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2024-09-06

Deposited version:

Accepted Version

Peer-review status of attached file:

Peer-reviewed

Citation for published item:

Mohsin, A., Brochado, A. & Rodrigues, H. (2023). Mind the gap: A critical reflection on hotel employee turnover. *International Journal of Contemporary Hospitality Management*. 35 (7), 2481-2495

Further information on publisher's website:

[10.1108/IJCHM-03-2022-0295](https://doi.org/10.1108/IJCHM-03-2022-0295)

Publisher's copyright statement:

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Mohsin, A., Brochado, A. and Rodrigues, H. (2023), "Mind the gap: a critical reflection on hotel employee turnover", *International Journal of Contemporary Hospitality Management*, Vol. 35 No. 7, pp. 2481-2495. <https://doi.org/10.1108/IJCHM-03-2022-0295>

Mind the gap: a critical reflection on hotel staff turnover

Purpose: Critical reflection research was carried out to understand more fully how employee turnover has been critical to hotel management's strategies for constructing a better workplace. Human resources decisions need to be made carefully based on a clear grasp of their effects on hotels and their staff.

Design/methodology/approach: A critical review was conducted with a sample of 160 academic papers that reported findings on staff turnover intentions in hotels.

Findings: The results include a concept map that highlights the two main dimensions found by researchers: hotel staff turnover consequences (i.e. customer satisfaction and financial performance) and antecedents (i.e. individual, job-related, relationship, organisational and opportunities).

Originality: This study examined 20 years of research summarised in an up-to-date conceptual map. The findings have cross-disciplinary implications.

Keywords: Staff turnover; intention to leave; staff loyalty; hotel industry; hospitality; human resource management

Type of paper: Original article

Category: Critical Reflection

1. Introduction

1.1 Research background

Staff turnover has been a major challenge for luxury hotels for decades. Denvir and McMahon (1992) define staff turnover as 'the movement of people into and out of employment within an organisation' (p.143). Historically, turnover among hotel industry employees is

significantly high, averaging 200–300% annually, although this figure varies across establishments (Tanke, 1990; Woods, 1992; Yang and Wan, 2004).

Staff turnover has been examined in many contexts over the last 20 years, but few literature reviews or meta-analysis studies have specifically focused on staff turnover in hotels. For example, Ongori (2007) conducted a literature review covering a small number of published papers on the reasons for employee turnover in various types of organisations, as well as offering practical strategies to minimise employee turnover. The cited research included a summary of a recent review of the literature on employee retention in the hospitality industry. Other related literature reviews were carried out by Dwesini (2019), Ghani *et al.* (2022) and Kravariti *et al.* (2021) and emphasised the role of human resource management practices and talent management in preventing high turnover rates. Ngo-Henha (2018), in turn, examined the difference between models and theories of turnover intentions. These reviews, however, limited their inclusion criteria to publications listed by Google Scholar, thereby neglecting other widely used academic research databases.

Prior studies have shown that high staff turnover rates in hotels are not a country-specific problem but rather a worldwide phenomenon, making this tendency one of the most prevalent long-term human resource issues (Bonn and Forbringer, 1992). Within the tourism industry, hotel employees have the highest rate of turnover, which is determined by many different factors. O’Fallon and Rutherford (2010) identified a series of determinants:

[H]ospitality employees in one organisation ranked reasons as the most likely causes for high staff turnover, such as treatment by superiors, amount of work hours, job pressure, scheduling, training, fringe benefit packages, better opportunities elsewhere, and physical demands of the job. (p. 454).

In addition, to decrease their hotels’ total operating costs, most managers choose to reduce employees’ wages. Williams *et al.* (2008) conducted research on New Zealand’s hotel industry, which highlighted three related pull factors that cause high staff turnover:

1. Age: employees’ young age profile and part-time employment are important factors linked to turnover rates.
2. Low unemployment: other job opportunities’ availability also affects staff turnover.
3. Remuneration: low pay significantly decreases employees’ job satisfaction and, in general, causes hotel workers to leave as soon as they find a better opportunity.

High staff turnover contributes to serious issues in lodging establishments such as low-quality customer service and higher recruitment and training costs. Lower service quality

directly affects customer satisfaction (Vetráková *et al.*, 2019). Lockyer (2007) observes that ‘staff turnover seems to contribute to a reduction in service quality and a sense of burnout, particularly for front-line supervisors who are constantly involved in “fire-fighting” when their departments are staffed with inexperienced employees’ (p.88). Front office staff are hotels’ public face, so inexperienced workers decrease customer satisfaction, which decreases occupancy rates indirectly.

Powell and Wood (1999) further state that an important problem associated with hospitality staff turnover is ‘brain drain’ because the skills and qualifications gained in one hotel are easily transferable to other hotels. In the hotel industry, senior and skilled employees currently must become quite familiar with their hotels’ operations and business secrets, so these establishments’ competitive advantages are decreased if these staff members leave and seek employment in another hotel.

1.2 Research questions

Given the gaps in past literature reviews, the present critical reflection study sought to answer three research questions by conducting a review of the existing literature on hotel staff turnover:

- RQ1. What insights do recent publications offer regarding hotel employee turnover?
- RQ2. What lessons can be learned from this body of literature?
- RQ3. What still needs to be investigated?

This reflective review’s main contribution is the identification of specific issues and challenges that provide new opportunities – and thus serve as a platform – for future studies (Paul and Criado, 2020). The findings offer new insights into staff turnover in hotels, thereby adding value to the current literature and contemporary hospitality management.

3. Methodology

A full protocol was designed and followed as described below.

3.1 Data selection and collection

This critical review followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses protocol (see Figure 1). Peer-reviewed research papers related to hotel staff turnover were found by using search terms to sift through abstracts, titles or keywords in the Scopus database, which is one of the most frequently used in literature reviews to collect top

quality journal articles (Paul *et al.*, 2021). The present study selected the following terms to identify relevant studies written in English and published from 2000 to 2020: Staff turnover ‘AND’ Hotel, Employee turnover ‘AND’ Hotel, Staff loyalty ‘AND’ Hotel employee loyalty ‘AND’ Hotel, Job security ‘AND’ Hotel, Job loyalty ‘AND’ Hotel and Limit to journal ‘AND’ English. The results included 160 articles (i.e. Q1 journals = 83, Q2 journals = 57 and Q3 journals = 20).

Figure 1: Adapted from Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines for article selection

The literature screening and search thus included settings meant to locate hotel studies paired with turnover intention or opposite terms that covered intention to stay (e.g. staff loyalty and job security). These terms ensured that the articles’ authors had focused on developing a deeper understanding of hotel staff turnover (Steel *et al.*, 2021).

The information for each paper was recorded on an Excel spreadsheet with the following columns: paper title, year, abstract, keywords, authors, authors’ affiliations and journal. Additional columns contained each journal’s classification, hotel type (e.g. five-star hotel and resort), geographical region, staff position (e.g. front office manager), methods, sampling procedure and dependent, independent and other variables (e.g. moderators, mediators and control variables).

3.2 Data analysis

The 160 selected papers were processed in three sequential steps, namely, descriptive, semantic and narrative analyses. The papers’ geographical spread was systematically examined by author, year, research methods and primary topical areas in order to provide a reproducible, reliable assessment of the most recent progress made in hotel employee turnover research.

The abstracts’ content was also analysed using Leximancer software. This programme automatically extracts semantic networks from qualitative data and identifies the connections among topics. Leximancer has been successfully employed in previous literature reviews (Cheng *et al.*, 2018). This software generates conceptual maps based on a predefined list of keywords and their co-occurrences.

The subsequent narrative analysis conducted for the present study highlighted the research that focused on each topical area identified in the concept map. Emerging themes and

methods were explored to identify gaps in the existing knowledge and thus suggest possible future avenues of research. Semantic network analysis was also carried out to explore connections among key subtopics.

4. Results

4.1 Descriptive analysis

Hotel staff turnover has been receiving increased attention from researchers, that is, 50 out of the 160 papers in the sample were published in last two years (i.e. 2019 and 2020). The 160 articles appeared in 85 different journals. The top three journals (see Table I) with papers on this topic are the *International Journal of Contemporary Hospitality Management* (n [number] = 18), *Journal of Human Resources in Hospitality and Tourism* (n = 17) and *International Journal of Hospitality Management* (n = 15).

Table I. Leading journals

Journal title	Number of articles
<i>International Journal of Contemporary Hospitality Management</i>	18
<i>Journal of Human Resources in Hospitality and Tourism</i>	17
<i>International Journal of Hospitality Management</i>	15
<i>Service Industries Journal</i>	7
<i>Cornell Hotel and Restaurant Administration Quarterly</i>	6
<i>International Journal of Hospitality and Tourism Administration</i>	6
<i>Journal of Hospitality and Tourism Research</i>	6
<i>Human Resource Management International Digest</i>	5
<i>Cornell Hospitality Quarterly</i>	4
<i>Sustainability (Switzerland)</i>	4
<i>Tourism Management</i>	4
Other	68
Total articles retrieved	160

The authors with the highest number of publications are O.M. Karatepe (9 articles), T. Simons, R. McPhail and J.T. Yang (4 articles each) and Y. Akgunduz and H. Han (3 articles each). The most frequently used keywords in abstracts are job satisfaction (n = 23), turnover intention (n = 22), hotels (n = 21), employee turnover (n = 15), turnover (n = 15), hotel industry (n = 12) and organisational commitment (n = 12).

4.2 Semantic analysis

A semantic analysis of the 160 abstracts revealed 12 themes that were grouped into two main dimensions: hotel staff turnover antecedents and hotel staff turnover consequences. The themes related to antecedents were further divided into factors that are (i) individual, (ii) relationship-based, (iii) job-related and (iv) organisational, as well as (v) opportunities.

The antecedents comprise the following themes and their concepts:

- (i) Individual [factors]
 - Job – concepts of job (count = 181; relevance = 29%), satisfaction (120, 20%), work (119, 19%), model (59, 10%) and security (47, 8%)
 - Employees – concepts of employee (614, 100%), performance (52, 10%), factor (74, 12%), organisation (45, 8%) and motivation (43, 8%)
- (ii) Relationship [factors] – concepts of relationship (121, 20%), organisational [tie] (107, 17%), intention (197, 32%), commitment (84, 14%) and significant [link] (66, 11%)
- (iii) Job-related [factors] – concept of [job-related] role (65, 11%)
- (iv) Organisational [factors]
 - Industry – concepts of industry (121, 20%), hospitality, (79, 13%) and retention (40, 7%)
 - Hotel – concepts of hotel (375, 61%), management (147, 24%), practices (90, 15%) and quality (37, 8%)
 - Staff – concepts of staff (43, 8%) and focus (36, 8%)
 - Turnover – concepts of turnover (341, 56%), impact (76, 12%) and related [issue] (64, 11%)
- (v) [Other] opportunities – concepts of opportunity (44, 10%), loyalty (44, 9%), internal [promotion] (42, 8%), career (40, 8%), key [position] (38, 8%) and social [mobility] (36, 8%)

The themes and related concepts linked to consequences include the following:

- Development – concepts of development (count = 67, relevance = 11%) and level (60, 10%)
- Service – concepts of customer (59, 11%), human (58, 10%), training (41, 8%) and growth (40, 8%)

- Implications – concept of implication (49, 9%)

Figure 2 provides more detailed results for the 160 publications including the themes and/or subthemes and their concepts that were highlighted by the data analysis.

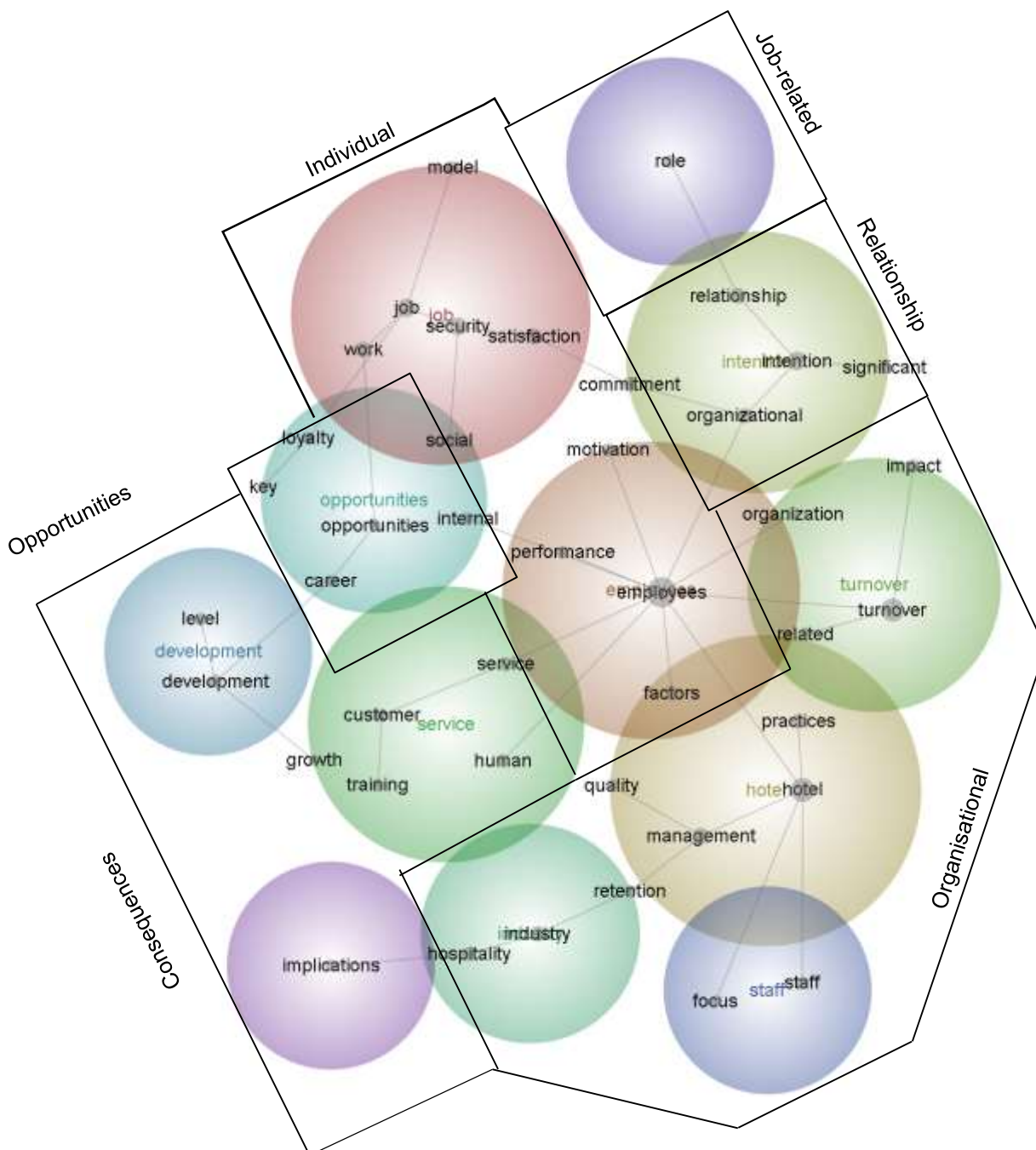


Figure 2. Concept map based on 160 abstracts (Leximancer outputs)

4.3 Narrative analysis

This review evaluated articles published between 2000 and 2020, which revealed that past studies have focused on the complex factors that increase hotel employees' turnover intention and turnover's consequences. A critical reflection synthesis approach was applied to the themes identified in the concept map to identify trends, lessons and areas that need to be covered in future research on hotel staff turnover intentions.

4.3.1 Antecedents of hotel employee turnover: individual determinants

The concept map generated for the present research includes two themes classified as individual determinants: job (i.e. concepts of job, security, work, satisfaction, model and social ties) and employees (i.e. concepts of employee, performance, motivation and factors). The existing literature mentions various individual variables that influence staff turnover. Employees' demographics (i.e. age, education, ethnicity, gender and marital status) have mainly been categorised as moderators and/or control variables. Staff turnover can be explained by individual professional factors (i.e. inability to use education, impossibility of further education, flawed career assumptions and impossibility of self-realisation). Individual factors include multiple psychological traits (i.e. resilience, hope, optimism, self-efficacy, happiness, neuroticism and openness to experience), individual-related stressors, emotional labour, emotional intelligence, employee health, work and private life balance, burnout, employee motivation and job commitment and satisfaction.

For example, Datta (2020) concluded that differences in staff turnover are generated by the job level involved (i.e. higher turnover for frontline staff than for supervisors and managers). Other past studies have also found a negative correlation between education and turnover intentions (Vetráková *et al.*, 2019) and, staff turnover is higher for males than for females (Datta, 2020). Both Datta (2020) and Vetráková *et al.* (2019) report that differences are not related to age. Huang *et al.* (2019) further suggest that managers should include evaluations of psychographic variables that influence staff turnover (i.e. emotional intelligence) as part of the recruitment process.

4.3.2 Antecedents of hotel employee turnover: job-related aspects

The concept map includes the theme job-related [factors] and concept of [job-related] role, which highlights that employee turnover is also influenced by these factors. Previous studies have identified variables linked with remunerations, including job design, wages, compensation, benefits and pay satisfaction and transparency. Researchers have also reported that workplace factors are important, namely, hard work, boring work, poor and unsatisfactory workplace conditions, working time planning, dissatisfaction and overstaffing. Other significant variables are job-related stressors and role stress (i.e. job responsibility and role conflict, ambiguity and overload). Job security, insecurity, psychological safety, job burnout and career adaptability are also important. Studies have further identified various job profile variables as moderators and/or control factors including experience, job position, tenure, type of contract and working hours.

For instance, Zeytinoglu *et al.*'s (2012) research demonstrated that '[j]ob security and insecurity refer to employee[s'] evaluation of their current employment conditions and perceptions of their future in their current job from positive and negative perspectives' (p.2810). The cited researchers found that job security has a positive effect on overall job satisfaction. Job satisfaction is, in turn, related to short-term workplace factors, while job security is connected to long-term job factors that enhance job benefits (e.g. Altinay *et al.*, 2019; Ohunakin *et al.*, 2020). Mohsin *et al.* (2013) report that one factor with an important effect on intention to leave is employees' low job satisfaction and lack of additional benefits. Ahmat *et al.*'s (2019) study also revealed that a relationship exists between employee compensation satisfaction mediated by work motivation and work engagement.

Various researchers (e.g. Lam *et al.*, 2002) have specifically argued that, to improve employee retention in hospitality, organisations must help workers reach their long-term objectives through training opportunities and promotions, which significantly increase job satisfaction and reduce turnover. Previous comprehensive reviews of the literature on hospitality revealed that providing motivations to work contributes to more effective organisational decision-making processes. A wide variety of motivational intentions have been analysed including, among others, job design, wages and other forms of compensation that improve employee satisfaction (McPhail and Fisher, 2008). Previous organisational management studies have also shown that workers' participation in their company's decisions increases these individuals' job satisfaction, which in turn produces stronger motivation to work among these employees (Kim and Jogaratnam, 2010).

4.3.3 Antecedents of hotel employee turnover: relationships

The relationship theme includes the concepts of relationship, intention, significance, organisation support and organisational commitment. Previous investigations have underlined the crucial role played by relationships and their effect on staff turnover. Significant variables comprise trust (i.e. in coworkers and supervisors), supervisor feedback, leadership style (i.e. transformational and transactional), relationship quality and workplace harassment.

Positive relationships between employees contribute to a motivating work environment that generates competitive advantages for hotels through their staff's stronger organisational commitment and guests' increased customer satisfaction (Simons *et al.*, 2018; Vetráková *et al.*, 2019). Previous research has highlighted that employees who receive substantial organisational support reciprocate with deeper loyalty and commitment. More specifically, the present critical review confirmed that prior studies indicate that organisational support directly strengthens workers' willingness to stay and their commitment to their job (Huang *et al.*, 2019).

Scholars have also found evidence that supportive management foster employees' personal affiliation with their company (Dolasinski and Roberts, 2020; Karatepe and Demir, 2014) and that lack of support has an indirect negative effect on turnover intentions. Sobaih *et al.* (2020) further confirmed that transformational leadership has a stronger impact on workers' intention to stay than transactional leadership does and that this relationship is moderated by organisational commitment (i.e. both affective and normative). These findings on organisational support show that supervisor support increases staff loyalty (Karatepe and Demir, 2014). In addition, employees who are given more work due to insufficient human resources are more likely to leave their employers (i.e. stronger turnover intention). Finally, various scholars (Davidson *et al.*, 2010; Simons *et al.*, 2018) have suggested that a clear link exists between employees' organisational commitment and customer satisfaction.

4.3.4 Antecedents of hotel employee turnover: organisational aspects

Organisational antecedents are highlighted in different themes, namely, turnover (i.e. concepts of turnover, organisation, related factors and impact), hotel (i.e. concepts of hotel, management, practices and quality) and staff (i.e. employee training and focus). The main organisational variables identified in prior studies are organisational climate, perceived fairness, culture chock, organisational identity, brand equity, green human resource management and perceived corporate social responsibility. A number of researchers have also

classified hotel profile as a control variable (i.e. national or international hotel and number of stars).

For example, Wang *et al.* (2019) concluded that an error management company culture has an indirect effect on staff turnover that is mediated by perceived fairness, psychological safety and organisation commitment. Islam *et al.*'s (2020) recent study further found that green human resource management (i.e. green involvement and green pay and rewards) decreases turnover among Millennials. Moncarz *et al.* (2009), in turn, report that human resource management initiatives' impact on staff turnover varies depending on whether employees are management or non-management.

The existing literature additionally suggests that employee training and development is one of the most important predictors of turnover and long-term employment (Islam *et al.*, 2020). The cited researchers also concluded that hotels that promote staff development are more likely to have workers who perceive a positive organisational identity. These findings reaffirm that training and development are critical strategies that reduce staff turnover and increase organisational commitment (Sobaih *et al.*, 2020; Wang *et al.*, 2019). Organisational support in general generates greater confidence in employers and reduces their intention to leave (Karatepe and Demir, 2014).

In addition, job security is a strong predictor of organisational commitment, which means that the former variable reduces employee turnover in hotels (Lam *et al.*, 2002). A highly motivating work environment further contributes to increasing staff loyalty (Simons *et al.*, 2018; Vetráková *et al.*, 2019). Workers' commitment to their organisation also enhances customer satisfaction as employees consider this goal to be their personal responsibility (Davidson *et al.*, 2010; Simons *et al.*, 2018). Happy customers conversely motivate staff members and reduce their turnover intention (Chen *et al.*, 2018).

4.3.5 Antecedents of hotel employee turnover: opportunities

Work practices that encourage higher performance include, among others, offering internal career opportunities (Karatepe and Olugbade, 2016), which help managers to promote greater engagement among their employees. Conversely, a few studies have confirmed that voluntary staff turnover can be explained by job opportunities available outside workers' current hotel or better prospective job offers from other organisations. For instance, Vetráková *et al.* (2020) found that factors affecting staff turnover are linked with new opportunities such as a better offer from another company or hotel or the prospect of a desirable job abroad. More

specifically, attractive opportunities are the most important determinant of job change among hotel managers.

4.3.6 Hotel staff turnover consequences

Past research on employee turnover's consequences has mainly centred around examining behavioural loyalty from an attitudinal or behavioural perspective. Studies have also explored hotel staff turnover intention's links to employee loyalty and to customer satisfaction and loyalty. Related empirical research has, however, rarely addressed the issue of worker turnover's consequences. Previous investigations of this issue (Davidson *et al.*, 2010; Denvir and McMahon, 1992) have largely concentrated on staff turnover's impacts on hotels' financial performance (e.g. liquidity, profit margins, return on assets and revenue per available room), workers' commitment to customer service, job performance and human resource management efficiency. Consequences have thus been explored mostly using these variables, so hotel staff turnover's overall effect needs to be examined further.

The present critical review confirmed that one of the most frequently researched topics in hospitality is customer satisfaction, which also influences other company outcomes (Davidson *et al.*, 2010). Studies (e.g. Vetráková *et al.*, 2019) have confirmed that tourism and hospitality employees constitute the main bond between guests and service organisations, so the work environment created by management has a direct effect on customer satisfaction. Human resource practices thus have direct and indirect impacts on employees' turnover intention, which, in turn, influences hotel customer satisfaction and loyalty (Chen *et al.*, 2018). Various researchers (Lam *et al.*, 2002) have asserted that workers' strong intention to stay and low turnover rates mean that they are more committed to their organisations and that organisational commitment increases employees' willingness to care for guests.

4.4 Summary of antecedents, consequences, context and methodological approach

The current study adapted Kumar *et al.*'s (2020) methodology to summarise more accurately the relevant articles' findings, namely, the hotel staff turnover antecedents and consequences previously identified by the present descriptive, semantic and narrative analyses. The cited methodological framework has been used to structure reviews dealing with a large number of publications (Paul and Rosado-Serrano, 2019). Table II shows the selected articles' geographical context, hotel characteristics and methodology applied through quantitative and qualitative analysis, as well as the type of data processed.

Table II. Theories, contexts, characteristics and methodological frameworks (article summary)

Antecedents	Contexts	Methods
<p><i>Individual determinants</i> Demographics, professional factors, psychological traits (positive and negative), individual-related stressors, emotional labour, emotional intelligence, employee health, work and private life balance, burnout, motivation, commitment and satisfaction</p> <p><i>Job-related factors</i> Remunerations, workplace conditions, role stress, skills enhancement/ training, job-related stressors, career adaptability/ development psychological safety, AI and robotics awareness</p> <p><i>Relationship-based</i> Trust, supervisor feedback, leadership style [transformational, transactional], relationship quality, supervisor support, teamwork and workplace harassment/discrimination</p> <p><i>Organisational-based</i> Organisational climate, perceived fairness, culture chock, organisational identity, organisational support, perceived corporate social responsibility, green human resource management, brand equity/ organisational prestige</p> <p><i>Other opportunities</i> Opportunities available outside the organisation</p>	<p><i>Geographical area (top 10)</i></p> <ol style="list-style-type: none"> 1. United States 2. Australia 3. Turkey 4. South Korea 5. China 6. India 7. Malaysia 8. Taiwan 9. United Kingdom 10. Hong Kong <p><i>Hotel</i> Chains (national and international), independent hotel Resorts Number of stars</p> <p><i>Staff</i> Employees (frontline, other) Managers (low, middle and high level-managers) Type of contract</p> <p><i>Department</i> Food and beverages Frontline Housekeeping Sports entertainment Finance/accounting Human resources Marketing Administration</p>	<p><i>Primary data</i> Survey Interviews Focus group Observation</p> <p><i>Secondary data</i> Industry data Hotels' internal surveys Staff evaluation reports</p> <p><i>Quantitative</i> Structural equation modelling Regression Correlation Analysis of variance Factor analysis Chi-square Descriptive</p> <p><i>Qualitative</i> Content analysis</p>
<p>Consequences</p> <p>Guest satisfaction Hotel financial performance</p>		

5. Conclusions

The present study's first research question focused on the insights offered by the existing literature regarding hotel staff turnover. Overall, published papers on turnover intention in these organisations reveal that most investigations have tested theoretical models drawn from the fields of organisational behaviour and psychology. The last 20 years of research reflects many overlapping theories linked to hotel staff turnover. This body of work provides broad insights and observations that shed light on what future studies need to focus on in terms of hotels' employee turnover.

The second research question concentrated on the lessons learned by researchers according to the extant literature. As mentioned previously, the findings include that the most significant themes identified by semantic analysis can be grouped into two dimensions: hotel staff turnover's consequences and antecedents. The consequences include less customer satisfaction and weaker financial performance. The antecedents can be divided into the subthemes of opportunities and individual, job-related, relationship and organisational factors.

5.1 Suggestions for future research

Post *et al.* (2020) observe that '[s]cientific research, including studies in management and organisations, tends to follow established theoretical pathways, which are elaborated and extended overtime' (p.363). The current results also address the third research question and support the argument that future empirical research should take a more holistic approach that considers employee turnover's antecedents and consequences. Theoretical frameworks also need to combine internal and external organisational factors, for example, different stakeholders (e.g. staff members and customers). Another recent phenomenon that should be analysed is mass resignations in which multiple employees voluntarily turn their back on their organisation for the sake of their own well-being.

The findings support the conclusion that, for 20 years, researchers have mainly focused on national or international hotel chains and establishments with traditional classifications (i.e. hotel stars). Studies have thus ignored recent trends, that is, short stay, green and sustainable hotels and the interface between technologies and human resources. A surprising result is that research on the European continent's hotels is still scarce, so

future research needs to target lodging establishments on the most visited continent in the world.

In addition, studies should include more cross-country analysis and new geographical areas not covered by prior research (e.g. Africa and Latin America, including Brazil). Only a few investigations have considered opportunities offered by other companies and hotels as an antecedent of staff turnover, which indicates that this group of variables' influence merits further study. Finally, researchers need to focus on exploring heterogeneity in staff turnover antecedents linked to individual variables (i.e. both demographic and psychographic).

5.2 Theoretical implications

The results' theoretical contributions comprise the identification and classification of the main staff turnover consequences and antecedents in hotels. As mentioned previously, the consequences are primarily linked with these organisations' financial performance and customer satisfaction. The antecedents include individual, job-related, relationship and organisational factors, as well as other opportunities.

This literature review's findings suggest that hotel staff turnover antecedents might, first, be related to variables that hotels can control (e.g. job-related, organisational and relationship aspects). Second, antecedents also embrace factors related to hotel staff (e.g. individual characteristics) and the job market (e.g. opportunities outside the organisation). A few studies (e.g. Datta, 2020) have detected heterogeneity in staff turnover that reflects individual variables, namely, gender and job position.

5.3 Practical implications

Hotel managers must pay attention to employee turnover's negative consequences with regard to service quality and performance. The present critical review's results highlight the main antecedents that managers need to minimise to increase job loyalty. However, hotel managers have little control over individual and opportunity factors, so staff retention strategies should concentrate on controlling job-related, organisational and relationship variables.

Hotels train their employees to achieve organisational goals, but employees see their jobs as a way to fulfil their own expectations in terms of job satisfaction, salary, benefits, work-life balance and expected career opportunities. Thus, hotel managers need

to understand that staff turnover is determined by not only actual work conditions but also employees' expectations of personal growth and development. In addition, these lodging establishments should also embrace diversity in the workplace as a diverse workforce can better understand hotel customers' needs. To this end, hotels can hire more workers with disabilities since this simple change can benefit these service organisations (i.e. corporate responsibility), coworkers and society at large. For Millennials, green resource management and sustainable practices further positively affect staff retention. Whenever possible, managers have to promote flexible working schedules or remote work so that employees can find a better balance between their personal life and career.

Hotel management should not focus on where staff members see themselves in the future but instead communicate what the organisation can offer them if they decide to stay, which will promote the achievement of long-term goals. Workers' electronic word of mouth is also relevant to promoting corporate image and brand equity, and employees are hotels' best brand ambassadors in terms of attracting new talent. Opportunities outside the relevant organisation are an important antecedent of voluntary staff turnover, which means managers need to update information about their approach to job-related factors that their main competitors might exploit, thereby avoiding high staff turnover's consequences.

Finally, the above findings indicate theoretical models must consider different moderators' effects on each type of hotel and employee, including whether the job in question is at a low, medium or high level of management. Past research has suggested that heterogeneity exists in staff turnover intentions due to individual factors (e.g. age and job position), so staff retention policies should account for these antecedents. To strengthen workers' intention to stay, hotel management can adopt methods and tools that combine survey data on employees and customers' perceptions with secondary data from online ratings and reviews, company financial reports and labour statistics.

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