

Bibliometric Analysis on Turnover Intention in the Hotel Industry and Future Trends

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ABSTRACT

In the situation of fast development of artificial intelligence (AI) applications, this research investigates the changes in hotel employees' intention to quit their jobs and the related knowledge structure during the uncertain period of the pandemic. Job turnover intention plays an important role in the stability of the organization, the service quality and the continuous availability of manpower in the hotel industry. However, the previous literature does not thoroughly examine the knowledge organization of the research on turnover intention from the pandemic era to the era of AI dominance. By using bibliometric methods, 202 research papers about hotel employees' turnover intention, published from 2021 to 2026, were collected from the Scopus database. Then, co-word and co-citation analyses were performed with the aid of VOSviewer to reveal the current theme composition and theoretical foundations of this field. The results show that the present research mainly focuses on several key issues. They are the attitudes towards work and mental stress, organizational support and employee participation, as well as the difficulties brought by new technologies in employment. The main theoretical bases include the social exchange theory, conservation of resources theory and job demands-resources model. This study provides a deeper understanding of the main factors leading to hotel employees' intention to leave their jobs and their corresponding theoretical explanations. Additionally, it discusses the theoretical and practical implications of these findings.

Keywords: turnover intention; hotel industry; hospitality; employee turnover; bibliometric analysis; VOSviewer; artificial intelligence; employee retention

INTRODUCTION

Employee attrition is still a long-term and expensive issue in the global hotel industry. The high demand for labor, irregular work shifts and frequent customer contacts make it difficult to keep a stable workforce (Anak Jimbun et al., 2021). Pre-departure turnover intention has always been an academic topic of interest and is regarded as an important indicator for forecasting and handling employee departures (Karatepe, 2013). However, since 2021, employment conditions in hotels have experienced significant changes due to the global disruptions caused by the COVID-19 pandemic, increasing the sense of job insecurity and psychological stress among employees. Moreover, the fast adoption of artificial intelligence (AI), robotics and algorithmic management in hotel operations has made employees more concerned about being replaced by technology, leading to job restructuring and loss of career stability (Wang et al., 2020; Koo et al., 2021). These multiple pressures suggest that the research framework on hotel employee turnover intention may undergo significant changes, thus requiring a thorough and systematic investigation of the field. In the hospitality sector, employee turnover

intention is usually evaluated by considering working conditions, interpersonal relationships and psychological resources. Social Exchange Theory (Blau, 1964; Cropanzano & Mitchell, 2005) and Conservation of Resources Theory (Hobfoll, 1989; Hobfoll et al., 2018) are currently the two most influential theoretical frameworks explaining how employees react to organizational treatment and the intention to stay, and how the loss of important psychological and material resources leads to the thought of leaving. Therefore, concepts like job satisfaction, emotional exhaustion, perceived organizational support, customer rudeness and organizational dedication form the basis for the empirical research in this area (Pu et al., 2022; Karatepe, 2012). Nevertheless, recent discussions about issues such as AI awareness, perceptions of risks associated with robots and job insecurity caused by automation have suggested a possible shift in the focus of these concepts (Kong et al., 2026; Zhang and Xiong, 2026). Although many previous reviews have studied employee turnover intention in the hotel industry, a comprehensive and up-to-date bibliometric mapping analysis is still lacking. Anak Jimbun et al. (2021) conducted a bibliometric analysis on hotel employee turnover intention from 1988 to 2020 and pointed out that job satisfaction, perceived organizational support and emotional exhaustion were the main research topics. They also stressed the importance of paying more attention to affective commitment and employee engagement. However, this review was carried out before the severe impact of the pandemic and the recent increase in research related to AI, thus missing the latest developments in the field. Sharma and Tiwari (2023) later reviewed turnover intention research in business and management from 2002 to 2022, but did not specifically focus on the hotel or hospitality sector. Consequently, they overlooked the unique influencing factors in this industry, such as customer rudeness, emotional labor and hospitality-specific organizational practices. At present, no study has systematically mapped the knowledge structure and conceptual framework of hotel turnover intention research from 2021 to 2026, a transitional period characterized by the post-pandemic recovery and advancement of artificial intelligence. Additionally, no study has clarified the changes in thematic focus during this period. This study aims to fill this gap by conducting a bibliometric analysis on the literature of hotel turnover intention. The data set consists of 202 articles retrieved from the Scopus database between 2021 and 2026. Two methods were used: co-word analysis to reveal the current conceptual structure and thematic groups in the field, and co-citation analysis to identify the underlying academic and theoretical foundations. Based on these analyses, the purpose of this study is to achieve the following objectives:

1. To determine the trends in the publication output of hotel employee turnover intention research recent 5 years.
2. To assess the current and future trends of turnover intention in the hotel industry through co-word analysis.

METHODOLOGY

Bibliometric Research Design

This study applies bibliometric analysis to systematically examine the intentions of hotel employees to leave their jobs. Bibliometric analysis is suitable for describing a specific research field, identifying important researchers, investigating the relationships between concepts and discovering new topics in a large number of literature (Donthu et al., 2021). The research methodology includes two additional techniques: co-citation analysis and co-word analysis. Co-citation analysis measures the frequency of citing two documents together, indicating a close content relationship between them (Zupic, & Čater, 2015), and helps to evaluate influential papers in the past (Small, 1973). Co-word analysis studies the relationships between keywords to predict possible research areas and future trends (Donthu et al., 2021).

Data Source and Search Strategy

In this investigation, the search terms "Turnover intention" and "hotel" were used to find relevant papers. Scopus, a famous bibliographic database, was chosen as the source for this search. The publication period was from 2021 to 2026. We decided to begin the study in 2021 to expand upon the previous hotel turnover bibliometric studies which included works up to 2020. Thus, it is possible to include and evaluate the changes in hospitality employment before and after the pandemic. Finally, the data set, which was obtained from Scopus, contained 202 documents.

RESULTS AND DISCUSSION

By using co-citation analysis, our purpose was to find out the intellectual and theoretical foundations of the research on employee turnover intentions in the hotel industry. This method, first introduced by Small in 1973, reveals the hidden conceptual connections among scientific papers (Small, 1973). In a co-citation network, two documents are considered related if they are both cited by later research papers. Papers which are frequently co-cited generally indicate common theories, research methods or underlying concepts in a certain field (Zupic & Čater, 2015). Compared to co-word analysis which focuses on the actual content of the texts, co-citation analysis is more effective in revealing the main ideas of a research area. These central papers, mostly classics, constitute the theoretical and methodological base of the field, even if they are not the most recent publications (Donthu et al., 2021). In the co-citation network, the size of a node shows the citation importance, the links represent the co-citation relationships, and the total link strength (TLS) measures the overall co-citation degree of a paper within the network (Van Eck & Waltman, 2014). The network presents a comprehensive knowledge framework, including five clusters which cover a large amount of theoretical and methodological literature. This suggests that the turnover research in the hotel industry is influenced by theories such as employee attitudes, stress and resource depletion, and organizational exchange. Additionally, it follows the traditional quantitative research methods. Some papers have prominent positions in the network. The Fornell-Larcker reference on discriminant validity leads with 35 citations, 48 links and a TLS of 163. It is followed by Podsakoff et al. (2023)'s study on common method bias, which has 26 citations, 42 links and a TLS of 121. Then come Ringle et al. (TLS = 93) and Sarstedt et al. (TLS = 84). Interestingly, the strongest single link in the network exists between the Fornell-Larcker and Podsakoff references, with a strength of 13.

Co-citation Analysis

Employee Retention, Resource Loss, and Core Turnover Mechanisms

This classification includes various aspects related to employee retention, the procedures of employee departure, stress and employee dedication. Among the significant theories in this category is Hobfoll's Conservation of Resources (COR) theory. It has been cited 14 times and is linked to 39 other theories in the network with a total link strength (TLS) of 70. Therefore, it is considered one of the most closely related theoretical points in the network. The COR theory offers an important explanation for the employees' intention to leave the organization. When employees frequently lose important resources such as energy, psychological health, job security or social support, they will suffer from psychological stress (Hobfoll, 1989; Hobfoll et al., 2018). In working environments where resources are continuously decreasing, the employees are more likely to feel stressed and tend to have a desire to resign from the organization (Hobfoll et al., 2018).

The cluster includes the investigation of work embeddedness and employee retention. Besides the industry-specific research on the retention of front line employees in the hospitality field, the literature also discusses the reasons for employees' staying in organizations and the effect of embeddedness on voluntary turnover.

Furthermore, Saks (2006) studied employee engagement and Salanova's work on measuring engagement associates employee attachment and psychological participation with turnover outcomes. This indicates that the main theoretical foundation of hotel employee turnover research considers turnover as a result of a more complex process which involves resource exhaustion, stress evaluation, job engagement, organizational embeddedness and social attachment. Park and Min (2020)'s meta-analysis of hotel employee turnover confirms the validity of these mechanisms being well-established and strong enough to support evidence synthesis in this field.

Organizational Support, Employee Attitudes, and Measurement Validation

This research group integrates a lot of work on organizational assistance, job satisfaction and employee departure with a strong methodological foundation based on PLS-SEM. The theory of perceived organizational support forms its core, which links the interaction between organizations and their employees to the employees' attitudes and intention to quit the job. It is combined with some special investigations about rewards, job satisfaction, work-related fatigue and turnover probability (Rhoades & Eisenberger, 2002). Moreover, this category includes the most closely related methodological references in the network such as the Fornell-Larcker criterion (which has the highest TLS value in this network) and the works of Ringle et al. (2020) and Sarstedt et al. (2021). This shows the great reliance of the field on PLS-SEM and its associated validity evaluation methods.

Moreover, the cluster is the basis for expressing the organization's opinions and verifying the accuracy of the measurements. Actually, it reveals the reason for the personnel turnover by considering the organization's assistance, satisfaction, stress and participation from the employees' viewpoint. From a theoretical standpoint, it indicates the main approaches employed to study these connections.

Social Exchange and Classical Quantitative Methodology

The third cluster mainly discusses the basic methodology and relationship issues of the field. Blau's (1964) book "Exchange and Power in Social Life" is one of the most frequently cited theoretical references in this cluster, having been mentioned 15 times, being connected with 31 other documents and having a Total Link Strength (TLS) value of 49. Its appearance demonstrates the significance of social exchange theory in understanding the attitudes of the hospitality employees towards the turnover rate. According to this viewpoint, if the employees believe that the organization treats them fairly, they will form a positive attitude towards the organization and remain working for it. Conversely, if they feel that there is an imbalance in the exchange or lack of support from the organization, they might decide to leave. The methodological foundation of the field is illustrated by the authoritative studies on structural equation modelling (Anderson & Gerbing, 1988), statistical power analysis (Cohen, 1988), and mediation, moderation and conditional process analysis (Preacher & Hayes, 2008; Hayes, 2013).

For example, the study of Gerbin and Anderson (1988) contains 31 links and a Total Link Strength (TLS) value of 63, which shows that their work has been widely accepted in the empirical knowledge system. Therefore, this cluster demonstrates the integration of social exchange theory with common psychometric techniques, regression analysis, mediation analysis and covariance-based structural equation modeling methods. The structure of this cluster suggests that the investigations on employee turnover in the hotel business have mainly been influenced by the mainstream methods of organizational behavior research, instead of forming a separate and independent methodology.

Artificial Intelligence, Job Insecurity, and Technological Transformation

The fourth cluster represents the latest and most important research topic in the co-citation network. It mainly deals with the investigation of the awareness of artificial intelligence (AI) and robotics among the employees,

the feeling of job insecurity, work fatigue and the rate of staff turnover. For instance, Li and his colleagues (2019) first linked the awareness of AI and robotics in hotels with the intention of leaving their jobs. Later, Koo et al. (2021) extended this research field by studying the job insecurity caused by AI, job commitment and turnover intention. Furthermore, Kong et al. (2021) also explored the relationship between the awareness of AI and the occupational burnout and career-related outcomes of the employees. These published papers indicate that technological changes have already gone beyond the routine operations and are now being paid more attention in the research of employee retention. Akgunduz and Eryilmaz (2018) pointed out that the job insecurity and support from colleagues play an important role in explaining the turnover intention and the employees' actions of leaving their jobs. Besides, this cluster also contains the studies concerning the job insecurity, employee involvement and turnover intentions during the COVID-19 pandemic. In summary, this trend shows that the recent research on turnover focuses more on the reactions of the employees to the technological and environmental uncertainties.

Burnout, Job Demands, and Conservation of Resources

Theoretical foundation of this group mainly relies on the research about burnout (Maslach et al., 2001), the Job Demands-Resources framework (Demerouti et al., 2001) and the application of the Conservation of Resources principle (Hobfoll et al., 2018). Among these, the Conservation of Resources theory (COR) introduced by Hobfoll et al. (2018) is the most integrated in this system. It has 37 connection links and 61 references. On the other hand, the job demands-resources model proposed by Demerouti et al. (2001) has 30 links and 39 references. In this group, studies concerning the hospitality industry mainly concentrate on issues such as work-related stress, job satisfaction, burnout, psychological assets and role-related stress among hotel employees. Therefore, this group usually considers the intention to leave a job as a result of the depletion of resources and persistent job requirements.

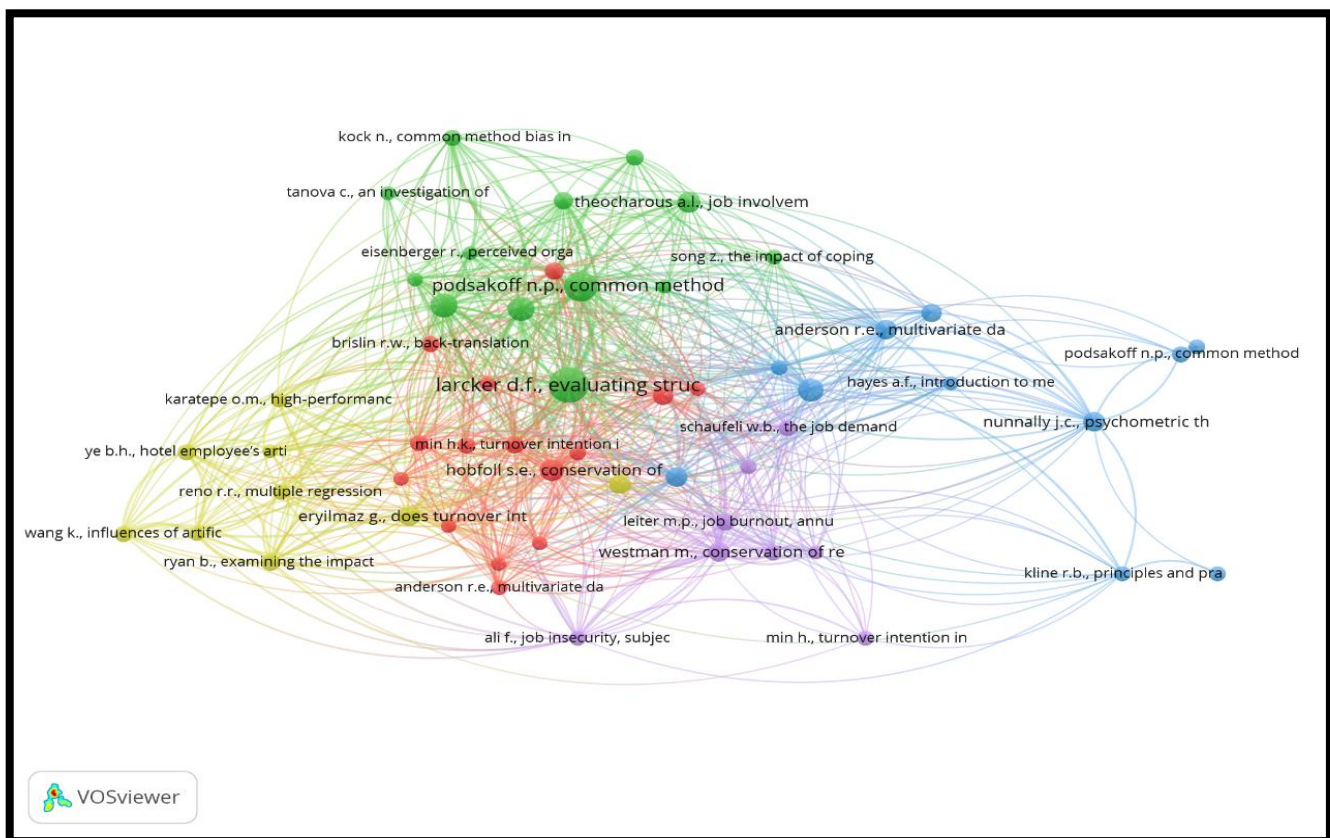


Figure 1 Co-citation analysis on turnover intention

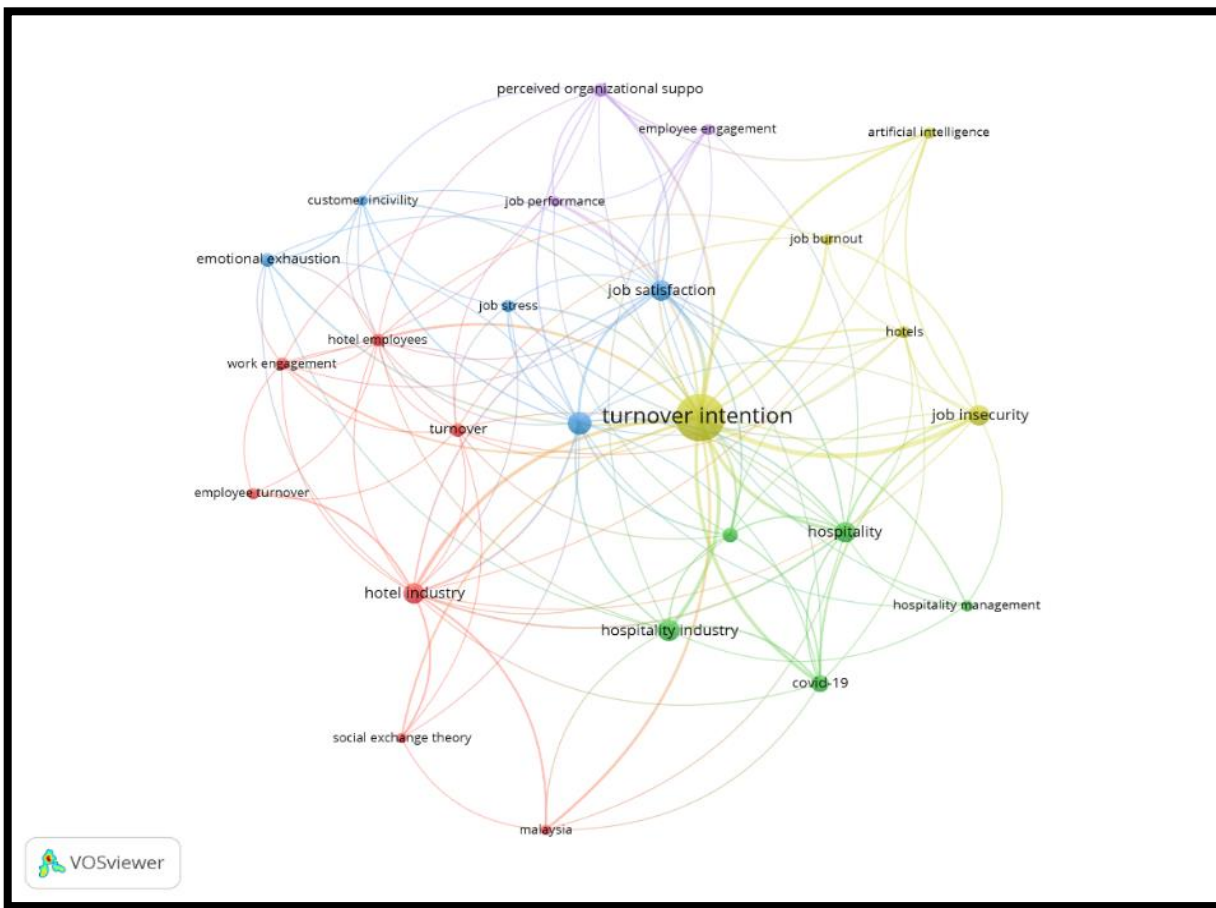


Figure 2. Co-word analysis on turnover intention

Co-Word Analysis

The keyword co-occurrence analysis made a network including 25 specified keywords by authors. These keywords were categorized into five groups with 125 connections and a total link strength (TLS) of 270. In VOSviewer, the size of a node reflects the frequency of a keyword, the thickness of a line indicates the co-occurrence degree, and the proximity in space usually suggests the relevance (van Eck & Waltman, 2010). The network has a relatively dense structure, showing many intra-group connections, which means that the study on hotel employee turnover has formed a comprehensive knowledge system instead of separate research fields. The most prominent feature is the significant position of "turnover intention". It is the largest node and is closely connected with all five groups, which cover job satisfaction, job stress, burnout, job insecurity, perceived organizational support, employee engagement, the hospitality industry, the hotel business and hotel administration. This central role suggests that turnover intention has become the main theoretical basis for this research area. Now it is generally considered as a multifaceted outcome affected by the interaction of individual, occupational, organizational and environmental factors, not merely a single attitude endpoint. As shown in Figure 2, the network includes five related themes.

Hotel Industry Context, Employee Retention, and Social Exchange

The red cluster involves the hospitality business, hotel staff, work involvement, employee turnover, personnel retention, social exchange principle and Malaysia. It shows the long-term investigation on employee retention in this field, where emphasis is mainly put on the relationship between employees and organizations. The social exchange theory, suggested by Blau in 1964 and further developed by Cropanzano and Mitchell in 2005, is the fundamental basis of this research area. It implies that the hotel employees will continue to work for the company

due to the advantageous treatment they obtain. This treatment may include recognition, promotion chances and fair compensation. On the contrary, if employees feel there is inequality in these relationships, they are more likely to quit. The coexistence of Malaysia and work involvement indicates that many empirical studies concentrate on employee retention in the Malaysian hospitality industry. According to Ahmad and Ahmad's work in 2016, the turnover rates of employees in this industry are usually much higher than those in other industries. In summary, this cluster clarifies the conventional reasons for the employees to stay or leave based on their relationships with the organization. It offers the conceptual support for some specific clusters in the network.

The coexistence of Malaysia and work participation highlights the extensive empirical studies concerning the retention of employees in the Malaysian hotel industry. For a period of time, the employee turnover has been considered as a persistent fundamental problem in this field. According to the forecast of the industry, the hospitality sector in Malaysia has an average annual turnover rate of about 65.7%. This high rate is mainly due to factors such as employees' dissatisfaction, heavy workload and limited career development chances (Zainol et al., 2015). In summary, these researches which are based on the local situation indicate that Malaysia has become an important empirical testing area for the employee retention research under the social exchange theory.

In the future, retention models based on social exchange will expand from single-country contexts (particularly Malaysia) to cross-national comparative studies, integrating new relational constructs such as psychological contract fulfillment and leader-member exchange quality with classical job engagement measurement indicators.

Work Attitude, Stress, and Emotional Exhaustion

The blue cluster includes elements like job satisfaction, work stress, emotional exhaustion and customer rudeness. These factors have a considerable influence on the turnover-related concepts and represent the psychological and occupational aspects of turnover intentions. Among these concepts, job satisfaction is very important. It has a close connection with turnover intention, indicating its significant role as a main explanatory factor in turnover studies (Wang et al., 2020). Moreover, the joint effect of work stress and emotional exhaustion suggests that researchers are now examining turnover intentions from the perspectives of psychological strain and resource depletion. This method follows the Conservation of Resources theory (Hobfoll, 1989). There exists a mediation mechanism where customer rudeness causes emotional exhaustion. Thus, the increased emotional exhaustion results in less job satisfaction and reinforces the turnover tendency. The above-mentioned model has also been confirmed in other samples from the hotel industry and in various countries (Karatepe et al., 2019).

The blue cluster indicates a causal relationship between job duties and working attitude mentioned in the academic literature. Job duties cause stress and emotional exhaustion, which affects one's working attitude and ultimately results in the intention of leaving the job. Further research may enlarge this association by taking into account more complicated boundary conditions. We should investigate factors such as psychological hardiness, psychological resources, supervisor's support, emotional self-control and organizational assistance in depth. Moreover, longitudinal studies can be conducted to confirm if frequent contact with rude customers gradually leads to burnout and consequently results in actual employee turnover.

Future research could shift from cross-sectional studies to longitudinal and diary-based approaches to capture how repeated customer incivility accumulates into chronic job burnout, while incorporating boundary conditions such as resilience, emotional regulation, and supervisor support to identify who is most vulnerable to stress-related turnover.

Organizational Support, Employee Engagement, and Work Performance

The purple cluster is associated with the concepts of organized assistance, employees' participation and work output. In contrast, the blue cluster focuses on the stress-related problems, whereas this cluster indicates the positive organizational benefits and the stimulating factors for motivating employees to remain in the company. The research field of this issue has shifted from finding the reasons for employees' departure to studying the organizational resources contributing to the decision of employees to stay with the organization. Among these resources, perceived organizational support has a very important influence. When employees think that their organization regards their work and takes care of their welfare, they will have more favorable attitudes towards the organization. Consequently, they are less likely to consider leaving (Eisenberger et al., 1986; Karatepe, 2012). Some empirical studies in the hotel industry have shown that perceived organizational support can lessen the job stress and the intention to leave among hotel employees and enhance their service recovery ability (Karatepe, 2012). In the future, research may explore an integrated model for employee retention. In this model, perceived organizational support will affect the intention to leave indirectly through channels like employee involvement, job satisfaction, organizational loyalty or employees' well-being (Karatepe et al., 2021). This kind of research will be beneficial in clarifying how the organizational resources result in actual effects on employee retention.

In the future, by developing a comprehensive retention model, we will track how perceived organizational support cascades through employee engagement, satisfaction, and well-being to jointly predict performance and turnover rates.

Hospitality industry background, organizational commitment, and external shocks.

This green group comprises the hospitality industry, its associated facilities, administrative tasks, organizational devotion and the outbreak of COVID-19. It involves the entire industry and the surrounding area where employee retention takes place. The significance of the hospitality related terms implies that the study on employee turnover is still based on the unique features of hospitality jobs. These features are irregular working hours, emotional labor and close relations with customers. The integration of organizational commitment also connects this issue to the employees' loyalty towards their organizations. This relationship has been recognized in hospitality research as one of the most important attitudes indicating employees' intentions to resign from their jobs. The introduction of the COVID-19 pandemic indicates considerable external influences which have increased the worries about the variation of workforce, the condition of employees, the stability of the organization and job insecurity (Yılmaz et al., 2022). Particularly, the role of the pandemic in this series of factors suggests that the external environmental changes should be now taken into consideration in the present models to examine employee turnover instead of treating them as separate or unimportant events.

During the pandemic, empirical research has indicated that the assistance from the organization and the employees' loyalty to it can act as a barrier against the employees' intention to leave their jobs. Nevertheless, the efficiency of this protective function differs according to the employees' health status and their attitude towards job insecurity (Yılmaz et al., 2022). This suggests a change in the study focus, from the significance of internal organizational elements to other multi-faceted factors. It means that retaining employees is not solely decided by the organization's strategies but is also influenced by the uncertainty of external conditions (Khan, et al., 2021). In the future, this novel idea may be applied to other workforce changes triggered by crises. These crises involve economic instability, labor shortage, political conflicts, health emergencies and modifications in employment situations. Hence, the investigation on employee turnover in the hotel industry should be based on an organizational viewpoint. Therefore, a proper and appropriate framework should be selected according to different situations.

In the future, findings related to the pandemic could be extended to other forms of crisis-induced labor

disruptions (such as economic uncertainty, labor shortages, and geopolitical instability), advancing the field toward a more dynamic and context-adaptive framework for external shocks and talent retention.

Emerging Workplace Challenges, Technology, and Turnover Intention

The yellow cluster includes occupational uncertainty, work exhaustion, the hospitality industry and artificial intelligence. It gives important insights into the possible future developments in this field. Long ago, occupational uncertainty and work exhaustion were main issues in the study of employee turnover. However, the appearance of artificial intelligence shows that the current knowledge begins to integrate with the technological changes and their influence on employment in the hospitality sector. At present, artificial intelligence has only a small part in the research network but has already connected with some well-established research concepts, like turnover tendencies and terms related to the hospitality industry. This indicates that the relevant research topics are still in an initial stage rather than being fully matured. When artificial intelligence, automation, service robots, algorithm-based management and digital technologies become more integrated into the hotel operations, the job configurations, required skills, workloads, autonomy and sense of job security of the employees may be redefined (Li et al., 2019). Therefore, the coexistence of artificial intelligence, occupational uncertainty and work exhaustion suggests an important direction for future research. Empirical data supports this viewpoint: studies have found that the attitudes towards artificial intelligence and robots held by the hotel employees can cause work exhaustion and a sense of breach in the psychological contract, thus increasing the tendency of turnover (Li et al., 2019). Furthermore, the perception of being replaced by AI increases the occupational uncertainty which, in turn, enhances the tendency of turnover and even leads to unethical behaviors at work (Koo et al., 2021).

On the other hand, artificial intelligence can lessen the burden of routine work, enhance operating efficiency and provide additional resources to the employees. It might help to decrease stress and increase employee retention. Some recent studies support this more complicated situation. The findings indicate that though employees' opinions about AI increase job insecurity through competitive means, it also strengthens their commitment to work by improving the recovery experiences. The effect of AI on employees' performance is more like a "double-edged sword" rather than being entirely negative (Qiu et al., 2025). This suggests that the relation between AI and employees' intention to leave is not necessarily unidirectional or negative. In fact, it may depend on factors such as the adaptation to AI, digital skills, corporate communication, participation of employees and the support perceived from the organization (Li et al., 2019; Qiu et al., 2025).

Future trends represent the most clear-cut growth frontier in this field. Research should clearly examine under what conditions AI adoption may exacerbate job insecurity or burnout, or alternatively alleviate workloads and enhance employee retention, thereby shifting from a singular negative perspective to a context-based understanding of AI's dual-edged effects.

Implications

Theoretical implications

This research makes several theoretical contributions. Firstly, the study finds that there is a consistent concept in recent investigations about the turnover intentions of hotel employees. Although influenced by the pandemic and technological progress, ideas such as job satisfaction, job insecurity, organizational commitment, emotional exhaustion, work engagement and perceived organizational support still play an important role in this field. The result confirms the persistent importance of two well-known theoretical models. They are the social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005) and the conservation of resources theory (Hobfoll, 1989; Hobfoll et al., 2018), which explain the present turnover behaviours of hotel employees. Even though the

working environment is undergoing significant changes, the fundamental psychological mechanism by which employees evaluate organizational assistance and the benefits and losses of resources is not altered. It is always included in the new situational factors.

Furthermore, this research identifies a dual "stress-resource" relationship within the knowledge framework. Some studies focus on the work conditions which deplete employees' resources and cause psychological stress, such as rude customers and job fatigue. Conversely, other studies emphasize the organizational and individual resources that help retain employees, like perceived organizational support and work involvement (Eisenberger et al., 1986; Karatepe, 2012; Pu et al., 2022). This dual structure is consistent with the theoretical foundation of Job Demands-Resources (JD-R) model (Demerouti et al., 2001). According to this model, high job demands, for example, emotional labor and impoliteness from customers, can lead to burnout and increase the intention to leave the job. In contrast, sufficient job resources, such as organizational assistance and independence, can enhance work commitment and reduce the negative impact of job demands. The co-citation analysis indicates that both the JD-R model and Conservation of Resources theory have become important theoretical bases for explaining the employee's stress and retention behaviors in this field. These two theories reinforce each other instead of replacing each other.

Furthermore, this research indicates that the emphasis on employees' education has changed to the area of technology. Topics such as AI perception, attitudes towards robots and technological stress show that technology has become an important subject in the turnover study (Li et al., 2019; Koo et al., 2021). It is important to include the concept of resilience in dealing with this technological uncertainty. This suggests that there is growing academic interest in the different abilities of the employees in coping with disruptive and difficult working conditions (Qiu et al., 2025). Hence, in the future, the theoretical development should give more importance to the overall connection between the use of technology, the psychological adaptability of the employees and the traditional factors affecting turnover, instead of treating them as different research fields. In particular, the modifications of job positions and the new skill requirements caused by artificial intelligence can be regarded as a new type of "job demands". The effects of these changes on employee fatigue and the tendencies of turnover can be investigated by using the Job-Demand (JD-R) model. Moreover, this paper also finds the changes in thematic structures during the special period from 2021 to 2026. This period involves both the outbreak of COVID-19 and the quick adoption of workplace technology.

Managerial implications

To start with, the problem of employee turnover should not be considered as a single aspect. The significance of factors such as satisfaction, dissatisfaction, fatigue, tiredness, interest in work, and organizational help suggests that the tendency of the employees to leave their jobs is based on various interconnected aspects of their working experiences. Therefore, the strategies for retaining employees which depend only on the salary are unlikely to solve this issue (Bryant & Allen, 2013; Chaichi et al., 2024). Emphasis should be put on the employee's well-being. Matters such as the amount of work, emotional pressure, impolite customers, exhaustion, and instability in job are not secondary problems concerning the employees' welfare (Hayat et al., 2025). Perceived organizational support is still an important factor. The managers should ensure that the employees have access to aid, recognition, channels of communication, development opportunities and sufficient resources, especially during the periods of organizational change (Aldabbas et al., 2023).

Furthermore, the implementation of technology should be considered not only an operational issue but also a problem concerning human resources. It has been found that the job insecurity caused by artificial intelligence and the possible threats of robots is related to the turnover of the employees (Li et al., 2019). This suggests that when introducing new technologies, companies may face unexpected human resources problems if they do not communicate effectively with the staff and give enough help. Therefore, the hospitality enterprises which

incorporate artificial intelligence and robots must clearly explain the reasons for adopting these technologies, describe how these technologies will influence the positions of the employees, provide appropriate training, and participate actively in the transformation process with the employees to the greatest extent possible (Kumawat et al., 2025).

Moreover, the existence of themes concerning resilience and adaptability indicates that hotels should try to create working environments which help the employees to cope with changes rather than assuming that they will "remain resilient" alone. The essential conditions for developing this adaptability include organizational support, effective leadership, opportunities for learning, autonomy and the involvement of employees (Liang & Cao, 2021).

LIMITATION AND FUTURE WORK

This research has some shortcomings and proposes some potential directions for further study. First, the analysis is carried out only on the Scopus database. Though this database covers various interdisciplinary fields and provides high-quality bibliometric metadata, it differs from other indexing systems in its database content (Pranckutė, 2021). In the future, it would be preferable to use the Web of Science to confirm the data and evaluate the credibility of the identified structures. Furthermore, the study sets the observation period from 2021 to 2026 to investigate the impacts of the COVID-19 pandemic and the development of artificial intelligence. However, this time span is insufficient to disclose long-term trends. It is suggested to extend the period to earlier times, like the literature from 1988 to 2020 studied by Anak Jimbun et al. (2021), which might give a broader perspective. By extending the period, we can compare the changes in knowledge base and research interests in this field throughout history. Nevertheless, bibliometric methods can reflect the structural and thematic features of a field, but they cannot fully explain the detailed interpretations as systematic reviews or meta-analyses (Donthu et al., 2021; Zupic & Čater, 2015). Hence, the classification and labeling of the clusters should be based on the experts' knowledge. In the future, the bibliometric mapping can be integrated with systematic content analysis or meta-analysis to explore the mechanisms and strength of the effects, particularly concerning job insecurity, burnout, organizational support, employee engagement and turnover intentions.

CONCLUSION

This research conducts a bibliometric mapping to investigate the studies on turnover intention in the hotel industry. It analyzes 202 publications in Scopus from 2021 to 2026 using co-word and co-citation analyses. The co-citation analysis reveals the theme of turnover intention research in the hotel field and shows the knowledge base supporting the recent progress. While the co-word analysis forecasts the future trends. Five clusters are formed by both the co-citation analysis and the co-word analysis. This study is based on a specific time interval, which includes the influence of the after-effects of the COVID-19 pandemic and the rapid application of artificial intelligence and automation in hotel management. At present, research on artificial intelligence is regarded as an emerging academic subject rather than a well-developed one.

Furthermore, this research investigates the employee turnover trends in different industries in detail by focusing on the special employment conditions in the hospitality sector. These conditions comprise the rudeness of customers, heavy emotional workloads, the perceived support from the organization and the job insecurity caused by the technology. In fact, this investigation indicates that the intention of the hotel employees to quit their jobs is a complicated and multi-aspectual situation. It is affected by the combination of psychological states, job needs, organizational resources and the changing environment and technological conditions. The main significance of this study is to demonstrate that the traditional explanations for employee turnover are still valid.

But they should be modified to suit the present situation where the hotel industry moves from the period of pandemic to the era of artificial intelligence. The new emerging technological problems do not replace the former theories about employee mobility, rather they reinforce the existing mechanisms by adding new aspects of job demands and uncertainties about the resources.

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