Frontline employees' turnover intentions in tourism and hospitality sectors: A systematic literature review and research agenda

Cau Ngoc Nguyen [a], Giang Hoang [a,*], Tuan Trong Luu [b]

[a] *RMIT University, Viet Nam*
[b] *Swinburne University of Technology, Australia*

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ABSTRACT

Frontline employees play crucial roles in tourism and hospitality organizations because they work directly with the customers and represent the organization. However, the turnover rate among tourism and hospitality frontline employees was found to be higher than other groups of employees in the same sector. Therefore, detecting the factors that affect turnover intention among frontline employees is necessary to develop effective human resource management strategies in the tourism and hospitality sectors. Our article reviews the empirical studies on frontline employees' turnover intention in tourism and hospitality and proposes a research agenda for future research. Through a systematic and rigorous selection process, we obtained a sample of 72 empirical studies. By analyzing and synthesizing the research results from these studies, we found that: (a) studies on frontline employees' turnover intention in tourism and hospitality are mainly anchored in conservation of resources theory, social exchange theory, and the job demands-resources model; (b) turnover intention of frontline employees has been investigated in different cultural contexts mainly using quantitative methods; (c) various scales were utilized to measure turnover intention; and (d) antecedents, mediators, and moderators of frontline employees' turnover intention in a variety of tourism and hospitality contexts have been identified. Based on the findings of our review, we developed an integrated framework for turnover intention in tourism and hospitality contexts and provided research implications for future studies.

1. Introduction

Employee turnover is a critical issue for all organizations, including tourism and hospitality firms (Liu-Lastres, Wen, & Huang, 2023). Employee turnover has been defined in several ways in the existing literature. For instance, Hom, Lee, Shaw, and Hausknecht (2017) define turnover based on the nature of this concept, suggesting that employee turnover refers to employees' voluntary severance of employment ties. Expanding on this notion, Maertz Jr and Campion (1998) delve deeper into the concept, describing employee turnover as a scenario where employees choose to terminate their employment voluntarily while still possessing the ability to carry out their job responsibilities. In the view of Mobley (1977), turnover can be conceptualized as a multi-step process of disengagement, encompassing sequential psychological stages. These stages involve job evaluation, experiencing dissatisfaction, considering departure, weighing potential alternative leaving benefits and costs, intending to explore options, actively pursuing alternatives, evaluating available choices, comparing them with the current position,

strengthening the intent to depart, and ultimately departing (Kim, 2014; Mobley, 1977). High turnover rate not only results in high costs of hiring, training and replacement, but also the loss of talent and organizational knowledge (Stamolampros, Korfiatis, Chalvatzis, & Buhalis, 2019). Particularly in the tourism and hospitality sectors where the relationship between employees and customers is crucial, a high turnover rate might decrease customer satisfaction, leading to the loss of regular customers and organizational reputation (Dogru, McGinley, Sharma, Isık, & Hanks, 2023; Kim, 2014). Furthermore, a high turnover rate was found to negatively affect the motivation, engagement, and commitment of other employees (Zhang, 2016) and diminish firm performance and productivity (Davidson, Timo, & Wang, 2010; Li, Kim, & Zhao, 2017).

Turnover intention can be viewed as an important step in the job termination process. In this study, we define turnover intention as the employee's desire to resign from their job while still capable and employed. Previous studies indicate that most quitting actions do not happen instantly and require turnover intention as an important

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precondition of the quitting plan (Cho & Lewis, 2012; Van der Heijden, Peeters, Le Blanc, & Van Breukelen, 2018). Thus, employee turnover intention has been attracting high scholarly attention because it can be used to describe a self-prediction of an employee to get involved in the turnover action (Guzeller & Celiker, 2019). Scholars have suggested that even though a gap may exist between turnover intention and the actual turnover action, the formation of turnover intention typically indicates an expected eventual turnover action (Cho & Lewis, 2012).

Tourism and hospitality sectors are known for several unique characteristics, uncertainty (especially severely affected by crises), high customer demands, heavy workload with night shifts (which may affect work-life balance), underpay, and potential bullying from supervisors and customers (Hoang, Wilson-Evered, Lockstone-Binney, & Luu, 2021). The characteristics of these sectors have been identified to contribute to the high turnover rate among tourism and hospitality employees (Raza, St-Onge, & Ali, 2021; Shi, Gordon, & Tang, 2021). Furthermore, research indicated that aside from the fundamental dynamics of these sectors, employee turnover intention can be the consequence of their perceptions and attitudes toward their job and organization (Park & Min, 2020). In the past decades, numerous investigations have been conducted in tourism and hospitality contexts to identify the specific antecedents of turnover intention (Park & Min, 2020), with special attention paid to the turnover intention of frontline employees (FLEs) (Chen & Qi, 2022; Park & Min, 2020; Shi et al., 2021). FLEs in tourism and hospitality organizations are the staff members who directly interact with customers (Huang, Ye, Wang, Liu, & Lyu, 2023). They are often the first point of contact and are crucial in shaping the overall customer experience (Tsaur & Tang, 2013). FLEs work in various departments within tourism and hospitality organizations, such as front desk and reception (e.g., front desk clerks, receptionists, concierge staff, bellhops, and porters), food and beverage services (e.g., servers, wait-staff, bartenders, hosts/hostesses), housekeeping (e.g., housekeepers and cleaning staff), tour guides, spa and wellness staff, etc. These employees are essential for creating positive impressions, providing high-quality service, ensuring guest satisfaction, and creating service differentiation which are strong foundations for the organization's competitive advantages (Koyuncu, Burke, Astakhova, Eren, & Cetin, 2014). However, frontline tourism and hospitality employees suffer from several job burdens, such as stressors, burnout, and physical strain, which may cause great challenges for FLEs, resulting in high rates of turnover for these employees and affecting organizational success (Tsaur & Tang, 2013). Therefore, detecting the factors that affect turnover intention among FLEs is necessary to develop effective human resource management strategies in the tourism and hospitality sectors.

The rising number of turnover intention studies in both general management and tourism and hospitality literature has led to the necessity for a review on this topic (Verbruggen & van Emmerik, 2020). As a result, several reviews on turnover intention have been conducted. Some examples include the study of turnover intention for pharmacists (Thin et al., 2022), the investigation of nurses' turnover intention in the healthcare industry (Hayes et al., 2006), and the review of employees' turnover intention in general management (Chiat & Panatik, 2019). Although these reviews highlighted the factors affecting employee turnover intention in different contexts, none of them focused on turnover intention in the tourism and hospitality sectors. However, the above-mentioned unique characteristics of the hospitality and tourism sectors, and the fact that hospitality and tourism employees experience more ethical problems (e.g., sexual harassment, underpay, bullying) than other sectors (Hefny, 2021) may affect the variance of such factors on turnover intention in these sectors. In addition, a recent meta-analysis review by Park and Min (2020) attempted to investigate the associations between turnover intention and its antecedents in tourism and hospitality. Nonetheless, this meta-analysis only focused on the direct effects of some specific antecedents and the contributions of some moderators and neglected the mediating mechanisms that influence employees' turnover intention. Given the importance of FLEs in service industries (Chen & Peng, 2021) and the unique characteristics of the tourism and hospitality sectors (Ma, Wang, Wang, & Liu, 2021), we take a step further by conducting this SLR of frontline employee turnover intention in tourism and hospitality contexts to gain further insights and provide implications for future studies on this topic.

Through reviewing empirical research on frontline employees' turnover intention in tourism and hospitality, our SLR makes significant contributions to the literature by developing an integrated framework that includes antecedents, mediators, and moderators of this construct and proposing a research agenda for future studies. To analyze and synthesize the results of the studies in our sample, we adopted a systematic literature review (SLR) process (Fisch & Block, 2018). First, the SLR method that has been used in this study will be presented in the next section. Second, we present the findings from our review of empirical studies to identify: (1) theoretical lenses applied in turnover intention research in tourism and hospitality; (2) contexts for examining FLE turnover intention; (3) methods and measures of turnover intention research in tourism and hospitality; and (4) antecedents, moderators, and mediators of frontline employee's' turnover intention. Finally, a research agenda is provided to guide future research and practical recommendations are proposed for tourism and hospitality organizations.

2. Methods

The existing research on the turnover intention of FLEs employed in the tourism and hospitality industries was collected and analyzed using SLR methodologies. Traditional literature reviews differ from SLRs since the latter uses a method characterized by objectivity, repeatability, and transparency that tries to reduce bias through comprehensive literature searches and offers an audit trail of the reviewers' judgments, actions, and conclusions (Cook, Mulrow, & Haynes, 1997). The current systematic review adopted the five-step approach that Khan, Kunz, Kleijnen, and Antes (2003) proposed for conducting SLRs. This entails formulating review research questions, identifying pertinent papers, evaluating the caliber of the research, condensing the data, and interpreting the results. This approach, which has been utilized in previous SLRs in the general management and hospitality management literature (Essien & Chukwukelu, 2022; Guchait, Peyton, Madera, Gip, & Molina-Collado, 2023; Sandeepanie, Gamage, Perera, & Sajeewani, 2023), allows for the research to be reproducible, precise, and devoid of preconceived ideas about the importance of the literature (Pickering & Byrne, 2014).

2.1. Search methods

A comprehensive database search was undertaken to identify relevant, high-quality papers in the tourism and hospitality literature. Using the inclusion and exclusion criteria, the Scopus database was employed methodically, consistent with the recommendation by Bavik (2020), because Scopus was identified as one of the most comprehensive databases for refereed social science journals (Crossan & Apaydin, 2010).

For articles to be included in the initial search, they had to be published in a high-ranking (ABDC rankings of A*/A/B) or high-impact (Scimago rankings of Q1/Q2) journal; be written in English and contain the keywords ("turnover intention*" OR "intent* to leave" OR "intent* to quit" OR "intention turnover") AND (hospitality OR hotel OR tour* OR travel OR accommodation OR airlines OR event OR restaurant OR catering OR recreation OR casino OR cruise OR pub) AND frontline (Hoang et al., 2021). The selected keywords were derived from previously conducted SLRs examining turnover intention (e.g., Bolt, Winterton, & Cafferkey, 2022; Hausknecht & Trevor, 2011) as well as previous SLRs focused on the tourism and hospitality domains (e.g., Chang, Moyle, Dupre, Filep, & Vada, 2022; de Larrea, Altin, Koseoglu, & Okumus, 2021). There was no restriction placed on the publication year during the search process. The end of December 2022, however, was the cutoff date. Once the articles containing the specified keywords were

retrieved, they were screened for duplicates.

Next, we conducted another filter to assess the studies' eligibility based on the selected inclusion criteria. The article must meet the following requirements:

- Be an empirical study;
- Examine turnover intent in the tourism and hospitality industries; and
- Focus on the turnover intent of frontline staff.

When the three requirements were satisfied, we retrieved the full-text version of these articles. Because the purpose of the study was to synthesize the findings of empirical research on FLEs turnover intention, scholarly publications that focused primarily on developing models or scale development were excluded. Articles that did not adhere to at least one of the inclusion criteria were not considered. The flowchart of the article search procedure is shown in Fig. 1.

2.2. Sample

The comprehensive literature search process initially revealed 104 articles containing the keywords, 101 of which were retained after the duplicates were removed. These articles were screened, and all studies that were neither empirical nor published in high-ranking or high-impact peer-reviewed journals were excluded. This resulted in 78 articles being retained for further consideration. After a second screening, articles that did not focus on turnover intentions of FLEs or use samples from the tourism or hospitality industries were excluded. The evaluation of full-text publications reduced the final sample to 72 studies. These publications appeared in 24 different journals. Fig. 2 shows the publication trend on the topic of frontline employees' turnover intention in tourism and hospitality by year from 2006 to 2022.

2.3. Analytical approach

In our pursuit of synthesizing and systematically categorizing the empirical findings of the studies in our sample, we adhered to the content analysis approach and the methodological framework for SLRs as proposed by Gardner, Cogliser, Davis, and Dickens (2011). Our process commenced by coding the fundamental particulars of each article, encompassing the names of authors, journal titles, article headings, publication years, definitions, and contexts of the studies. This coding procedure was executed through the utilization of the NVivo software. Subsequently, we extended our coding efforts to encompass details pertaining to research design, methods, and findings. This included an array of components such as theoretical framework, hypotheses, sample type and sample size, antecedents, mediators, and moderators of turnover intention. The conclusions from these studies were synthesized to formulate emergent themes. In our endeavor to uphold objectivity and eliminate bias, we engaged two independent researchers in our research team to participate in the coding process. Furthermore, a distinct researcher critically reviewed and evaluated the outcomes of the coding process. To provide an overview, we have presented a comprehensive table summarizing all the studies revolving around the turnover intentions of frontline employees in our sample, and this can be found in Appendix 1.

3. Findings

3.1. Theories applied in turnover intention research in tourism and hospitality

The most prevalent theory stream that appeared in the sample was the conservation of resources (COR) theory. Twenty-three empirical papers in the sample were based on this theory (Hobfoll, 2001), which asserts that individuals use various resources for completing job tasks, such as time, cognitive focus, and physical energy. However, individuals
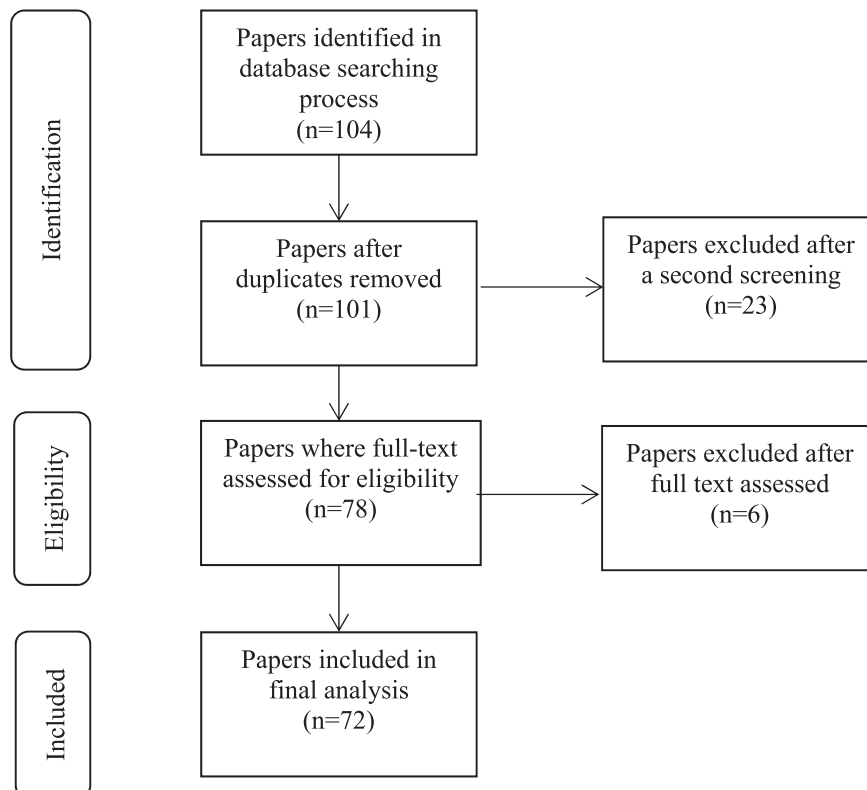

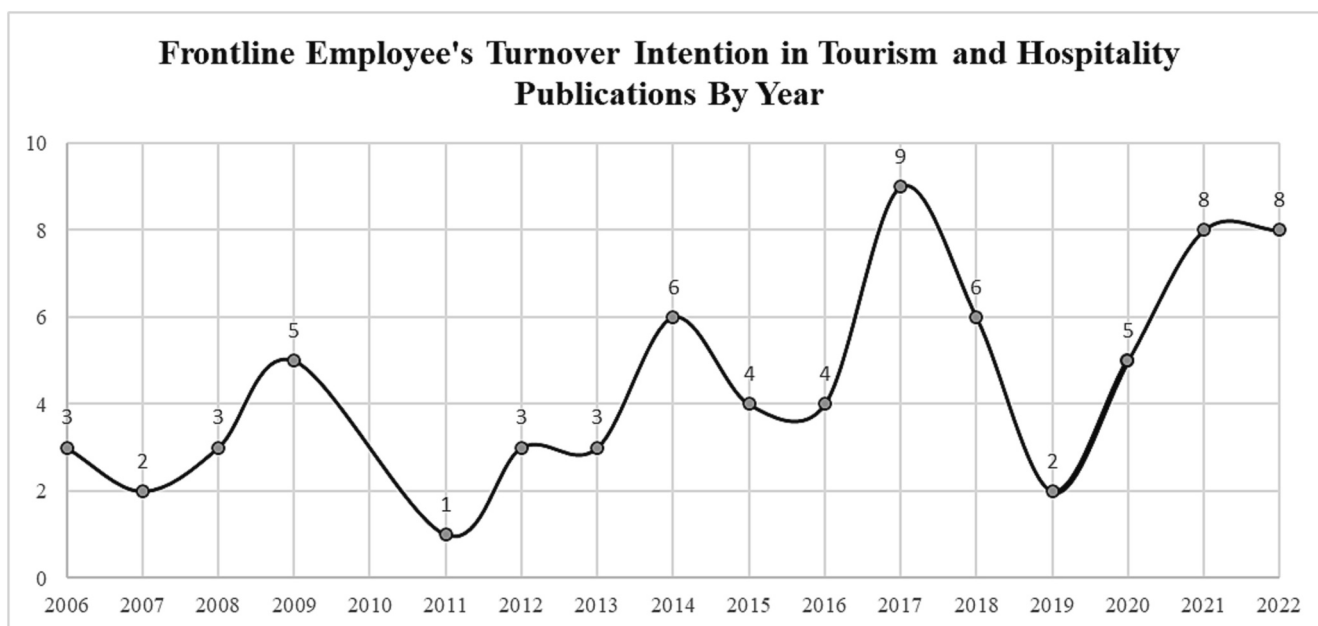**Fig. 1.** Article search flowchart.

Fig. 2. Frontline employee's turnover intention in tourism and hospitality publications by year until the end of December 2022.

must replenish those resources to avoid stress (Hobfoll, 1989, 2001). This theory has been primarily applied to explain the variance in the intention of FLEs turnover in the tourism and hospitality sectors caused by variables such as customer aggression (Karatepe, 2011; Raza et al., 2021), emotional exhaustion (Karatepe, 2011; Karatepe & Uludag, 2007; Schiffinger & Braun, 2020), emotional labor (Kang & Jang, 2019, 2022; Xu, Martinez, & Lv, 2017), and job satisfaction (Karatepe & Uludag, 2007).

The next most common theories used in the literature were the social exchange theory (SET) and the job demands-resources model (JD-R), which appeared in thirteen articles each. When employers take care of their employees from a SET perspective, mutually beneficial social exchange relationships ensue. This results in favorable consequences for the firm, such as higher levels of employee commitment. For example, Ayrom and Tumer (2021) showed that employees who perceive that their psychological contracts were fulfilled through the company were less likely to have intentions of leaving the firm. The JD-R model's basic principles stipulate that job stress in any profession is linked to two broad working conditions: job demands and job resources. Job demands refer to aspects of a job that necessitate physical or mental exertion and thus have specific physiological or psychological implications (Bakker & Demerouti, 2007). According to Bakker and Demerouti (2007), job resources are job elements that serve a functional purpose in achieving work-related goals, alleviating work pressures and their associated physical and mental strain, or facilitating personal growth, learning, and development. Kang and Jang (2019) applied the JD-R model to investigate how occupational stressors such as role ambiguity, role conflict, and workload decrease FLEs work engagement and increase turnover intention. Table 1 presents the theories used in our sample with select exemplary works.

3.2. Contexts for investigating FLE turnover intention

To understand the contexts of turnover intention research among FLEs in the tourism and hospitality sectors, we investigated the research contexts of 72 tourism and hospitality studies which examined FLEs turnover intention. Our findings indicate that FLEs turnover intention in the tourism and hospitality sectors has been evaluated in a diverse range of countries (Table 2). The top countries in which these empirical studies took place were the U.S. ($n = 13$), followed by Cyprus ($n = 9$), and a four-

way tie among China ($n = 4$), Cameroon ($n = 4$), Nigeria ($n = 4$), and Turkey (n = 4). The analysis also revealed that most investigations were conducted in the hotel setting ($n = 46$), followed by restaurants ($n = 10$), casino ($n = 3$), airline ($n = 2$), and a combination of hotels, restaurants, and other tourism and hospitality firms ($n = 11$).

3.3. Methods and measures of turnover intention research in tourism and hospitality

Quantitative method was the primary research method used in turnover intention research in tourism and hospitality, accounting for 71 out of 72 studies in the sample. Among the 71 quantitative studies in our sample, nearly 34% ($n = 24$) of the empirical studies operationalized turnover intention with the three-item scale developed by Singh, Verbeke, and Rhoads (1996). A sample item in this scale is "I often think about quitting". The second most common measurement of turnover intention ($n = 8$) is the three-item scale developed by Boshoff and Allen (2000). Quantitative questionnaires were the primary data collection techniques used in turnover intention research in tourism and hospitality.

Regarding the only qualitative study in our sample, data were collected through interviews with frontline employees and managers working in Hong Kong travel agencies (Choy & Kamoche, 2021). Based on the findings of thematic analysis, Choy and Kamoche (2021) identified several emergent themes which enhanced our understanding of stabilizing and destabilizing factors of turnover intention.

3.4. Antecedents, mediators, and moderators of turnover intention in tourism and hospitality

3.4.1. Antecedents

3.4.1.1. Employee's individual factors. Most of the empirical research in our sample focused primarily on individual factors to explain FLEs turnover intention in the tourism and hospitality sectors. Emotional exhaustion ($n = 6$), job satisfaction (n = 6), and work-family conflict (n = 6) were the most frequent individual factors examined in the sample. Emotional exhaustion, as defined by Grayson (1998), refers to the state of being overwhelmed with emotions. Research has indicated that employees who undergo elevated levels of emotional exhaustion have a

Table 1

Theories used in FLE turnover intention research.

Theoretical perspective in studying FLE turnover intention	Number of articles	Select exemplary works
Conservation of Resources Theory	23	Chen and Qi (2022); Xu et al. (2017)
Job Demands - Resources Theory	13	Guchait, Paşamehmetoğlu, and Madera (2016); Schiffinger and Braun (2020)
Social Exchange Theory	13	Ayrom and Tumer (2021); Kibatta and Samuel (2021);
Job Embeddedness Theory	7	Afsar, Shahjehan, and Shah (2018); Mashi, Salisu, Olaoye, and Galadanchi (2022)
Organizational Support Theory	4	Karatepe (2009); Raza et al. (2021)
Affective Events Theory	3	Bani-Melhem, Quratulain, and Al-Hawari (2020); Tetteh, Dei Mensah, Opata, and Mensah (2021)
Leader-Member Exchange Theory	2	Bufquin (2020); Chen and Wu (2017)
Psychological Contract Theory	2	Kim, Poulston, and Sankaran (2017); Chen and Wu (2017)
Role Theory	2	Chehab, Bouzari, and Ilkhanizadeh (2022); Kim, Poulston, and Sankaran (2017);
Self-determination Theory	2	Chehab et al. (2022); (Kim et al., 2017); Karatepe, Yavas, Babakus, and Deitz (2018)
Ability-motivation Opportunity Frameworks	1	Karatepe and Shahriari (2014)
Career Construction Theory	1	Karatepe and Olugbade (2017)
Challenge-Hindrance Stressors Theory	1	Kang and Jang (2022)
Cognitive Learning Theory	1	Wang, Kim, and Milne (2017)
Congruence Theory	1	Karatepe and Karadas (2014)
Emotional Contagion Theory	1	Bani-Melhem et al. (2020); Bani-Melhem, Quratulain, and Al-Hawari (2021)
Ethical Climate Theory	1	Namin, Marnburg, and Bakkevig Dagsland (2022)
Expansion-Enhancement Theory	1	Karatepe and Azar (2013)
Lazarus Transaction Theory of Stress	1	Babakus, Yavas, and Karatepe (2008)
Misperception Theory	1	Tsai, Nam, and Wen (2022)
Reactance Theory	1	Bani-Melhem et al. (2020)
Reciprocity Norm Theory	1	Bani-Melhem et al. (2021); Shehawy, Elbaz, and Agag (2018)
Scarcity Theory	1	Karatepe and Azar (2013); Shehawy et al. (2018)
Self-efficacy Theory	1	Bani-Melhem et al. (2021); Karatepe and Azar (2013)
Self-enhancement Theory	1	Bani-Melhem et al. (2021)
Social Capital Theory	1	Bani-Melhem et al. (2021); Xu et al. (2017)
Social Amplification of Risk Framework	1	Xu et al. (2017); Yu, Shum, Alcorn, Sun, and He (2022)
Trust Theory	1	Afsar et al. (2018); Yu et al. (2022)
The Broad-and-Build Theory	1	Afsar et al. (2018); Tetteh et al. (2021)
Unfolding Model of Voluntary Employee Turnover	1	Shi et al. (2021); Tetteh et al. (2021)

higher probability of encountering resource depletion (Hobfoll, 1989; Karatepe & Karatepe, 2009), reduced performance (Baba, Tourigny, Wang, & Liu, 2009), and burnout (Maslach, Schaufeli, & Leiter, 2001). Employees suffering from emotional exhaustion may resort to turnover as a coping mechanism (Yavas, Babakus, & Karatepe, 2008). Job satisfaction, or an employee's affective engagement with the job, has frequently been postulated and connected in the literature to turnover intention (Tett & Meyer, 1993). For instance, Hight and Park (2019) observed that U.S. FLEs in the restaurant industry with lower job satisfaction are more likely to want to leave the organization. Work-family conflict (WFC) occurs when the job's general time and energy requirements interfere with fulfilling family-related commitments (Netemeyer, Boles, & McMurrian, 1996). Based on the conservation of resources (COR) theory, employees may contemplate resigning from their current organization to safeguard their finite resources if they feel incapable of managing work-family conflict. As a result, several studies using the same sample have discovered an adverse association between work-family conflict (WFC) and FLEs intention to resign (Karatepe & Kilic, 2015; Karatepe & Uludag, 2007).

3.4.1.2. Customer factors. Customer-caused stressors such as customer aggression or customer incivility can be positively linked to FLEs withdrawal intention. Customer aggression is a state in which the customer misbehaves, disrespects, and devalues workers through harsh language (Li & Zhou, 2012). Customer incivility involves the treatment of the employee in an uncivil manner and may involve words of disrespect, rudeness, or insult (Van Jaarsveld, Walker, & Skarlicki, 2010).

3.4.1.3. Team factors. Three major team factors were identified in the sample that influence FLEs turnover intention. First, transformational leadership involves inspiring followers to go above and beyond through individual consideration, intellectual stimulation, inspirational motivation, and idealized influence (Bass & Avolio, 1994). Chen and Wu (2017) found results indicating that transformational leadership may indirectly lower the turnover intention of employees in Taiwan's tourist hotel industry. Brand-oriented leadership can be seen as a more brand-

specific type of transformational leadership. Brand-oriented leaders are concerned with transferring the explicit and implicit messages of the brand through empowering, visioning, and inspiring followers (Ayrom & Tumer, 2021). Leaders who prioritize their organization's brand are transformational in their leadership style can reduce FLE turnover intention by ensuring that the psychological contracts between employees and the organization are fulfilled (Ayrom & Tumer, 2021).

Second, research indicates that servant leaders are salient assets to the organization for worker turnover intention in the hospitality

Table 2

Countries that have been analyzed in FLE turnover intention research.

Country context	Number of articles
USA	13
Cyprus	9
Iran	5
Cameroon	4
China	4
Nigeria	4
Turkey	4
UAE	4
Pakistan	3
Taiwan	3
Hong Kong	2
India	2
Jordan	2
Macao	2
Australia	1
DACH countries (Germany, Austria and Switzerland)	1
Egypt	1
Ghana	1
Kenya	1
Korea	1
Lebanon	1
New Zealand	1
Norway	1
Romania	1
Thailand	1
Total	72

industry. Zia, Naveed, Bashir, and Iqbal (2021) show that servant leadership can significantly improve employee job embeddedness, organizational citizenship behavior, and job performance while reducing employee turnover attitude. Similarly, Kang and Jang (2022) found that servant leaders can significantly reduce FLE turnover intention by increasing their organizational commitment. Third, supervisor support can help buffer employee leaving intention for longer-tenured employees (Karatepe, 2009). Karatepe (2009) demonstrated that long-tenure FLEs with adequate support from their superiors can better manage various work and family-related problems and therefore display lower turnover intention in the organization. On the contrary, supervisors can also fail to give sufficient support or consideration (Chan, Lai, Ko, & Boey, 2000), which can cause stress to the employee. Empirical results indicate that these supervisor-cause stressors are strong indicators of employee withdrawal intentions (Kao, Cheng, Kuo, & Huang, 2014).

3.4.1.4. Organizational factors. Our study revealed that perceived organizational support, which refers to the degree to which employees believe their contributions are esteemed and their well-being is considered a top priority by the organization (Kim, Eisenberger, & Baik, 2016), was a significant factor in lowering FLEs quitting intention. For example, Karatepe (2012) demonstrated how these employee perceptions, in conjunction with the FLEs' job embeddedness, can significantly reduce leaving intentions of frontline hotel workers in Cameroon. The literature also indicates that organizational climate or culture such as a caring climate (Kao et al., 2014), error management culture (Guchait, Paşamehmetoğlu, & Madera, 2016), and perceived forgiveness climate (Guchait, Lanza-Abbott, Madera, & Dawson, 2016) can be significant predictors of FLE leaving intention. According to Guchait, Paşamehmetoğlu, and Madera (2016), a company culture that prioritizes error management, including practices and processes related to error communication, knowledge-sharing, learning from mistakes, providing assistance during error situations, and promptly identifying, investigating, and resolving errors, can enhance group cohesion, leading to reduced employee stress and turnover intention.

3.4.2. Mediators

At the *individual level*, our review identified that the majority of the studies have examined the behavioral variables that mediate the relationship between turnover intention and its antecedents, such as learning behavior (Guchait, Lanza-Abbott, et al., 2016), deep acting, surface acting (Xu et al., 2017), and organizational citizenship behavior (Li et al., 2017). Furthermore, our SLR found several psychological factors that could mediate the link between turnover intention and its influential factors, such as psychological contract violation (Chen & Wu, 2017; Saleem, Rasheed, Malik, & Okumus, 2021), job embeddedness (e. g., Karatepe, 2014; Mashi et al., 2022), and emotional dissonance (Karatepe, Yorganci, & Haktanir, 2009). Among these factors, job embeddedness was supported as a significant mediator linking various factors to turnover intention in eight studies in the sample. Job embeddedness is a multifaceted construct that impacts an employee's likelihood of remaining in their current position (Holtom, Mitchell, & Lee, 2006). This concept is broken down into three core dimensions including: (i) links that refer to 'formal or informal connections between an individual and institutions or other people'; (ii) fit that refers to 'an employee's perceived compatibility or comfort with an organization and with his or her environment'; and (iii) sacrifice that refers to 'the perceived cost of material or psychological benefits that may be forfeited by leaving a job' (Karatepe & Shahriari, 2014, p. 22). For example, data analysis from 269 respondents working in Cameroon hotels shows how job embeddedness mediates the negative influence of work engagement on turnover intention (Karatepe & Ngeche, 2012).

At the *team level*, only two factors were identified as having a mediating impact on the correlation between turnover intention and its

precursors, namely team member exchange and employee perception of group trust. Kang and Jang (2022) investigation, which drew data from FLEs in the United States, demonstrated that the relationship between an employee's emotional labor, defined as "emotional regulation focusing on the internal management of emotions as a person-focused view" (Kang & Jang, 2022, p. 1), toward their colleagues and their turnover intention was mediated by team member exchange. Additionally, Li et al. (2017) discovered that group trust mediated the connection between supervisor support and the turnover intention of FLEs working in Macau casinos.

At the *organizational level*, organizational justice was found as the only factor that mediates the link between turnover intention and its antecedents. In detail, Wang et al. (2017) studied 118 FLEs in hospitality sector in New Zealand and indicated that organizational justice played the mediating role in the relationship between LMX and turnover intention.
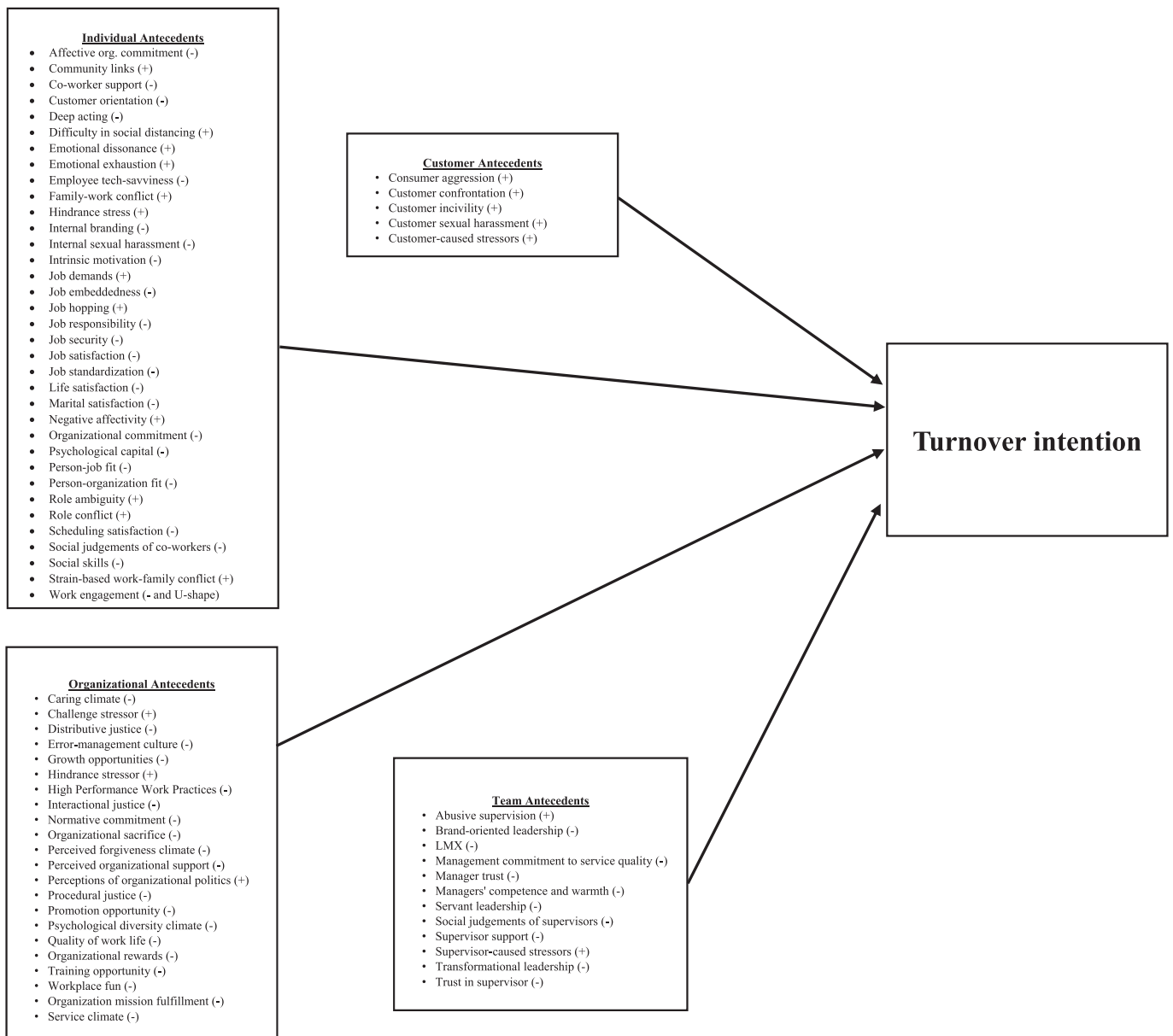
3.4.3. Moderators

From this review, 20 studies in our sample empirically uncovered significant moderating factors that impact the FLEs turnover intention. These factors are classified into personal and contextual factors for this review.

3.4.3.1. Personal factors. Various personal factors were identified in the extant literature moderating the FLEs' intention to leave. Kang and Jang (2019), for instance, found that the FLE's feelings of hope can mitigate the indirect positive impact that employee role ambiguity has on turnover intention. Raza et al. (2021) found that the employees' feelings of obligation to the firm can significantly reduce the positive impact of their anxiety on their quitting intention. Furthermore, studies have shown the significant moderating role of employee resiliency in the FLE's intent to turnover (Bani-Melhem et al., 2021; Chen & Qi, 2022; Shi et al., 2021). Case in point, Bani-Melhem et al. (2021) found that the employee's resiliency can significantly reduce the indirect impact that the manager's abusive supervision has on the FLEs turnover intention.

3.4.3.2. Contextual factors. Our sample uncovered three contextual moderating factors: manager support, organizational climate, and transformational leadership. In a study by Karatepe (2011), it was found that supervisor support can alleviate the negative effects of FLE emotional exhaustion on turnover intention. This implies that employees who receive adequate support from their supervisors can tolerate emotional exhaustion and are less likely to translate their experience of emotional exhaustion into turnover intentions. Moreover, supervisor support can negatively moderate the positive association between customer incivility and FLE turnover intention (Karatepe, 2011). An organization with a caring organizational climate is characterized by the employees sincerely showing interest in their coworkers' well-being (Victor & Cullen, 1988). According to Kao et al. (2014), the negative effects of stressors caused by supervisors and customers on FLE intention to leave an organization are reduced in an organization with a strong caring climate, compared to a weak caring climate. Finally, Yu et al. (2022) showed that transformational leadership negatively moderates the relationship between FLEs service robot risk awareness (SRRA) and their industry turnover intention. In other words, when transformational leadership was low, the positive effect of SRRA on FLE industry turnover intention was weaker relative to when it was high.

4. Discussion

The main objective of this comprehensive literature review was to enhance our understanding of the intention of FLEs in the tourism and hospitality sectors to leave their jobs by examining the variety of cultures, contexts, data collection tools, and research foci in the existing literature. The paper offers a thorough overview of empirical studies

Individual Antecedents
- Affective org. commitment (-)
- Community links (+)
- Co-worker support (-)
- Customer orientation (-)
- Deep acting (-)
- Difficulty in social distancing (+)
- Emotional dissonance (+)
- Emotional exhaustion (+)
- Employee tech-savviness (-)
- Family-work conflict (+)
- Hindrance stress (+)
- Internal branding (-)
- Internal sexual harassment (-)
- Intrinsic motivation (-)
- Job demands (+)
- Job embeddedness (-)
- Job hopping (+)
- Job responsibility (-)
- Job security (-)
- Job satisfaction (-)
- Job standardization (-)
- Life satisfaction (-)
- Marital satisfaction (-)
- Negative affectivity (+)
- Organizational commitment (-)
- Psychological capital (-)
- Person-job fit (-)
- Person-organization fit (-)
- Role ambiguity (+)
- Role conflict (+)
- Scheduling satisfaction (-)
- Social judgements of co-workers (-)
- Social skills (-)
- Strain-based work-family conflict (+)
- Work engagement (- and U-shape)

Customer Antecedents
- Consumer aggression (+)
- Customer confrontation (+)
- Customer incivility (+)
- Customer sexual harassment (+)
- Customer-caused stressors (+)

Turnover intention

Organizational Antecedents
- Caring climate (-)
- Challenge stressor (+)
- Distributive justice (-)
- Error-management culture (-)
- Growth opportunities (-)
- Hindrance stressor (+)
- High Performance Work Practices (-)
- Interactional justice (-)
- Normative commitment (-)
- Organizational sacrifice (-)
- Perceived forgiveness climate (-)
- Perceived organizational support (-)
- Perceptions of organizational politics (+)
- Procedural justice (-)
- Promotion opportunity (-)
- Psychological diversity climate (-)
- Quality of work life (-)
- Organizational rewards (-)
- Training opportunity (-)
- Workplace fun (-)
- Organization mission fulfillment (-)
- Service climate (-)

Team Antecedents
- Abusive supervision (+)
- Brand-oriented leadership (-)
- LMX (-)
- Management commitment to service quality (-)
- Manager trust (-)
- Managers' competence and warmth (-)
- Servant leadership (-)
- Social judgements of supervisors (-)
- Supervisor support (-)
- Supervisor-caused stressors (+)
- Transformational leadership (-)
- Trust in supervisor (-)

Fig. 3. The associations between frontline employees' turnover intention and its antecedents.

evaluating the theoretical frameworks, antecedents, mediators, and moderators of FLE turnover intention of various tourism and hospitality businesses. In this part, we present an integrated framework (Fig. 3) for FLE turnover intention in tourism and hospitality contexts and suggest theoretical and practical implications and potential avenues for future research.

4.1. Nomological network of FLE turnover intention

Nomological networks of FLE turnover intention are presented in Figs. 3, 4 and 5. A nomological network is a framework that illustrates the concepts or constructs under study, their measurable manifestations, and the connections between them (Gregor, Lin, Gedeon, Riaz, & Zhu, 2014). In line with this view, the nomological networks in our SLR provide a means to showcase patterns of relationships among turnover intention and other factors, representing mechanisms like additive (factors that uniquely influence outcomes), mediation (factors that elucidate or convey the effect of one variable onto another), and moderation (factors that alter the relationship between two other

variables) effects (Verma & Khatri, 2021). Essentially, the proposed nomological networks serve as a comprehensive theoretical structure that pinpoints how and when central antecedents relate to employee turnover intention and the interplay between those constructs.

4.2. Theoretical implications

Based on the findings of this SLR, five essential research directions were identified in relation to the study of FLEs turnover intention in the tourism and hospitality sectors:

- Theoretical views adopted for the antecedents of turnover intention;
- Levels of analysis in FLE turnover research;
- Variables associated with turnover intention;
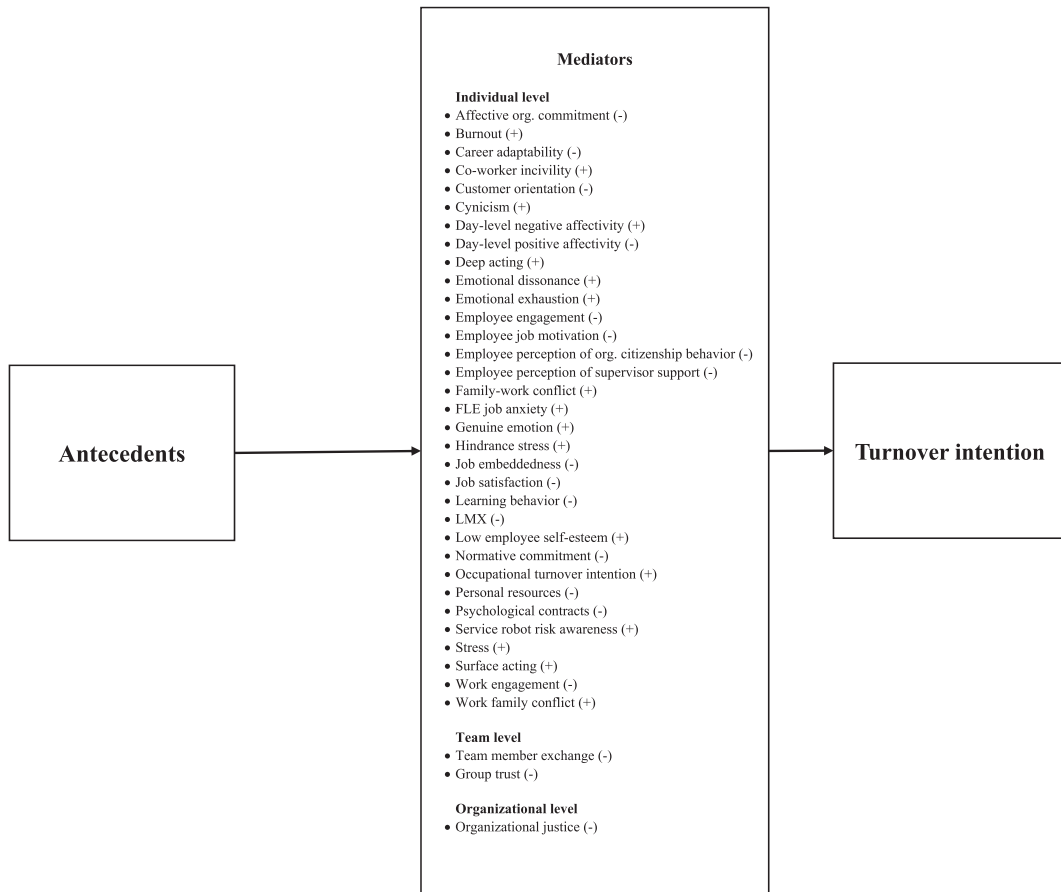- Research design; and
- Study contexts.

Mediators

Individual level
- Affective org. commitment (-)
- Burnout (+)
- Career adaptability (-)
- Co-worker incivility (+)
- Customer orientation (-)
- Cynicism (+)
- Day-level negative affectivity (+)
- Day-level positive affectivity (-)
- Deep acting (+)
- Emotional dissonance (+)
- Emotional exhaustion (+)
- Employee engagement (-)
- Employee job motivation (-)
- Employee perception of org. citizenship behavior (-)
- Employee perception of supervisor support (-)
- Family-work conflict (+)
- FLE job anxiety (+)
- Genuine emotion (+)
- Hindrance stress (+)
- Job embeddedness (-)
- Job satisfaction (-)
- Learning behavior (-)
- LMX (-)
- Low employee self-esteem (+)
- Normative commitment (-)
- Occupational turnover intention (+)
- Personal resources (-)
- Psychological contracts (-)
- Service robot risk awareness (+)
- Stress (+)
- Surface acting (+)
- Work engagement (-)
- Work family conflict (+)

Team level
- Team member exchange (-)
- Group trust (-)

Organizational level
- Organizational justice (-)

Antecedents

Turnover intention

Fig. 4. The mediators of the relationship between turnover intention and its antecedents.

Moderators
Personal Factors
- Core self-evaluations (-)
- Customer orientation (-)
- Day-level job autonomy (-)
- Fear of Covid-19 (+)
- Felt obligation (-)
- Hope (-)
- In-depth communication (-)
- Job embeddedness (-)
- Person-level trait resilience (-)
- Psychological capital (-)
- Resilience (-)
- Tenure (-)

Contextual factors
- Supervisor support (-)
- Transformational leadership (-)
- Caring climate (-)

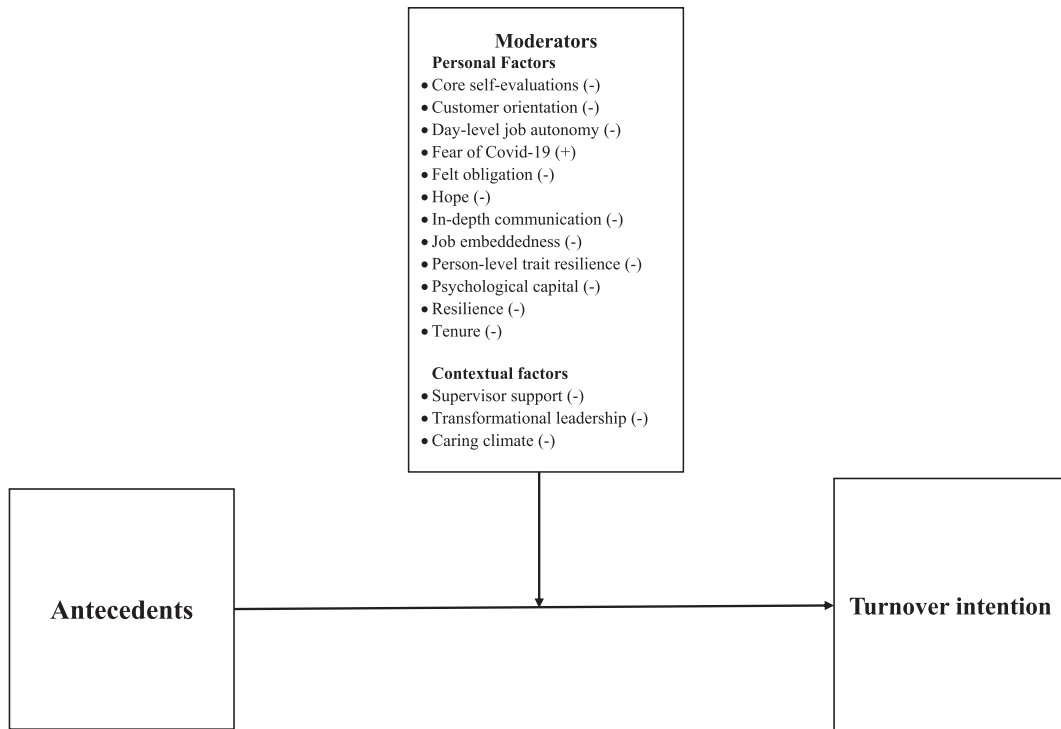**Antecedents**

Turnover intention

Fig. 5. The moderators of the relationship between turnover intention and its antecedents.

4.2.1. Theoretical advancements

Various theoretical lenses have been used in the literature to explicate the antecedents of the turnover intention of FLEs in the tourism and hospitality sectors. Most of these studies have drawn on the conservation of resources (COR) theory (23 studies), job-demands resource (JD-R) theory (13 studies), and social exchange theory (SET) (13 studies). The three theories have tended to be deployed to explain the effects of job-related resources or resources provided by managers/organizations. While these three theories can explain the attitude in general, psychological/perceptual factor (e.g., perceived trust or justice), or behavior as a mediation mechanism that links job-related resources or manager/organization-provided resources and employee turnover intentions, studies that focus on other categories of mediators such as affective factors may consider other theories such as affective events theory (AET) to shed light on such mediation mechanisms. Few studies in this review, such as Shi et al. (2021) and Tetteh et al. (2021), have employed AET (see Appendix 1) to illuminate the affective mediation mechanisms (e.g., subjective well-being, work engagement) underlying FLEs' intention to leave, indicating further use of this theory to explore more affective mediation mechanisms that link contextual factors with turnover intentions.

The research into turnover intention reveals some inconsistent findings concerning the effects of antecedents or mediators, suggesting the potential presence of curvilinear relationships. While many studies in our sample have shown that organizational perceptions, including FLEs' views of organizational sacrifice (Robinson, Kralj, Solnet, Goh, & Callan, 2014) and caring climate (Namin et al., 2022), play a significant role in reducing FLE turnover intention, not all findings support a linear relationship. Specifically, Mohsin, Lengler, and Aguzzoli (2015) uncovered curvilinear associations between employee perceptions of organizational enthusiasm and stimulating work, and their turnover intention. Beyond commonly referenced theories in this domain such as conservation of resources theory or social exchange theory, the too-much-of-a-good-thing (TMGT) effect in management (Pierce & Aguinis, 2013) may offer valuable insights. The essence of the TMGT effect is that even beneficial elements, when excessive, can be counterproductive. Applying the TMGT effect to turnover research could explain the curvilinear relationships and provide a deeper understanding of these mixed outcomes concerning the linear impacts of contextual factors on employee turnover intention.

4.2.2. Levels of analysis

This SLR identifies that most turnover intention research in tourism and hospitality has focused on the individual, team, and organizational levels to explain FLE intention to leave. As displayed in Fig. 3, at the individual level, studies have paid particular interest in physiological factors such as stress (e.g., Guchait, Paşamehmetoğlu, & Madera, 2016; Karatepe et al., 2018) and emotional exhaustion (e.g., Karatepe et al., 2009; Namin et al., 2022) and in psychological factors such as psychological capital (Kang & Busser, 2018; Kim, Karatepe, et al., 2017) or emotional dissonance (Shi et al., 2021). Some studies in general management have reported the potential role of individual factors behind employee intention to leave other than such factors. Research has found the positive indirect link of political skill to work engagement (Basit, 2020) or turnover intention (García-Chas, Neira-Fontela, Varela-Neira, & Curto-Rodríguez, 2019). Networking ability was also reported to positively and directly relate to in-role performance (Nesheim, Olsen, & Sandvik, 2017) as well as positive and indirectly relate to intention to leave (Kızrak, Çınar, Aydın, & Kemikkıran, 2023). This encourages future investigations in tourism and hospitality discipline to explore employees' social factors such as FLE political astuteness or networking skills to advance our understanding of turnover intention. Additionally, there has been a scant focus on customer factors. This is surprising, given

that customer mistreatment can significantly impact employee attitudes and behaviors (Grandey, Dickter, & Sin, 2004). Furthermore, future research should also examine customer empowerment since customer empowerment can activate employees' positive attitude and reduce employee's turnover intention (Prentice, Han, & Li, 2016).

As team factors in this SLR tend to entail team leadership, future studies should further discuss other team factors, such as team culture, team climate, team composition (diversity) and team-member exchange. As presented in Fig. 3, few studies in the current review have reported the role of certain types of culture (e.g., error management culture (Guchait, Paşamehmetoğlu, & Madera, 2016) and climate (e.g., service climate (Kang & Busser, 2018), caring climate (Kao et al., 2014), perceived forgiveness climate (Guchait, Lanza-Abbott, et al., 2016)) in affecting FLEs' turnover intentions, leaving gaps for future research to investigate the effects of other types of team climate and culture (e.g., collaborative culture, developmental culture) on FLEs' intention to leave. From the finding of Jolly and Self (2020) in this review in relation to the effect of psychological diversity climate on employees' turnover intention, future research is encouraged to further delve into different forms of team diversity, such as in terms of age or personality, and their effects on FLEs' intention to quit. Research in general management (e.g., Lai, Lu, Lin, & Lee, 2019; Tabak, Shkoler, Lebron, & Rabenu, 2023) also suggested further investigations into the impact of team-member exchange quality on employees' turnover intention in tourism and hospitality.

Regarding organizational level, in addition to organizational factors found in this review, such as organizational culture, organizational climate, organizational support, and high performance work practices (see Fig. 3), future research should entail human resource management (HRM) practices, especially HRM oriented to employees' interests (e.g., socially responsible HRM practices, discretionary HRM practices), well-being (e.g., well-being oriented HRM practices), and flexibility (e.g., flexibility oriented HRM practices). While few studies in general management have established or indicated the impacts of these forms of HRM practices on employees' intention to leave, a gap remains in relation to these impacts in tourism and hospitality research. Research in general management has reported the indirect impact of socially responsible HRM practices (Nie, Lämsä, & Pučėtaitė, 2018) or discretionary HRM practices (Kundi, Baruch, & Ullah, 2023). General management studies have also the links between well-being oriented HRM practices and employee well-being (Salas-Vallina, Alegre, & López-Cabrales, 2021), between well-being and turnover intentions (Wan & Duffy, 2023), and between flexible work arrangements and turnover intentions (Azar, Khan, & Van Eerde, 2018), which encourages research in tourism and hospitality to unpack the potential influence of well-being oriented or flexibility oriented HRM practices on FLEs' turnover intentions.

4.2.3. Associated variables and underlying mechanisms of turnover intention

This SLR reveals the individual and contextual factors that affect turnover intention in the tourism and hospitality business. At the individual level, as shown in Fig. 3, research focus has been on FLEs' psychological and affective states, such as hope, psychological capital, emotional dissonance, and negative affectivity, to explain the variance of leaving intention. Future investigations in tourism and hospitality can examine personal orientation (e.g., learning orientation), Big Five personality traits and other personality traits (such as an individual's "Dark Triads" personality traits, including narcissism, Machiavellianism, and psychopathy) to test which orientations or personality traits foster or inhibit turnover intention among FLEs. This is a crucial gap in tourism and hospitality research that needs bridging since some studies in general management area have indicated the associations of personal

orientation, Big Five or Dark Triad personality traits with employees' work engagement or intention to quit. Case in point, learning orientation has been observed shaping work engagement (Ali Abadi, Coetzer, Roxas, & Pishdar, 2023; Matsuo, 2019). Big Five personality traits have been reportedly linked with work engagement (Bhatti, Alshagawi, & Juhari, 2018) and certain traits of the Big Five personality model have been found to relate to employees' intention to leave (Greinacher et al., 2022; Jeswani & Dave, 2012). Moreover, Dark Triad personality traits have been reported to influence turnover intentions (Baheer, Khan, Rafiq, & Rashid, 2023).

Additionally, given that the relationship with an individual's supervisor plays an instrumental role in their turnover thought and decision (Masuda et al., 2012), further studies can investigate different leadership styles to examine how different leadership styles can impact turnover thoughts among tourism and hospitality FLEs. As shown in Fig. 3, this review of turnover intention research in tourism and hospitality shows a focus on transformational leadership (Chen & Wu, 2017) and servant leadership (Jang & Kandampully, 2018; Zia et al., 2021). This stream of research should hence be extended by unpacking the effects of other leadership styles, such as authentic leadership, ethical leadership, and leader humility, on FLEs' leaving intention as suggested by research in general management stream (e.g., authentic leadership (Liu & Wong, 2023); ethical leadership (Marquardt, Manegold, & Brown, 2022); leader humility (Liborius & Kiewitz, 2022)).

While the review indicates that studies have examined various mediation mechanisms on the individual level (see Fig. 4), a gap exists in the literature for mediators at the team and organizational levels. As presented in Fig. 4, the present review study reveals only two team-level mediation mechanisms including team member exchange (Kang & Jang, 2022) and employee perception of group trust (Li et al., 2017). Future research in tourism and hospitality should consider other team-level mediation mechanisms, such as peer-based mediators (e.g., co-workers' perceived warmth and competence), to extend current knowledge as co-workers can have a significant effect on an individual's perceptions and attitudes, even above the leader effects (Chiaburu & Harrison, 2008). Based on the established link between co-workers' perceived warmth and competence and employees' leaving intention (Bufquin, DiPietro, Orlowski, & Partlow, 2017), future research can further investigate its mediating role for contextual effects on FLEs' turnover intentions.

As further displayed in Fig. 4, organizational justice (Wang et al., 2017) is the only organization-level mediator found in this review. Future studies in tourism and hospitality can explore how other organization-level mediators, such as organizational culture, can channel contextual effects into FLE turnover attitudes as indicated by research in general management (Kim & Park, 2020; Srimulyani & Hermanto, 2022).

In addition to workplace mediating factors, factors relating to interface between work and life/family, such as work-family conflict/enrichment/balance, should be considered as mediation mechanisms to advance current knowledge on FLE turnover intentions in tourism and hospitality. This is a salient void that needs to be covered since research in general management has indicated the role of work-life interface in channeling contextual effects into employees' job satisfaction (Weale, Wells, & Oakman, 2019) or intention to leave (Ahmad Saufi et al., 2023).

When it comes to moderation mechanisms, the current review observes personal moderators such as employees' felt obligation to the organization (Raza et al. (2021), feelings of hope (Kang & Jang, 2019), and employee resiliency (Bani-Melhem et al., 2021; Chen & Qi, 2022; Shi et al., 2021) (see Fig. 5). Research in general management has suggested other individual moderators, such as personality traits (Nielsen, Firth, & Crawford, 2023), trust in leader or trust in organization

(Ertürk & Vurgun, 2015), which can influence the individual or contextual impacts on employees' intention to quit. Tourism and hospitality studies should be enriched by incorporating these individual moderators in future research models.

Based on Fig. 5, contextual moderators found in this review consist of manager support (Karatepe (2011), transformational leadership (Yu et al. (2022), and organizational climate (Kao et al., 2014), which indicates a gap in relation to contextual moderation mechanisms in the strand of turnover intention research in tourism and hospitality. Future research in this strand is invited to engage with other contextual moderators, such as HRM practices or organizational justice, which research in general management has found playing moderating roles behind employee intention to quit the organization (Farndale, Agarwal, & Budhwar, 2022; Liu, van Jaarsveld, & Yanadori, 2022).

4.2.4. Research design

Seventy-one out of seventy-two studies in our sample employed quantitative method and adopted survey techniques for data collection. To alleviate this limitation in research design, it may be useful to employ additional qualitative and mixed methods designs that provide triangulation to establish a more comprehensive understanding of FLE turnover intention. Although turnover intention is a well-established concept in the literature, the use of qualitative and mixed methods designs would be beneficial to help us understand more predictive factors behind turnover intention as well as the mechanisms underlying their effects on turnover intention. In addition, the review found an emphasis on cross-sectional designs in FLE turnover research. This provides limited knowledge of the causal linkages between the impacts of the antecedents on the intention to quit among FLEs. Future research may employ longitudinal designs (e.g., cross-lagged designs) or field experiments to provide stronger evidence for causal hypotheses on the antecedents of turnover intention. In addition, qualitative studies should also be employed to study turnover intention of frontline employees, such as case study designs, or ethnography for a specific group of employees, for an ethnic group of employees working in accommodations in remote areas.

4.2.5. Study contexts

Many of the analyses had data drawn from FLEs in the accommodation sector within the tourism and hospitality industries, with a particular focus on hotels (48 out of 72 studies). More focus on the sectors such as transportation services, restaurants or recreation-service companies can provide the literature with a more robust understanding of the variance in FLE turnover intention for the tourism and hospitality industries.

Although the studies had samples varying across nations, no study in the sample explored the effect of national cultural variations on FLEs' desire to resign from the organization. The association between FLE turnover intention and individualistic versus collectivistic cultures may vary. Individualistic societies typically prioritize independence, autonomy, and individual achievements (Chirkov, Ryan, Kim, & Kaplan, 2003). Therefore, employees in the tourism and hospitality industries who adhere to these cultural values may be more responsive to work environments or organizational contexts that either impede or facilitate these values (Park & Min, 2020). In such cultural environments, inadequate support from the organization may be perceived as a threat to the FLE's personal growth and well-being, resulting in a greater likelihood of intending to leave the organization. Conversely, a similar work experience may be less likely to elicit the intention to leave in collectivistic cultures due to the stronger psychological connection between employees and their employers (Park & Min, 2020).

4.3. Practical implications

Considering that turnover intention can be a potential threat to firm performance in tourism and hospitality industries as well as an increasing need to understand how managers can reduce turnover rate in their organization, this SLR provides several valuable managerial implications for practitioners in tourism and hospitality industries to address this issue.

First, our SLR highlights the influences of numerous antecedents on FLEs' turnover intention in the tourism and hospitality sectors. We encourage tourism and hospitality firms to enhance the factors that diminish turnover intention and eliminate the factors that increase turnover intention. For example, several studies in our sample lent credence to the role of contextual factors that reduce turnover intention, such as organizational justice (Karatepe & Shahriari, 2014), workplace fun (Tetteh et al., 2021), and forgiveness climate (Guchait, Lanza-Abbott, et al., 2016). Tourism and hospitality managers should cultivate a work environment with justice, forgiveness, or fun, which can strengthen FLEs' relationships with the organization to increase their intention to stay. Regarding personal factors, our SLR findings identified several factors that reduce turnover intention among FLE in tourism and hospitality sectors, such as intrinsic motivation (Babakus et al., 2008) or psychological capital (Kim, Karatepe, et al., 2017). Tourism and hospitality organizations should implement HRM practices to help FLEs develop their skills and abilities, such as providing trainings, organizational support, better career opportunities and better reward systems (Mashi et al., 2022), to improve job satisfaction and hinder turnover intention.

Second, our SLR revealed several important mechanisms which link FLEs turnover intention with its antecedents. Therefore, tourism and hospitality firms should enact the mediators that help diminish turnover intention (e.g., work commitment, job satisfaction, learning behavior) and eliminate the mediators that channel the antecedents into turnover intention (e.g., job anxiety, exhaustion, emotional dissonance). To achieve this goal, we suggest that tourism and hospitality organizations disseminate supportive mechanisms, such as counseling services or mental training, to reinforce FLEs' resilience (Bani-Melhem et al., 2021; Chen & Qi, 2022). Furthermore, it would be effective if the managers could provide support to help FLEs deal with difficult work or life situations. Meanwhile, top-level managers are suggested to build a positive climate that promotes coworker support, trust in leader, and mutual respect, as these factors are identified as effective mediators that reduce turnover intention.

Third, the current review accentuates the challenges in retaining FLEs, which require much effort from the management team. We thus recommend the third implication regarding boundary conditions based on the findings of this review. To survive and prosper in a competitive market, tourism and hospitality firms must train team leaders to provide appropriate support and job autonomy to employees where necessary. Through in-depth communication, managers could also help employee realize their core self-values and motivate FLEs' organizational commitment (Xu et al., 2017).

5. Limitations and future reviews

Despite a robust and rigorous searching and analyzing procedure adapted in this SLR, several limitations remain, which can be considered opportunities for future reviews in tourism and hospitality management. First, the sample utilized in our SLR exclusively comprised of investigations published in peer-reviewed and indexed journals present in the Scopus database. Our sample did not include other publication types, such as non-indexed publications, non-refereed journals, dissertations, conference works, book chapters, and editorial notes. Albeit it could be a

limitation, this approach is consistent with the suggestion by Le, Arcodia, Novais, and Kralj (2019), who proposed that this limitation could be viewed as a trade-off in order for the SLR to maintain a high degree of consistency and ensure the review's quality. We, therefore, recommend future reviews following rigorous review methods and proceeding with a high level of consideration.

Second, our search process was limited to publications in English due to the authors' language background. As turnover intention is a topic of interest in tourism and hospitality literature, it is expected that there could be more empirical research conducted and published in other languages that can support or challenge the present findings. Hence, significant opportunities remain for further reviews in other languages.

Third, most of the studies in our sample employed a quantitative approach to identify the antecedents, mediators, and moderators of turnover intention among FLEs. We also recommend that a meta-analytic review should be conducted to synthesize the quantitative results from these studies using large datasets (Park & Min, 2020). Last, due to the high pressure being put on FLEs in tourism and hospitality sectors, our SLR only focuses on the studies that examined FLE turnover intention, which may reduce the generalizability of our SLR findings. Future reviews on turnover intention of other employee groups are desirable.

Notwithstanding the above limitations, we believe that our SLR sets a strong foundation for future research endeavors to advance our understanding of FLEs' turnover intention in the tourism and hospitality industries. From tourism and hospitality management perspectives, FLEs play critical role in creating service quality, which contributes to firm's competitive advantage and organizational success (Luu, 2018). Therefore, managers are urged to comprehend the elements that impact FLEs' turnover intention. In so doing, they can find different ways to retain talent and reduce organizational turnover rate in competitive sectors such as tourism and hospitality.

6. Conclusion

Turnover intention has been garnering significant scholarly attention in tourism and hospitality literature. The systematic review of turnover intention among frontline employees in tourism and hospitality sectors is important from both theoretical and managerial perspectives. Theoretically, as numerous empirical studies have been conducted to investigate the factors affecting frontline employees' turnover intention in tourism and hospitality, a review on this topic is necessary to analyze and synthesize the findings of these studies and to propose an agenda for future research. From a manager's perspective, frontline employees contribute significantly to tourism and hospitality firms' competitive advantage and organizational success (Dogru et al., 2023). Therefore, managers are urged to understand the organizational and individual factors that lead to frontline employees' turnover intention to avoid the loss of talent and organizational knowledge. In conclusion, we hope this SLR succeeds in capturing the current literature on turnover intention among frontline employees in tourism and hospitality and providing useful implications for both scholars and practitioners in this field.

Declaration of Competing Interest

None.

Appendix 1. Summary of frontline employee's turnover intention studies

Authors	Measure of TI	Data collection	Contexts	Sample	Methods	Antecedents	Mediators	Moderators	Outcomes	Level of analysis	Theories
Karatepe and Uludag (2008)	Singh (2000)Singh et al. (1996)	Questionnaire Survey	3–5-star Hotels in Turkey	332 FLEs	Quantitative	Work-family conflict (+) Family-work conflict (+), Marital satisfaction (−)			Turnover intention	Individual level	
Karatepe and Baddar (2006)	three-item scale by Singh et al. (1996)	Questionnaire Survey	Arab frontline employees in international five-star chain hotels in Am-man, Jordan.	189 FLEs	Quantitative	Work-family conflict (+), Family-work conflict (+), Job stress (+), Life satisfaction (−)			Turnover intention	Individual level	
Kim, Poulston, and Sankaran (2017)	Hom and Griffeth (1991)Hom and Griffeth (1991) three-item scale	Questionnaire survey	Hotels, café, and restaurants in India	240 FLEs, 35 supervisors	Quantitative	LMX agreement between employee and supervisor (−)			Turnover intention	Individual level	Role theory Psychological contract theory
Karatepe (2009)	three-item scale by Singh et al. (1996)	Questionnaire survey	5-star hotels in Jordan	189 FLEs	Quantitative	Supervisor support (NS)		Organizational tenure (−)	Turnover intention	Individual level	Conservation of resources Organizational support theory
Karatepe and Uludag (2007)	Boshoff and Allen (2000) three items	Questionnaire survey	3–5 star hotels in Northern Cyprus	677 FLEs	Quantitative	Work-family conflict (NS) Emotional exhaustion (+) Job satisfaction (−) affective organizational commitment (−)			Turnover intention	Individual level	Conservation of resources
Raza et al. (2021)	Ganesan and Weitz (1996)Ganesan and Weitz (1996)	Questionnaire survey	15 three-star hotels in Pakistan	300 FLEs	Quantitative	Consumer aggression (+)	Job anxiety (+)	Organizational support (−) Felt obligation (−)	Turnover intention	Individual level	Conservation of resources Social exchange theory Organizational support theory LMX
Bufquin (2020)	Karatepe (2015) 3-item scale	Questionnaire survey	US restaurant workers	477 FLEs	Quantitative	Social judgments of supervisors (did not test direct on TI) Social judgments of co-workers (did not test direct on TI)	Exhaustion (+) Cynicism (+)		Turnover intention	Individual level	
Kibatta and Samuel (2021)	Boshoff and Allen (2000) 3-item scale	Questionnaire survey	3–5 star hotels in Kenya	435 FLEs	Quantitative	Work engagement (significant U-			Turnover intention	Individual level	Social exchange theory

Authors	Measure of TI	Data collection	Contexts	Sample	Methods	Antecedents	Mediators	Moderators	Outcomes	Level of analysis	Theories
						shaped relationship)					Jobs demands-resources
Karatepe (2011)	Singh et al. (1996) three items	Questionnaire survey	5-star UAE hotels	135 FLEs	Quantitative	Customer aggression (+)	Emotional exhaustion (+)	Supervisor support (−)	Turnover intention	Individual level	Conservation of resources
Bani-Melhem et al. (2020)	Houshmand, O'Reilly, Robinson and Wolff (2012)Houshmand, O'Reilly, Robinson, and Wolff (2012) three items	Questionnaire survey	UAE service orgs and UAE hospitality orgs.	Study 1: 192 FLEs in service orgs. Study 2: 184 FLEs in hospitality orgs.	Quantitative	Emotional exhaustion (+) Customer incivility (did not test direct on TI)		Turnover intention (+)	Revenge intentions	Individual level	Emotional contagion theory Affective events theory
Karatepe (2015)	three-item scale by Singh et al. (1996)	Questionnaire survey	(3) three-star and (3) four-star hotels in Cameroon	136 FLEs	Quantitative	Perceived organizational support (−)	Personal resources (−)		Turnover intention	Individual level	Reactance theory Jobs demands-resources
Karatepe and Douri (2012)	three-item scale by Singh et al. (1996)	Questionnaire survey	5 five-star and 8 four-star hotels in Iran	135 FLEs	Quantitative	Job resourcefulness (NS)	Customer orientation (NS)		Turnover intention	Individual level	
Bani-Melhem et al. (2021)	Houshmand et al. (2012)Houshmand et al. (2012) three items	Questionnaire survey	UAE hospitality orgs. (Small-medium café and restaurants)	205 FLEs	Quantitative	Abusive supervision (+)	Self-esteem (−)		Turnover intention	Individual level.	Self-enhancement theory
Kim, Karatepe, et al. (2017)	three-item scale by Singh et al. (1996)	Questionnaire survey	10 five-star hotels in Korea	288 FLEs	Quantitative	PsyCap (−), QWL (−)	QWL (−)		Turnover intention	Individual level	Self-efficacy theory Conservation of resources
Karatepe and Ngeche (2012)	three-item scale by Singh et al. (1996)	Questionnaire survey	3 four-star and 1 five-star hotels in Cameroon	212 FLEs	Quantitative	Work engagement (−)	Job embeddedness (−)		Turnover intention	Individual level	
Karatepe and Kilic (2015)	three-item scale by Singh et al. (1996)	Questionnaire survey	North Cyprus travel agencies	144 FLEs	Quantitative	Time-based work-family conflict (NS), Strain-based work-family conflict (+), Behavior-based work-family conflict (NS)		Manager support (−)	Turnover intention	Individual level	Jobs demands-resources
Rathi, Bhatnagar, and Mishra (2013)	Konovsky and Cropanzano (1991) Konovsky and Cropanzano (1991) Three items	Questionnaire survey	8 hotels in India	204 FLEs	Quantitative	Surface acting (+) Deep acting (NS)			Turnover intention	Individual level	
Ayrom and Tumer (2021)	Colarelli (1984)Colarelli (1984) three items	Questionnaire survey	Hotels in North Cyprus	251 FLEs	Quantitative	Brand-oriented leadership (−) Internal branding (−)	Psychological contracts (−)		Turnover intention	Individual level	Social exchange theory
Karatepe and Aleshinloye (2009)	three-item scale by Singh et al. (1996)	Questionnaire survey	5 five-star hotels in Nigeria	157 FLEs	Quantitative	Emotional dissonance (+)	Emotional exhaustion (+)		Turnover intention	Individual level	Conservation of resources

(continued)

Authors	Measure of TI	Data collection	Contexts	Sample	Methods	Antecedents	Mediators	Moderators	Outcomes	Level of analysis	Theories
Pang, Kucukusta, and Chan (2015)	Khatri, Fern and Budhwar (2001)Khatri et al. (2001) three items	Questionnaire survey	Travel agencies in Hong Kong	200 FLEs	Quantitative	Job satisfaction (−) job hopping (+) job security (−) training opportunity (−) promotion opportunity (−)			Turnover intention	Individual level	
Saleem et al. (2021)	Michaels and Spector (1982)Michaels and Spector (1982) three items	Questionnaire survey	Hospitality workers in Pakistan	362 FLEs	Quantitative	Person-organization fit (−) Person-job fit (−)	Employee engagement (−)	Psychological contract violation (−)	Turnover intention	Individual level	Conservation of resources
Guchait, Paşamehmetoğlu, and Madera (2016)	Mobley, Horner and Hollingsworth (1978) Mobley et al. (1978) three items	Questionnaire survey	Hotels in Turkey	345 FLEs	Quantitative	Error management culture (−) Stress (+)	Stress (+)		Turnover intention	Individual level	Jobs demands-resources
Xu et al. (2017)	Hom and Griffeth (1991)Hom and Griffeth (199) three items	Questionnaire survey	4 five-star hotels in China	216 FLEs	Quantitative	Surface acting (+) Deep acting (−) Genuine emotions (NS)		In-depth communication (−)	Turnover intention	Individual level	Conservation of resources Social capital theory
Shehawy et al. (2018)	Crossley, Grauer, Lin and Stanton (2002) Crossley al.'s (2007) four items	Questionnaire survey	Airline companies in Egypt	870 FLEs	Quantitative	Employee advocacy (NS) Job embeddedness (−), organizational commitment (−)			Turnover intention	Individual level	Social exchange theory Reciprocity norm theory Job embeddedness theory
Kang and Jang (2022)	Landau and Hammer (1986)Landau and Hammer (1986) three-items	Questionnaire survey	US hotels	312 FLEs	Quantitative	Surface acting toward co-worker (+), Deep acting toward co-worker (NS)	Team member exchange (−)	Supervisory listening (−)	Turnover intention	Individual level	Conservation of resources; Jobs demands-resources
Afsar et al. (2018)	Cammann, Fichman, Jenkins and Klesh (1979)Cammann et al. (1979) three items	Questionnaire survey	17 hotels Thailand	343 FLEs	Quantitative	HPWPs (−) Trust in supervisor (−)	Job embeddedness (−)		Turnover intention Actual voluntary turnover	Individual level	Job embeddedness theory social exchange theory trust theory
Karatepe (2013a)	three-item scale by Singh et al. (1996)	Questionnaire survey	four-star and five-star hotels in Iran	174 FTEs	Quantitative	HPWP (−) Work social support (−)	Job embeddedness (−)		Turnover intention	Individual level	Social exchange theory Job embeddedness theory
Choy and Kamoche (2021)		Interviews	Hong Kong travel agencies	16 manager-FLE dyads	Quantitative	high customer contact (+)			Turnover intention	Individual level	

(continued)

Authors	Measure of TI	Data collection	Contexts	Sample	Methods	Antecedents	Mediators	Moderators	Outcomes	Level of analysis	Theories
						anti-social working hours (+)					
						working environment (+) office location (+)					
						supervisor and co-worker relations (−)					
						remuneration (−) career prospect (−)					
Wu, Shie, and Gordon (2017)	Mobley (1982)Mobley (1982) three items	Questionnaire survey	7 hotels in China	378 FLEs	Quantitative	Customer orientation (−)	Surface acting (+)		Turnover intention	Individual level	Jobs demands-resources
							Deep acting (+)				
							Genuine emotion (+)				
Tsai et al. (2022)	Cammann et al. (1979) Cammann et al. (1979) three items	Questionnaire survey	Macao casinos	348 female FLEs	Quantitative	Internal sexual harassment (−)	Job stress (+)		Turnover intention	Individual level	Misperception theory
						Customer sexual harassment (NS)	Job satisfaction (−)				
Kang and Busser (2018)	DeConinck and Stilwell (2004)DeConinck and Stilwell's (2004) four items	Questionnaire survey	4 US casinos	290 FLEs and supervisors (58.8% FLE)	Quantitative	Psycap (−)	Employee engagement (−)		Turnover intention	Individual level	Social exchange theory
						service climate (−)					
Chen and Wu (2017)	Cook, Hepworth, Wall and Warr (1981)Cook et al.(1981) three items	Questionnaire survey	21 Taiwan hotels	226 FLEs	Quantitative	transformational leadership	Psychological contract breach (+)		Turnover intention	Individual level	LMX
											Psychological contract theory
							LMX (−)				
Mashi et al. (2022)	Mitchell, Holtom, Lee, Sablynski and Erez (2001)Mitchell et al. (2001) three items	Questionnaire survey	33 three-star hotels in Nigeria	320 FLEs	Quantitative	Coworker support (−)	Job embeddedness (−)		Turnover intention	Individual level	Social exchange theory
						Growth opportunities (−)					Conservation of resources
						Manager trust (−)					Job embeddedness theory
						Organizational Rewards (−)					Ability-Motivation Opportunity frameworks
Karatepe and Shahriari (2014)	three-item scale by Singh et al. (1996)	Questionnaire survey	3 five-star and 8 four-star hotels in Iran	174 FLEs	Quantitative	Distributive justice (−)		Job embeddedness (−)	Turnover intention	Individual level.	Social exchange theory
						Procedural justice (−)					job embeddedness theory

Authors	Measure of TI	Data collection	Contexts	Sample	Methods	Antecedents	Mediators	Moderators	Outcomes	Level of analysis	Theories
Chehab et al. (2022)	Cammann et al. (1979) Cammann et al. (1979)	Questionnaire survey	16 Lebanon restaurants	292 FLEs	Quantitative	Interactional justice (−) Job standardization (did not test direct effect)	Employee job motivation (−)			Individual level	Role theory Self-determination theory
Wang et al. (2017)	Hom and Griffeth (1991)Hom and Griffeth (1991) three items	Questionnaire survey	New Zealand hotel and restaurants	118 FLEs	Quantitative	LMX (−)	Org. justice (−)	Gender (NS) Organizational justice (−)	Turnover intention	Individual level	Cognitive learning theory
Shi et al. (2021)	Colarelli (1984) Colarelli's (1984) three-item	Questionnaire survey (daily, 5-days)	US Hotels	65 FLEs	Quantitative	Emotional dissonance (+)	PA (−) NA (+) Job satisfaction (−),	Day level job autonomy (−) Person-level trait resilience (−)	Turnover intention		Affective events theory Conservation of resources Jobs demands-resources The unfolding model of voluntary employee turnover
Li et al. (2017)	five-item scale from Wayne et al. (1997) Wayne, Shore and Liden (1997)	Questionnaire survey	17 casinos in Macau	336 casino FLEs	Quantitative	Departmental support (−)	Supervisor support (−) Group trust (−) Organizational citizenship behavior (−)		Turnover intention	Individual level Group level Department level	
Karatepe et al. (2009)	three-item scale by Singh et al. (1996)	Questionnaire survey	seven five-star and six four-star hotels in Northern Cyprus	204 FLEs	Quantitative	Customer verbal aggression (+),	LMX (−) Emotional dissonance (+) Emotional exhaustion (+)		Service recovery performance Job satisfaction Turnover intention	Individual level	Conservation of resources
Karatepe (2013b)	Three items adapted from Boshoff and Allen (2000)	Questionnaire survey	four- and five-star hotels in Tehran and Esfahan in Iran	231 full-time frontline employee-supervisor dyads	Quantitative	Perceptions of organizational politics (+)	Work engagement (−)		Affective organizational commitment Extra-role performance Turnover intention	Individual level	
Jolly and Self (2020)	two items from Colarelli (1984)Colarelli (1984)	Questionnaire survey	franchised full service restaurants located throughout	698 frontline restaurant employees	Quantitative	Psychological diversity climate (−)	Organizational sacrifice (−)		Turnover intention	Individual level	Conservation of resources

Authors	Measure of TI	Data collection	Contexts	Sample	Methods	Antecedents	Mediators	Moderators	Outcomes	Level of analysis	Theories
Jang and Kandampully (2018)	three items from Cammann, Fichman, Jenkins, and Klesh (1979)Cammann et al. (1979)	Questionnaire survey	the Midwest and Southern United States 22 casual dining restaurants in the Midwestern United States operated by a large restaurant company	213 frontline restaurant employees	Quantitative	Servant leadership (−)	Affective organizational commitment (−)		Turnover intention	Individual level	Social exchange theory
Karatepe and Kilic (2007)	three-item scale by Singh et al. (1996)	Questionnaire survey	Northern Cyprus hotels	296 frontline employees	Quantitative	Work-family conflict (+) Job satisfaction (−) Family-work conflict (NS) Affective organizational commitment (NS)			Turnover intention	Individual level	Conservation of resources
Huo, Jiang, Cheng, and Wilkinson (2022)	2-item scale developed by Boroff and Lewin (1997)Boroff and Lewin (1997)	Questionnaire survey	a large restaurant company in China	223 frontline service workers	Quantitative	Difficulty in social distancing (+)	Work engagement (−)		Turnover intention	Individual level	Jobs demands-resources
Chen and Qi (2022)	Organizational turnover intention and occupational turnover intention both were measured using a three-item scale, which was adapted from Meyer et al. (1993).Meyer, Allen and Smith (1993)	Questionnaire survey	US restaurants	243 US restaurant frontline employees	Quantitative	Job stress (+)	Organizational turnover intention (+)	Fear of COVID-19 (+) Resilience (−)	Occupational turnover intention	Individual level	Conservation of resources
Yu et al. (2022)	three items adapted from Yu, Lee, Popa and Madera (2021)	Questionnaire survey	four- and five-star hotels in Nanjing, China	281 frontline Gen Z hotel employees	Quantitative	Service robot risk awareness (+)		Transformational leadership (−)	Industry turnover intention	Individual level	Social amplification of risk framework
Hight and Park (2019)	the scale of Walsh et al. (1985)Walsh, Ashford and Hill (1985)	Questionnaire survey	US restaurants	277 US frontline restaurant employees	Quantitative	Job satisfaction (−)			Turnover intention	Individual level	
Karatepe and Karatepe (2009)	Three items from Boshoff and Allen (2000)	Questionnaire survey	three-, four-, and five-star hotels of Northern Cyprus	263 frontline employees	Quantitative	Role conflict (+) Role ambiguity (NS) Emotional exhaustion (+)		Organizational tenure (−)	Turnover intention	Individual level	Conservation of resources
Tetteh et al. (2021)	three-item scale developed by Boshoff and Allen (2000)	Questionnaire survey	Hospitality organizations in Ghana	482 frontline employees	Quantitative	Workplace fun (−)	Work engagement (−)	Psychological capital (−)	Turnover intention	Individual level	Affective events theory Broad-and-build theory

Authors	Measure of TI	Data collection	Contexts	Sample	Methods	Antecedents	Mediators	Moderators	Outcomes	Level of analysis	Theories
Guchait, Lanza-Abbott, et al. (2016)	three item scale adopted from Cammann et al. (1983)Cammann (1983)	Questionnaire survey	US hotels and hospitality management classes at a major U.S. university	128 hotel and lodging managers and 187 hospitality management students who work as frontline employees	Quantitative	Perceived forgiveness climate (−)	Learning behavior (−) Job satisfaction (−) Organizational commitment (−)		Intention to leave	Individual level	Jobs demands-resources
Bufquin, DiPietro, Orlowski, and Partlow (2018)	three-item scale by Singh et al. (1996)	Questionnaire survey	A large US-based casual dining restaurant franchise group	781 frontline employees	Quantitative	Managers' warmth and competence (−)	Job satisfaction (−) Organizational commitment (−)		Turnover intention	Individual level	Social exchange theory
Kao et al. (2014)	a three-item measure Walsh et al. (1985) (Walsh, Ashford, & Hill, 1985)	Questionnaire survey	food and beverage service units in 32 hotels in Taiwan	420 frontline employees and 30 supervisors	Quantitative	Supervisor-caused stressors (+) Customer-caused stressors (+)		Caring climate (−)	Turnover intention	Individual level	
Karatepe and Kaviti (2016)	three-item scale by Singh et al. (1996)	Questionnaire survey	international five-star chain hotels in Dubai in the United Arab Emirates	195 frontline employees and 58 supervisors	Quantitative	Organization mission fulfillment (NS, FM)	Emotional Exhaustion (+)		Turnover intention	Individual level	Conservation of resources
Namin et al. (2022)	three items from Mitchel (1981)Mitchel (1981)	Questionnaire survey	Organizations in the hotel or restaurant sectors in Norway	291 frontline employees	Quantitative	Caring climate (−)	Co-worker incivility (+) Emotional exhaustion (+)		Turnover intention	Individual level	Ethical climate theory; Conservation of resources
Karatepe and Karadas (2014)	three-item scale by Singh et al. (1996)	Questionnaire survey	international five- and four-star chain hotels located in Sibiu and Bucharest in Romania	282 full-time frontline employees	Quantitative	Psychological capital (−)	Family-work conflict (+)		Turnover intention	Individual level	Conservation of resources
Karatepe (2012)	three items from Singh et al. (1996)	Questionnaire survey	four- and five-star hotels in Yaoundé and Douala, Cameroon	212 full-time frontline employee and their supervisors	Quantitative	Coworker support (−) Perceived organizational support (−)		Job embeddedness (−)	Turnover intention	Individual level	Job embeddedness theory Organizational support theory
Babakus et al. (2008)	Boshoff and Allen (2000)	Questionnaire survey	Hotels in Ankara, Turkey	723 frontline employees (e.g., food servers, front desk agents, concierges, and bartenders)	Quantitative	Job demands (+) Job resource (NS) Intrinsic motivation (−) Emotional exhaustion (+)			Turnover intention	Individual level	Job demands-resources theory
Karatepe et al. (2018)	three items from Singh et al. (1996)	Questionnaire survey	four- and five-star hotels in Northern Cyprus	183 full-time frontline employees such as front desk agents guest relations representatives, and food servers and 183 supervisors	Quantitative	Management commitment to service quality (−) Customer orientation (−)	Employee engagement (−) Hindrance stress (+) Challenge stress (NS)	Customer orientation (−)	Turnover intention	Individual level	Self-determination theory Conservation of resources

Authors	Measure of TI	Data collection	Contexts	Sample	Methods	Antecedents	Mediators	Moderators	Outcomes	Level of analysis	Theories
Wang (2014)	a five-item scale developed by Jaramillo et al. (2009)Jaramillo, Grisaffe, Chonko and Roberts (2009)	Questionnaire survey	36 restaurant service organizations located in a medium-sized metropolitan area in Central Taiwan	401 frontline employees	Quantitative	Affective Commitment (−) Normative commit. (−) Emotional exhaustion (+)			Turnover intention	Individual level	
Karatepe, Uludag, Menevis, Hadzimehmedagic, and Baddar (2006)	three (3) items from Boshoff and Allen (2000)	Questionnaire survey	Northern Cyprus hotels	448 frontline employees	Quantitative	Job satisfaction (−) Employee performance (NS)			Turnover intention	Individual level	
Karatepe and Sokmen (2006)	Three (3) items from Boshoff and Allen (2000)	Questionnaire survey	three-, four-, and five-star hotels located in Ankara, Turkey	723 frontline employees	Quantitative	Role ambiguity (+) Work-family conflict (+) Family-work conflict (+) Job satisfaction (−)			Turnover intention	Individual level	
Karatepe and Olugbade (2017)	three items from Singh et al. (1996)	Questionnaire survey	international five- and four-star chain hotels in Abuja, the capital city of Nigeria	287 frontline employees	Quantitative	Work social support (−)	Career adaptability (−)		Turnover intention	Individual level	Career construction theory
Karatepe and Azar (2013)	three items from Singh et al. (1996)	Questionnaire survey	four- and five-star hotels in Kish Island and Tehran in Iran	141 frontline employees	Quantitative	Work–family conflict (+) Family–work conflict (+) Work–family facilitation (NS) Family–work facilitation (NS)		Core self-evaluations (−)	Turnover intention	Individual level	Scarcity theory Expansion-enhancement theory Conservation of resources
Schiffinger and Braun (2020)	N/A (No supplementary document provided)	Questionnaire survey	DACH country-based internationally operating airline	767 participating flight attendants	Quantitative	Surface acting (+) Customer confrontation (+) Time pressure (NS) Colleague support (NS) Organizational support (NS) Scheduling satisfaction (−) Emotional exhaustion (+)			Turnover intention	Individual level	Conservation of resources Jobs demands-resources

Authors	Measure of TI	Data collection	Contexts	Sample	Methods	Antecedents	Mediators	Moderators	Outcomes	Level of analysis	Theories
Kang, Gatling, and Kim (2015)	four items based on the study of DeConinck & Johnson (2009) DeConinck and Johnson (2009)	Questionnaire survey	hospitality students in an urban, southwestern area of the United States	236 frontline employees	Quantitative	Affective org. Commitment (−)	Affective org. Commitment (−)		Turnover intention	Individual level	Social exchange theory
Karatepe (2014)	three items from Singh et al. (1996)	Questionnaire survey	four upscale hotels in Cameroon	212 full-time frontline hotel employees and their immediate supervisors	Quantitative	Supervisor support (did not test direct effect)	Job embeddedness (−)		Turnover intention	Individual level	Organizational support theory
Zia et al. (2021)	three items from Singh et al. (1996)	Questionnaire survey	Pakistan hotels	252 frontline employees	Quantitative	Servant leadership (−)	Job embeddedness (−)		Turnover intention	Individual level	Social exchange theory
Han, Bonn, and Cho (2016)	three items from Brashear et al. (2005) Brashear, Manolis and Brooks (2005)	Questionnaire survey	28 Florida-based restaurants	228 frontline service employees	Quantitative	Customer incivility (+)	Burnout (+)	Organizational support (−) Supervisory support (−)	Turnover intention	Individual level	Conservation of resources
Robinson et al. (2014)	four items adapted from a scale developed by Crossley et al. (2002) Crossley et al. (2002)	Questionnaire survey	Australian hotels	327 Australian hotel frontline employees	Quantitative	Organizational sacrifice (−) Community links (+)			Turnover intention	Individual level	
Kang and Jang (2019)	three items developed by Brashear, Manolis, and Brooks (2005) Brashear et al. (2005)	Questionnaire survey	U.S hotels	275 frontline hotel employees	Quantitative	Role ambiguity (+) Role conflict (+) Workload (+) Job responsibility (−)	Work engagement (−)		Turnover intention	Individual level	Jobs demands-resources Challenge-hindrance stressors
Babakus, Yavas, and Karatepe (2017)	three items from Singh et al. (1996)	Questionnaire survey	five-star and four-star hotels in Northern Cyprus	183 frontline hotel employees	Quantitative	Challenge stressor (+) Hindrance stressor (+)		Customer orientation (−)	Turnover intention	Individual level	Transactional theory of stress
Karatepe and Magaji (2008)	three items from Singh et al. (1996)	Questionnaire survey	Hotels in Abuja, Nigeria	102 frontline employees	Quantitative	Rewards (−) Negative affectivity (+) Work-family conflict (+) Affective organizational commitment (−)			Turnover intention	Individual level	

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Cau Ngoc Nguyen (PhD) is a Lecturer in Management at The Business School, RMIT University, Vietnam. His teaching and research focus includes leadership, organizational behavior, and business communication. His works have appeared in *International Journal of Strategic Communication, Journal of Management Development, Management Research Review,* and *Studies in Business and Economics.*

Giang Hoang (PhD) is a Lecturer in Management at The Business School, RMIT University, Vietnam. His teaching and research interests are in the areas of leadership, innovation and organizational behavior. He has published research papers in journals such as *International Journal of Hospitality Management, International Journal of Contemporary Hospitality Management, Journal of Business Venturing Insights, Leadership & Organization Development Journal, Journal of Services Marketing, Employee Relations,* among others.

Tuan Trong Luu (PhD) is an Associate Professor at Swinburne Business School, Swinburne University of Technology, Australia. His research interests include organizational behavior and human resource management. Widely published his research has appeared in refereed academic journals such as *Journal of Business Ethics, Tourism Management, International Journal of Hospitality Management, Journal of Sustainable Tourism, Industrial Marketing Management,* among others.