

## ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTION IN HOSPITALITY SECTOR: A BIBLIOMETRIC ANALYSIS OF 21<sup>ST</sup> CENTURY PUBLICATIONS

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### Abstract

**Purpose** –The paper is aimed to provide a broad analysis of the available literature on Organizational Commitment and Turnover intention in Hospitality sector by going through various journals across the globe during the period 2001-2021. The publications are examined for their linkages based on various parameters like sources, citations, co-authors, countries etc.

**Research design/ Methodology** – The study uses bibliometric analysis of literature related to Organizational commitment and Turnover intention of employees in Hospitality Sector by synthesizing 247 research articles collected from the database of Scopus over the period of 2001-2021. VOSviewer have been used to show the bibliometric networks among variables.

**Findings** – The study presented the trend of sudden growth in the number of articles during the COVID era. Interestingly, “International Journal of Hospitality Management” was found to be the leading contributor of articles in the field of “Organizational commitment and Turnover intention” in hospitality industry. It was also reported that there is no significant collaborative work by Indian authors in the chosen theme, while United States emerged as the major contributor. Co-occurrence of keywords was extracted to know the allied themes the authors are working upon.

**Originality/value** – There were no systematic/ Bibliometric paper found related to hospitality sector with the searched themes of Organizational commitment and Turnover intention. The paper will serve a guidance to the authors working on this field to study the trend of articles and most significant authors, journals, articles etc.

**Keywords:** Bibliometric analysis, Hospitality and tourism, Organizational Commitment, Turnover Intention, Countries

### INTRODUCTION

In last couple of years, the hospitality sector has faced a number of challenges brought on by a variety of causes. The sudden outbreak of pandemic has resulted in a major setback to the industry. The pandemic has not only created employment issues but also to the many work related attitudes of the employees in the sector. According to Jung, H., Jung, Y, & Yoon (2021), hotel employees' job insecurity was impacted, and it influenced their job engagement and turnover intent. As the staff was not much engaged it can lead to employee turnover. Wong, Kim, S., Kim, J., & Han (2021) also found that the stress level of hotel employees differed significantly post pandemic, and the concept of Job satisfaction, organizational commitment relates to the job performance, social behavior etc., However these traits do not impact turnover intention of employees. As opined by Kim W.G. et al., 2016, employee turnover has been a critical managerial issue in the hospitality sector. There are many researches revolving around the work attitudes

like Organizational commitment, job satisfaction and turnover intention (Meyer & Allen, 1984; O'Reilly & Chatman, 1986; Mathieu & Zajac, 1990). Shore & Martin, 1989 studied the influence of organizational commitment on the turnover intention. Vandenberghe and Tremblay (2008) in their study advocated that organizational commitment is a mediator between job satisfaction and turnover intention. Many authors have devoted their attention to understand the impacts of turnover intention on hospitality industries (Hinkin and Tracey, 2000). However there is a need to understand the trend of research happening in these areas in the hospitality sector. There is an evident change in employee perceived commitment and their turnover intention in present era, which is being studied by many researchers across the countries. However, there is no bibliometric work that talks about the extant literature on the themes of organizational commitment and turnover intention in hospitality sector.

### RESEARCH METHODOLOGY

The origin of bibliometric methods can be traced from research in the field of library and information sciences, as this field involve large volume of bibliographic data (Broadus, 1987). Bibliometric studies examine and classify bibliographic material by outlining the summaries of the existing literature. Many researchers have put in bibliometric techniques to analyze countries/geographical locations (Mas-Tur et al., 2019, Liu, H., & Liu, Y., 2021), Journals (Valenzuela-Fernandez, Merigó, Lichtenthal, & Nicolas, 2019; Kaushal, Ghalawat, & Kaurav, 2021), Keywords (Gan, J. L., & Yusof, H. M., 2020), Growth of publication (Lyu, Li, Li, J., & Li, M., 2016), Influential authors (Arti, M., 2021), Universities (Merigó, Muller, Modak, & Laengle, 2019). Several authors have also performed co-authorship (Koseoglu, 2016) and co-occurrence network (Cheng, Huang, Yu, & Wu, 2018) which has become common concept in the bibliometric literature.

Several bibliometric analysis papers have been written by researchers using different platforms like Web of Science, Scopus, PubMed, Dimensions etc. The collection of relevant articles were done from the Scopus database the largest multi-disciplinary database of peer-reviewed literature in social science research (Norris & Oppenheim, 2007). Relevant keywords are used to select the literature within the selected timeline i.e. 21<sup>st</sup> century. VOS viewer has become popular in establishing the network linkages among researchers (Low & Siegel, 2019; Donthu, Kumar, & Pattnaik, 2020). Hence, the networking analysis of the bibliometric data was done with VOSviewer. VOSviewer graphically visualizes the nodal network using two standardized weights, such as the number and total strength of the linkages. The importance and strength of the links are shown by the size of the nodes and the interlinking lines connecting them.

- **Selection of Articles:**

The Articles were selected from the domain of hospitality sector between 5<sup>th</sup> July to 7<sup>th</sup> July 2021. Keyword “Organizational commitment” and “Turnover intention” were used along with the key term “Hospitality” to extract the relevant papers from the Scopus database by using “article title, abstract, keywords” search. Figure 1 presents the steps of selection process employed for the articles.

**Figure 1: Selection of Articles from the database**

Level 1:  
Keyword Search in “Article title, Abstract, Keywords”



Level 2:  
Search limited to the publications from 2001 to 2021



Level 3:  
Search limited to the “articles” only and leaving Trade publications, proceedings etc.



Level 4:  
Search limited to the articles published in “English” language only

A total number of 270 publications were extracted at the first stage of search. The second filter was applied to select the publications from 21<sup>st</sup> century, and a total of 265 publications were mined from the selection. To get the most impactful and influential publications only “Articles” were selected and other publications like conference proceedings, book chapters, trade publications etc. were excluded. That resulted with the 249 articles. However only those articles which was written in English were meaningful for the analysis, hence the final publication data reduced to be 247. Many researchers have used selected journals only for their bibliometric papers which was used for the bibliometric analysis further on. However in present study the articles were collected from a diverse range of journals and afterwards the most influential journals were extracted.

### OBJECTIVES OF THE STUDY

The collected articles were examined with the following objectives.

1. To see the growth pattern of article publications between 2001 to 2021.
2. To find out the journals that have contributed the maximum articles related to Organizational Commitment and Turnover Intention in Hospitality sector.
3. To identify the major contributors/Authors of articles on the selected topic.
4. To find out the most significant papers of hospitality sector with “organizational commitment and turnover intention” themes.
5. To find out the countries and their network where most of the work on the chosen topic has been done.
6. To identify the evolving keywords and themes by the academicians in their publications during 21<sup>st</sup> century.

### FINDINGS OF THE STUDY

#### • Yearly Trend of Publications:

Figure 2 shows the graphical trend of publications in regards to the number of papers extracted of each year from 2001-2021. The flow indicates that the number of paper related to organizational commitment and turnover intention from hospitality sector were not much till 2012, but after 2012 to 2019 there was a significant rise in the number of researches on the

topic. The number of papers shoot up manifolds in 2020 (52 Articles) as compared to 2019 (20 Articles). This shows that the researchers interest have skyrocketed in this area after 2019. The outbreak of COVID 19 and its aftermaths over the hospitality industry pushed the researchers to study on the commitment and turnover intention during these challenging time to assess the situation at ground level.

**Figure 2: Publication trend of Articles on Turnover Intention and Organizational Commitment related to Hospitality sector during 2001-2021**



• **Most Productive Journals**

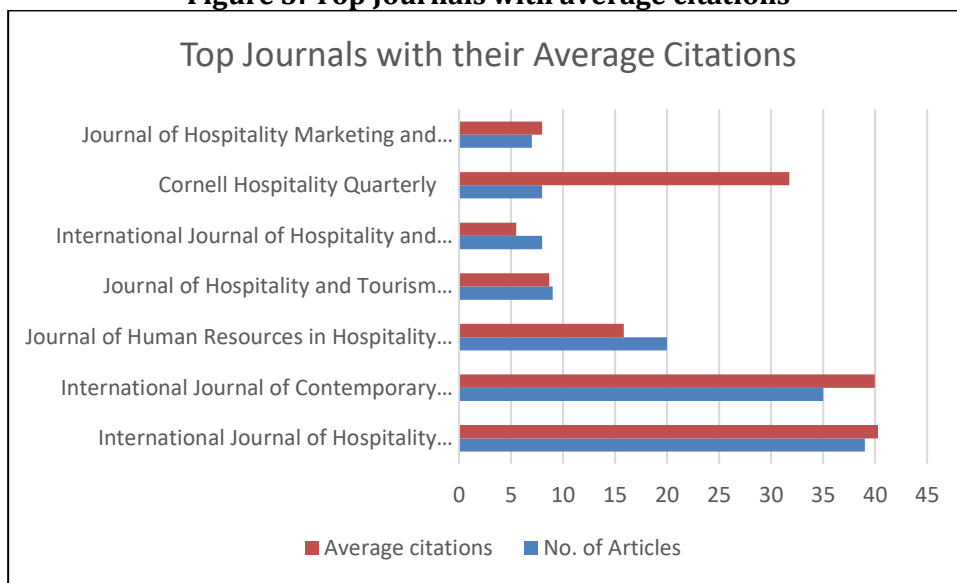
Number of Articles published on a topic by a journal shows the popularity of a journal among researchers. The data extracted from the Scopus database revealed that number of articles from few of the journals constitute a major chunk out of all publications available. Top 7 journals were having 126 articles related to organizational commitment and turnover intention out of the total 247 articles that makes a hefty 51 percent of articles. The seven top contributing journals have been tabulated in Exhibit 1. “International Journal of Hospitality Management” tops the chart with 39 published articles with most (1571 citations), while “International Journal of Contemporary Hospitality Management” published 35 articles so far. “Journal of Hospitality Marketing and Management” has contributed with 7 published articles.

**Exhibit 1: Journal with most published articles and their combined citations**

Sl. No.	Name of the Journal	Number of Articles	Total no. of Citations
1	International Journal of Hospitality Management	39	1571
2	International Journal of Contemporary Hospitality Management	35	1399
3	Journal of Human Resources in Hospitality and Tourism	20	317
4	Journal of Hospitality and Tourism Management	9	78
5	International Journal of Hospitality and Tourism Administration	8	44
6	Cornell Hospitality Quarterly	8	254
7	Journal of Hospitality Marketing and Management	7	56

Figure 3 represents the position of Top journals mentioned in Exhibit 1 as per the average citations of the articles published by them. The average citations per article gives the idea of most authoritative papers referred by the researchers in their studies. The figure shows that “International Journal of Hospitality Management” not only tops the chart with most number of published articles, but also with most number of average citations per paper (40.28), closely followed by “International Journal of Contemporary Hospitality Management” in average citations (39.97). It can also be observed that although the total number of articles from “Cornell Hospitality Quarterly” is only 8, yet the average citations came to 31.75 much better than the most of other sources, owing to the quality of work done in their research articles.

**Figure 3: Top Journals with average citations**



• **Top Authors**

The extracted data was analyzed for the most productive and impactful authors in the domain of “Organizational Commitment” and “Turnover intention” in hospitality sector. Authors with at least 50 citations as a whole were taken as the selection criteria, this resulted to 14 author’s name. The total citation along with the mean citation (per paper) were analyzed to check the impact of author. It was found that Margaret A Deery, Osman M Karatepe, Rob J Blomme were in top three positions with total citations of 494, 342 and 241 respectively. Their mean citation score was also found to be 164.67, 68.4, and 80.33 respectively. Exhibit 2 represents the data of most significant authors.

**Exhibit 2: Most Significant Authors**

Sl. No.	Name	Publications	TC*	CM#
1	Margaret A Deery	3	494	164.67
2	Osman M Karatepe	5	342	68.4
3	Rob J Blomme	3	241	80.33
4	Priyanko Guchait	4	222	55.5
5	Debbie Marianne Tromp	4	181	45.25
6	Arjan Van Rheede	4	181	45.25
7	Jungsun Sunny Kim	4	162	40.5
8	Juan M Madera	6	86	14.33
9	James A Busser	5	83	16.6

10	Robert Jan Blomme	3	81	27
11	Ipkin Anthony Wong	3	58	19.33
12	Haiyan Kong	3	57	19
13	Peter Beomcheol Kim	7	54	7.71
14	Hee Jung Kang	3	50	16.67
*- (TC)Total Citation, #- (CM)Citation Mean				

• **Most Cited Articles**

Exhibit 3 represents the research articles that have drawn interests of various researchers by citing them. The papers with more than or equal to 100 citations were taken as a benchmark. This resulted with the fourteen articles that were extracted. The article on “investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry” published in 2010 by Halil Nadiri and Cem Tanova got maximum citations amongst all articles.

**Exhibit 3: Most cited Research Articles on “Organizational Commitment” and “Turnover Intention” in Hospitality Sector**

Sl. No.	Authors	Title	Year	Source title
1	Nadiri H., Tanova C.	An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry	2010	International Journal of Hospitality Management
2	Zopiatis A., Constanti P., Theocharous A.L.	Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus	2014	Tourism Management
3	Deery M.	Talent management, work-life balance and retention strategies	2008	International Journal of Contemporary Hospitality Management
4	Cho S., Johanson M.M., Guchait P.	Employees intent to leave: A comparison of determinants of intent to leave versus intent to stay	2009	International Journal of Hospitality Management
5	Deery M., Jago L.	Revisiting talent management, work-life balance and retention strategies	2015	International Journal of Contemporary Hospitality Management
6	O’Neill J.W., Davis K.	Work stress and well-being in the hotel industry	2011	International Journal of Hospitality Management
7	Hausknecht J.P., Rodda J., Howard M.J.	Targeted employee retention: Performance-based and job-related differences in reported reasons for staying	2009	Human Resource Management
8	Paek S., Schuckert M., Kim T.T., Lee G.	Why is hospitality employees' psychological capital important? The effects of psychological capital on work engagement and employee morale	2015	International Journal of Hospitality Management
9	Lub X., Bijvank M.N., Bal P.M., Blomme R., Schalk R.	Different or alike?: Exploring the psychological contract and commitment of different generations of hospitality workers	2012	International Journal of Contemporary Hospitality Management
10	Namasivayam K., Zhao X.	An investigation of the moderating effects of organizational commitment on the relationships between work-family conflict and job satisfaction among hospitality employees in India	2007	Tourism Management
11	Erkutlu H.	The impact of transformational leadership on organizational and leadership effectiveness: The Turkish case	2008	Journal of Management Development
12	Kara D., Uysal M., Sirgy M.J., Lee G.	The effects of leadership style on employee well-being in hospitality	2013	International Journal of Hospitality Management
13	Karatepe O.M., Yorganci I., Haktanir M.	Outcomes of customer verbal aggression among hotel employees	2009	International Journal of Contemporary Hospitality Management

14	Walsh K., Taylor M.S.	Developing in-house careers and retaining management talent: What hospitality professionals want from their jobs	2007	Cornell Hotel and Restaurant Administration Quarterly
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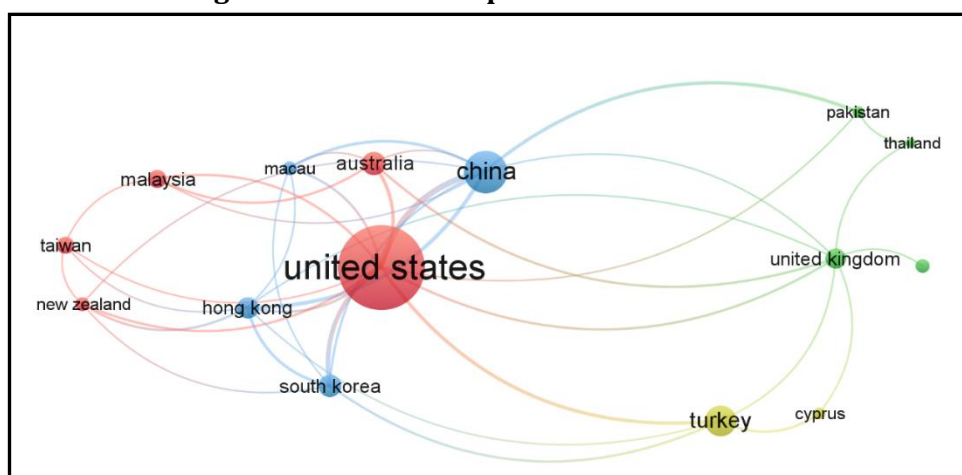
• **Co-authorship network of countries**

To see the networking of co authorship across the different countries, the criteria was taken as there should be at least 5 articles from a country and there should be at least 5 citations for their research articles. Going by the said filter we received data of 16 countries with their link strength presented in Exhibit 4. Authors of United States have shown maximum networking with other countries in as many as 87 articles with highest link strength of 39, followed by china with link strength of 30. The interesting fact shown by the Exhibit 3 is that although India is having 9 articles the link strength with other countries is nil. This shows that the developing economies have lest association with other countries. Figure 4 represents the graphical way of network countries, and India is absent from the graph due to nil networking strength. Figure 4 also presents 4 different clusters of network for co authorship among countries as shown by different coloured nodes. These 4 clusters are headed by United States, China, United Kingdom and Turkey.

**Exhibit 4: Co authorship Network of Countries**

Sl. No.	Country Name	No. of Documents	Citations	Link Strength
1	United States	87	2081	39
2	China	35	605	30
3	Turkey	23	893	10
4	Australia	16	530	10
5	South Korea	15	498	16
6	Hong Kong	14	496	16
7	United kingdom	13	239	10
8	Malaysia	12	68	6
9	Taiwan	11	243	4
10	India	9	58	0
11	Macau	8	240	8
12	Spain	8	76	1
13	New Zealand	8	50	7
14	Cyprus	7	295	3
15	Pakistan	7	66	6
16	Thailand	5	56	2

**Figure 4: Co authorship Network of Countries**



• **Occurrence of Keywords used by Author**

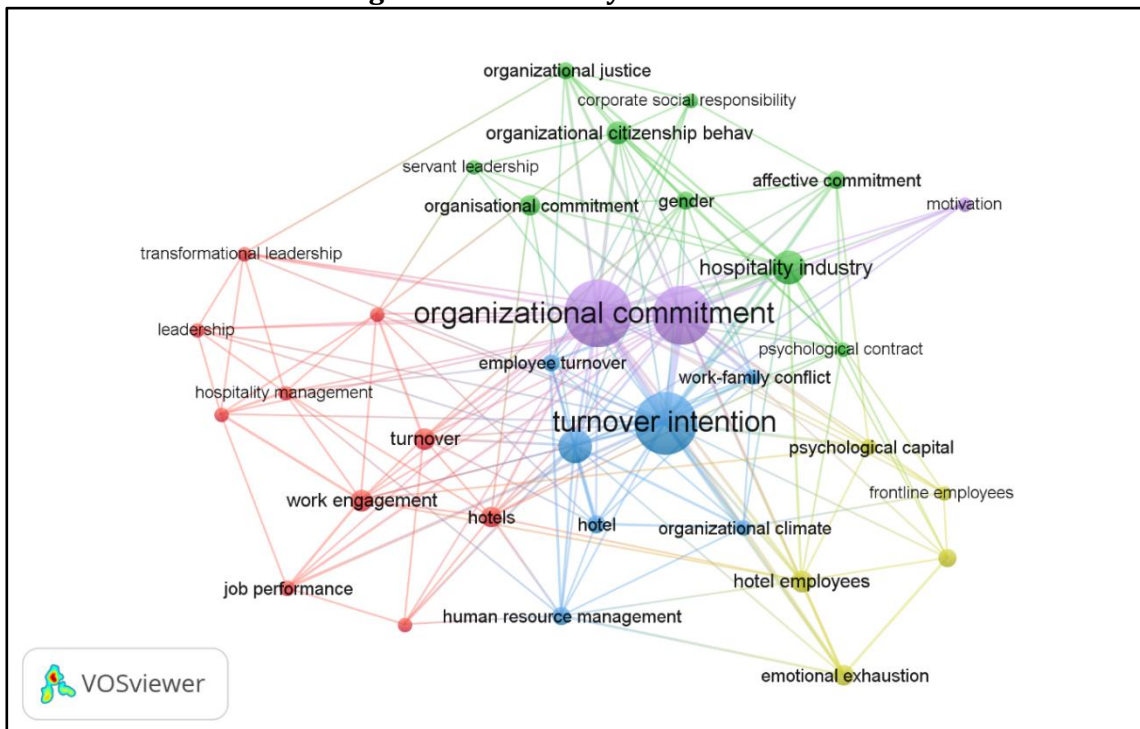
Evaluating the author's keyword search, this portion aided the research in finding the specific themes of information that the researchers have worked upon. According to Strozzi et al. (2017), it is necessary to assess the keywords in order to find out the paper's quality and the relative content of the paper. Keeping this view, the keyword occurrence was tested to assess the trend of studies on “Organizational commitment” and “Turnover intention” in the hospitality sector. The keywords were extracted out of the selected 247 articles. The limit was chosen as minimum 5 co-occurrence of the keywords amongst the articles and 34 keywords were obtained view the research trend in the field of “Organizational commitment” and “Turnover intention”. The network of the keywords extracted were established using VOSviewer software. Exhibit 5 presents the common keywords along with the frequency of their occurrence. The network of keywords used by authors has been presented in Figure 5 that represents 5 different clusters. “Organizational commitment”, “turnover intention” and “job satisfaction” are the keywords with maximum frequency of 66, 59, and 53 respectively. It shows that many researchers have studied the interrelationship among these three key terms. It should also be considered that the network between the keywords as presented in Figure 5 have formed over these years and hence it gets difficult to investigate the evolution of themes across the studies period, as for that study of evolution of themes keyword study in different time frames is needed, and we need to study the frequent keywords in different timelines. The comparative of themes across the timelines can tell us about the evolution of new themes of study.

**Exhibit 5: Most frequently used Keywords**

Keyword	Frequency of Occurrence	Keyword	Frequency of Occurrence
organizational commitment	66	employee turnover	7
turnover intention	59	organizational justice	7
job satisfaction	53	job performance	6
Hospitality	21	organizational climate	6
hospitality industry	21	psychological capital	6
organizational citizenship behavior	11	work-family conflict	6
hotel employees	10	corporate social responsibility	5
Turnover	10	frontline employees	5
work engagement	10	hospitality management	5
emotional exhaustion	9	job embeddedness	5
Hotels	9	leadership	5
organisational commitment	9	motivation	5
affective commitment	8	psychological contract	5
Gender	8	servant leadership	5
Hotel	8	talent management	5
human resource management	8	transformational leadership	5
perceived organizational support	8	turkey	5



**Figure 5: Author Keyword Network**



### IMPLICATIONS OF THE RESEARCH

The present bibliometric literature review is an attempt to identify the studies that have taken place by various researchers across the globe. The paper add on to the literature on “Organizational Commitment” and “Turnover Intention” in Hospitality industry, providing the most authoritative work, authors and journals in this field. The paper also identifies the various themes of common interest across the researchers in this field. The paper has academic implication of finding the evolution of research themes in 21<sup>st</sup> century on the selected context. The paper can provide a base for those who want to do a systematic literature review on “Organizational Commitment” and “Turnover Intention” in Hospitality industry. The paper will help in understanding the theoretical context of organizational commitment and turnover across the countries. The research has also indicated that there is need of more collaborative work from Indian researchers with foreign authors, as the co authorship networking of Indian authors are not significant.

### LIMITATIONS OF THE STUDY

The present study was limited to studies related to “Organizational Commitment” and “Turnover Intention” in Hospitality industry. For our objective key terms are searched on the Scopus database that resulted into 247 articles in the last 21 years. The selection of keywords to search academic articles was the first limitation. As inclusion of more keywords would have resulted in more articles. The term was searched in the domain of “Title, Abstract and Keywords”, it is quite possible that many papers have discussed these themes in their paper and not in abstract. The extracted data was limited to research articles published in journals only, and all other types of publications like book chapters, conference proceedings, trade publications were not included which could have raised the number of articles. All the papers were extracted from the Scopus database only, comparison of data extracted from different sources could have been done. For bibliometric analysis too, we used only one software in the

form of VOS viewer, however there are many other software for this purpose that could have presented some other aspects too. Despite the flaws, we acknowledge that our research provides scholars with food for thought and inspiration to further investigate nepotism and its related areas.

### CONCLUSION AND SUGGESTIONS

The study on the “Turnover intention” and “Organizational commitment” in hospitality sector has grown rapidly in academia. The sudden outbreak of COVID-19 indicated the vulnerability of the hospitality sector and it has not only affected the job opportunities in the sector but also to the present employees. The phenomenon can be attributed to altered psychology of employees from this sector. The number of articles studying these aftereffects have shoot up suddenly in this sector. The present study witnessed the growing trend of the research articles related to the chosen theme in the hospitality sector. There have been numerous papers published in the theme of “Turnover intention” and “Organizational commitment”. However the bibliometric analysis of the articles from the hospitality industry was required to identify the Influential authors, articles and publications. This study enables researchers to identify the most important papers that should be considered for further research. Our findings make an important contribution to the study of commitment and turnover and its related topics. To our knowledge, no systematic literature analysis based on a mix of bibliometric and network data exists in this topic. As a result, this research brings a fresh analytical approach to this field of research.

This study revealed “International Journal of Hospitality Management” and “International Journal of Contemporary Hospitality Management” as the most significant journals related to the “Turnover intention” and “Organizational commitment” in hospitality sector. We also found Margaret A Deery and Osman M Karatepe as most cited authors in this field in 21<sup>st</sup> century, while the research article “An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry” by Nadiri H. & Tanova C. was found to be the most cited article. There are many papers written of this particular research area. Through the bibliometric analysis, influential authors and publications are identified. This study allows researchers to determine the most significant papers that they should consider for further research.

The upcoming studies should try to compare the results of different databases. Studies can be conducted through different time frames to show the evolution of themes/ key terms. Use of different software like biblioshiny, Gephi can be used for getting different perspectives and networking.

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