



A Meta-Analytic Review in the Tourism and Hospitality Literature: Antecedents of Intention to Quit

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Abstract

This study examines the major antecedents of turnover intention and their interrelationships. The primary goal of this study is to determine the effect sizes of the surveyed associations through the use of meta-analysis. Scopus, GoogleScholar, and Web of Science databases were examined for 3,927 studies. This meta-analysis draws on 42 relevant studies. The research was conducted in accordance with PRISMA guidelines. The results of the analysis indicate that both the association between work satisfaction and intention to leave ($r=-0.515$) and the relationship between organizational commitment and desire to leave ($r=-0.508$) have a high and negative effect size. Empowerment and turnover intention have a moderate and negative effect size ($r=-0.405$). However, organizational dedication has a significant positive effect on job satisfaction (0.659). The findings indicate that employment type acts as a moderator in the link between work satisfaction and intention to quit. Additionally, the type of workplace acts as a moderator in the association between organizational commitment and intention to resign, and in the relationship between organizational commitment and job satisfaction. It is extremely rare for moderators to be identified in a meta-analysis study. This study identified major modifiers and outcomes, and contributed to the body of knowledge. The study's findings can be applied by managers in the tourism and hospitality industries.

Keywords

Affective commitment, Normative commitment, Job insecurity, Hotel employees, Turnover intention, Pandemic

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Introduction

Employees working in the tourism and hospitality industry must be able to develop positive interactions with clients. Employees represent the organization in this industry, and customers accept them as such. Organizations in labor-intensive industries such as tourism and hospitality strive to build the best teams possible since they require a high level of institutional quality to remain in a competitive environment. In the hospitality industry, institutional quality is critical, because when clients sense excellence, they are attracted and dedicated to tourism and hospitality organizations (Fu et al., 2019).

Managers require time to assess their staff's interactions with customers. When managers view their employees as reliable, they make an effort to reduce their intention to leave, because the replacement of personnel may cause unexpected difficulties in developing healthy relationships with customers. This risk will add up to the risk of customer loss. As a result, turnover and the intention of the employees to quit will pose serious risks to the institutional quality of tourism and hospitality businesses.

In a congested labor market, high turnover rates can always create a bottleneck. Tourism and hospitality businesses may encounter similar bottlenecks in certain places. For instance, tourism and hospitality firms require bilingual workers. Certain roles require employees to be able to communicate in foreign languages to engage with foreign consumers. This is a critical requirement for some firms, yet it can be difficult to find people who speak foreign languages in particular areas. Occasionally, the region may lack the employees with requisite foreign language skills. Additionally, certain talents, such as being a chef, might be uncommon in specific places. As a result, if the intention to quit is not managed, voluntary turnover may cause a variety of consequences (DiPietro & Condly, 2007).

The intention to quit can be accepted as the initial stage of the turnover process. Tourism and hospitality firms make efforts to retain employees when they become aware of their intention to leave. In particular, the intention to quit of employees who have uncommon skills is tracked using the intention to quit metrics. These metrics are used to determine an employee's intention to leave their job (Xu et al., 2018). The findings of such a measurement can be more useful since they allow the managers to take various necessary precautions to keep the employees working for that organization. Employees with a strong intention to leave may have a tendency to harm the organization or may disregard critical obligations that are important for the business.

Numerous researchers have demonstrated that there are a great number of antecedents of intention to quit as a variety of elements can impact one's intention to quit. Porter and Steers (1973) defined intention to leave as the result of perceived unhappiness. This description placed a premium on job satisfaction. Indeed, many researchers (Lu et al., 2002; Freund, 2005) identify work satisfaction as the primary predictor of intention to leave, and this is corroborated by several meta-analysis studies (Kim and Kao, 2014; Choi and Kim, 2016; Tett and Meyer, 1993). However, meta-analyses of this type are extremely rare in the tourism and hospitality industries.

Job satisfaction is defined as “a pleasant or positive emotional state resulting from an evaluation of one's job or experience” (Locke, 1976). In the 1950s (Weitz, 1952), a distinction between job satisfaction and discontent was made, however, this distinction was unrelated to the factors impacting job satisfaction. Frederick Herzberg's (1966) Two Factor Theory attempted to classify these factors into two main categories, motivational factors (recognition, status, etc.) and hygiene factors (job security, quality of supervision, etc.), and demonstrated that when the employees perceive the presence of motivational factors, the employees will be satisfied, but when they perceive the absence of hygiene factors, they will tend to get dissatisfied.

Job satisfaction is a component in the success of tourism and hospitality businesses. Employees that are satisfied with their jobs are able to generate a favorable impression on their guests. A person feels better when he comes in contact with happy people. According to the principle of emotional cognition, satisfaction will spread from one satisfied individual to another (Doherty, 1997). However, staff who are dissatisfied with their jobs have a detrimental impact on customers in a tourism and hospitality firm. They may also make errors as a result of their diminished job satisfaction (Lillo-Banuls, Casado-Diaz, and Simon, 2018).

Organizational commitment is another key factor determining employees' intention to quit in the aforementioned industry (Lin, Jang, and Roberts, 2018; Meija, Wang, and Zhao, 2018). Yang (2010) collected data from 11 different international hotels and concluded that both job satisfaction and organizational commitment have a negative and significant effect on job satisfaction. If employees are intrinsically linked to the organization, they are not expected to leave (Meyer and Herscovitch, 2001). Organizational commitment can be defined as providing a connection and adherence to the organization and a preference for employment with that company over another (Cho et al, 2016).

The concept of commitment was reframed via the lens of side-bet theory (Becker, 1960) and organizational commitment is distinguished from occupational commitment (Ritzer and Trice, 1969). The three-component approach defined organizational commitment and identified three subdimensions: affective commitment, continuity

commitment, and normative commitment (Meyer and Allen, 1991). Continuance commitment is a type of organizational commitment that emerges as a result of an employee's fear of losing his or her job or position in a company, while normative commitment refers to the commitment that arises as a result of the organization's or employee's ethical principles and standards. For instance, the owners or managers may be relatives of the employees, which may alter the employees' normative commitment, or a financial crisis may impair the employees' continuation commitment. Indeed, only affective commitment is influenced by organizational characteristics, and some of these factors are controllable.

Employees in the tourism and hospitality industries have a greater likelihood of contributing to their organization than employees in a variety of other industries. Client expectations might be unpredictable, and in some instances, an employee's initiative alone can result in customer satisfaction. Employees with a greater organizational commitment pay more attention to these situations and make a greater effort to ensure client pleasure in these instances (Kim, Leong, and Lee, 2005). Employees with a lesser organizational commitment, on the other hand, may dismiss client expectations. Because these employees may also have a high intention to quit, they may view their job as transient and overlook their interactions with customers.

Management policies aimed at reducing intention to leave include the strongest antecedents of intention to quit that are not mutually exclusive. Humborstad and Perry (2011) discovered that empowerment, organizational commitment, and work satisfaction all have a negative and significant effect on the intention to leave. Job satisfaction is already well recognized as the most powerful predictor of intention to quit (Tett and Meyer, 1993; Choi and Kim, 2016). Pagilagan (2017) identified organizational commitment and empowerment as the primary antecedents of intent to resign. The research cited above that discusses the strongest predictors of intention to quit are meta-analyses.

Empowering employees can help lessen the likelihood of their quitting (Martin, 2010). The term "empowerment" refers to a collection of innovative and sophisticated human resource management strategies (Kanter, 1977). Empowerment strives to develop employees' capabilities, and these contributions instill confidence and happiness in employees, hence decreasing their likelihood to quit (Meyerson and Kline, 2008). Several studies have identified empowerment as a significant predictor of intention to quit (Griffeth, Hom, and Gaertner, 2000; Slatten, Svensson, and Svaeri, 2011; Thurston and Glendon, 2018).

Seasonal peaks occur in certain tourism and hospitality enterprises. Organizations tend to hire more staff during these periods of growth. However, finding experienced staff is not always attainable. Part-time seasonal laborers, in particular, might be

inexperienced. Additionally, they may be unaware of the job's unique requirements. Nowadays, every business is seeking to innovate in order to improve customer demand. These developments may occasionally necessitate the acquisition of new job-related skills. As a result, empowerment is a constant requirement in a tourism and hospitality firm (Hancer, 2001), as there is competition in the market. The organizations operating in the tourism and hospitality industry require more skilled employees. Even the most skilled cooks may need to improve themselves.

The purpose of this article is to examine the connections between job satisfaction, organizational commitment, empowerment, and intention to quit in the tourism and hospitality industries. As a result, meta-analysis is used. We shall investigate the effect sizes of the links between the surveyed constructs. Additionally, a forest plot for each correlation will be created, and the study will examine how possible moderators may alter these relationships.

Relationships between Concepts and Hypothesis Development

The work of organizations in the tourism and hospitality industry is labor-intensive. Unlike capital-intensive businesses, labor-intensive businesses rely more on labor than on capital (Erfanian and Neto, 2008). As a result, labor-intensive businesses, such as hospitality groups, cannot ignore the causes and effects of intention to quit (Lillo-Banuls, Casado-Diaz, and Simon., 2018). To comprehend these relationships, past study findings should be quantitatively integrated through the use of meta-analysis (Hedges and Olkin, 1985). The meta-analysis technique, with which our model is also evaluated, has been employed by several studies to elucidate the elements affecting turnover (Mor Barak, Nissly, and Levin, 2001; Griffeth, Hom, and Gaertner, 2000).

According to several investigations, the direction of the link is primarily negative for work satisfaction and intention to quit (Huang, 2006; Yang, 2008), as well as organizational commitment and intention to quit (Huang, 2006; Yang, 2008; Walsh, 2016; Guchait and Back, 2016; Kim, Leong, and Lee, 2005). As some investigations have demonstrated, empowerment also has a significant effect on the intention to quit (Force, 2008; Keller, 2005; Okuyucu, 2014). Choi and Kim (2016) found a positive and large effect size between job satisfaction and organizational commitment, and it was the largest effect size of this study. As a result of the above debate, the following hypotheses were proposed:

H1: Job satisfaction has a significant effect on intention to quit

H2: Organizational commitment has a significant effect on intention to quit

H3: Empowerment has a significant effect on intention to quit

H4: Job satisfaction has a significant effect on organizational commitment

Previous researchers examined the association between job satisfaction and intent to leave among managers (Spector et al., 2007; Masuda et al., 2012), and discovered a distinction between how managers and employees view job satisfaction and intention to quit (Huang, 2011). Thus, being a manager or a subordinate may operate as a moderator variable in the associations between intent to leave and job satisfaction. This hypothesis was also examined for other types of relationships:

H5: Job level acts as a moderator for job satisfaction's effect on the intention to quit

H6: Job level acts as a moderator for organizational commitment's effect on the intention to quit

H7: Job level acts as a moderator for empowerment's effect on the intention to quit

H8: Job level acts as a moderator for job satisfaction's effect on organizational commitment

Several scholars examined the impact of the workplace on the relationship between job satisfaction and intention to leave, and discovered some noteworthy conclusions (Decker, Kojetin, and Bercovitz, 2009; Dickey, Watson, and Zangelidis, 2011). The workplace can have a major impact on organizational commitment and, thus, on turnover intention. Another study demonstrated the effect of occupational disparities on the connection between work satisfaction and intention to quit (Frenkel, Sanders, and Bednall, 2013). Job changes can also have an effect on job satisfaction and its relationship to intention to quit. The findings of the studies indicated that it is possible to assess the moderating effect of workplace type and occupation on the surveyed connections. This study examined the moderating influence of the following two variables:

H9: Occupation acts as a moderator for job satisfaction's effect on intention to quit

H10: Occupation acts as a moderator for organizational commitment's effect on intention to quit

H11: Occupation acts as a moderator for empowerment's effect on intention to quit

H12: Occupation acts as a moderator for job satisfaction's effect on organizational commitment

H13: Workplace acts as a moderator for job satisfaction's effect on intention to quit

H14: Workplace acts as a moderator for organizational commitment's effect on intention to quit

H15: Workplace acts as a moderator for empowerment's effect on intention to quit

H16: Workplace acts as a moderator for job satisfaction's effect on organizational commitment

Job satisfaction and intention to quit are associated, however, the intensity of this association varies by country. Some studies discovered considerable evidence to support this assertion (Huang, 2011; Luu and Hatrup, 2010). Guchait and Back (2016) indicated that nation has an effect on the link between organizational commitment and intention to leave. This study contrasted the outcomes of analyzing data collected from participants in the United States (US), South Korea, and India. Doede (2017) asserted that ethnic disparities have an effect on the link between job satisfaction and intention to quit.

The country-level allocation of data is incompatible with the moderating test. As a result, the moderating effect of region was examined. Additionally, the region plays a significant role in the tourism and hospitality industries for a variety of reasons, including geopolitical factors. The continent was used as the region's metric in this study. This study examined the effect of region on the relationships examined, and the following hypotheses were tested:

H17: Region plays a moderating role in the relationship between work satisfaction and intention to quit.

H18: Region plays a moderating role in the relationship between organizational commitment and intention to quit.

H19: Region plays a moderating role in the relationship between empowerment and intention to quit.

H20: Region plays a moderating role in the relationship between job satisfaction and organizational commitment.

Methodology

Design of the Study

This meta-analytic review compiled works published in the tourism and hospitality industries. To design this meta-analytic review, the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) criteria (Moher et al., 2009) were followed.

Search Strategy

The databases Web of Science, GoogleScholar, and Scopus were used to conduct the review for this study. This study made use of proceeding papers, articles, master’s theses, and doctoral dissertations. The studies were accessed using the keyword sections of search engines. The databases were searched using the terms “job satisfaction,” “organizational commitment,” “empowerment,” and “intention to quit.”

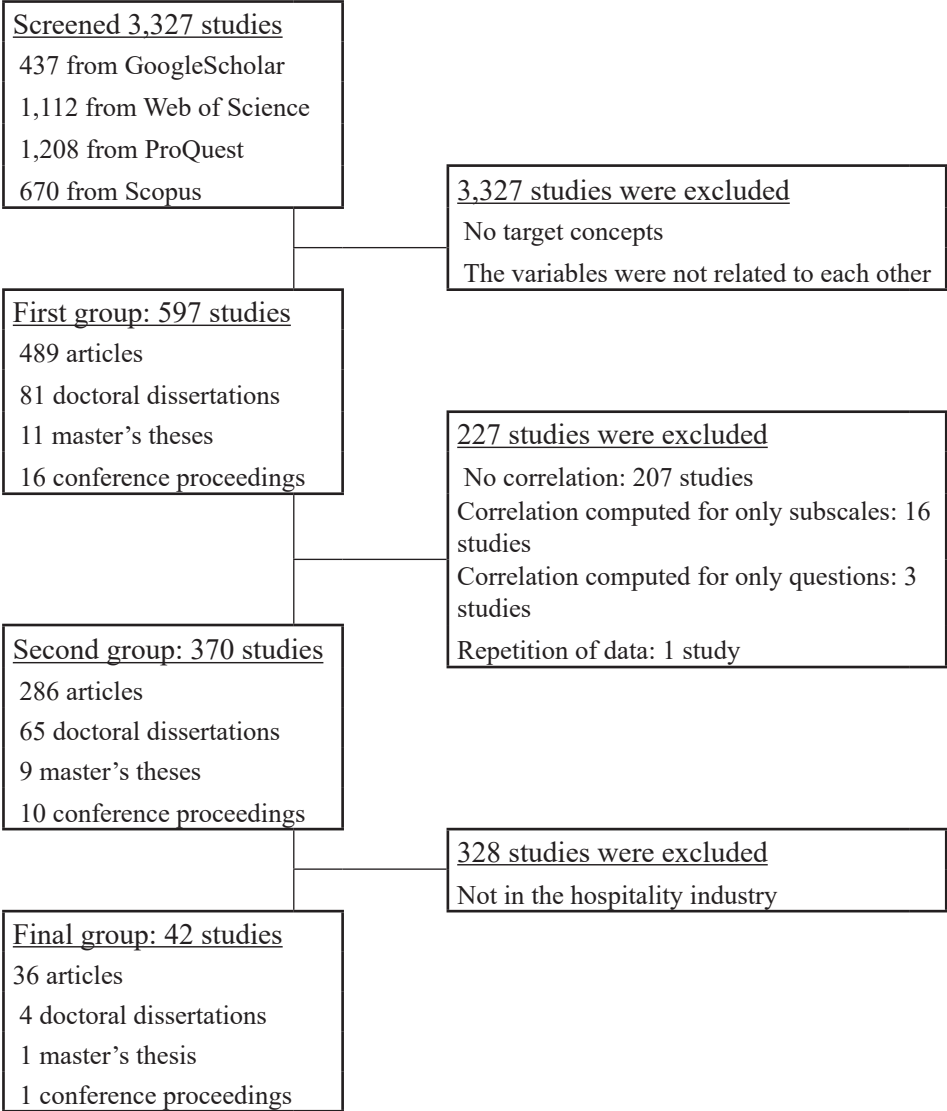


Figure 1. Flow chart of study selection process.

Figure 1 shows how the final data was eventually formed. 3,927 studies were reviewed for this meta-analytic review. 3,330 of them used the surveyed variables, but they did not relate them to each other. After this process, 597 studies formed the first group. 227 of these studies were removed due to several reasons: 207 studies related the chosen variables to each other, but they did not provide correlation values, 16 studies used only the subscales of organizational commitment and job satisfaction to find the correlation values, 3 studies used only the questions to compute the correlation coefficients, and 1 study used the same data with another one. The second group included 370 studies. But 328 of these studies were not in the tourism and hospitality industry and these studies were removed. Finally, the authors collected and used 42 suitable studies for this study.

Coding Process

The authors of this study designed the coding process of this study together and coded the collected studies to determine the distinctive characteristics of the studies. The coding form included any characteristics that can be distinctive, such as occupation, workplace, and country. After the coding process, the author determined the possible moderator variables to be collar color, occupation, workplace, and region.

Table 1
Summary of Studies

	Researchers and publication year	Sample Size	Type of Facility	Occupation/ position	Country	Quality Rating
1	Akgündüz and Bardakoğlu, 2017	333	Hotel	Employee	Turkey	9/H
2	Bellou, 2008	120/66	Restaurant	Employee/ manager	Greece	9/H
3	Bilgin and Demirer, 2012	271	Hotel	Employee	Turkey	9/H
4	Bufquin et al., 2017	781	Restaurant	Employee	USA	9/H
5	Busser et al., 2018	235	Hotel	Employee	USA	9/H
6	Chan and Ao, 2018	303	Casino	Employee	China	9/H
7	Cheng et al, 2016	355	Travel agency	Tour leader	Taiwan	9/H
8	Chiang and Birtch, 2011	284	Hotel	Employee	China	9/H
9	Cho et al., 2009	416	Tourist Organization	Employee	USA	9/H
10	Ferreira et al., 2017	525	Hotel	Employee	Portugal	9/H
11	Guchait and Back, 2016	255/256/ 280	Restaurant	Employee	USA/South Korea/ India	9/H
12	Hancer, 2001	924	Restaurant	Employee	USA	9/H
13	Huang, 2006	240	Hotel	Chef	Taiwan	9/H
14	Humborstad and Perry, 2011	290	Hotel	Frontline service worker	China	9/H
15	Jang and George, 2012	609	Hotel	Employee	USA	9/H
16	Jang and Kandampully, 2018	213	Restaurant	Frontline service worker	USA	9/H

17	Karatepe and Kılıç, 2007	296	Hotel	Frontline service worker	North Cyprus	9/H
18	Karatepe and Uludağ, 2007	677	Hotel	Frontline service worker	North Cyprus	8/H
19	Kim et al., 2005	249	Restaurant	Employee	South Korea	9/H
20	Kim et al., 2015	432	Hotel	Manager	South Korea	9/H
21	Kim et al, 2016	310	Casino	Employee	South Korea	9/H
22	Lages, 2012	700	Restaurant	Frontline service worker	UK	9/H
23	Larsen et al., 2012	216	Cruise Ship	Employee	Various	9/H
24	Lee, 2000	250	Tourist Organization	Employee	USA	9/H
25	Lee et al., 2012	276	Restaurant	Employee	South Korea	9/H
26	Lin et al, 2018	160	Restaurant	Employee	China	9/H
27	Liu, 2010	65	Restaurant	Chef	USA	9/H
28	Lu and Gursoy, 2016	677	Hotel	Manager	USA	9/H
29	Lu et al., 2002	859	Hotel	Frontline service worker	Taiwan	9/H
30	Meija et al., 2018	316	Hotel	Employee	China	9/H
31	Nadiri and Tanova, 2010	208	Hotel	Manager	North Cyprus	9/H
32	Namasivayam and Zhao, 2007	93	Hotel	Employee	India	9/H
33	Needham, 2018	58	Restaurant	Employee	USA	9/H
34	Riggs, 2012	290	Hotel	Employee	Jamaica	9/H
35	Shafique et al., 2018	196	Tourist organizations	Employee	Pakistan	7.5/M
36	Slatten et al, 2011	1076	Service Company	Frontline Employee	Norway	9/H
37	Tongchaiprasit and Ariyabuddhiphongs, 2016	145	Hotel	Chef	Thailand	9/H
38	Walsh, 2016	387	Tourist organizations	Employee	USA	9/H
39	Wong and Laschinger, 2015	139	Hotel	Manager	Canada	9/H
40	Yang, 2008	428	Hotel	Employee	Taiwan	7/M
41	Yang, 2010	671	Hotel	Employee	Taiwan	9/M
42	Young and Corsun, 2010	213	Hotel	Chef	USA	8/H

Table 1 includes how the collected studies were coded. The name of the authors, publication year, sample size, type of workplace, occupation, and country are shown, together with the quality evaluation scores. The quality rating scale of Zangaro and Soeken (2007) was used for the quality assessment of the collected studies. This quality rating scale includes 10 items. The studies were scored from 1 to 9. The last item refers to the total score of the study. If the item was scored between 1 and 4, its quality was accepted as low, scoring between 5 and 7 was accepted as medium, and a score which was equal to 8 or more than 8 was accepted as high. The study by Shafique et al. (2018) is scored as 7.5, because another researcher who assisted the author in scoring the quality of the studies scored this study as 7, and the author scored it as 8.

Findings

Data and Publication Bias

The software used to analyze the collected studies is called Comprehensive Meta-analysis Software (CMA). 4 data sets were used. The first one had the Pearson correlation values regarding the relationship between job satisfaction and intention to quit (23 samplings-23 studies). The second one consisted of the Pearson correlation values regarding the relationship between organizational commitment and intention to quit (22 samplings-19 studies). The third one included the Pearson correlation values regarding the relationship between empowerment and intention to quit (4 samplings-4 studies). The fourth one included the Pearson correlation values regarding the relationship between job satisfaction and organizational commitment (18 samplings-18 studies)

Table 2
Heterogeneity Analysis Results

	Q	I²
1st set	350.275	93.719*
2nd set	254.417	91.746*
3rd set	37.106	91.915*
4th set	309.993	94.516*

*: significance at .01 level

Heterogeneity analysis results are shown in table 2. These results suggested that all data sets are significantly heterogeneous at the .01 level. I² shows the degree of variability as a percentage as it changes between 1 and 100. The highest I² belongs to the fourth data set which includes the relationship between job satisfaction and organizational commitment. The lowest I² belongs to the second data set, which includes the studies correlating organizational commitment and intention to quit. Because of heterogeneity, random sampling assumption was used during analyses.

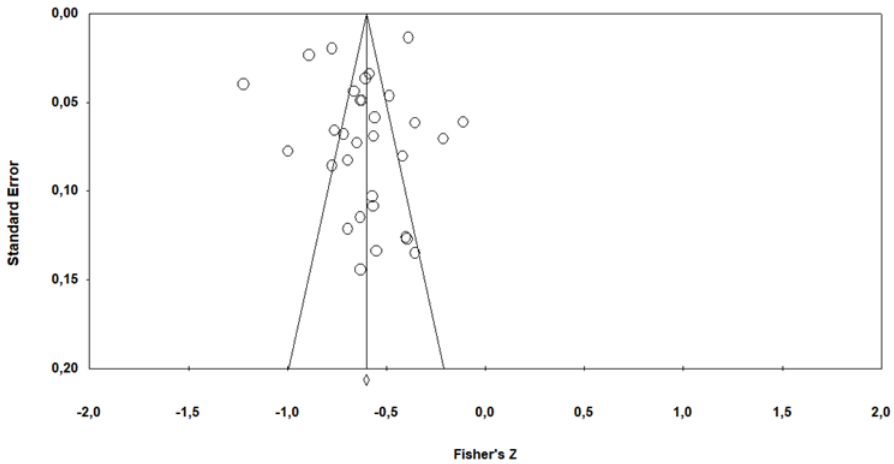


Figure 2. Funnel plot of 1st data set.

Publication bias is revealed when the analysis results show that a part of the data may be missing. A missing part of the data decreases the reliability of the collected data. The effect sizes should be corrected by using an artifact correction method when there is low reliability. Funnel plots can be used to observe the publication bias. The funnel plot of the first set regarding the relationship between job satisfaction and intention to quit is shown in figure 2. The allocation of the studies is symmetrical. A symmetrical distribution shows that there is publication bias.

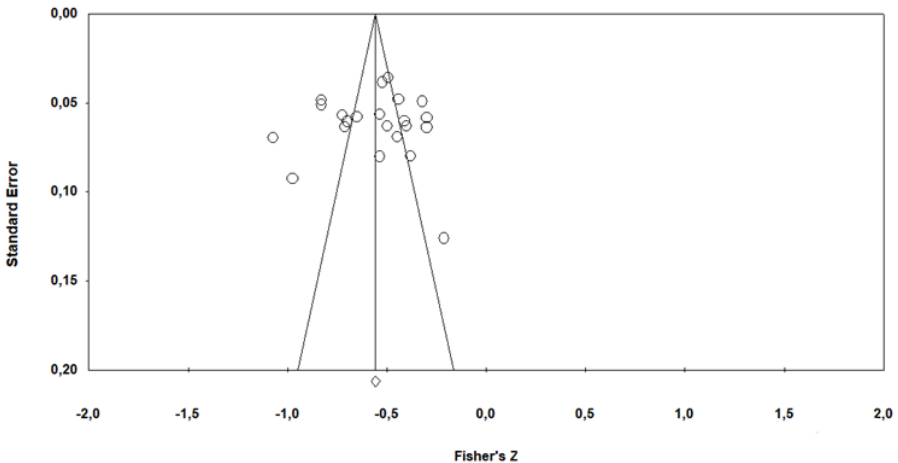


Figure 3. Funnel plot of 2nd data set.

The funnel plot of the second data set regarding the relationship between organizational commitment and intention to quit is shown in figure 3. This funnel plot shows that there is no publication bias. Figure 4 showed the funnel plot of the third

data set, which indicated symmetrical distribution. These two funnel plots included no sign of publication bias.

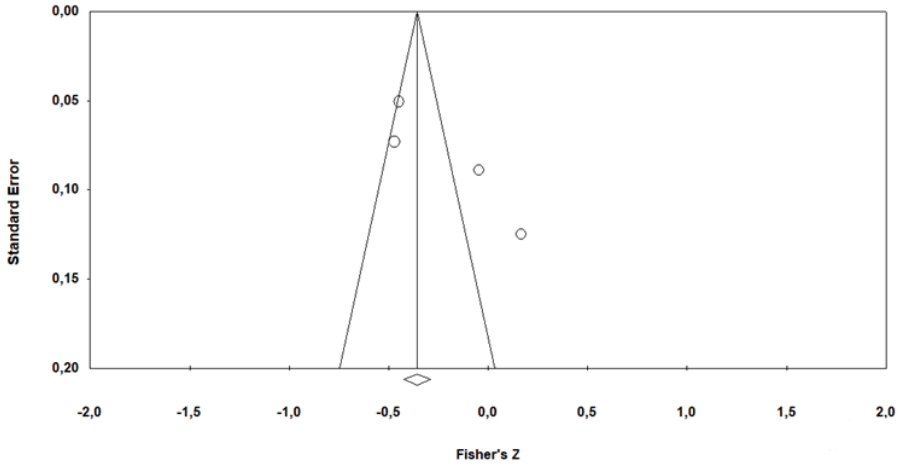


Figure 4. Funnel plot of 3rd data set.

The funnel plot of the fourth data set is indicated in figure 5. The allocation of the fourth data set is also symmetrical. No sign of any publication bias was detected. Using a quantitative analysis technique will provide more accurate results about publication bias. As all the data sets are heterogeneous, Duval and Tweedie's trim and fill test as used with a random-effects model.

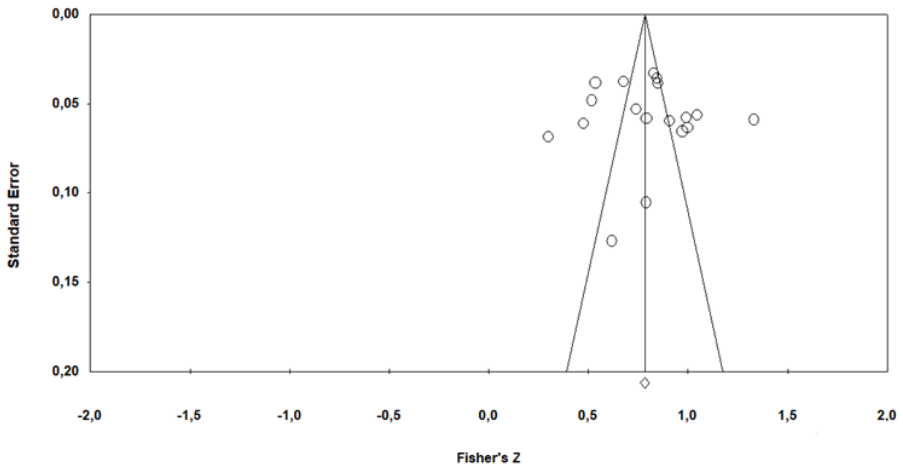


Figure 5. Funnel plot of 4th data set.

Table 3 showed the results of Duval and Tweedie's trim and fill test results. All 4 data sets were tested and no publication bias was detected. One can see that there is

no difference between the observed values shown at the top lines and the adjusted values shown in the bottom lines. There are also no trimmed studies.

Table 3
Duval and Tweedie's Trim and Fill Test Results

1st data set		Confidence Interval (CI)			
1st data set (N=8718)	Trimmed studies	Point estimate	Lower limit	Upper Limit	Q value
Observed values		-.51508	-.57516	-.44947	350.27502
Adjusted values	0	-.51508	-.57516	-.44947	350.27502
2nd data set (N=6845)		Point estimate	Lower limit	Upper Limit	Q value
Observed values		-.50812	-.56797	-.44293	254.41675
Adjusted values	0	-.50812	-.56797	-.44293	254.41675
3rd data set (N=1676)		Point estimate	Lower limit	Upper Limit	Q value
Observed values		-.40538	-.56298	-.21934	37.10562
Adjusted values	0	-.40538	-.56298	-.21934	37.10562
4th data set (N=7159)		Point estimate	Lower limit	Upper Limit	Q value
Observed values		.65929	.59791	.71299	309.99328
Adjusted values	0	.65929	.59791	.71299	309.99328

The first data included 8,718 subjects, the second data set included 6,845 subjects, the third data set included 1,676 subjects and the fourth data set included 7,159 subjects. According to Duval and Tweedie's trim and fill test results, second, third and fourth data sets also did not include any publication bias. The results are similar to the results of the funnel plot analysis.

Findings Related to Effect Sizes

The results and graphics represented in this part are produced using Comprehensive Meta-Analysis Software (CMA), and figure 6 indicates the relative weight of the correlation gained from the collected studies and the forest plot of the data, including the correlation values regarding the relationship between job satisfaction and intention to quit. One expects to monitor the direction and the strength of the relationship using the effect sizes of the data (Borenstein et al., 2009). The forest plot shows the weight and interval of the studies. The first data set's effect size is -.515 ($r = -.515$).

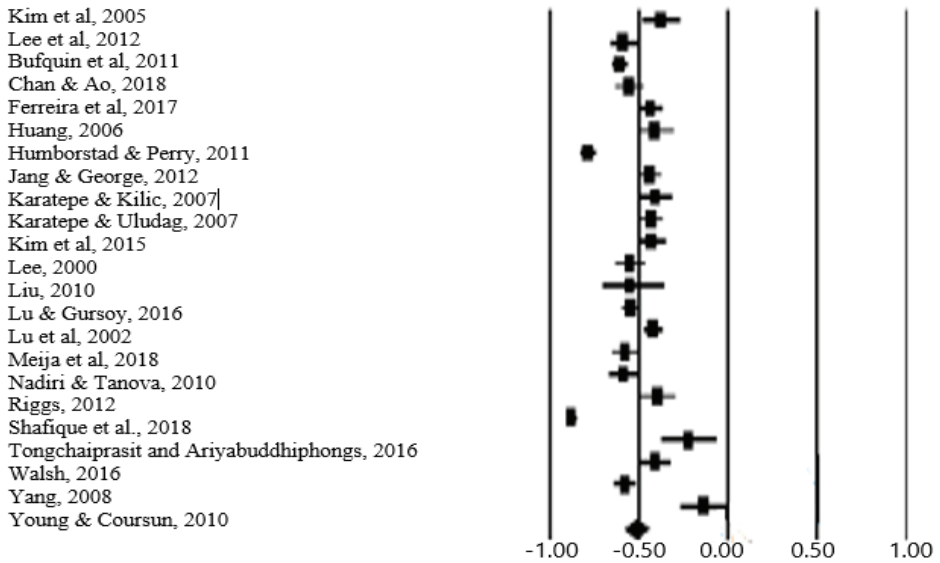


Figure 6. Forest plot of the 1st data set.

Figure 7 shows the forest plot and relative weight of the studies in the data set, including the correlation values regarding the relationship between intention to quit and organizational commitment where organizational commitment is the antecedent. The results of the analysis carried out using Comprehensive Meta-Analysis Software (CMA) showed that this effect size is $-.508$ ($r = -.508$). The strength of this effect size is closer to the effect size of previous data.

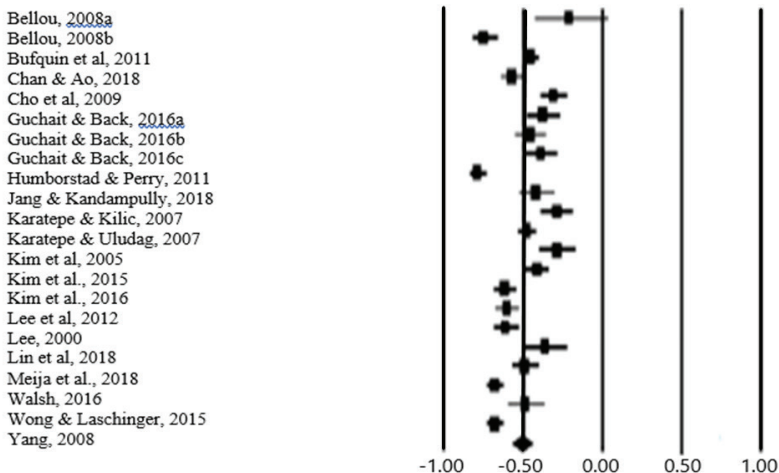


Figure 7. Forest plot of the 2nd data set.

Figure 8 indicates the forest plot and relative weights of the correlational values regarding the relationship between intention to quit and empowerment where empowerment is the antecedent. According to the analysis results, this effect size is $-.405$ ($r = -.405$).

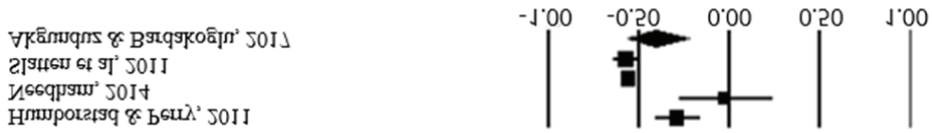


Figure 8. Forest plot of the 3rd data set.

In figure 9, the forest plot of the correlation values regarding the relationship between job satisfaction and organizational commitment is shown. There is a positive impact of job satisfaction on organizational commitment and the effect size of this relationship is $.659$ ($r = .659$). This effect size is the highest and these two variables have the strongest relationship.

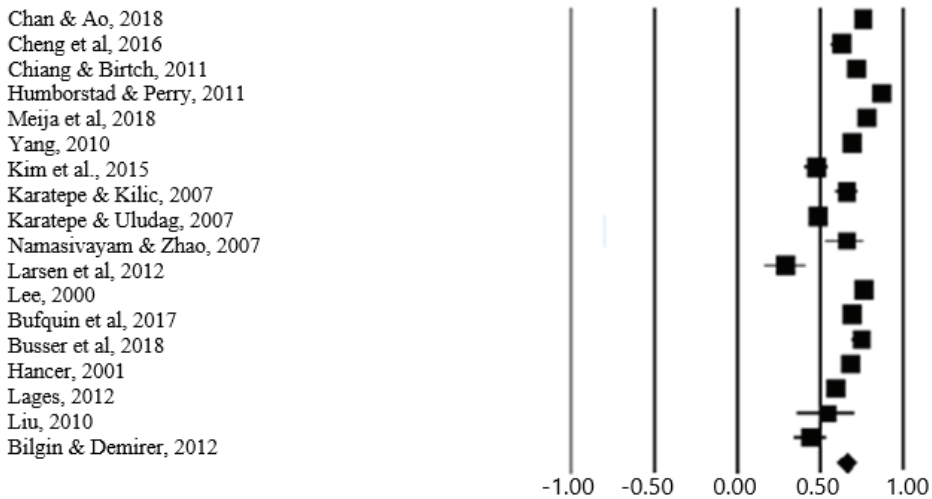


Figure 9. Forest plot of the 4th data set.

Moderator Analyses

The moderator analysis results regarding the correlations between job satisfaction and intention to quit are shown in Table 4. According to the analysis results, the moderating effect of job level is not significant. But the moderating effect of occupation type is significant at a $.01$ level of significance. Other moderators are not significant.

Table 4
Moderator Analysis Results of 1st Data Set

Concepts	k	N	r	CI		Q	Qb
				lower limit	upper limit		
Job satisfaction-intention to quit	23	8718	-.515*	-.575	-.449	350.275	
Moderator (job level)							0.021ns
White collar employees	3	1323	-.522	-.604	-.429		
Blue collar employees	20	7395	-.514	-.583	-.437		
Moderator (occupation)							10.561**
Chef	3	598	-.262	-.428	-.079		
Employee	13	4675	-.554	-.628	-.470		
Frontline	14	2122	-.538	-.692	-.336		
Manager	3	1323	-.522	-.604	-.429		
Moderator (workplace)							1.892ns
Hotel	16	6514	-.477	-.541	-.409		
Restaurant	4	1371	-.540	-.639	-.425		
Tourist organization	3	833	-.670	-.872	-.271		
Moderator (region)							1.901ns
Asia	12	3854	-.554	-.651	-.559		
Europe	2	733	-.510	-.644	-.347		
North America	9	4131	-.460	-.536	-.377		

***p < .01; **p < .05; *p < .10; ns: not significant

Table 5 showed the moderator analysis results regarding the correlations between organizational commitment and intention to quit. Moderator analysis results showed that only type of workplace is a variable moderating the relationship between organizational commitment and intention to quit at a .05 level of significance.

Table 5
Moderator Analysis Results of 2nd Data Set

Concepts	k	N	r	CI		Q	Qb
				lower limit	upper limit		
Organizational commitment -intention to quit	22	6845	-.508*	-.568	-.443	254.417	
Moderator (job level)							0.009ns
White collar employees	4	872	-.517	-.723	-.226		
Blue collar employees	18	5973	-.505	-.566	-.438		
Moderator (workplace)							9.486**
Casino	2	613	-.597	-.646	-.543		
Hotel	7	2523	-.539	-.650	-.406		
Restaurant	10	2656	-.449	-.528	-.364		

Tourist organization	3	1053	-.551	-.737	-.388	
Moderator (region)						0.561ns
North America	8	2621	-.475	-.567	-.371	
Asia	12	4038	-.523	-.602	-.434	
Europe	2	186	-.536	-.872	-.146	

****p* < .01; ***p* < .05; **p* < .10; ns: not significant

The number of studies included in the third data set was not adequate for testing any hypotheses regarding the moderating variables for the correlation between empowerment and intention to quit. Table 6 indicated the moderator analysis results of the fourth data set related to the correlation between job satisfaction and organizational commitment. Job level and region were not revealed as a significant moderator, but the workplace is a significant moderator according to the analysis results.

Table 6
Moderator Analysis Results of 4th Data Set

Concepts	k	N	r	CI			
				lower limit	upper limit	Q	Q ^b
Organizational commitment-job satisfaction	18	7159	.659*	.598	.713	309.993	
Moderator (job level)							2.170ns
White collar employees	2	787	.557	.386	.690		
Blue collar employees	16	6372	.671	.607	.726		
Moderator (workplace)							6.416*
Hotel	10	3525	.656	.573	.727		
Restaurant	4	2470	.645	.586	.698		
Travel agency	2	571	.479	.088	.743		
Various	2	593	.822	.679	.905		
Moderator (region)							0.035ns
North America	7	3226	.664	.565	.744		
Asia	11	3933	.653	.581	.715		

****p* < .01; ***p* < .05; **p* < .10; ns: not significant

After the moderator analyses testing the moderating effect of possible moderator, the possible moderating effect of publication year was tested by forming two different groups: the first group included the studies published between 1998 and 2008, and the second group included the studies published between 2009 and 2019. These

two groups were used for this moderator analysis, and moderator analysis results indicated that there is no moderating effect of the publication year.

Discussion

The quality of tourism and hospitality organizations has been closely linked to intention to quit. Managers and leaders of these organizations should accept that these constructs are related to some other variables. Among these variables, job satisfaction, organizational commitment, and empowerment are the variables most commonly suggested in the literature as associated with intention to quit (Humborstad and Perry, 2011; Tan, 2007; Okuyucu, 2014; Meyerson, 2007). These variables are also vital for the tourism and hospitality industry, because this is a labor-intense industry.

The surveyed relationships' effect sizes are significant. According to Cohen's (1988) criteria, the effect size of the data set including the correlation values of the correlations between empowerment and intention to quit is *medium*, and the effect size of the other data sets are *large*. A previous study (Coi and Kim, 2016), which was conducted in the health industry, also found that the effect size of the interrelationships between job satisfaction, organizational commitment, and turnover intention is large and the highest effect size among these relationships is the effect size of the relationship between organizational commitment and job satisfaction. This study supported these findings for the tourism and hospitality industry. Tett and Meyer (1993) confirmed these findings generally.

The moderator analysis results were consistent with the structure of the relationships. Job satisfaction was expected to be affected by the type of occupation. The results showed that the type of occupation moderates the relationship between job satisfaction and intention to quit. Organizational commitment was expected to be affected by the organization. According to the results, the type of workplace is a moderating variable between organizational commitment and intention to quit.

Type of occupation can affect the expectations related to the job. If an employee expects more from a job, low job satisfaction may lead to a higher intention to quit. But employees expecting less from a job can keep on working with lower job satisfaction, because they were ready to work with lower job satisfaction. Consequently, the results of this meta-analysis revealed that type of occupation is a moderator for the relationship between job satisfaction and intention to quit.

Organizational commitment has strong connections with the organization. Different types of workplace cause different expectations in the mind of employees. According to the results, the employees of restaurants expect the least from the workplace. The effect size of the relationship between organizational commitment and intention to

quit is the lowest for the employees working in restaurants. That is why they keep on working with lower organizational commitment. But the employees of other workplaces avoid working with lower organizational commitment. Therefore, the effect sizes of such relationships in these workplaces are higher. The moderator analysis results also supported these findings and showed the workplace as a significant moderator for the relationship between organizational commitment and intention to quit.

Limitations and Future Research

The number of studies was not adequate to evaluate the moderating effect of some variables. If the number of studies surveying the relationship between these variables increases in the future, future meta-analysis studies may have the chance of analyzing the effect of such moderating variables.

During this meta-analysis research, only the studies in English, Turkish, and German were reviewed. The studies in other languages were not reviewed. But a meta-analysis study should aim to reach all possible studies. A future study may feature collaboration with authors who can search studies in different languages.

Conclusion

This study found that the surveyed antecedents have a significant and negative effect on intention to quit. The results also showed that the effect size of the correlations between organizational commitment and job satisfaction is significant and positive. Moreover, this relationship has the highest effect size. This meta-analysis study determined that type of occupation is a moderator of the relationship between job satisfaction and intention to quit, and type of workplace is a moderating variable affecting the correlations between organizational commitment and intention to quit.

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