot hospitality context	2021	International Journal of Hospitality Management	Drawing on the conservation of resources and job-demands resource theories, this study proposes and tests psychological distress as an underlying mechanism mediating the relationships between workplace ostracism, work engagement, and turnover intentions. Furthermore, it investigates how resilience and perceived external employability condition the aforementioned relationships. Four- and five-star full-time hotel employees provided the data for this study. The findings suggest that psychological distress mediated the relationship between workplace ostracism and turnover intention, but did not mediate the workplace ostracism-work engagement linkage. Also, workplace ostracism plummeted the work engagement of less resilient employees, and surprisingly aroused that of more resilient employees. Finally, the result did not support the argument that employees with perceived high external employability would have stronger turnover intentions compared to those with lower external employability. This study offered new insights into the interface between workplace ostracism, engagement, and turnover intention, and relevant theoretical implications and address to managers are further discussed. © 2020 Elsevier Ltd	External employability; Psychological distress; Resilience; Turnover intentions; Work engagement; Workplace ostracism	Ostracism
Lee P.C.; Xu S.T.; Yang W.	Is career adaptability a double-edged sword? The impact of work social support and career adaptability on turnover intentions during the COVID-19 pandemic	2021	International Journal of Hospitality Management	During the COVID-19 pandemic, many hospitality organizations are trying to help their employees overcome various challenges. Career adaptability has proven to be useful in helping employees handle challenges, while proactive personality is a critical factor affecting the formation of career adaptability. However, career adaptability can be a double-edged sword, and it is unclear how it may impact employees' turnover intentions. Drawing on social exchange theory, the current study reconciles mixed findings in the literature by proposing a moderated mediation model suggesting that work social support moderates the indirect relationship between proactive personality and turnover intentions through career adaptability. Results based on data collected from 339 hotel employees in the United States indicate that proactive personality is positively associated with employees' career adaptability. More importantly, work social support significantly moderates the relationship between career adaptability and turnover intentions. Theoretical and managerial implications are discussed. © 2021	Career adaptability; COVID-19 pandemic; Coworker support; Proactive personality; Social exchange theory; Supervisor support; Turnover intentions; Work social support	Covid
Mikulić J.; Vizek M.; Stojčić N.; Payne J.E.; Čeh Časni A.; Barbić T.	The effect of tourism activity on housing affordability	2021	Annals of Tourism Research	Although researchers have confirmed the impact of tourism on housing prices in many destinations affected with overtourism, they do not consider housing affordability in relation to the population's income levels. This study explores the relationship between tourism activity and housing affordability, using a sample of Croatian municipalities. Specifically, the study investigates how tourist accommodation, concentration, seasonality and overall vulnerability to tourism influence housing affordability in this emerging tourism-driven European country. The results obtained reveal tourism intensification's deteriorating effect on local residents' abilities to afford housing. The findings indicate a particularly strong tourism seasonality impact, suggesting the presence of common negative externalities, such as employment fluctuations, difficulties in maintaining economic status, and revenue instabilities, in localities prone to seasonal tourism fluctuations. © 2021 The Authors	Croatia; Dynamic panel model; Housing affordability; Tourism intensity	Kroatia

Yu H.; Lee L.; Popa I.; Madera J.M.	Should I leave this industry? The role of stress and negative emotions in response to an industry negative work event	2021	International Journal of Hospitality Management	The effects of subjective stress and negative emotions on work have been theorized and widely researched, but the literature has mostly focused on organization-specific contexts. The purpose of the current paper was to understand the impact of subjective stress and negative emotions associated with COVID-19 on employee attitudes and behaviors toward the hospitality industry. In Study 1, qualitative interviews showed that the COVID-19 pandemic is (1) perceived as a negative event affecting the industry, rather than only affecting a particular job or company, and (2) distressful, provoking negative emotions. In Study 2, a quantitative study examined subjective stress and negative emotions associated with COVID-19, as well as industry turnover intentions and industry negative word-of-mouth as responses to the stress and negative emotions associated with the COVID-19 pandemic. The current research underscores the importance of studying work events that impact an industry and attitudes and behaviors toward the industry. © 2021 Elsevier Ltd	COVID-19; Industry attitudes; Negative emotions; Negative work events; Stress; Turnover intentions	Covid
Asghar M.; Tayyab M.; Gull N.; Zhijie S.; Shi R.; Tao X.	Polychronicity, work engagement, and turnover intention: The moderating role of perceived organizational support in the hotel industry	2021	Journal of Hospitality and Tourism Management	This study illuminates one of the critical concerns in organizational research to the extent of polychronicity affecting employees' engagement, job performance (JP), and turnover intention (TI) in the hospitality industry. Based on person-organization fit (Po-Fit theory), the study examines the buffering effects of perceived organizational support (POS) on employees' work engagement, job performance, and turnover intention. Survey data is collected from 283 respondents of Pakistan three-star and four-star hotels employees and partial least square-structural equation modelling (PLS-SEM) is used to assess the proposed hypotheses. The results highlight the mediating role of work engagement that increases the polychronic employees' performance level and decreases their turnover rate. Moreover, the results show that polychronic employees with a high level of POS can handle multitasking and task switching to cope TI. Finally, this study confirms that POS plays a vital role in the hotel industry. Therefore, the management of the hotel should make the right strategy to decrease the employees' turnover intention. Theoretical and practical implications, as well as directions for future research, are defined. © 2021 The Authors	Employee engagement; Job performance; Perceived organizational support; Polychronicity; Three-star and four-star hotels; Turnover intention	Pakistan
Bani-Melhem S.; Quratulain S.; Al-Hawari M.A.	Does Employee Resilience Exacerbate the Effects of Abusive Supervision? A Study of Frontline Employees' Self-Esteem, Turnover Intention, and Innovative Behaviors	2021	Journal of Hospitality Marketing and Management	Drawing on self-enhancement theory, this study examines the exacerbating influence of employee resilience on the relationship between abusive supervision and employee reactions, namely employee self-esteem, turnover intention and innovative behaviors. Two waves of survey data were collected from 205 frontline employees of hospitality organizations in the UAE, and structural equation modeling was used to analyze the model. The findings suggest that the negative relationship between abusive supervision and employee self-esteem is stronger when employees have high resilience. The mediating effect of self-esteem on the relationship between abusive supervision and turnover intention or innovative behaviors is also significant for highly resilient employees. These findings provide novel insights by highlighting the previously unexplored exacerbating role played by employee resilience in the abusive supervision-employee work outcomes relationship in the hospitality context. © 2021 Taylor & Francis Group, LLC.	Abusive Supervision; employee Resilience; innovative Behaviors; self-esteem; turnover Intention	Psykologi
Chi O.H.; Saldamli A.; Gursoy D.	Impact of the COVID-19 pandemic on management-level hotel employees' work behaviors: Moderating effects of working-from-home	2021	International Journal of Hospitality Management	This study examines the effects of working-from-home during the COVID-19 pandemic on management-level hotel employees' work engagement, burnout, and turnover intentions. The study demonstrates that working-from-home tends to be a double-edged blade that leads to both positive and negative employee behavioral outcomes. Findings reveal that while working-from-home is associated with a higher level of vigor, it magnifies the effects of absorption on burnout. In addition, due to work-home interference, working-from-home suppresses the positive effect of dedication and amplifies the negative effect of burnout on turnover intentions. The theoretical contributions and managerial recommendations are provided. © 2021 Elsevier Ltd	Burnout; COVID-19; Engagement; Hospitality; Managers; Telework; Turnover intentions; Working-from-home	Managementfokus

Jolly P.M.; McDowell C.; Dawson M.; Abbott J.A.	Pay and benefit satisfaction, perceived organizational support, and turnover intentions: The moderating role of job variety	2021	International Journal of Hospitality Management	Wages and benefits in the hospitality industry are notoriously low, and tight margins often mean that organizations do not have the resources to increase pay. Existing research has demonstrated that low pay is a large factor in the high rate of turnover in the hospitality industry. Therefore, the present study aimed to understand whether enriching job characteristics such as job variety may attenuate the relationship between pay and benefit satisfaction. Specifically, we hypothesized and found that when pay and benefit satisfaction was low, job variety could reduce employee turnover intentions by improving the employee-organization relationship through the development of perceived organizational support. Our findings demonstrate the value in using creative means to develop the employee-organization relationship when organizations cannot increase pay. © 2021 Elsevier Ltd	Benefits; Job variety; Pay; Perceived organizational support; Turnover intentions	
Singh L.B.; Srivastava S.	Linking workplace ostracism to turnover intention: A moderated mediation approach	2021	Journal of Hospitality and Tourism Management	The purpose of the study is to understand the effect of workplace ostracism on turnover intention relationship and the roles of moderated mediated variables. The data was collected from 350 employees from hotels situated in the Delhi NCR region of India. Structural Equation Modeling and Macro PROCESS (Hayes, 2013) were used to study the hypothesized relationships. Openness to experience and neuroticism partially mediated the effect of workplace ostracism on turnover intention, and resilience moderated the mediating effects. The findings would help explore the role of resilience in altering the mechanism between workplace ostracism and turnover intention. The study is the first of its kind in the Indian context, which has linked variables like workplace ostracism, turnover intention, and personality variables to understand their impact on the hotel industry. Linking the study with the 'Conservation of Resource' perspective, the study has added a new dimension to the prevalent frame of knowledge. © 2020 The Authors		India
Raza B.; St-Onge S.; Ali M.	Consumer aggression and frontline employees' turnover intention: The role of job anxiety, organizational support, and obligation feeling	2021	International Journal of Hospitality Management	In the hospitality industry, frontline employees' turnover poses a challenge because it involves immense human and financial costs. This study innovates by investigating the impact of consumer aggression on frontline employees' turnover intention using conservation of resources and social exchange theories. A survey conducted with 300 frontline employees working for 15 hotels confirms that (1) their job anxiety mediates the relationship between their perceived consumer aggression and their intent to quit; (2) their perceived organizational support reduces the positive relationship between their perceived consumer aggression and their job anxiety; and (3) their felt obligation reduces the positive relationship between their job anxiety and their intent to quit. We discuss managerial implications, limitations, and future research directions. © 2021 Elsevier Ltd	Consumer aggression; COR theory; Felt obligation; Job anxiety; Organizational support; Social exchange theory; Turnover	Kundefokus
Murray W.C.; Holmes M.R.	Impacts of employee empowerment and organizational commitment on workforce sustainability	2021	Sustainability (Switzerland)	Building and maintaining a sustainable workforce in the hospitality sector, where demand for talent consistently exceeds supply across the globe, has only been exacerbated by COVID-19. The need to sustain this workforce behooves the industry to unpack core drivers of employee commitment in order to retain top talent. This paper explores how dimensions of employee empowerment increase organizational commitment and, in turn, reduce turnover intention—leading to a more sustained workforce. Drawing on the results of 346 surveys within the Canadian lodging industry, structural equation modeling was undertaken to examine the influence of empowerment on organizational commitment and organizational commitments influence on turnover intention. Findings suggest that the development of meaning through employee empowerment, particularly when the ideals and standards between workers and their organization are aligned, creates a strong emotional commitment which appears to strongly reduce an employee's intention to leave. Feelings of emotional connection or duty towards an organization show clear positive relationships with reduced intentions to leave. For an industry struggling with higher-than-average turnover intention and labour costs, focusing on creating work with meaning, and instilling a sense of belonging in the workforce will enable organizations to reduce their employee's turnover intentions. © 2021 by the authors. Licensee MDPI, Basel, Switzerland.	Empowerment; Hospitality; Hotels; Lodging; Organizational commitment; Talent management; Turnover; Workforce sustainability	Sveits og Canada

Khan A.N.; Khan N.A.; Bodla A.A.	The after-shock effects of high-performers turnover in hotel industry: a multi-level study	2021	International Journal of Contemporary Hospitality Management	<p>Purpose: High-performing employees are a hotel's most important asset: they care for what they do, go beyond and beyond the scope of duty and continually strive to do better. The purpose of this multi-level study is to look into the influence of high-talent turnover on organizational reputation via social capital and trust deficits. Furthermore, the current research explores the influence of human capital investment (HCI) on the mediating effects of trust deficit and social capital in the association between high talent turnover rate and organizational reputation using human resource theory and social capital theory. Design/methodology/approach: The authors examined the hypotheses using multi-source and multi-times data of 805 respondents (including senior human resources officers and employees) from 85 hotels. Findings: The present study revealed interesting findings that the HCI failed to buffer the interfering role of trust deficit in the negative association between high-performing personnel turnover rate and organizational reputation. Practical implications: High-performing personnel turnover and underlying mechanisms play a significant role in eroding a hotel's reputation in the hotel industry. Hotel management should focus on reducing high-performing talent turnover and underlying mechanisms to maintain and improve the hotel's reputation. Originality/value: This study provides better understating into the process by exploring that high-performer turnover can damage an organization's reputation, which has been overlooked by academics who researched the hotel industry. © 2021, Emerald Publishing Limited.</p>	Firm reputation; High-performer turnover; Hotel industry; Human capital; Social capital; Trust deficit	Turnover skade
Teng H.-Y.; Cheng L.-Y.; Chen C.-Y.	Does job passion enhance job embeddedness? A moderated mediation model of work engagement and abusive supervision	2021	International Journal of Hospitality Management	<p>Academic and industrial attention has been paid to the job embeddedness as an important predictor of employee actual turnover. Studies have examined the influence of job embeddedness as an antecedent, mediator, and moderator. However, there have been few investigations of antecedents of job embeddedness from the perspective of employee characteristics. Therefore, the current study bridged this research gap and investigated the associations among job passion, work engagement, abusive supervision, and job embeddedness. Data from 278 full-time hotel employees indicated that harmonious passion was not associated with job embeddedness. Moreover, obsessive passion shared a positive relationship with job embeddedness. Both harmonious and obsessive passion had an indirect effect on job embeddedness through work engagement. Abusive supervision moderated only the indirect effect of obsessive passion on job embeddedness via work engagement. A new model is proposed based on our findings to explain factors that contribute to job embeddedness. © 2021 Elsevier Ltd</p>	Abusive supervision; Harmonious passion; Job embeddedness; Obsessive passion; Work engagement	Psykologi
Li Z.; Yu Z.; Huang S.S.; Zhou J.; Yu M.; Gu R.	The effects of psychological capital, social capital, and human capital on hotel employees' occupational stress and turnover intention	2021	International Journal of Hospitality Management	<p>Occupational stress and turnover intention are a growing and costly concern for the hospitality industry. Drawing on Job Demands-Resources (JD-R) theory, the study developed a research model to simultaneously examine the effects of psychological capital, social capital, and human capital on occupational stress and turnover intention. A sample size of 380 hotel employees in China was used to test the proposed model using the PLS-SEM methodology. The results suggest that occupational stress plays a full mediator role between psychological capital and turnover intention, and plays a partial mediator role between relational social capital and turnover intention. Psychological capital and relational social capital were found to have relatively higher effects on occupational stress compared to other types of capital. The study extends JD-R theory by recognizing that occupational stress functions as a mediator between the three types of capital and turnover intention. The study concludes by offering a set of practical implications stemming from this research for hotel practitioners. © 2021 Elsevier Ltd</p>	Human capital; JD-R theory; Occupational stress; Psychological capital; Social capital; Turnover intention	Kina

Varga S.; Mistry T.G.; Ali F.; Cobanoglu C.	Employee perceptions of wellness programs in the hospitality industry	2021	International Journal of Contemporary Hospitality Management	<p>Purpose: This study aims to examine the impacts of employee wellness programs on employee and organizational outcomes in the hospitality industry. Design/methodology/approach: A survey was distributed on Amazon Mechanical Turk, targeting hospitality employees who have access to employee wellness programs. Descriptive statistics, confirmatory factor analysis and structural equation modeling techniques were used. Findings: Employee perceptions of wellness programs significantly impacted turnover intention, job stress (JS) and perceived organizational support (POS). POS had a significant mediating effect between employee perceptions of wellness programs and JS. Employee perceptions of wellness programs did not have a significant effect on emotional labor. Originality/value: Employee wellness programs are often recommended to human resource managers, but there is little empirical evidence of their effects, particularly for hospitality industry employees. This study investigates the actual employee outcomes of employer-sponsored wellness programs. © 2021, Emerald Publishing Limited.</p>	Emotional labor; Employee assistance programs; Employee wellness programs; Job stress; Perceived organizational support; Turnover intention	Nei
Mensah C.; Azila-Gbettor E.M.; Appietu M.E.; Agbodza J.S.	Internship Work-related Stress: A Comparative Study between Hospitality and Marketing Students	2021	Journal of Hospitality and Tourism Education	<p>Occupational stress among full-time employees has attracted considerable research attention. However, rarely have hospitality and marketing interns been the focus of work stress empirical investigations. This study explores perceived workplace stress experiences and its effects on internship satisfaction and turnover intention among hospitality and marketing students in a Ghanaian technical university. A sample of 285 respondents, conveniently selected, completed self-structured questionnaire. Data were analyzed using descriptive statistics, factor analysis, and Mann Whitney U test. The commonly reported work stressors were “no pay” “repetitive work,” “transportation challenges,” “different supervisor requirement,” and long working hours”. Conspicuously, hospitality students reported higher levels of stress compared to marketing students. Most importantly, stress was related to lower internship satisfaction but higher levels of turnover intentions among students. Implications of the findings for practice are discussed. © 2020 The International Council on Hotel, Restaurant, and Institutional Education.</p>	Ghana; hospitality and marketing students; Internship; satisfaction; stress; turnover intention	Ghana
Saleem S.; Rasheed M.I.; Malik M.; Okumus F.	Employee-fit and turnover intentions: The role of job engagement and psychological contract violation in the hospitality industry	2021	Journal of Hospitality and Tourism Management	<p>The primary goal of this study is to develop and test a comprehensive model concerning the association between employee-fit and turnover intention (TI) in the hospitality industry. A multi-wave survey was conducted in the metropolitan cities of Pakistan to collect data from 362 frontline hotel industry employees. The findings reveal that person-organization (P-O) fit and person-job (P-J) fit are negatively associated with employee TI in the hospitality industry, while employee engagement plays the underlying mediating role in these relationships. In addition, the psychological contract violation (PCV) has been found as a boundary condition to our proposed linear relationships such that the indirect effects of P-O fit and P-J fit on employee TI are weaker for the employees having high PCV. Theoretical and practical implications for the hospitality industry as well as limitations and future research directions have been discussed. © 2021 The Authors</p>	Employee engagement; Hospitality industry; P-J fit; Psychological contract violations; P-O fit; Turnover intention	Pakistan
Rubel M.R.B.; Kee D.M.H.; Rimi N.N.	High commitment human resource management practices and hotel employees' work outcomes in Bangladesh	2021	Global Business and Organizational Excellence	<p>Studies in the field of high commitment human resource management have pointed to the importance of interpersonal relationships in the workplace. In line with this, the focus of this study is on identifying how high commitment human resource management creates and sustains employee relationships. Viewing high commitment human resource management as a relational process, we identify six distinct practices - selective hiring, training and development, participation, promotion opportunity, teamwork, and reward and recognition - that influence three employee-related outcomes - organizational commitment, organizational citizenship behavior, and employee retention. Based on data from 365 front-line employees in 5-star hotels in Bangladesh, and using social exchange theory as a lens, we explore how high commitment human resource management can influence work outcomes. The results provide additional evidence of the role that high commitment human resource management plays in ensuring positive work outcomes, and indicates how organizations might benefit from this knowledge. © 2021 Wiley Periodicals LLC</p>	employee retention; high commitment human resource management; human resource management practices; organizational citizenship behavior; organizational commitment	Bangladesh

Alola U.V.; Avcı T.; Öztüren A.	The nexus of workplace incivility and emotional exhaustion in hotel industry	2021	Journal of Public Affairs	Workplace incivility is continuously seen as a stressor for the employee and the organization. No organization prospers in an uncivil environment. The high level of turnover intention that results from an uncivil working environment threatens the organization's reputation and sustainability. Adopting from Bagozzi's Appraisal-Emotional Response, this study tested the relationship between workplace incivility, turnover intention, and job satisfaction via the mediating role of emotional exhaustion, using AMOS version 22. The findings reviews that workplace incivility harms both the employees and the organization. Also, workplace incivility has a positive impact on emotional exhaustion and turnover intentions while a negative influence on job satisfaction. Human resource managers are advised to train both supervisors and customers to curtail uncivil behaviors. Both theoretical and practical implications were given. In conclusion, the study suggests further research presenting the limitations of the study. © 2020 John Wiley & Sons, Ltd		Ikke hotell
Obeng A.F.; Zhu Y.; Quansah P.E.; Ntarmah A.H.; Cobbinah E.	High-Performance Work Practices and Turnover Intention: Investigating the Mediating Role of Employee Morale and the Moderating Role of Psychological Capital	2021	SAGE Open	This study examined the effects of high-performance work practices on turnover intention through the mediating role of employee morale. The study also examined the extent to which psychological capital could moderate the relationship between employee morale and turnover intention. With the aid of questionnaire administration, the study collected 469 valid responses from frontline employees in the hospitality sector of Ghana. Findings from the hierarchical regression analysis showed that training and empowerment had a significant influence on turnover intention. Training and reward also had a significant positive effect on job satisfaction. Empowerment, on the other hand, had a significant positive influence on affective organizational commitment. Both affective organizational commitment and job satisfaction significantly influenced turnover intention. Optimism and resilience moderated the relationship between affective organizational commitment and turnover intention. Also, self-efficacy moderated the relationship between job satisfaction and turnover intention. The study offers some implications and suggestions for future studies in the main text. © The Author(s) 2021.	affective commitment; employee morale; high-performance work practices; job satisfaction; psychological capital; turnover intention	Ghana
Park J.; Min H.K.	Turnover intention in the hospitality industry: A meta-analysis	2020	International Journal of Hospitality Management	This study meta-analytically examined 35 antecedents of turnover intention in the hospitality industry. Results based on 391 correlations from 144 independent studies indicated that work attitudes, job strains, and role stressors/interrole conflicts showed relatively large effects on turnover intention. Compared to the findings from previous meta-analyses in other industry contexts, burnout, role stressors/interrole conflicts, coworker support had stronger relationships with hospitality employees' turnover intention. The results also showed some evidence of national cultures and job levels being the potential moderators of the relationships between turnover intention and its antecedents. © 2020 Elsevier Ltd	Antecedents; Meta-analysis; Turnover; Turnover intention	ikke relevant
Prentice C.; Dominique Lopes S.; Wang X.	Emotional intelligence or artificial intelligence– an employee perspective	2020	Journal of Hospitality Marketing and Management	Emotional intelligence as personal intelligence and artificial intelligence as a machine intelligence have been popular in the relevant literature over the last two decades. The current study integrates these two concepts and explores how emotional and artificial intelligence influences employee retention and performance with a focus on service employees in the hotel industry. Employee performance is operationalised into internal and external dimensions that captures employees' task efficiency over both internal and external service encounters with co-workers and customers respectively. The data were collected from a variety of different ranking hotels. The results show that emotional intelligence has a significant effect on employee retention and performance; whereas artificial intelligence plays a significant moderating role in employee performance. A discussion of the findings and implications concludes this paper. © 2019, © 2019 Taylor & Francis Group, LLC.	artificial intelligence; customer service; Emotional intelligence; hotels; service encounter	AI
Goh E.; Okumus F.	Avoiding the hospitality workforce bubble: Strategies to attract and retain generation Z talent in the	2020	Tourism Management Perspectives	Survival of the hospitality and tourism industry is highly dependent on a stable workforce to service the tourists and customers. In a shrinking workforce market faced with traditionally high staff turnover and increased departure of older workers, the key focus of this paper serves to provide practical recruitment strategies to attract the next Generation of hospitality talent – Generation Z. This opinion piece provides 10 key talent management strategies on how to appeal to Generation Z and entice them to join the hospitality sector. It presents practical solutions adopted by the industry and innovative recruitment strategies to address the war on talent in hospitality. © 2019 Elsevier Ltd	Generation Z; Hospitality workforce; Recruitment strategies in hospitality and tourism; Talent management	Kun en generasjon

Wang C.; Xu J.; Zhang T.C.; Li Q.M.	Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction	2020	Journal of Hospitality and Tourism Management	This study investigated the relationships among professional identity, employee engagement, job satisfaction, and turnover intention of hotel employees in China based on the conservation of resources theory. The research was operationalized using empirical data collected from 1312 hotel employees in China. By leveraging the structural equation modeling technique, the findings confirmed that the professional identity of hotel employees is a second-order structure consisting of four dimensions: career practice, career affirmation, identification with commitment, and reconsideration of commitment. Further, the results showed that professional identity has a positive impact on employee engagement and satisfaction and a negative impact on turnover intention. Meanwhile, employee engagement and job satisfaction have negative effects on turnover intention. In addition, we further explained the mediating role of the two variables, namely, employee engagement and job satisfaction, between professional identity and turnover intention. This study contributes by investigating the research field of professional identity in the hospitality workplace and evaluating its impacts on various work performance metrics. Hospitality practitioners and scholars may find many useful insights based on the study findings. © 2020 CAUTHE - COUNCIL FOR AUSTRALASIAN TOURISM AND HOSPITALITY EDUCATION	Employee engagement; Hotel employee; Job satisfaction; Professional identity; Turnover intention	Kina
Frye W.D.; Kang S.; Huh C.; Lee M.J.M.	What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach	2020	International Journal of Hospitality Management	Individuals from Generation Y are entering into the hospitality job market, but little is known about their intention to remain in the hospitality business. The purpose of this study was to examine what factors affect a Generation Y employee's intention to remain with a hospitality company with respect to internal marketing tactics. Qualtrics, an online survey service company, was used to distribute and collect a self-administered questionnaire survey. A theoretically proposed model was tested using structural equation modeling. The results of this study indicated that "work environment" significantly influence Generation Y employees' job satisfaction, followed by "empowerment," "pay," and "relationships with managers," which in turn, influences "employee commitment" and "intention to remain in hospitality business." The implications of the study are discussed. © 2019 Elsevier Ltd	Generation Y; Hospitality industry; Internal marketing; Retention; Turnover	Kun en generasjon
Koo B.; Yu J.; Chua B.-L.; Lee S.; Han H.	Relationships among Emotional and Material Rewards, Job Satisfaction, Burnout, Affective Commitment, Job Performance, and Turnover Intention in the Hotel Industry	2020	Journal of Quality Assurance in Hospitality and Tourism	This study was designed to identify the intricate associations among emotional rewards (compliment, opportunity, empowerment, and recognition), material rewards (promotion, certificate, incentive, and special leave), job satisfaction, burnout, affective commitment, job performance, and turnover intention in the hotel sector. A field survey method with a quantitative approach was used. Our results from multiple regression analysis revealed that emotional and material rewards and their dimensions are of importance in the formation of affective commitment, job performance, and turnover intention. In addition, findings from the series of mediation analysis revealed that job satisfaction and burnout played a complete/partial mediating role within the proposed theoretical framework. Overall, this research can help hotel researchers better understand the role of rewards and help practitioners develop an efficient reward system for hotel employees. © 2019, © 2019 Taylor & Francis Group, LLC.	affective commitment; burnout; hotel employees; job performance; job satisfaction; Rewards; turnover intention	Nei

Rasheed M.I.; Okumus F.; Weng Q.; Hameed Z.; Nawaz M.S.	Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry	2020	Journal of Hospitality and Tourism Management	Employee turnover is an important concern for organizations in the hospitality industry. Drawing on career construction theory (CCT), this paper demonstrates how career adaptability is related to hospitality employee turnover intentions. Suggesting orientation to happiness (OTH) as an underlying reason, this study collected three waves of data from employees working in hotels of varying star ratings situated in the eastern region of the People's Republic of China. Study results found career adaptability to be negatively related to employee turnover intentions via OTH. In addition, perceived career opportunity (PCO) was determined to be an important boundary condition in that the mediated relationship was weaker when lower levels of PCO were present. This study offers specific theoretical and practical implications for the hospitality industry. © 2020 CAUTHE - COUNCIL FOR AUSTRALASIAN TOURISM AND HOSPITALITY EDUCATION	Career adaptability; Hospitality; Orientation to happiness; Perceived career opportunities; Turnover intentions	Kina
Chang W.; Busser J.A.	Hospitality career retention: the role of contextual factors and thriving at work	2020	International Journal of Contemporary Hospitality Management	Purpose: This study aims to understand employee career retention in the hospitality industry. Building on the socially embedded model of thriving, signaling theory and social cognitive career theory (SCCT), the study examines a structural model of psychological contract fulfillment (PCF), perceived organizational support (POS), thriving, career satisfaction and career turnover intention. Design/methodology/approach: The proposed research model was tested using structural equation modeling with responses from 300 US hospitality employees. Data were collected using an online survey available through a panel service at Qualtrics. Findings: Empirical results supported all proposed hypotheses and confirmed the critical mediation role of thriving for workplace contextual factors and employee career retention. As predicted, both PCF and POS positively influenced employee thriving, which positively influenced career satisfaction and negatively influenced career turnover intention. Practical implications: Findings of this study yielded several recommendations for hospitality managers, including using the concept of thriving as an indicator and a remedy for employee career development and retention. Originality/value: Given the increased need for qualified talent and reduced career satisfaction, this study sheds light on the further understanding of sustainable employment in the hospitality industry. Using signaling theory and SCCT as an overarching framework, this study extends the socially embedded model of thriving as well as SCCT and supports combining psychological contract theory and organizational support theory to better understand hospitality career retention. © 2019, Emerald Publishing Limited.	Career satisfaction; Career turnover intention; Perceived organizational support; Psychological contract; Thriving at work	Nei
Johnson R.D.; Stone D.L.; Lukaszewski K.M.	The benefits of eHRM and AI for talent acquisition	2020	Journal of Tourism Futures	Purpose : The hospitality and tourism industry faces a number of workforce challenges, especially the high turnover rates and associated replacement costs associated with continually identifying and hiring new employees. The purpose of this paper is to discuss how hospitality and tourism organizations can use electronic human resource management (eHRM) and artificial intelligence (AI) to help recruit and select qualified employees, increase individual retention rates and decrease the time needed to replace employees. Specifically, it discusses how e-recruiting and e-selection and AI tools can help hospitality and tourism organizations improve recruiting and selection outcomes. Design/methodology/approach: Research on eHRM, AI, employee recruitment and employee selection are applied to the hospitality and tourism industry and insights for how eHRM and AI can be applied to the industry are discussed. Findings: eHRM and AI have the potential to transform how the hospitality and tourism industry recruit and select employees. However, care must be taken to ensure that the insights gained and the decisions made are well received by employees and lead to better employee and organizational outcomes. Research limitations/implications: This paper represents the first research that integrates research from eHRM and AI and applies it to the hospitality and tourism industry. Originality/value: This paper represents the first research that integrates research from eHRM and AI and applies it to the hospitality and tourism industry. © 2020, Richard D. Johnson, Dianna L. Stone and Kimberly M.Lukaszewskid.	Artificial intelligence; AI e-HRM; e-recruiting; e-selection; eHRM; Electronic human resource management; Employee selection; Recruitment; Selection	AI



Guzeller C.O.; Celiker N.	Examining the relationship between organizational commitment and turnover intention via a meta-analysis	2020	International Journal of Culture, Tourism, and Hospitality Research	<p>Purpose: The purpose of this study is expected to reveal the relationship between organizational commitment and turnover intention in the tourism and hospitality literature with more generalizable results, and thus, provide researchers with a new perspective for future studies. In this context, Individual studies that examined the relationship between organizational commitment and turnover intention in the tourism and hospitality industry were systematically identified by a comprehensive literature review. Design/methodology/approach: Individual studies were synthesized and analyzed via a meta-analysis method to reveal whether any relationship exists between organizational commitment and turnover intention and to estimate the direction and intensity of the relationship in a more reliable and comprehensive manner. The analyses were carried out on 13 scientific papers that met the inclusion criteria. Findings: Results showed that a moderate negative relationship exists between organizational commitment and turnover intention of employees in the tourism and hospitality industry. In this context, individuals who have emotional commitments to their institutions will have lower turnover intentions than others. The right personal selection, performance evaluation techniques, promotion, training and development opportunities, career opportunities and talent management and functional virtues such as strong communication, trust and justice will not only reinforce organizational commitment but also attract talented individuals to an organization and ensure employee retention. Originality/value: In the current study, individual studies focusing on the relationship between organizational commitment and turnover were cumulatively collected, synthesized and analyzed. By way of providing a review of individual studies, the study provides cumulative and reliable evidence to the literature regarding the relationship between organizational commitment and turnover, and hence, contributes to the further progression of the field. The study is also the first meta-analysis carried out on the subject in question. © 2019, Emerald Publishing Limited.</p>	Affective commitment; Meta analysis; Organizational commitment; Tourism and hospitality industry; Turnover intention	Nei
Kim J.; Milliman J.; Lucas A.	Effects of CSR on employee retention via identification and quality-of-work-life	2020	International Journal of Contemporary Hospitality Management	<p>Purpose: This paper aims to explore the sequential effects of employee perceptions of corporate social responsibility (CSR), organizational identification (OI), higher-order quality-of-work-life (HQWL) and intention to stay (IS). Design/methodology/approach: The survey responses were gathered from employees of a casino hotel company in the USA. All hypotheses were tested via structural equation modeling. Findings: The results demonstrated that ethical and philanthropic CSR dimensions had significant direct effects on OI and indirect effects on HQWL via OI. OI had positive effects on HQWL (directly) and IS (directly and indirectly via HQWL). Both ethical and philanthropic CSR dimensions indirectly influenced IS via OI and HQWL, while economic CSR had a significant indirect effect on IS via HQWL. Research limitations/implications: This study addressed the lack of theory-driven empirical work on the relationship between CSR and employee retention by presenting new insights into how different dimensions of CSR can contribute for improving employee HQWL and IS via OI based on social identity theory (SIT) and social exchange theory (SET). In this study, the results may not generalize to other countries and cultures because the data arises from a casino hotel in the USA. Practical implications: Based on the results, hospitality companies can improve employee OI, HQWL and IS by more effectively implementing different types of CSR programs. Originality/value: This study provided support for the positive influence of CSR initiatives on hospitality employees in a controversial sector (i.e. casino hotels) in which there is a lack of empirical research. © 2020, Emerald Publishing Limited.</p>	Casino hotel; Corporate social responsibility; Intention to stay; Organizational identification; Quality-of-work-life	Casino

Yousaf S.; Rasheed M.I.; Hameed Z.; Luqman A.	Occupational stress and its outcomes: the role of work-social support in the hospitality industry	2020	Personnel Review	<p>Purpose: The purpose of this paper is to apply conservation of resource (COR) theory and the buffering hypothesis of social support to explore occupational stress and its negative outcomes such as job engagement and turnover intentions for front-line hospitality industry employees in the People's Republic of China.</p> <p>Design/methodology/approach: Primary data were collected in two waves from 318 front-line employees in a chain of restaurants located in the eastern region of the People's Republic of China. Findings: Integrating COR theory and the buffering hypothesis of social support, job satisfaction is found to be a mediating mechanism in the relationships between occupational stress and job engagement and occupational stress and employee turnover intentions for front-line hospitality industry workers. Moreover, the authors found the boundary condition role of work-social support. The relationships between stress and its negative outcomes are weak for the employees receiving high social support at work. Originality/value: This study calls for researchers' attention towards the issues of occupational stress focussing on the implications of work-social support for front-line hospitality industry employees. © 2019, Emerald Publishing Limited.</p>	Hospitality industry; Job engagement; Job satisfaction; Occupational stress; Quantitative; Social support; Turnover intentions	Restaurant
Khan N.A.; Khan A.N.; Moin M.F.; Pitafi A.H.	A trail of chaos: How psychopathic leadership influence employee satisfaction and turnover intention via self-efficacy in tourism enterprises	2020	Journal of Leisure Research	<p>This study uses the conservation of resource theory to examine the effects of psychopathic leadership on employee career satisfaction and turnover intention via self-efficacy. This study also examined the buffering effect of human resource practice (HRP) on career satisfaction and turnover intentions, which may be affected by the psychopathic leadership. This study used 298 employees and respective supervisors of tourism enterprises from southern China as a sample to collect research data at two different time intervals. The results show that by increasing the psychopathic leadership, career satisfaction declines. Moreover, the HRP's buffering effect reduces employee turnover intentions through self-efficacy, especially under the psychopathic leadership. This study provides an overview of the research on the psychopathic leadership and highlights areas where further investigation may yield benefits tourism industry. © 2020, © 2020 National Recreation and Park Association.</p>	career satisfaction; human resource practices; Psychopathic leadership; self-efficacy; turnover intention	Psykologi
Ann S.; Blum S.C.	Motivating senior employees in the hospitality industry	2020	International Journal of Contemporary Hospitality Management	<p>Purpose: This study aims to use Herzberg's two-factor theory and attempted to discover, which motivational factors are the best predictors of senior employees' job satisfaction and dissatisfaction and turnover intentions. The study also verified the two-factor theory's validity. Design/methodology/approach: This study used a Web-based, self-administered survey method with measurements developed specifically for this study. Structural equation modeling using confirmatory factor analysis was conducted to test the hypotheses. Findings: The two factors that had significantly positive effects on job satisfaction were recognition and the work itself. Interestingly, achievement had a significantly negative effect on job satisfaction. The four hygiene factors that had a significantly negative effect on job dissatisfaction were technical supervision, personal life, status and job security. Job satisfaction had a significantly negative effect on turnover intention, while job dissatisfaction had a significantly positive effect on the variable, which supported Herzberg's theory. Research limitations/implications: Although quantitative research is the most useful research tool and is used most widely, the method can provide only limited information, while qualitative research might provide further information that would allow us to understand the relation between motivation, job satisfaction and turnover intentions better from different perspectives. Future research using Herzberg's interview method would be helpful to obtain more detailed information regarding these factors. Originality/value: This study is one of the first to use both job satisfaction and dissatisfaction separately to explore the relations among senior citizen employees' motivators, hygiene factors, job satisfaction and dissatisfaction and turnover intentions in the hospitality industry, as most previous studies have used job satisfaction alone. This study's empirical findings of the validity of Herzberg's two-factor theory in this context prove that the theory remains applicable in a new environment six decades after its original development. © 2019, Emerald Publishing Limited.</p>	Herzberg's two-factor theory; Hospitality industry; Job dissatisfaction; Job satisfaction; Motivation; Staff turnover	

Bani-Melhem S.; Quratulain S.; Al-Hawari M.A.	Customer incivility and frontline employees' revenge intentions: interaction effects of employee empowerment and turnover intentions	2020	Journal of Hospitality Marketing and Management	Drawing on reciprocity, revenge, and retaliation theories, we examined a three-way interaction effect of customer incivility, turnover intentions and employee empowerment on the revenge intentions of frontline employees (FLEs) in the UAE service organizations. We tested the hypotheses using data from two different studies through a time-lagged research design. In Study 1, a sample of 192 FLEs working in a variety of service organizations (including those operating in hospitality sector) was collected. Study 2 replicated the findings of study 1 by collecting a sample of 184 FLEs working in hospitality organizations. The results of both studies consistently show that the strongest negative reaction (revenge intention) in response to customer incivility is displayed by highly empowered employees when they have high turnover intentions. Based on our novel findings, hospitality and other service-oriented organizations need to understand that interaction of situational factors with episodes of customer incivility can prompt stronger employee reactions. © 2019, © 2019 Taylor & Francis Group, LLC.	Customer incivility; empowerment; revenge intention; turnover intentions	Kundefokus
Park I.-J.; Kim P.B.; Hai S.; Dong L.	Relax from job, Don't feel stress! The detrimental effects of job stress and buffering effects of coworker trust on burnout and turnover intention	2020	Journal of Hospitality and Tourism Management	The main purpose of this study is to revisit the job demands-resources (JD-R) theory by analyzing the detrimental effects of job demands and daily job stress on daily burnout and daily turnover intention of hospitality employees. Furthermore, this study aims to examine the moderating role of coworker trust in mitigating the effects of daily job stress on daily burnout and daily turnover intention. Daily diary data was gathered from 130 restaurant employees, each of whom took surveys for 10 consecutive days, and hierarchical linear modeling was employed to test the research hypotheses. The results showed that job demands and daily job stress are indicators of daily burnout and daily turnover intention, while coworker trust moderates the negative effect of daily job stress on daily turnover. The implications of the findings are discussed for hospitality researchers and professionals. © 2020 The Authors	Coworker trust; Daily burnout; Daily job stress; Daily turnover intention; Job demands	Restaurant
Ribeiro N.; Duarte P.; Fidalgo J.	Authentic leadership's effect on customer orientation and turnover intention among Portuguese hospitality employees: The mediating role of affective commitment	2020	International Journal of Contemporary Hospitality Management	Purpose: Hospitality employees' attitudes and behaviors play a crucial role in enhancing customer satisfaction and service quality and ultimately firms' success; therefore, organizations must have skilled, customer-oriented staff. More research is required to help hospitality managers gain insights into the best strategies to promote and retain customer-oriented employees. This study specifically sought to provide a more comprehensive understanding of the ways that authentic leadership (AL) can affect employees' customer orientation and turnover intention, including exploring affective commitment's (AC) potential mediating role. Design/methodology/approach: The sample included 350 employees from different hospitality organizations in Portugal. Data were collected using anonymously completed structured questionnaires available online or in a paper-and-pencil format. Findings: The results demonstrate that AL has a positive effect on customer orientation and a negative effect on turnover intention. Moreover, they indicate that AC mediates the relationships between AL and both customer orientation and turnover intention. All hypotheses received empirical support. Practical implications: Hotel managers can increase employees' AC and customer orientation by engaging in AL behaviors. Similarly, management can avoid having employees voluntarily leave their jobs using more AL styles and strengthening employees' affective bonds to their organization. Originality/value: Prior hospitality studies have rarely focused on AL. This study is the first to analyze AL's effect on customer orientation and AC's role as a mediator variable in the relationships between AL and customer orientation and turnover intention, thus integrating all these variables into a single research model. © 2020, Emerald Publishing Limited.	Affective commitment; Authentic leadership; Customer orientation; Tourism and hospitality; Turnover intention	Commit-ment

Hsiao A.; Ma E.; Lloyd K.; Reid S.	Organizational Ethnic Diversity's Influence on Hotel Employees' Satisfaction, Commitment, and Turnover Intention: Gender's Moderating Role	2020	Journal of Hospitality and Tourism Research	The aim of this study was to explore whether Taiwanese hospitality workers' gender moderates the relationship between perceived ethnic diversity levels within their workplace and work-related outcomes at an individual employee level. Data were collected from 371 employees across 26 hotels in Taiwan. The results supported mediation effects of job satisfaction and affective commitment on the relationship between perceived ethnic diversity and employees' turnover intention. Gender moderated the relationships between perceived diversity and job satisfaction, affective commitment and the relationships between job satisfaction and turnover intention. This study highlights the importance of ethnic diversity impacts on employee work outcomes within Asian hospitality organizations, specifically in Taiwan. © The Author(s) 2019.	commitment; gender; hospitality; perceived diversity; satisfaction; turnover	Taiwan
Asgar M.; Gull N.; Tayyab M.; Zhijie S.; Tao X.	Polychronicity at work: Work engagement as a mediator of the relationships between job outcomes	2020	Journal of Hospitality and Tourism Management	The hospitality business is characterized by a rigorous work-related environment. Whenever the time use preferences are considered, task switching among multiple tasks within a given time block becomes an essential ingredient. In a restaurant environment, it is important to comprehend whether the restaurant server prefers to participate in assigned tasks or switch between these tasks as it directly affects the level of participant's work engagement. The objective of this study is to provide a comprehensive assessment of the relationship among polychronicity with time use preference, work engagement, job performance, and turnover intentions in the restaurant context. We examined the individuals' preferences for carrying out multiple tasks at the same time. A sample of 360 respondents was arranged that were full-time restaurant servers working at round the clock service restaurants in Pakistan. The PLS-SEM was utilized to analyse the hypotheses and determine the indirect impact of mediation on the aforementioned performance measures. Model outcomes indicated that the polychronicity at the restaurant business negatively predicts the employee turnover intention. Several important managerial insights are obtained that could help the restaurant managers to select the job seekers who might best fit in their business objectives. Furthermore, the results of this study will help the restaurant servers to determine the career path that best suits their personality traits. © 2020 The Authors	job performance; Polychronicity; Restaurant industry; Time use preference; Turnover intention; Work engagement	Restaurant
Jolly P.M.; Self T.T.	Psychological Diversity Climate, Organizational Embeddedness, and Turnover Intentions: A Conservation of Resources Perspective	2020	Cornell Hospitality Quarterly	The hospitality workforce is the most diverse in the United States. Given this fact, a growing body of research has sought to investigate the effects of employee perceptions of their organization's climate regarding diversity, also known as psychological diversity climate. However, little is still known about whether and how diversity climate perceptions might affect hospitality employees' intentions to leave their organizations. Adopting a Conservation of Resources Theory perspective, we argue that diversity climate represents an important resource that employees wish to preserve by continuing employment with their organizations, thus increasing employee organizational embeddedness and decreasing turnover intention. Organizational embeddedness captures why employees stay and represents a totality of forces that serve to keep an employee with his or her current organization. These forces are driven by employees' possession or pursuit of resources derived through employment with their current organization. Drawing on samples of frontline restaurant employees (Study 1) and restaurant managers (Study 2), we found evidence that psychological diversity climate is positively associated with organizational embeddedness. However, the relationship between psychological diversity climate and turnover intentions was mediated only by the sacrifice dimension of organizational embeddedness. Our results point to the importance of developing a positive climate for diversity as a means to retain employees and also shed light on how the dimensions of organizational embeddedness can have differential effects on turnover intentions. © The Author(s) 2020.	Conservation of Resources; job embeddedness; psychological diversity climate; retention; turnover	Diversity

Tan K.-L.; Sim P.-L.; Goh F.-Q.; Leong C.-M.; Ting H.	Overwork and overtime on turnover intention in non-luxury hotels: Do incentives matter?	2020	Journal of Hospitality and Tourism Insights	<p>Purpose: Given the intense competition in the hotel industry, this study investigates the effect of overwork (OW) and overtime (OT) on turnover intention (TI) as well as the moderating effect of incentives in the context of non-luxury hotels in an emerging market. Design/methodology/approach: Using a purposive sampling technique, a total of 271 front-line employees who are currently working in non-luxury hotels in Sarawak responded to the study. Partial least squares structural equation modeling (PLS-SEM) was used to perform latent variable and moderation analyses. Findings: The findings show that both OW and OT have a direct impact on TI. Contrary to the past studies, incentives do not exert any moderating effect on the relationship between OW, OT and TI among the employees working at non-luxury hotels. Originality/value: This is one of the first studies to explore the effect of incentives between OW and working OT on TI in the context of the non-luxury hotels in an emerging market and show why incentives might not work. It further advances the understanding of the JD-R theory, demonstrating the necessity for organizations to provide matching resources to address job strains. © 2020, Emerald Publishing Limited.</p>	Employee turnover; Hospitality industry; Incentive; Overtime; Overwork	OW
Gebbels M.; Pantelidis I.S.; Goss-Turner S.	Conceptualising patterns of career commitment: the leaving process in hospitality	2020	International Journal of Contemporary Hospitality Management	<p>Purpose: This paper aims to examine the interplay between self-efficacy and career inheritance and its influence on career commitment in the hospitality sector. High labour turnover, unclear career paths and the transient nature of the work available in hospitality render it a suitable industry context that allows us to explore career commitment patterns. Design/methodology/approach: Drawing on life history methodology, semi-structured interviews were conducted with hospitality professionals holding a relevant degree but no longer employed in the hospitality industry. Findings: The findings revealed the interplay between self-efficacy, career inheritance and career commitment, as well as the speed of decline of career commitment, visualised as patterns of the leaving process. Although an infinite number of variations are possible, data unveiled the three main patterns. Research limitations/implications: The schematic illustrations of the patterns of the leaving process are not representative. The purposive sample comprises only ex-hospitality professionals, and generalisations can be considered in future studies. Practical implications: This newly conceptualised understanding of career commitment enables researchers to reconsider the fundamental reasons why individuals leave the hospitality industry, whilst also offering hospitality managers deeper insights into how the three identified patterns could inform recruitment and selection. Originality/value: This paper contributes to the literature through its meaningful theoretical extension in the context of career development studies. The unique concept of the leaving process addresses the prevalent issue of turnover and generates important implications. © 2019, Emerald Publishing Limited.</p>	Career commitment; Career development; Career inheritance; Hospitality; Life history; Self-efficacy	Commitment
Li J.J.; Bonn M.A.; Ye B.H.	Hotel employee's artificial intelligence and robotics awareness and its impact on turnover intention: The moderating roles of perceived organizational support and competitive psychological climate	2019	Tourism Management	<p>The advent of machines powered by artificial intelligence (AI) and robotics technologies have already strongly influenced the hospitality industry, and the effects of its replacement upon the human workforce has been a highly debated topic. Despite this, empirical evidence in the form of published empirical studies have yet to appear in academic journals that present compelling evidence addressing what hospitality employees' awareness of those potential impacts could be pertaining to AI and robotics specifically applied within the context of their turnover intention and future employment prospects. The purpose of this study was to present new empirical findings on this issue using data from a sample of 468 full-time five star hotel employees in Guangzhou, China. AI and robotics awareness was found to be significantly associated with employee turnover intention. This relationship was moderated by perceived organizational support and competitive psychological climate. Implications and directions for future research are provided. © 2019 Elsevier Ltd</p>	AI awareness; Competitive psychological climate; Hotel employees; Perceived organizational support; Turnover intentions	AI

Yao T.; Qiu Q.; Wei Y.	Retaining hotel employees as internal customers: Effect of organizational commitment on attitudinal and behavioral loyalty of employees	2019	International Journal of Hospitality Management	High employee turnover has been a concern of the hotel practitioners and academics. Previous research more focused on reducing employee turnover by improving economic incentives. However, psychological incentives are getting more concerned now. This study aims to analyze the psychological mechanism affecting the attitudinal and behavioral loyalty of employees in hotel sector. This study uses organizational commitment theory and regards the hotel employee as an internal customer to construct and verify a conceptual framework. Several important findings are observed. First, affective, normative, and continuance commitment have apparent and varying effects on the attitudinal and behavioral loyalty of employees. Second, the attitudinal loyalty of employees significantly promotes behavioral loyalty. Third, employee trust and satisfaction in hotel sector are vital antecedents of the three dimensions of organizational commitment. These findings have important implications for managing hotel employee turnover and improving the psychological achievements of employees to consequently enhance attitudinal and behavioral loyalty. © 2018 Elsevier Ltd	Attitudinal loyalty; Behavioral loyalty; Hotel employee turnover; Internal customer; Organizational commitment
Stamolampros P.; Korfiatis N.; Chalvatzis K.; Buhalis D.	Job satisfaction and employee turnover determinants in high contact services: Insights from Employees'Online reviews	2019	Tourism Management	We explore a special case of electronic word of mouth that of employees' online reviews to study the determinants of job satisfaction and employee turnover. We perform our analysis using a novel dataset of 297,933 employee online reviews from 11,975 US tourism and hospitality firms, taking advantage of both the review score and text. Leadership and cultural values are found to be better predictors of high employee satisfaction, while career progression is critical for employee turnover. One unit increase in the rating for career progression reduces the likelihood of an employee to leave a company by 14.87%. Additionally, we quantify the effect of job satisfaction on firm profitability, where one unit increase leads to an increase between 1.2 and 1.4 in ROA. We do not find evidence supporting the reverse relationship, that growth on firm profitability increases job satisfaction. The feedback to management in employee reviews provides specific managerial implications. © 2019 Elsevier Ltd	Employee eWOM; Employee satisfaction; Employee turnover; Firm profitability
Alola U.V.; Olugbade O.A.; Avci T.; Öztüren A.	Customer incivility and employees' outcomes in the hotel: Testing the mediating role of emotional exhaustion	2019	Tourism Management Perspectives	A logical position emphasized by the service-oriented organizations that 'the customer is always right' and the organizational policies that requires employees to make customer happy, even in situations involving customer uncivil behavior has continued to be one of the antecedents of employees' negative outcomes. Applying the conservation of resources theory (COR), the current study develops and tests a research model that investigates the relationships between customer incivility (CIVT), emotional exhaustion (EEXT), turnover intentions (TINT) and job satisfaction (JSAT). A total of 328 customer-contact employees in 4 and 5 star hotels in Nigeria participated. Using structural equation modeling, the findings demonstrate that CIVT increases EEXT and TINT, but has no direct influence on JSAT. The findings demonstrate that EEXT partially mediates the effect of CIVT on TINT while it fully mediates the effect of CIVT on JSAT. Implications of the findings for the literature and limitation are discussed. © 2018 Elsevier Ltd	Customer incivility; Customer-contact employees; Emotional exhaustion; Job satisfaction; Nigeria hotel industry; Turnover intentions

Gordon S.; Tang C.-H.; Day J.; Adler H.	Supervisor support and turnover in hotels: Does subjective well-being mediate the relationship?	2019	International Journal of Contemporary Hospitality Management	<p>Purpose: This paper aims to examine whether employee subjective well-being acts as a mediator in the relationship between perceived supervisor support and turnover intention within the context of select-service hotels. Design/methodology/approach: The sample included hourly employees in select-service hotels in the Midwest USA. The significance of the relationships was assessed using regression, and both the Sobel test and bootstrapping methods were performed to test the mediating effect of subjective well-being on the relationship between perceived supervisor support and turnover intention. Findings: The results confirm subjective well-being acted as a partial mediator in the relationship between supervisor support and turnover intention. Employees who perceive higher levels of support from their supervisors are less likely to leave their organizations. At the same time, supervisor support also positively affects subjective well-being, which reduces turnover intention. Practical implications: Actions by supervisors' impact the well-being of their employees, which in turn may influence whether an employee stays with the organization. Organizations could use management training and employee feedback on supervisor support to improve employee support mechanisms. Organizations should also pay attention to improving employee subjective well-being beyond the work place. Improving the well-being of employees and supporting employees can help reduce turnover and may increase employee satisfaction, guest satisfaction and profits. Originality/value: This study is the first to show that subjective well-being mediates the relationship between supervisor support and turnover intention; and one of the few within the hospitality context to examine the constructs of subjective well-being, supervisor support and turnover together. © 2018, Emerald Publishing Limited.</p>	Hospitality industry; Perceived supervisor support; Subjective well-being; Turnover intention
Shamim S.; Cang S.; Yu H.	Impact of knowledge oriented leadership on knowledge management behaviour through employee work attitudes	2019	International Journal of Human Resource Management	<p>Despite the acknowledged importance of knowledge management (KM), many employees avoid practicing KM at the individual level. This avoidance often leads to loss of the intellectual capital due to employee turnover. Many potential behavioural remedies are still untapped in the existing literature. This study extends the construct of knowledge oriented leadership (KOL) and examines its role in predicting KM behaviour among employees of the hospitality sector, at the individual level. It also investigates the mediating effect of employee work attitudes including affective commitment, creative self-efficacy and work engagement, by using partial least square for structure equation modelling. This study finds that KOL positively affects KM behaviour, affective commitment, creative self-efficacy and employee work engagement. Work attitudes (affective commitment, creative self-efficacy, work engagement) mediate the relationship of KOL and KM behaviour. Furthermore the direct positive effect of employee affective commitment, creative self-efficacy and work engagement on KM behaviour is also significant. This study contributes to the body of knowledge by extending the construct of KOL, and by investigating the connection between KOL, work attitudes, and KM behaviour among hospitality employees, at the individual level. © 2017, © 2017 Informa UK Limited, trading as Taylor &amp; Francis Group.</p>	affective commitment; creative self-efficacy; employee work attitudes; Knowledge management (KM); knowledge oriented leadership (KOL); work engagement
Haldorai K.; Kim W.G.; Pillai S.G.; Park T.E.; Balasubramanian K.	Factors affecting hotel employees' attrition and turnover: Application of pull-push-mooring framework	2019	International Journal of Hospitality Management	<p>This study aims to investigate the turnover intentions of hotel employees in the short-, medium-, and long-term using the pull-push-mooring framework. An extensive review of the literature resulted in eight push, five pull, and one mooring factors. A total of 308 five-star hotel employees participated in this research endeavor. The authors collected data using a survey questionnaire from five-star hotel employees in the Kuala Lumpur region. The researchers used PLS-SEM to empirically test the proposed hypotheses. Among the eight push factors identified, six factors were supported overall, and three factors were supported in short-, medium-, and long-term turnover intention. Among the five pull factors identified, two factors were supported in short-, medium-, and long-term turnover intention. The moderation effect was significant only in the medium-term. The discussions and implications include how the results are useful to hospitality HR managers and professionals for improving employee retention. The authors also discuss the limitations and directions for future research. © 2019 Elsevier Ltd</p>	Attrition; Hotel employees; Long-term; Malaysia; Medium-term; Pull-push-mooring framework; Short-term; Turnover intention

Karadas G.; Karatepe O.M.	Unraveling the black box: The linkage between high-performance work systems and employee outcomes	2019	Employee Relations	Purpose: The purpose of this paper is to investigate the potential mediators that operate in the black box between high-performance work systems (HPWS) and employee outcomes. Design/methodology/approach: The relationships the authors developed were assessed via data obtained from a time-lagged sample of customer-contact employees and their direct supervisors in the Romanian hotel industry. The study employed bias-corrected bootstrapping analysis to gauge the mediating effects. Findings: The findings reveal that psychological capital mediates the impact of HPWS on work engagement. As hypothesized, both psychological capital and work engagement mediate the impact of HPWS on quitting intentions, creative performance and extra-role performance. In short, the findings underscore both psychological capital and work engagement as the two mediators that operate in the black box between HPWS and the aforesaid employee outcomes. In addition, the empirical data support the impact of work engagement in the intermediate linkage between psychological capital and these outcomes. Originality/value: The study enhances current knowledge on HPWS by examining the potential mediators between HPWS and motivational outcomes and job outcomes. © 2019, Emerald Publishing Limited.	Employee attitudes; Employee behaviour; Human resource management; Workplace	oppførsel
Bangwal D.; Tiwari P.	Workplace environment, employee satisfaction and intent to stay	2019	International Journal of Contemporary Hospitality Management	Purpose: The hotel industry suffers from retaining its employees, and to retain their employees is a big challenge to the hotel industry. So, the purpose of this study is to examine the causal relationship between workplace design features of hospitality industry with employee job satisfaction and their intent to stay through empirical validation. Design/methodology/approach: As per the objective of the study, three hypotheses were proposed based on a comprehensive literature review on workplace design features of the hospitality industry. The proposed relationships were examined by using structural equation modeling approach with AMOS 18 as prescribed by Hair et al. (1998). Findings: Significant evidence was found in favor of proposed hypotheses. The result of hypothesis testing showed workplace design features of hospitality industry to positively influence employee's intent to stay through job satisfaction. Originality/value: While the employee satisfaction and commitment has been a significant research topic for more than decades, barely any research has been conducted that focuses specifically on workplace design features of a hospitality industry. This study tries to make a link between workplace design with the employee intent to stay through employee satisfaction. These links are rare from an Indian perspective. © 2018, Emerald Publishing Limited.	Customer satisfaction; Employee retention; Hospitality industry	
Olugbade O.A.; Karatepe O.M.	Stressors, work engagement and their effects on hotel employee outcomes; [压力源、工作投入及其对酒店员工表现结果的影响]	2019	Service Industries Journal	Our study aims to revisit the challenge-hindrane stressor framework among customer-contact employees. Specifically, our study links challenge and hindrance stressors to four critical employee outcomes via work engagement (WE). These outcomes are quitting intentions, service recovery performance, creative performance, and job performance. Data came from hotel employees in customer-contact positions in three waves and their direct supervisors in Nigeria. As hypothesized, WE fosters service recovery, creative, and job performances, while it mitigates quitting intentions. Inconsistent with our predictions, hindrance stressors boost WE and challenge stressors exert detrimental effects on WE. Although WE links challenge and hindrance stressors to the aforementioned outcomes, the signs of the mediating effects are not congruent with what is hypothesized in the study. These unexpected findings agree with Bakker and Sanz-Vergel's [2013] proposition that categorisation of job demands as challenge or hindrance stressors may not always be straightforward. © 2018, © 2018 Informa UK Limited, trading as Taylor & Francis Group.	Challenge stressors; creative performance; employee performance; hindrance stressors; quitting intentions; work engagement	Performance og engagement



Gupta V.	Talent management dimensions and their relationship with retention of Generation-Y employees in the hospitality industry	2019	International Journal of Contemporary Hospitality Management	<p>Purpose: The purpose of this paper is to determine the causal relationship between talent management dimensions such as Human Capital Index and perceived organizational support (POS) and the impact thereof on the turnover intentions of Generation-Y employees. This study tries to find out how the intentions of employees to quit relates significantly to the talent management practices in Indian hospitality organizations.</p> <p>Design/methodology/approach: This study proposed an integrated conceptual model based on previous literature where the relationship between the relevant constructs is verified. A cross-sectional survey design is used for data collection, which is ideally suited for the descriptive and predictive functions associated with correlation research and for assessing the interrelationship among various variables in the study.</p> <p>Findings: Pearson's correlations showed a practically significant positive relationship between the organization's talent management practices and POS. It is also inferred that perceived supervisory support does not mediate the relationship between talent management practices and intention to quit. The findings of this study also confirm that employees' perception of the organization's actions has direct effects on their perception of support from their supervisors. The study also found a practically significant negative relationship between POS and the employee's intention to quit, where high levels of POS are associated with a decreased intention to quit the organization.</p> <p>Originality/value: From a theoretical aspect, this study provided a quantitative method for assessing the Generation-Y employees' perceptions in relation to other relevant constructs. Practically, this study provided a framework for the management to understand that the perceptions regarding talent practices and support influence an employee's intent to leave an organization. © 2019, Emerald Publishing Limited.</p>	Employee retention; Generation Y; Hospitality; India; Staff turnover; Talent management	India
Wondirad A.	Does ecotourism contribute to sustainable destination development, or is it just a marketing hoax? Analyzing twenty-five years contested journey of ecotourism through a meta-analysis of tourism journal publications	2019	Asia Pacific Journal of Tourism Research	<p>Conducting a periodical systematic review on a given field of study enables to comprehend the conceptual development of a discipline. A decade has passed since the last in-depth systematic review on contemporary ecotourism research has been published. This study is, therefore, executed to systematically analyze ecotourism research articles published in the previous twenty-five years and thereby to reassess the past, understand the present and envisage the future of ecotourism development. 470 articles published in nine top-tier tourism journals are screened and analyzed. Thematic and summative content analyses are employed to examine the contents of each publication. The findings highlight that over the years, researchers have examined myriads of ecotourism research themes. Despite fluctuations over the years, the overall publication trend shows growth. Most ecotourism studies are conducted in developing countries, with Asia taking the lead followed by Africa and Latin America. However, in terms of researchers' domicile, the USA becomes the first followed by Australia, the UK, and Canada. Despite modest successes, overall, the contribution of ecotourism towards sustainable destination development remains indiscernible. The current study provides up-to-date insight into the ecotourism literature by highlighting the main themes and trends of ecotourism research over the last twenty-five years. Research findings also enhance our understanding of the evolution of ecotourism research and ignite further study in ecotourism by suggesting issues that merit rigorous investigation. © 2019, © 2019 Asia Pacific Tourism Association.</p>	Destination development; developing countries; ecotourism; ecotourism conceptualization; ecotourism research; local communities; meta-analysis; paradigm shift; tourism academia; trend analysis	Økologi

Shekhar S.; Kumar P.; Chauhan G.; Thakkar M.G.	Conservation and Sustainable Development of Geoheritage, Geopark, and Geotourism: a Case Study of Cenozoic Successions of Western Kutch, India	2019	Geoheritage	<p>Geoheritage is a concept concerned with the preservation of features with importance to earth science, such as landforms, natural exposures of rocks, and sites where geological features can be examined for further study, reference, and conservation for coming generations. Geoheritage, geoconservation, and geotourism studies are gaining interest worldwide because of their scientific, academic, historical, societal, cultural, and esthetic values. Several countries have their government policy to look after the geoheritage sites and conserve with the help of local agencies; however, in India, the concept is still to be applied in a holistic way, and there is a need of such national legislation. Kutch basin as a whole preserves the records of sedimentation for the past ~ 200 Ma. The Cenozoic (last 65 Ma.) sedimentation (~ 900 m) is considered a strato-type section for the shallow-marine sedimentary records in India. Some Cenozoic sections of Kutch are the only remained reference sections of the respective periods on the globe. This sedimentary succession acts as a geological museum for paleontology, stratigraphy, biostratigraphy, and sequence stratigraphy. Such records of past climates and sea-level fluctuations are characterizing the global sea-level history. It also provides an outcrop analog for reservoir rocks of Bombay High oil field. Taking this into account, we propose seven selected sites in the Cenozoic succession to be preserved as geoheritage sites and development of geotourism in the region viz. Matanomadh cliff section, Naredi cliff section, Fulra limestone section, Miocene succession, Paleosol of Sandhan Formation, Kharai River paraconformity section, and Bermoti River section. The advantage of a geopark comprises also in creating new employment opportunities for local youths. Further, it will help enhance the local economy by infrastructure development, health, and educational pursuits to the village-level society. The prime objective of this investigation is to make local people aware about sustainable mining and insatiable thrust for money that threatens ecologically important sites. The geological records are the consequences of millions of years of processes and are considered precious which require special care. If these records once destroyed will be lost forever and cannot be restored artificially, it is our prime responsibility to transfer the knowledge and geoheritage to future generations. © 2019, The European Association for Conservation of the Geological Heritage.</p>	Cenozoic of Kutch; Geoheritage sites; Geopark; National legislation for Geoheritage; Sustainable development	Geoheritage
Book L.; Gatling A.; Kim J.S.	The effects of leadership satisfaction on employee engagement, loyalty, and retention in the hospitality industry	2019	Journal of Human Resources in Hospitality and Tourism	<p>This research investigates the role of leader satisfaction on employee engagement, loyalty, and intention to stay. The results demonstrate that leadership satisfaction has a direct effect on employee engagement, loyalty and intention to stay. Furthermore, employee engagement was found to mediate the relationship between leader satisfaction and both loyalty and intention to stay. Interestingly, age moderated the relationships between engagement and loyalty as well as engagement and intention to stay. The results of this study yield theoretical and practical implications that are useful for hospitality leaders. Research limitations and recommendations for further research conclude this research. © 2019, © 2019 Taylor &amp; Francis Group, LLC.</p>	employee engagement; employee loyalty; employee retention; Employee satisfaction with leader	Retention og loyalty

Baum T.; Hai N.T.T.	Applying sustainable employment principles in the tourism industry: righting human rights wrongs?	2019	Tourism Recreation Research	This paper argues that issues of employment in tourism raise fundamental concerns in the context of basic human rights. Such rights lie at the heart of intentions within the UN's 2030 Agenda for Sustainable Development which advocates 'full and productive employment and decent work for all'. This paper contends that concerns relating to tourism employment, therefore, lie at the heart of the sustainability debate within international tourism. At a time of sustained growth in demand for tourism worldwide, the industry faces persistent challenges with respect to employment, highlighted, inter alia, with respect to low pay, precarious security, poor working conditions, high labour turnover, intersectional disadvantage, occupational ghettoisation and employee sexual and physical abuse that can represent modern slavery. These issues appear to be systemic, structural and universal across all countries and within both formal and informal economies. In this paper, we assess these issues from a human rights perspective at three levels, the individual employee, their family and their community. We then consider whether a sustainability-informed approach to tourism employment can mediate potential human rights violations, building on the ethical case proposed by notions of sustainable HRM. Conclusions are reached which place clear responsibility for change with governments through legislation and enforced regulation; private sector employers; and consumers. © 2019, © 2019 Informa UK Limited, trading as Taylor & Francis Group.	employment; human rights; sustainability; sustainable employment; Tourism	lanteressant, men biased
Chen H.; Ayoun B.	Is negative workplace humor really all that "negative"? Workplace humor and hospitality employees' job embeddedness	2019	International Journal of Hospitality Management	The hospitality industry is known to have a relatively higher turnover rate. Job embeddedness (JE) was identified as an effective solution of voluntary turnover. Building on the Social Exchange Theory, the current study investigates the relationships among hospitality employees' workplace humor, perceived workplace fun and organizational JE. Two studies using two different samples were conducted to examine the proposed relationships. Structural Equation Modeling was employed for hypotheses testing. Both studies suggested that hospitality employees' use of affiliative humor and aggressive humor at workplace were positively associated with their perception of supervisor support for fun as well as coworker socializing. Furthermore, perceived supervisor support for fun was positively related to hospitality employees' organizational JE. Only full-time hospitality employees' perceived coworker socializing was positively associated with their organizational JE. The research provided useful human resource management practices for hospitality businesses in the U.S. © 2018 Elsevier Ltd	Affiliative humor; Aggressive humor; Hospitality industry; Job embeddedness; Workplace fun; Workplace humor	Retention teori
Grecu A.; Gruia A.K.; Marin M.; Bănuță M.; Olteanu C.; Constantin I.; Gadoiu M.; Teodorescu C.; Dobrea R.C.; Drăghici C.C.	Specificity of sustainable structural dynamics of local economy in Romanian tourist resorts	2019	Sustainability (Switzerland)	The lack of sustainable development strategies of the tourist resorts from Romania caused the structural dynamics of their economy to record large fluctuations under the impact of determinants with unpredictable developments. The spectacular dynamics have led to developments difficult to predict, in many situations that generate environmental conflicts, where the economic pressure has exceeded the support capacity of the natural environment. In this study, we aim to analyze the dynamic relationship between tourism and the other components of the economy, from each resort from Romania. The significant growth of tourism in recent years requires new approaches, relevant for understanding the role of tourism in increasing the complexity of the local economy. Measuring the role of tourism in the development of local economy was achieved by building an economic database for all tourist resorts from Romania (according to Government Decision No. 107 of 2018), at the four-digit NACE code level (Classification of National Economy Activities), for the economic indicators considered relevant: number of companies, number of employees, and turnover and profit, for the period 2000-2016, as well as at territorial administrative unit level. Detailed analyses revealed very different structural dynamics, the spectacular dynamics, lacking a coherent strategic framework, led in all situations to the emergence of environmental conflicts. Tourist resorts in which tourism has become an essential component of economic development have based their development on capitalization of local resources, which led to multiplication effects, materialized in a spectacular evolution of the local economy, and an increasing pressure on the natural environment. © 2019 by the authors.	Local economy; Romania; Sustainable development; Territorial management; Tourist resorts	Bærekraftig utvikling

Dimitrić M.; Tomas Žiković I.; Arbula Blečić A.	Profitability determinants of hotel companies in selected Mediterranean countries	2019	Economic Research- Ekonomska Istrazivanja	Tourism is one of the most important industries in the Mediterranean countries, which strongly contributes to the economic activity, capital investment and job creation. Therefore, the purpose of this paper is to examine the determinants influencing profitability of hotel companies in selected Mediterranean countries. Thereby, dynamic panel data models are estimated on an extensive dataset for the period from 2007 to 2015. The paper provides evidence on differences among internal profitability determinants of hotel companies operating in tourism competitive countries. The results indicate that the cash flow to operating revenue has a statistically significant and positive impact on profitability in all observed countries. The total asset turnover ratio is significant for all countries except Portugal, while labour productivity is significant only for Spain, which is also the country with the highest turnover per employee. The solvency ratio is positively related to profitability, except for Greece as the most indebted country. Size proved to be significant for hotels in Spain and Portugal, while age is the variable by which the countries mostly differ, as findings show a different impact of underlying variable on hotel profitability. Findings provide information to shareholders that would ensure profitability of hotel companies operating in different countries. © 2019, © 2019 The Author(s). Published by Informa UK Limited, trading as Taylor & Francis Group.	dynamic panel data; Hotel companies; profitability determinants	Profitt
Farooq M.; Farooq O.; Cheffi W.	How do employees respond to the CSR initiatives of their organizations: Empirical evidence from developing countries	2019	Sustainability (Switzerland)	This research presents a new perspective of social exchange to explain the employee responses to corporate social responsibility (CSR) activities of their organizations. In particular, the current study aims to explore the social exchange based mediation mechanism between CSR actions and employee turnover intentions. Considering this theory, we propose that organizational trust is the primary outcome of CSR, which in turn influences the affective organizational commitment (AOC) and reduces the turnover intentions (TOI) of employees. Moreover, we posit that different types of CSR actions have different effects on employees due to their relative importance. To test the suggested research model, we analyzed the data collected on 304 employees working in the Star hotel in South Asia. Results of the study demonstrate the organizational trust to be a mediator between CSR and AOC and that CSR negatively impacts the turnover intentions of employees through the mediation of trust and AOC. Moreover, the results show the relevance of examining the disaggregated effects of different types of CSR actions on employees' turnover intention. The study concludes with implications for future research and for policy-makers. © 2019 by the authors.	Affective organizational commitment; Corporate social responsibility; Organizational trust; Social exchange	CSR