
A Bibliometric Analysis of Employee Turnover Intention in the Hotel Industry (1988-2020)

Analisis Bibliometrik Niat Pusing Ganti Pekerja dalam Industri Perhotelan (1988-2020)

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ABSTRACT

COVID-19 was initially detected in China in December 2019 and then spread globally. The pandemic is affecting the tourism industry in Malaysia. Frontline hotel employees experience greater daily fluctuation in turnover intention. This paper aims to examine the research trends on employee turnover intention in the hotel industry between the period 1988 until 2020 using bibliometric analysis. A total of 509 documents from the Scopus database are examined in this study. The results from the analysis found that the number of publications on employee turnover intention in the hotel industry is recently in positive growth. It started to grow drastically from 2017 and the International Journal of Hospitality Management, International Journal of Contemporary Hospitality Management, and Journal of Human Resources in Hospitality and Tourism played important roles. Based on the h-index, the United States of America has produced the most influential set of publications on employee turnover intention, followed by Malaysia, Turkey and China. The

results also found that turnover intention and job satisfaction are the most used keywords in the employee turnover intention literature. The most active authors are Osman M. Karatepe, Emin Babakus and Ugur Yavas. Future research areas have been spotted from the results of the VOSviewer map. It is found from the growing number of author keywords in the literature that job outcomes, affective commitment, perceived organizational support, employee turnover, emotional exhaustion, and work engagement has potential literature gaps.

Kata Kunci:

Niat pusing ganti
pekerja; industri
perhotelan; kepuasan
kerja; analisis
bibliometrik;
VOSviewer

ABSTRAK

COVID-19 pada mulanya dikesan di China pada Disember 2019 dan kemudian merebak ke seluruh dunia. Wabak ini mempengaruhi industri pelancongan di Malaysia. Pekerja hotel barisan hadapan mengalami turun naik harian dalam niat pusing ganti. Kertas ini bertujuan untuk mengkaji trend penyelidikan niat pusing ganti pekerja dalam industri perhotelan antara tahun 1988 hingga 2020 dengan menggunakan analisis bibliometrik. Sebanyak 509 dokumen dari pangkalan data Scopus telah diperiksa dalam kajian ini. Hasil daripada analisis menunjukkan bahawa jumlah penerbitan mengenai niat pusing ganti pekerja dalam industri perhotelan baru-baru ini meningkat positif. Ia mula berkembang secara drastik dari 2017 dan *International Journal of Hospitality Management*, *International Journal of Contemporary Hospitality Management*, dan *Journal of Human Resources in Hospitality and Tourism* memainkan peranan penting. Berdasarkan *h*-indeks, Amerika Syarikat telah menghasilkan penerbitan yang paling berpengaruh mengenai niat pusing ganti pekerja, diikuti oleh Malaysia, Turki dan China. Hasil juga mendapati bahawa *niat pusing ganti* dan *kepuasan kerja* adalah kata kunci yang paling banyak digunakan dalam literatur niat pusing ganti pekerja. Pengarang yang paling aktif ialah Osman M. Karatepe, Emin Babakus dan Ugur Yavas. Kajian masa depan telah dikesan dari peta *VOSviewer*. Dari peningkatan bilangan kata kunci pengarang dalam literatur, ia menunjukkan bahawa hasil kerja, komitmen afektif, sokongan organisasi ditanggap, pusing ganti pekerja, keletihan emosi, dan keterlibatan kerja mempunyai jurang literatur yang berpotensi.

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INTRODUCTION

The COVID-19 was first reported in December 2019 in China before wider spread around the world. The pandemic is impacting the tourism industry significantly in Malaysia, particularly the airline and hotel businesses (Foo et al., 2020). Due to this impact, hotels are force to put their employees on a furlough scheme (in the case of many developed countries) and/or make them redundant (in the case of many developing economies) in the time of the pandemic. The pandemic may have presented hotel jobs as being highly insecure whilst positioning

employment within the hotel sector as being fragile to external disruptions (Sogno, 2020), whereas frontline hotel employees in guest-facing positions may experience greater daily fluctuation in turnover intention (Yu et al., 2020). The hotel industry is vulnerable to threats posed by unexpected catastrophes such as epidemics, natural disasters, and terrorist attacks (Chan & Lam, 2013; Chen, 2011; Hung et al., 2018; Johnson Tew et al., 2008; Jiang & Wen, 2020; Lo et al., 2006; Min et al., 2009; Paraskevas, 2013; Racherla & Hu, 2009;). COVID-19 has made it worse as the uncertain future of the hotel industry will prompt skilled workers to pursue their jobs in other economic sectors (Mao et al., 2020). This is complemented by a study Chiang, Birtch, and Cai (2014) stated that hotel employees' work is associated with high job demand variability, and employees in non-standard work positions may experience higher turnover intention fluctuations than those who are in the standard work positions. This is due to the high rates of employee turnover, which result in direct and indirect costs such as costs associated with recruiting and training new hires, and the loss of organizational knowledge and cohesive culture (Robinson et al., 2014). Therefore, to further understand the phenomenon and its impacts on hotel organizations, this study has been devoted to scoping the employee turnover intention in the hotel industry. This paper attempts to shed a light on the current status, development, and future research directions of employee turnover intention in the hotel industry.

The research in employee turnover in the hotel industry was initiated in 1988 by DeMicco and Olsen. The research entitled *The relationship of work satisfaction and organizational commitment to retirement intention* was conducted. Since then, the term has been widely used among researchers to further investigate the pattern of employee turnover in the hotel industry. Thus, the ultimate aim of this study is to examine the research trends on employee turnover intention in the hotel industry between the period 1988 until 2020 using bibliometric analysis. Bibliometric analysis is a quantitative method used to examine the knowledge structure and development of research fields based on analysis of related publications (IGI Global, 2018). The first section explains the purpose of conducting bibliometric analysis, followed by the second section, which explains the adaptation of the methodology. The third section then explains the results of the relevant bibliometric indicators, and the last section summarizes the findings, the future direction, and the limitation of this paper.

LITERATURE REVIEW

Employee Turnover Intention in Hotel Industry

The hotel industry is continuously affected by the high employee turnover (Malek et al., 2018). Wood (2002) asserted that there is still an unknown cause to the turnover problem in the hotel industry. Though this statement is over a decade, yet it is still considered valid when investigating the current turnover rates among the workers (Malek et al., 2018). The term turnover intention is referred to the employee's awareness or intention to leave the job (Akgunduz & Eryilmaz, 2018) which can lead to serious consequences for an organization (Jung et al, 2021; Teng et al., 2021). Laily et al. (2020) reported that one of the negative impacts of this occurrence is that the company has to compensate sufficient cost for employment substitution. Another author related to the employee turnover intention is Karatepe (2013), highlighted several factors that cause an employee to leave such as due to negative perception of the job or organization, limited participation in the job, or continuous dissatisfaction towards any relevant issues at the workplace. Alias et al. (2018) opined that the talent of one employee to another cannot be inherited and thus, the organization must retain the employee's talent as

it is crucial for the employer and organization to face the challenges in today's intense global competition. Due to this issue, researchers debated that the hotel industry should adjust the dynamic in the workplace, and relevant policies should be developed or adjusted to be practical in retaining their employees (Alola et al., 2019; Lu & Gursoy, 2016; Prentice & King, 2013; Rasheed et al., 2020). Not only that, refining working conditions, building relationships with colleges and managers, achieving promotions and career advancement and skill development should be considered (Borzaga & Tortia, 2006; Deleon & Taher, 1987; Ellickson & Logsdon, 2002; Emmert & Taher, 1992; Seo et al., 2020; Tran et al., 2020; Wright & Davis, 2003). Until today, there are limited studies related to employee turnover intention as to the author knowledge, only Gupta (2019) conducted a bibliometric study using the keywords of employee turnover intention and hotel industry. Therefore, this paper will implement the bibliometric analysis to research the global trend of employee turnover intention in the hotel industry.

Since 1988, there have been several growing bodies of hospitality research that examined turnover intention. Pizam (2020) discovered the ancient culture meaning of hospitality as "welcoming the stranger and offering him food, shelter, and safety". In the middle ages, "hospitable" is referred to as "being kind and cordial to strangers or guests" (Hospitality, 2019). Rasheed et al. (2020) discovered several factors to the employee turnover intentions such as job satisfaction (Bangwal & Tiwari, 2019; Li et al., 2019), work-family conflict (Chen et al., 2018), organizational justice (Luo et al., 2017). In 2020, Rasheed et al. conducted a test over the relationship between career adaptability and turnover intentions in the hospitality sector, not specifically in the hotel industry, to address the scarcity of the turnover intention antecedent in the hospitality industry.

Wen et al. (2020) reported that the high turnover rate is one of the most challenging issues in the hotel industry. It is related to labour shortage which will require bigger costs of recruiting, staffing, and training. Consequently, turnover can lead to poor quality of service. This issue worsens as the pandemic COVID-19 hit the industry, causing an increase to the insecurity among the employee and the organizational commitment among the employees. In Spain, a study reported the impact of COVID-19 on the hotel industry (Filimonau et al., 2020). In Korea, a study by Jung et al. (2021) discovered that employees' views of job insecurity had a negative effect on their engagement and that employee engagement can help reduce turnover intent. Additionally, they stated that employee engagement completely mediated the relationship between perceived job insecurity and intention to leave, and that job insecurity caused by COVID-19 had a greater impact on Generation Y than Generation X in terms of reducing job engagement, indicating that job insecurity has a greater negative impact on Generation Y. (Jung et al., 2021).

Social Exchange Theory

In this study, social exchange theory is implemented to explain the issue. Gupta (2019) mentioned that this theory is relevant to the phenomenon and further stated that when an organization treat their employees fairly and recognizes their achievements, the employees, in turn, will perceive greater support from the organization and feel indebted to reciprocate (Dawley et al., 2008). The employees will reciprocate by increasing the organizational loyalty and commitment and hence, will reduce the intention to leave the organization (Mpofu & Barkhuizen, 2013). In simpler words, the social exchange theory suggests that the development and maintenance of individual relationships involve economic and socioeconomic exchange. Not only that, the exchange of resources in the cycle of reciprocity leads to a point where one party will repay the good deeds of another party and therefore, will feel comfortable when the

exchange between the parties is balanced (Blau, 1964; Gouldner, 1960; Zhao et al., 2020). There are various topics covered by the social exchange theory such as organizational citizenship behaviours, employee commitment and justice, and perceived organizational support are examined through the lens of social exchange theory and numerous empirical findings that support the propositions of social exchange theory (Cropanzano et al., 2017; Zhao et al., 2020). In Scopus, a recent study based on the bibliometric analysis also applied the social exchange theory as a lens to relate to the employee turnover intention such as supervisor support and work engagement (Ibrahim et al., 2019). As a result, studying employee turnover intentions in the hotel business is important since employees play a critical part in providing a great customer experience (Jung et al. 2021). In contrast, other studies applied another theory associated with the employee turnover intention in the hospitality industry such as job demand-resources (JD-R) on job demands, job stress and burnout (Park & Min, 2020), self-determination theory (SDT) as well as conservation of resources theory (COR) on management commitment, job performance, employee engagement and hindrance stress (Karatepe et al., 2018) and so on. In general, the theory is applied in various situations due to the variation of the dependent variable.

METHODOLOGY

This study applies the bibliometric analysis to analyse the published articles on the trend of employee turnover intention across the world from the Scopus database from 1988 until 2020. Pritchard (1969) defined bibliometric analysis as “the application of mathematics and statistical methods to books and other media of communication” whereas Iftikhar et al. (2019) defined bibliometric analysis as a statistical assessment of published articles, books, or chapters of a book. It is the most convincing way to measure the impact of the publications in the scientific community. This is a quantitative method that uses statistical analysis to measure the information in published documents (Sweileh et al., 2017). In this paper, the bibliometric analysis is used to provide in-depth information on the worldwide research trends of employee turnover intention in the hotel industry based on nine indicators which are research productivity, type of document and source, subject area, the language of publication, country, source title, author keyword, the authorship and citation metrics. VOSviewer is also applied to construct and visualise the journals, researchers, individual publications, citation, bibliographic coupling, co-citation, and co-authorship relations. It can also provide text mining functionality to construct and view co-occurrence networks of important terms taken from a body of scientific literature.

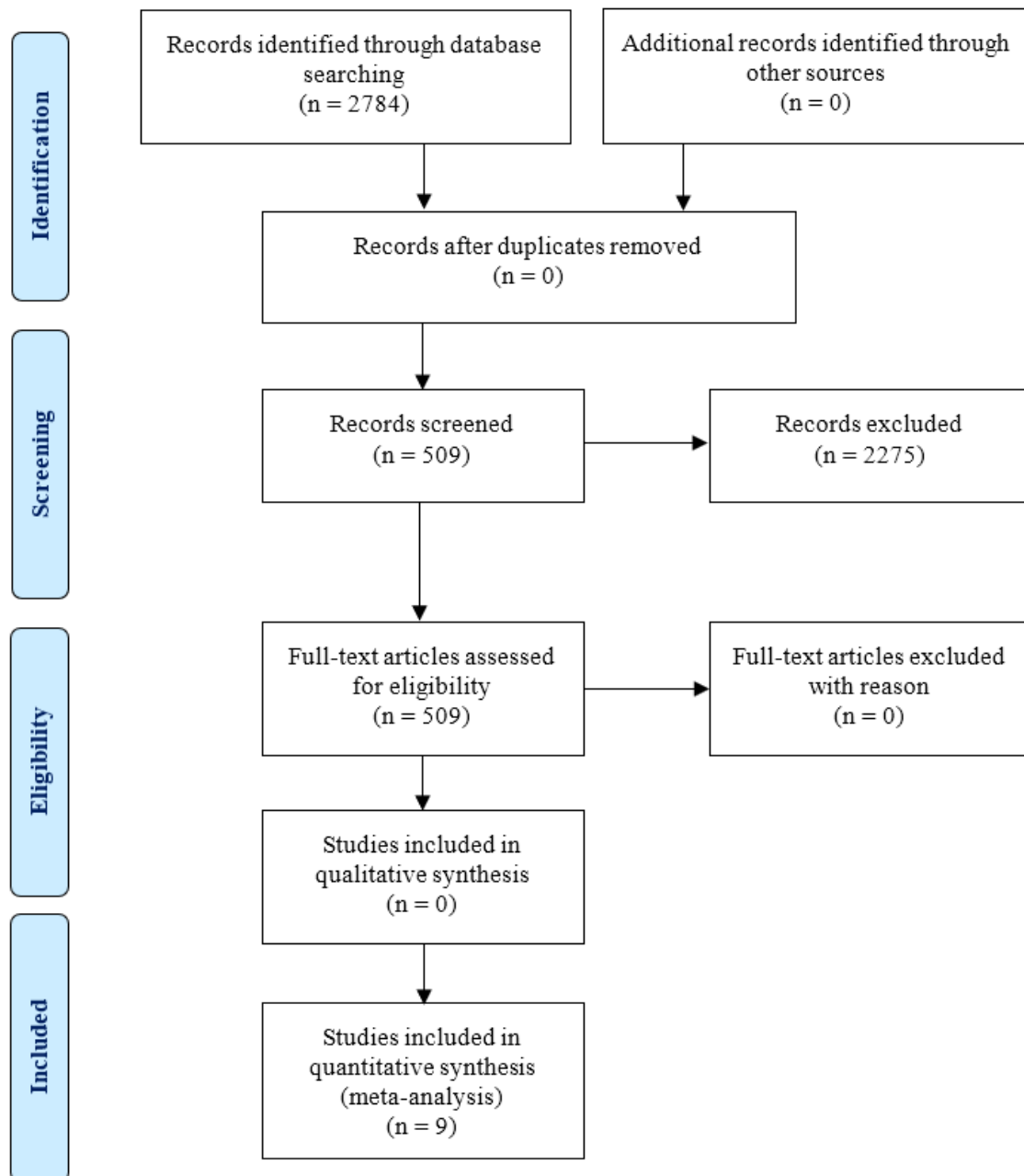
Data Collection

A thorough database search of Scopus was conducted on the 16th of November, 2020. Similar to a study using bibliometric analysis by Baker et al. (2020), this study accesses its bibliometric data using the Scopus database. They found that Scopus is one of the largest multidisciplinary databases of peer-reviewed works in the social sciences (Bartol et al., 2014). Furthermore, Scopus is widely recognized as a major source for quantitative analysis (Durán-Sánchez et al., 2019; Guerrero-Baena et al., 2014; Silveira & Zilber, 2017). Scopus database has also been used as it is “the largest single abstract and indexing database ever built”, and the largest searchable citation and abstract source of searching literature (Ahmi et al., 2019; Chadegani et al., 2013). Some of the analytical results have been obtained from the collected documents such as access type, year, author name, subject area, document type, source title, keywords,

affiliation, country, source type, and language (Ahmi et al., 2019). Therefore, this paper employed bibliometric analysis and collected data from the Scopus database.

This paper also focused on all documents related to employee turnover intention in the hotel industry. As such, the following query was conducted: ((TITLE-ABS-KEY (employee turnover intention))). This query has produced a total of 2784 documents. Within this query, the queries of ((employee turnover intention)) AND ((hotel industry)) were used and produced a total of 509 documents. The process is shown in Figure 1.

Figure 1: Prisma Flow Diagram



(Source: Present Study, 2021)

EMPIRICAL RESULTS

The 509 documents were analysed to identify the types of document, types of source, annual growth, the language of publications, subject areas, keywords, countries' productivity, authorships, and citations. Most of the findings were presented as frequency and percentage. For the annual growth, this paper presented data as the number of retrieved documents per year, including their frequency, percentage, and cumulative percentage until the 16th of November, 2020.

Research Productivity

Table 1 shows that the first research article related to employee turnover intention in the hotel industry was published in 1988. The research entitled *The relationship of work satisfaction and organizational commitment to retirement intention* was conducted by DeMicco and Olsen. Based on Table 1, the year 2020 has the highest number of publications, with 110 publications, and a total of 100 citations. However, only 41 papers have been cited out of 110 papers. Furthermore, the year 2013 shows only 26 publications but received the highest total citations of 1007. However, out of 26 papers, only 25 papers have been cited in 2013.

Table 1: Year of Publications

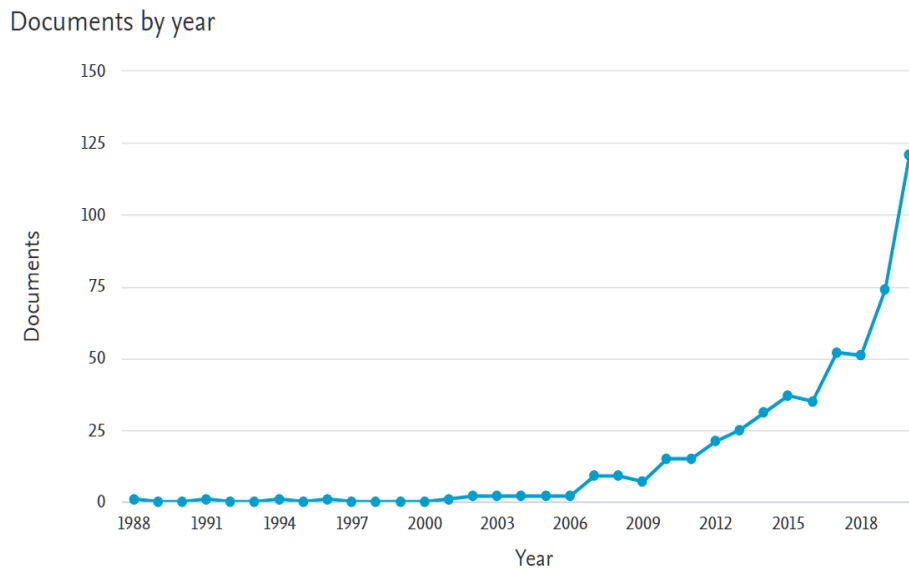
Year	TP	%	Cum. %	NCP	TC	C/P	C/CP	<i>h</i>	<i>g</i>
1988	1	0.20	0.04	1	4	4.00	4.00	1	1
1991	1	0.20	0.23	1	16	16.00	16.00	1	1
1994	1	0.20	0.43	1	112	112.00	112.00	1	1
1996	1	0.20	0.63	1	4	4.00	4.00	1	1
2001	1	0.20	0.82	1	117	117.00	117.00	1	1
2002	2	0.39	1.21	2	86	43.00	43.00	2	2
2003	2	0.39	1.61	2	104	52.00	52.00	2	2
2004	2	0.39	2.00	2	36	18.00	18.00	2	2
2005	2	0.39	2.39	2	95	47.50	47.50	2	2
2006	2	0.39	2.78	2	112	56.00	56.00	2	2
2007	9	1.76	4.55	9	416	46.22	46.22	8	9
2008	9	1.76	6.31	9	925	102.78	102.78	9	9
2009	7	1.37	7.69	7	412	58.86	58.86	7	7
2010	15	2.94	10.63	13	914	60.93	70.31	11	15
2011	15	2.94	13.57	15	591	39.40	39.40	12	15

2012	21	4.12	17.69	17	738	35.14	43.41	12	21
2013	26	5.10	22.78	25	1007	38.73	40.28	14	26
2014	31	6.08	28.86	31	727	23.45	23.45	15	26
2015	37	7.25	36.12	34	581	15.70	17.09	15	23
2016	34	6.67	42.78	27	594	17.47	22.00	12	24
2017	52	10.20	52.98	46	501	9.63	10.89	14	19
2018	53	10.39	63.37	43	376	7.09	8.74	11	16
2019	75	14.71	78.08	47	276	3.68	5.87	8	14
2020	110	21.57	99.65	41	100	0.91	2.44	5	6
Total	509	100.00							

Notes: TP = Total number of publications; NCP = Number of cited publications; TC = Total citations; C/P = Average citations per publication; C/CP = Average citations per cited publication; h = h -index; g = g -index

Figure 2 shows the number of documents published by year. It shows that the first research article on employee turnover intention in the hotel industry was published in 1988. The research was conducted by DeMicco, Frederick J., and Olsen, M.D. with the title of *The relationship of work satisfaction and organizational commitment to retirement intention*. The growth of the related publications has then risen gradually from 2012 until 2015. However, there was a small decrease from 2015 until 2016. After 2016, the related publications had increased slightly until 2018 and had a significant increment in the number until 2019. As for 2020, although the year is still in its infancy level, yet, 110 publications had already been scheduled and indexed in the Scopus database.

Figure 2: Documents by Year



(Source: Present Study, 2021)

Types of Documents and Sources

Data obtained were analysed to identify the types of documents and sources. The types of the document include articles, conference papers, and reviews, while the types of sources are journals, conference proceedings, books or trade publications, and book series. The conference papers that appeared under the type of document were different from those that appeared under the type of sources (Sweileh et al., 2017). Within document type, conference papers are referred to as the papers presented in conferences and most probably published as full journal articles. Some conference papers are also published either in conference proceedings or as a book chapter within source type although the document type was originated from a conference paper (Ahmi et al., 2019).

Based on Table 2, there are eight types of documents that have been published related to employee turnover intention in the hotel industry, namely article, conference paper, review, book chapter, book, conference review, and note. Articles have the highest publication, which is 92.75%, followed by conference papers with 2.94%. The other types of documents, such as review and book chapters, show almost 2% of publication while the remaining are below 1% each. Lastly, two publications are under the undefined category.

Table 2: Types of Documents

Types of Documents	Total Publications (TP)	Percentage (%)
Article	473	92.75
Conference Paper	15	2.94
Review	9	1.76
Book Chapter	7	1.37
Book	1	0.20
Conference Review	1	0.20
Note	1	0.20
Undefined	2	0.39
Total	509	100.00

Table 3 conveys the four types of sources in the publications of employee turnover intention in the hotel industry. The highest percentage of the source type is the journal with 94.90%, followed by conference proceeding with 2.75%, and book with 1.37%. The table also shows that the book series has the lowest percentage with 0.78%.

Table 3: Types of Sources

Types of Sources	Total Publications (TP)	Percentage (%)
Journal	484	94.90
Conference Proceeding	14	2.75
Book	7	1.37
Book Series	4	0.78
Total	509	100.00

Subject Area

This study also reviews the published paper based on the subject area. Table 4 presents that most of the study fields on employee turnover in the hotel industry are Business, Management, and Accounting with the percentage of 52.27% total publication, followed by Social Sciences with 14.60%. The rest of the subject area is less than 10%.

Table 4: Top 10 Subject Areas

Rank	Subject Area	Total Publications	Percentage (%)
1	Business, Management, and Accounting	426	52.27
2	Social Sciences	119	14.60
3	Economics, Econometrics and Finance	42	5.15
4	Psychology	34	4.17
5	Computer Science	30	3.68
6	Environmental Science	30	3.68
7	Engineering	29	3.56
8	Decision Sciences	22	2.70
9	Arts and Humanities	20	2.45
10	Energy	18	2.21

Publication Language

Table 5 shows the languages used for publications. Most of the retrieved documents (more than 90%) were published in English (98.44%). However, the rest of the retrieved documents was less than 1%. Koreans have 0.80% while the rest are 0.20%. The total publications exceed 509 as some of the papers were published in more than one language.

Table 5: Total Number of Publications in Each Language

Language	Total Publications*	Percentage (%)
English	506	98.44
Korean	4	0.78
French	1	0.19
Russian	1	0.19
Spanish	1	0.19
Ukrainian	1	0.19
Total	514	100.00

*Some documents have been prepared in more than one language

Publications by Country

Researchers from 59 different countries (excluded 5 undefined countries) contributed to the publication of the retrieved documents. Table 6 lists the top 20 countries that had contributed to the publications of employee turnover intention in the hotel industry. The United States of America was ranked first with a total of 130 documents. However, only 115 papers had been cited with a total of 3129 citations. Malaysia then followed with 63 papers, but only 39 papers had been cited with a total of 268 citations. Apart from that, Turkey contributes 53 documents, but only 47 papers had been cited with a total of 1744 citations. Based on the number of total citations by country, the United States of America was ranked first with a total of 3129 citations based on the journal, followed by Turkey with 1744 citations, and Australia with 803 citations.

Table 6: Top 20 Countries Contributed to the Publications

Country	TP	NCP	TC	C/P	C/CP	<i>h</i>	<i>g</i>
United States	130	115	3129	24.07	27.21	30	52
Malaysia	63	39	268	4.25	6.87	8	14
Turkey	53	47	1744	32.91	37.11	23	41
China	49	35	445	9.08	12.71	12	20
South Korea	39	28	747	19.15	26.68	15	27
India	38	19	182	4.79	9.58	8	13
Australia	29	25	803	27.69	32.12	12	28
Pakistan	25	15	162	6.48	10.80	7	12
Taiwan	17	15	383	22.53	25.53	9	17
Thailand	17	12	91	5.35	7.58	5	9
Hong Kong	16	15	711	44.44	47.40	8	16
Indonesia	15	5	21	1.40	4.20	2	4
United Kingdom	15	14	487	32.47	34.79	7	15
New Zealand	13	10	212	16.31	21.20	8	13
United Arab Emirates	13	13	232	17.85	17.85	7	13
South Africa	10	8	111	11.10	13.88	4	10
Macao	9	8	127	14.11	15.88	6	9
Canada	7	7	363	51.86	51.86	5	7
Netherlands	7	7	274	39.14	39.14	4	7
Norway	7	6	242	34.57	40.33	6	7

Notes: TP = Total number of publications; NCP = Number of cited publications; TC = Total citations; C/P = Average citations per publication; C/CP = Average citations per cited publication; h = h -index; g = g -index

Source Title

Table 7 shows the most active source title based on a minimum 5 of total publications. The most popular source title is the *International Journal of Hospitality Management* with 7.06%, equals to a total of 36 publications. This is followed by the *International Journal of Contemporary Hospitality Management* with 5.88%, and the *Journal of Human Resources in Hospitality and Tourism* with 5.10%. While the rest of the source titles are less than 10%.

Table 7: Most Active Source Title

Rank	Source Title	Total Publications	Percentage (%)
1	International Journal of Hospitality Management	36	7.06
2	International Journal of Contemporary Hospitality Management	30	5.88
3	Journal of Human Resources in Hospitality and Tourism	26	5.10
4	International Journal of Hospitality and Tourism Administration	13	2.55
5	International Journal of Human Resource Management	12	2.35
6	Journal of Hospitality Marketing and Management	12	2.35
7	Personnel Review	10	1.96
8	Service Industries Journal	10	1.96
9	Journal of Hospitality and Tourism Research	9	1.76
10	Sustainability Switzerland	9	1.76
11	Journal of Hospitality and Tourism Management	8	1.57
12	Tourism Management	8	1.57
13	Employee Relations	6	1.18
14	Advanced Science Letters	5	0.98
15	Cornell Hospitality Quarterly	5	0.98
16	European Journal of Training and Development	5	0.98
17	Journal of Quality Assurance in Hospitality and Tourism	5	0.98

Author Keywords

The author keywords were mapped with VOSviewer, a software tool for constructing and visualizing bibliometric networks with Baker et al (2020). Baker et al. (2020) cited from Callon, Courtial, Turner, and Bauin (1983) that the co-occurrence of keywords exposes the conceptual structure latent in the literature. Callon et al. (1983) applied text-mining in VOSviewer to identify the important themes contained in their titles. Baker et al. (2020) also found that VOSviewer is extremely useful in mapping analysis (Bastian et al., 2009) as it uses standardized weights such as the number of occurrences and the total link strength to denote the relevance and strength of a relation in a nodal network involving the authors, keywords, institutions, or countries (Baker et al., 2020; van Eck & Waltman, 2017). Figure 3 presents a network visualization of the author keywords, in which colour, square size, font size, and thickness of the connecting lines were used to present the relationships with other keywords. For example, keywords with the same colour were commonly listed together. Therefore, in this study, the turnover intention, job stress, hotel employees, commitment, and burnout are having a similar colour, which is red. This is suggesting that these keywords have a close relation and usually co-occur together.

Table 8: Top 20 Author Keywords

Rank	Author Keywords	Total Publications	Percentage (%)
1	Turnover Intention	191	37.45
2	Job Satisfaction	115	22.55
3	Turnover Intentions	87	17.06
4	Organizational Commitment	58	11.37
5	Turnover	58	11.37
6	Hotel Employees	29	5.69
7	Job Embeddedness	25	4.90
8	Work Engagement	25	4.90
9	Emotional Exhaustion	24	4.71
10	Employee Turnover	24	4.71
11	Work-family Conflict	23	4.51
12	Human Resource Management	21	4.12
13	Employment	20	3.92
14	Hotels	20	3.92
15	Perceived Organizational Support	19	3.73
16	China	17	3.33
17	Hospitality Industry	17	3.33
18	Hotel Industry	16	3.14
19	Affective Commitment	14	2.75
20	Job Outcomes	14	2.75

Authorship

Table 9 shows the number of authors per document. A total of 60 documents (11.76%) were single-authored publications, while the remaining documents were multi-author publications, and two documents were written by an unidentified author. A total of 174 documents (34.12%) were written by three authors, followed by 143 documents (28.04%) were written by two authors, and 86 documents (16.86%) were written by four authors.

Table 9: Total Number of the Author(S) Per Publication

Number of Author(s)	Number of Publications	Percentage (%)
1	60	11.76
2	143	28.04
3	174	34.12
4	86	16.86
5	38	7.45
6	6	1.18
7	1	0.20
0	2	0.39
Total	510	100.00

Based on the data retrieved from Scopus, Table 10 shows that Karatepe contributes the highest publication, which is 7.06%, and the rest of the authors have less than 10 documents and less than 2%, as of the date 16th November 2020.

Table 10: Most Active Authors (based on the minimum of 4 articles)

Author's Name	Number of Publications	Percentage (%)
Karatepe, Osman M.	36	7.06
Babakus, Emin	9	1.76
Yavas, Ugur	9	1.76
Akgunduz, Yilmaz	7	1.37
Guchait, Priyanko	6	1.18
Blomme, Robert Jan	5	0.98
Jang, Jichul	5	0.98
Ahmed, Ishfaq	4	0.78
Back, Ki-joon	4	0.78
Bufquin, Diego	4	0.78
Gordon, Susan E.	4	0.78
Han, Heesup	4	0.78
Kee, Daisy Mung Hung	4	0.78
Kim, Woo-gon	4	0.78
Mohsin, Asad	4	0.78
Rubel, Mohammad Rabiul Basher	4	0.78

Citation Metrics

Similar to the studies conducted by Ahmi et al. (2019) and Balstad and Berg (2019), this paper also utilized Harzing's Publish or Perish software to retrieve the data of the citation metrics. Balstad and Berg (2019) applied to Publish or Perish by Harzing (2007) and stated that another alternative is programming in Python (Stuart, 2014).

From the Scopus database, data gathered has been imported into this software to generate the citation metric. Table 11 summarises the citation metrics for the retrieved documents, as of 16th November 2020. The summary includes the total number of citations with their citation per year, citations per paper, and citations per author.

Table 11: Citation Metrics

Metrics	Data
Publication years	1988-2020
Citation years	32
Papers	509
Citations	8844
Citations/year	276.38
Citations/paper	17.34
Citations/author	4015.77
Papers/author	219.73
<i>h</i> -index	49
<i>g</i> -index	78

Table 12 presents the top 10 cited articles in the field of employee turnover intention in the hotel industry. An article entitled *Who suffers more from job insecurity? A meta-analytic review* by Cheng, Grand Hak Land, Chan, and Darius (2008) received the highest citations (based on the Scopus database) with a total of 469 citations, specifically 39.08 citations per year.

Table 12: Top 10 Highly Cited Articles

Authors	Article Title	Year	Cites	Cites per Year
Cheng, Grand Hak Land, Chan, Darius K.-S.	Who suffers more from job insecurity? A meta-analytic review	2008	469	39.08
Alfes, Kerstin, Shantz, Amanda D., Bailey, Katie, Soane, Emma	The link between perceived human resource management practices, engagement and employee behaviour: A moderated mediation model	2013	269	38.43
Nadiri, Halil, Tanova, Cem	An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry	2010	232	23.2
Jensen, Jaclyn M., Patel, Pankaj C., Messersmith, Jake G.	High-Performance Work Systems and Job Control: Consequences for Anxiety, Role Overload, and Turnover Intentions	2013	190	27.14
Karatepe, Osman M., Kılıç, Hasan	Relationships of supervisor support and conflicts in the work-family interface with the selected job outcomes of frontline employees	2007	148	11.38
Kuvaas, Bård, Dysvik, Anders	Exploring alternative relationships between perceived investment in employee development, perceived supervisor support and employee outcomes	2010	143	14.3
Cho, Seonghee, Johanson, Misty M., Guchait, Priyanko	Employees intent to leave: A comparison of determinants of intent to leave versus intent to stay	2009	139	12.64
Yang, Jen-Te	Antecedents and consequences of job satisfaction in the hotel industry	2010	137	13.7
Zopiatis, Anastasios A., Constanti, Panayiotis, Theocharous, Antonis	Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus	2014	135	22.5
Lee, Yongki, Kim, Young Sally K., Lee, Kyunghye, Li, Dongxin	The impact of CSR on relationship quality and relationship outcomes: A perspective of service employees	2012	126	15.75

DISCUSSION AND CONCLUSION

Using the bibliometric analysis, a greater understanding of the literature on the global trends related to employee turnover intention in the hotel industry can be achieved. This issue has had its ups and downs since 1988 and recently, this issue has risen, and ever since then the number of publications had increased drastically in 2020 with 110 publications, compared to 53 publications in 2018. As of 16th November 2020, the total number of publications related to employee turnover intention in the hotel industry has reached 110 documents and is expected to increase more in 2021 and onwards. In this study, the author discovered the application of social exchange theory by Ibrahim et al. (2019) to provide a greater understanding of the phenomenon such as justifying the connection between supervisor support, work engagement,

and turnover intention. Therefore, this paper believes that the social exchange theory is suitable to be implemented to address the issue.

Based on the keywords selected by the authors, this paper also demonstrates that the areas addressed in the employee turnover in the hotel industry research are related to turnover intention, work satisfaction, and turnover intentions. The most prevalent keywords are *turnover intention* (37.45%), *job satisfaction* (22.55%), and *turnover intentions* (17.06 %). The keywords *turnover intention* and *turnover intentions* have the same meaning and function. However, the top three authors, Karatepe, Babakus, and Yavas, frequently employ the *turnover intentions* keywords. *The effects of supervisor support and self-efficacy on call centre employees' work engagement and quitting intentions* (2019), *The effects of organisational and personal resources on stress, engagement, and job outcomes* (2018), and *The effects of work social support and career adaptability on career satisfaction and turnover intentions* (2017) were among their papers.

This paper found major players and research collaboration. The geographic dispersion of the literature shows that the United States of America has the largest number of publications and influence in terms of the number of citations, as compared to other developed countries such as the Netherlands and Norway. This study proposes that the research on employee turnover in the hotel industry should be conducted in other developing countries as the hotel industry is one of the contributors to the GDP, for instance, Malaysia. However, due to the current situation, the result could be varied due to the COVID-19. Ever since the virus COVID-19 was first reported in China in December 2019 and declared to be a global pandemic, it has significantly impacted the tourism industry in Malaysia, particularly, the airline and hotel businesses (Foo et al., 2020). Therefore, future research could shed a light on the employee turnover intention in the hotel industry during the COVID-19 period. Future research areas have also been spotted from the results of the VOSviewer map. It is found from the growing number of author keywords in the literature that job outcomes, affective commitment, perceived organizational support, employee turnover, emotional exhaustion, and work engagement has potential literature gaps.

This paper has a few limitations that are inherent to the usage of the database. Thus, it should be emphasized that even though Scopus is one of the largest databases, there are still unindexed journals, and therefore, the publications of these journals might have been ignored. Furthermore, this study only focuses on the topic related to employee turnover intention in the hotel industry, as mentioned in the title of the documents. Thus, other works of literature that are related to the employee turnover intention in the hotel industry, but not explicitly use in the title, was also excluded. Therefore, for future research, this study also could be applied in other industries, for instance, health care, manufacturing, and banking. It is also important to highlight that no search query is 100% perfect, thus, false positive and false negative results may occur. The citation analysis presented in this study was based on data from Scopus only. The total number of publications and citations are only correct at the time of the search. Despite all these limitations, based on the Scopus dated 16th November 2020, after the search of *employee turnover intention*, *hotel industry*, and *bibliometric analysis*, this study is the second research that uses bibliometric analysis other than a paper done by Gupta (2019). The title of the paper was *Talent management dimensions and their relationship with retention of Generation-Y employees in the hospitality industry*, with nine citations.

Finally, as this paper utilized the Scopus database solely, therefore, it is highly recommended that other database sources, such as Google Scholar, EBSCO Host, and Science Direct to be used for future research when assessing the research trends for the same keywords. Furthermore, it is also recommended to use the keywords of COVID, COVID-19, pandemic, and virus in future studies. Sigala (2020) reported that, within the burgeoning industry discussions and research about tourism and COVID-19, there is a unanimous call to see and use the pandemic as a trans-formative opportunity (Mair, 2020). Hence, this paper suggesting the impact of COVID-19 on employee turnover intention in the hotel industry should be pursued in future studies.

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