

Hospitality Innovation: A Bibliometric Review from 2000-2024

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Abstract

The hospitality industry has experienced significant transformation driven by continuous innovation, reshaping business operations and service delivery. This study aims to analyze innovation trends in the hospitality sector by identifying key research themes, underlying factors, and employee contributions to the innovation process. The primary objective is to understand how innovation impacts business performance, what antecedents drive innovation, and how employee behavior supports its implementation. To achieve this, a bibliometric and content analysis approach was utilized. A total of 2,602 English-language articles published between 2000 and 2024 were retrieved from the Web of Science database. Bibliometric analysis was conducted to examine the research landscape, followed by a co-occurrence analysis to identify dominant themes. Content analysis provided deeper insights into subthemes related to hospitality innovation. The study identified three main themes: (1) the impact of innovation, (2) antecedents of innovation, and (3) employees' behavior. The impact of innovation includes competitive advantage, market expansion, customer satisfaction, and business performance. Antecedents of innovation consist of leadership style, employee empowerment, and sociocultural trends that drive innovation. Employee behavior, as the third theme, highlights knowledge exchange, teamwork, flexibility, and learning abilities, all essential for fostering innovation. By synthesizing existing literature, this study provides valuable insights into the complex relationships between innovation drivers and outcomes in hospitality. The findings contribute to both academic research and industry practices, offering guidance for future innovation strategies. Further research is recommended to explore emerging trends and address identified gaps.

Keywords: Bibliometric Analysis, Digital Innovation, Hospitality Industry, Invention.

INTRODUCTION

Innovation has long been recognized as a crucial driver of competitive advantage in service businesses, particularly in the hospitality and tourism industries (Gomezelj, 2016). The rapid advancement of technology has led to a significant transformation in the hospitality sector, enabling businesses to shift towards customer-centric approaches by understanding customer preferences and delivering exceptional services. Hospitality innovation encompasses experience enhancement, service improvement, and process optimization—elements that have become indispensable for sustaining competitiveness in an increasingly dynamic market. To remain relevant, hospitality and tourism businesses must effectively manage the creation of new services, generate innovative service ideas, and optimize service delivery mechanisms (Ostrom, 2020).

Despite the growing body of literature on hospitality innovation, previous studies have primarily focused on tourism management (Shin et al., 2019) and service management (Witell et al., 2016), with limited exploration of the intersection between technological advancements and customer engagement strategies. Furthermore, while previous research has acknowledged the changing expectations of travelers who increasingly seek personalized experiences (Shin & Perdue, 2022), there is still a gap in understanding how emerging innovations—such as AI-driven virtual assistants, mobile room control, mobile check-in, and remote hospitality services—enhance both operational efficiency and customer satisfaction. Additionally, the COVID-19 pandemic has accelerated the adoption of digital innovations, further reshaping the competitive landscape of the hospitality industry.

This study addresses these research gaps by conducting a bibliometric analysis of hospitality innovation from 2000 to 2023, providing a systematic review of technological advancements and customer engagement strategies that have shaped the industry. By analyzing data from high-impact journals, influential authors, and leading countries in hospitality innovation research, this study aims to identify key trends, emerging themes, and future directions. The findings are expected to provide valuable insights into the role of innovation in enhancing business operations and customer experiences, while also serving as a foundation for future research in this field.

According to Wooster and Baker (2019) define innovation as "a combination of technology, business models, knowledge, organization, and demand with the objective of improving existing services incrementally or creating new services radically." Similarly, Amabile (2023) describes hospitality innovation as the process of developing new or improved services and processes in the hospitality sector. Building on these definitions, this study contributes to the literature by offering a comprehensive examination of innovation's role in the hospitality industry, emphasizing the urgency of adopting cutting-edge solutions to meet evolving customer demands and maintain competitive advantage.

RESEARCH METHODS

The data was collected from the Web of Science (WoS) database, which contains the Social Science Citation Index (SSCI) in the option box. According to Zupic & Cater (2015), WoS is popular for bibliometric analysis and can be accessed online. The "Advanced Search" feature in the WoS requires certain keywords to be entered in order to display all relevant journals. Hospitality innovation (e.g., "invention" and "advancement") and hospitality (e.g., "hotel(s)", "hospitality", and "lodging") are combined to form the topic of hospitality innovation. So, the advance search in WoS is using the keywords from hospitality and innovation. Additionally, the three WoS categories of "Business," "Management," and "Hospitality, Leisure, Sport & Tourism" are searched.

The language and document types in the search option are restricted to "articles" and "review articles" (book reviews and proceedings papers are not included). The language is also limited to English, so only articles with English language will be analysed. At the end, there are a total of

2,602 high-quality and high-impact documents available from 2000 until 2024 for bibliometric analysis during the search. The next step is analysing the data by using VOSviewer software.

The main technique used in this research method is bibliometric analysis. To conduct the bibliometric analysis, this study used VOSviewer software to organize the data. To investigate the development of innovations in hospitality, co-authorship, citations, and co-citations were analyzed. The results are displayed in a table and sorted by the number of documents published as well as the number of citations. Furthermore, using co-occurrence analysis of keywords appearing in titles and abstracts, the clustering of themes and their evolutionary trends can be evaluated. Finally, content analysis will reveal subthemes for each cluster based on co-occurrence analysis and each cluster will be interpreted by grouping highly influential articles (Zupic & Čater, 2015). VOSviewer is one of the quantitative bibliometric tools used in this review, along with Excel as supplemental tools for data analysis.

RESULT AND DISCUSSION

Highly Productive Journals

There are 2,602 articles on hospitality innovation topic were published in 271 journals altogether. Then the top 20 journals are accounted 65.14% of all publications (as shown in Table 1). The top journals are ranked based on the number of documents published. It means that the most impactful in this study is appearing in the table below.

Table 1. Top 20 Journals Ranked by The Number of Publications

#	Sources (257 in total)	N↓	%	Citations
1	International Journal Of Contemporary Hospitality Management	340	13,07%	8203
2	International Journal Of Hospitality Management	333	12,80%	9304
3	Tourism Management	130	5,00%	4507
4	Current Issues In Tourism	96	3,69%	1871
5	Journal Of Sustainable Tourism	84	3,23%	602
6	Journal Of Hospitality And Tourism Management	80	3,07%	1169
7	Tourism Economics	66	2,54%	450
8	Journal Of Hospitality & Tourism Research	60	2,31%	545
9	Cornell Hospitality Quarterly	59	2,27%	657
10	Journal Of Hospitality Marketing & Management	57	2,19%	1029
11	Service Industries Journal	52	2,00%	0
12	Journal Of Hospitality And Tourism Technology	49	1,88%	537
13	Tourism Management Perspectives	48	1,84%	832
14	Tourism Review	38	1,46%	226
15	Journal Of Business Research	37	1,42%	27
16	International Journal Of Tourism Research	35	1,35%	251
17	Journal Of Hospitality Leisure Sport & Tourism Education	35	1,35%	86
18	Annals Of Tourism Research	33	1,27%	434

19	Asia Pacific Journal Of Tourism Research	32	1,23%	174
20	Journal Of Travel Research	31	1,19%	539

Highly Productive Authors, Institutions, and Countries/Regions

Tables 2, 3, and 4 display the top 20 authors, the top 10 institutions who published hospitality innovation topic, and the top 10 countries/regions who have contribute in the literature on hospitality innovation. The ranking system also based on the number of published documents.

Table 2. Top 20 Authors Ranked by The Number of Publications

#	Author	Documents↓	Citations↓↓	Total Link Strength
1	Liu, Chih-Hsing	28	578	33
2	Hornig, Jeou-Shyan	25	864	36
3	Law, Rob	22	414	6
4	Koseoglu, Mehmet Ali	19	311	12
5	Chou, Sheng-Fang	17	458	32
6	Dolnicar, Sara	16	185	8
7	Han, Heesup	15	240	5
8	Wong, Ipkin Anthony	15	47	2
9	Altinay, Levent	13	499	5
10	Falk, Martin	13	135	0
11	Okumus, Fevzi	13	662	9
12	Gossling, Stefan	12	116	4
13	Kallmuenzer, Andreas	12	286	8
14	Luu, Tuan Trong	12	169	4
15	Dhir, Amandeep	11	197	0
16	So, Kevin Kam Fung	11	31	0
17	Hall, C. Michael	10	60	4
18	Kim, Seongseop (Sam)	10	80	5
19	Nieves, Julia	10	329	0
20	Rasoolimanesh, S. Mostafa	10	75	0

Table 3. Top 10 Institutions Ranked by The Number of Publications

#	Institutions	Documents↓	Citations	Total Link Strength
1	Hong Kong Polytech University	86	3100	46
2	University of Cent Florida	33	1143	18
3	Kyung Hee University	22	557	15
4	Griffith University	21	1030	4
5	Penn State University	21	443	12
6	Sun Yat Sen University	20	693	16
7	University of Surrey	19	683	12
8	Virginia Technology	19	685	7

9	Temple University	17	236	12
10	University of Houston	17	453	5

Table 4. Top 10 Countries/Regions Ranked by The Number of Publications

#	Country	Documents↓	Citations	Total Link Strength
1	USA	255	6748	161
2	China	246	7103	186
3	Spain	132	4694	35
4	Taiwan	98	4135	48
5	England	95	3711	87
6	Australia	93	3282	67
7	South Korea	53	1504	60
8	Italy	50	1424	45
9	Turkey	35	1351	28
10	France	27	685	33

Highly cited articles and authors

Table 5 lists the top ten most cited articles, and Table 6 lists the top ten most cited authors based on the citation analysis in VOSviewer. The focus in table 5 represents the main topic of the research in WoS database and sorted by number of citations. Then the authors in citation analysis also ordered based on the number of citations.

Table 5 Top 10 Most Cited Articles Based on Citation Analysis

#	Document	Focus	Citations	Links
1	Guttentag (2015)	Airbnb	1047	9
2	Guttentag (2018)	Airbnb	461	4
3	Hu (2009)	Service innovation	406	4
4	Guttentag (2017)	Airbnb	331	5
5	Chathoth (2013)	Co-production and creation	309	2
6	Shin (2020)	Technology Innovation	287	0
7	Fraj (2015)	Learning Innovation	283	6
8	Omerzel (2016)	Research on Innovation	272	10
9	Chou (2014)	Green Consumerism	270	4
10	Baum (2020)	Hospitality workforce	264	1

Table 6 Top 10 Most Cited Authors Based on Citation Analysis

#	Author	Documents	Citations↓	Total Link Strength
1	Horng, Jeou-Shyan	25	864	116
2	Okumus, Fevzi	13	662	38
3	Liu, Chih-Hsing	28	578	100
4	Altinay, Levent	13	499	40
5	Chou, Sheng-Fang	17	458	98

#	Author	Documents	Citations↓	Total Link Strength
6	Law, Rob	22	414	19
7	Tajeddini, Kayhan	10	346	41
8	Nieves, Julia	10	329	21
9	Koseoglu, Mehmet Ali	19	311	44
10	Kallmuenzer, Andreas	12	286	13

Highly co-cited references

The top 10 most co-cited references, top 10 most co-cited authors, and top 10 most co-cited journals are shown in the table 7, table 8, and table 9 consecutively. The ordering system is started from the highest number of citations.

Table 7 Top 10 Most Co-Cited References from The Co-Citation Analysis

#	Co-cited References	Focuses	Citations
1	Fornell & Larcker (1981)	SEM	186
2	Hair (2014)	Multivariate Analysis	152
3	Podsakoff et al. (2003)	Self-report data	124
4	Hjalager (2010)	Review on Innovation research	105
5	Anderson & Gerbing (1988)	SEM	74
6	Barney (1991)	Strategic management	65
7	Omerzel (2016)	Systematic Review of Innovation	64
8	Orfila (2005)	Innovation behaviour	61
9	Hu (2009)	Service innovation	61
10	Guttentag (2015)	Airbnb	56

Table 8 Top 10 Most Co-Cited Authors from The Co-Citation Analysis

#	Co-cited Authors	Citations↓	Total Link Strength
1	Hair, Jf	269	2077
2	Hjalager, Am	207	2142
3	Fornell, C	206	1636
4	Podsakoff, Pm	193	1479
5	Buhalis, D	189	1430
6	Han, H	134	981
7	Tajeddini, K	123	1376
8	Barros, Cp	122	492
9	Vargo, Sl	119	924
10	Orfila-Sintes, F	117	1275

Table 9 Top 10 Most Co-Cited Journals from The Co-Citation Analysis

#	Co-cited Journals	Citations↓	Total Link Strength
1	International Journal of Hospitality Management	4430	193495
2	Tourism Management	3662	158076

#	Co-cited Journals	Citations↓	Total Link Strength
3	International Journal of Contemporary Hospitality Management	3299	149499
4	Annals of Tourism Resource	1247	54985
5	Journal of Business Resources	1247	64344
6	Strategic Manage Journal	812	39560
7	Academy of Management Journal	811	38480
8	Journal of Marketing	803	39240
9	Current Issues of Tourism	722	36012
10	Journal of Sustainable Tourism	687	32926

Co-Occurrence Analysis: Identifying Research Themes and Trends

Three clusters of research themes are formed by the co-occurrence analysis of index keywords from journal titles, abstracts, and author keywords, as shown in Figure 1. It means that hospitality innovation topic is divided into three different cluster of keywords. Cluster #1, which represented by red color is named impact of innovation, green color as cluster #2 is antecedent of innovation, and the last cluster is blue color (cluster #3) is employees’ behavior. Additionally, Figure 2 presents the temporal overlay visualization of index keywords, allowing us to observe the shift in research interest over time.

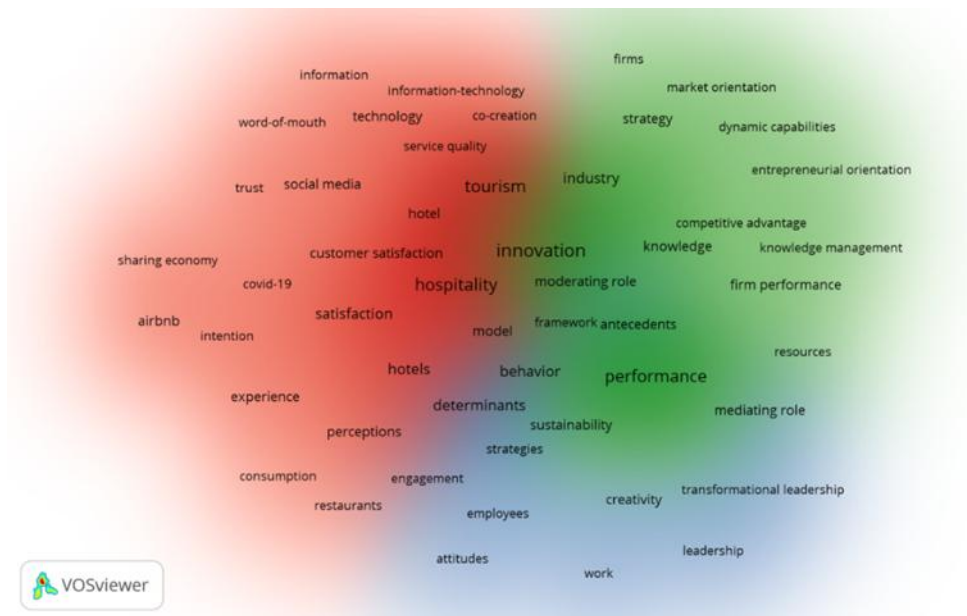


Figure 1. Clustering results of the co-occurrence analysis of index keywords (Threshold=68 co-occurrences)

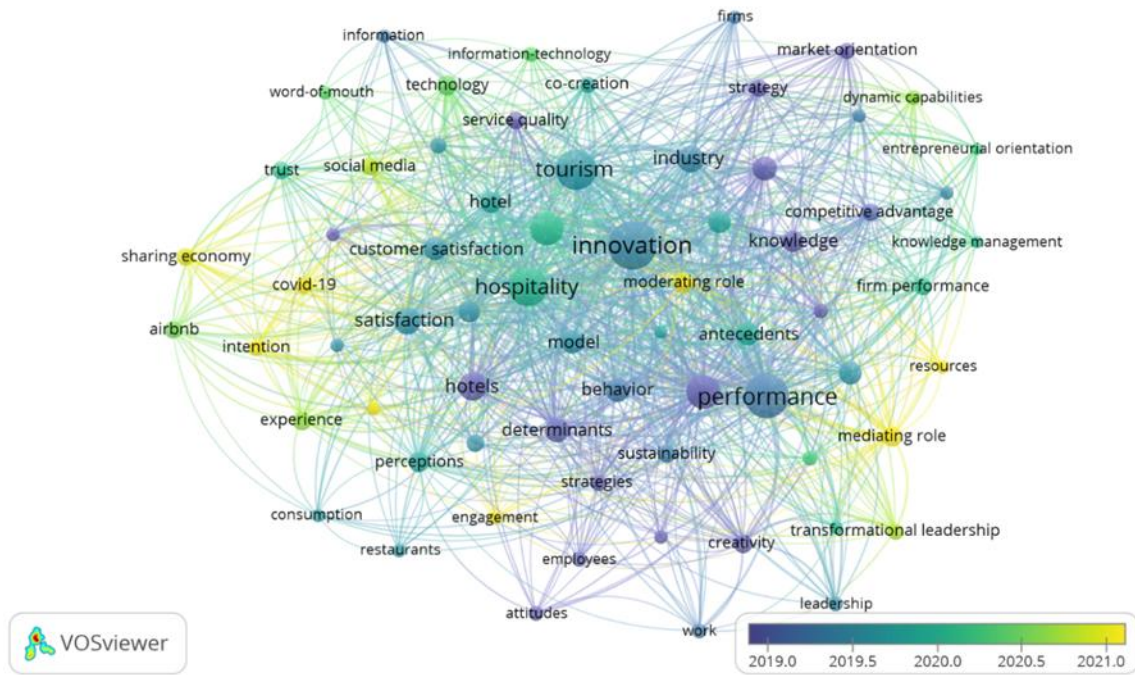


Figure 2. Overlay visualization of index keywords (illustrating the evolution of hot topics)

Thematic Content Analysis of Co-occurrence Clustering

After analysing each keyword appeared in co-occurrence analysis, found three clusters that represented the theme of hospitality innovation. From these clusters, the keywords inside the themes are forming subthemes. Here is the explanation of each theme:

Cluster #1 impact of innovation

The first cluster is represented with red colour as digital innovation gives impacts in hospitality industry. In this cluster, the focus on innovation connects the progress within hospitality industry as the core factor. There is word “technology”, “information technology”, and “social media” inside this cluster, suggest the focus on how innovation in technology was conducted for improve the services in hospitality industry such as composing marketing strategy, customer relationship, even customer experience. The implementation is the usage of mobile apps, virtual reality, AI, also big data analysis to optimize daily operational and also engage the effectiveness in human resources.

In increasing service quality, the innovation creates the improvement in service delivery process. This may engage the personalization by tourist when they are travelling and meet their expectation. Furthermore, Airbnb is linked with sharing economy to compose new business model in traditional hospitality system (Varma et al., 2016). It shows how platforms like Airbnb are changing the trends when travellers get accommodation. Then the impact of this quality is connected with customer satisfaction and experience, which is appear in the keywords. In adapting innovation, hospitality industry should look at the customer needs, analysing the previous data, conducting surveys, and using social media to get the travellers preferences. This might bring

hospitality industry to do personalization to improve customer satisfaction. For example, how innovation can guide the travellers from booking process, gives recommendation on tourist sites, and post engagement (Bilgihan & Ricci, 2024). When hospitality industry has implemented this personalization, they could get competitive advantages among the competitors.

In the term of Covid-19, hospitality and tourism, employees, and restaurants, this cluster highlights the importance of innovation in developing hospitality industry. Websites for travel communication are essential for selecting hotels and destinations, which Choi et al. (2021) proposed that a travel recommender system to automate the effects of word-of-mouth (WOM) and offer travellers individualized travel planning services. Then new technologies can open up new revenue streams, expedite booking procedures, and greatly improve customer engagement in order to maintain a hotel's competitive edge in the ever-changing hospitality industry (Bilgihan & Ricci, 2024). Facing Covid-19 pandemic, papers explore how digital innovation has accelerated the long-distance process such as hygiene protocols, digital experience, and contactless services. So, this cluster painted the impact of transformation in innovation towards tourism and hospitality industry.

Cluster #2 antecedent of innovation

This cluster explores the fundamental elements that drive innovation in the hospitality sector. This cluster draws attention to the important influences, facilitators, and situations that support the creation and application of creative practices in hospitality contexts. This cluster's thematic content highlights how managerial, environmental, and organizational factors work together to influence innovation processes and results. A key factor in encouraging innovation is organizational culture (Kruja et al., 2016). Research in this area highlights the value of an environment that encourages innovation, teamwork, and taking risks. For example, cross-functional collaboration and knowledge-sharing systems are commonly mentioned as facilitators of service and process innovation (Ogunmokun et al., 2020; Tsou et al., 2016). Innovation is also influenced by organizational size and structure, larger companies have more resources at their disposal, but they also frequently face obstacles (Pavlatos, 2015). Smaller businesses, on the other hand, are renowned for their flexibility and quick adoption of creative solutions. The strategic orientation of organizations is another common topic.

Innovation is greatly aided by market orientation, particularly by competitor analysis and customer focus. Businesses that put a high priority on learning about the wants and needs of their clients are more likely to create personalized solutions that improve customer satisfaction and service quality (Palacios-Marques et al., 2016). One important antecedent of innovation is the role of leadership. Innovation initiatives are often attributed to transformational leadership, which is characterised by vision, inspiration, and empowerment (Mainemelis et al., 2018). Leaders who create an atmosphere environment that is open to innovation by promoting experimentation and accepting failure that is favorable to new concepts and methods. In this case, leader is the main power who control the change to do innovation.

Decision-making procedures have an impact on innovation's success as well. Innovation capabilities are greatly improved when managerial strategies are in line with long-term objectives and resources are allocated to research and development. Support from managers for staff training

and development also guarantees a workforce capable of successfully implementing new concepts (Lub et al., 2016). External antecedents of innovation in the hospitality industry include changing market conditions and technological advancements. More personalization and operational efficiency are now possible thanks to digital transformation, which includes the use of AI, big data, and IoT (Buhalis & Moldavska, 2022). This cluster demonstrates how businesses are better positioned to maintain competitive advantage when they make proactive investments in technology advancements. Innovation is also fuelled by market forces like rising customer expectations and fiercer competition. Leaders in the industry are distinguished from laggards by their capacity to adapt to these pressures through innovative approaches and unique product attributes (Wu & Gao, 2019).

In the hospitality industry, sustainability factors are becoming increasingly important preconditions for innovation. Because of legal requirements and customer demand for environmentally friendly services, businesses are integrating green practices into their operations more and more. Innovations in sustainable sourcing, energy efficiency, and waste management are great examples of how CSR commitments can boost innovation (Kuokkanen & Kirillova, 2024). One recurrent theme in this cluster is knowledge management. Businesses are better equipped to innovate when they successfully gather, share, and apply knowledge (Hameed et al., 2021). Innovation performance is improved by learning-oriented cultures that promote the investigation of recent approaches and the integration of outside knowledge sources, such as alliances and collaborations. In other word, this cluster focuses on the factors that create innovation in hospitality industry.

Cluster #3 employees' behavior

The third cluster is employees' behaviour, which examines how important employees are to the innovation process in the hospitality sector. This cluster emphasizes how employee attitudes, abilities, and behaviors are interconnected and impact organizational innovation, customer satisfaction, and overall performance. It emphasizes how behavioral dynamics, motivational elements, and human resource practices support innovation at all levels (Ali Ababneh, 2022). Human resources such as employee play a significant role in conducting innovation.

Innovative behavior is significantly influenced by employee engagement. Employee engagement increases the likelihood that they will adopt new technologies, offer ideas, and adjust to creative methods. Employees' willingness to solve problems creatively is greatly increased by motivating elements like rewards, recognition, and career advancement opportunities (Zhang et al., 2022). It is emphasized that internal motivation as a personal interest in the work and alignment with organisational objectives especially crucial. Employees are more inclined to take the initiative to implement and promote innovation when they feel appreciated and involved in their work (Pascual-Fernández et al., 2020).

One important factor affecting employees' ability to engage in innovation processes is ongoing professional development. Employees are prepared to handle the demands of a dynamic hospitality environment through training programs that improve technical skills, creativity, and critical thinking. Additionally, cross-functional training encourages different departments

cooperation, empowering staff members to comprehend more comprehensive organizational objectives and make more valuable contributions to creative solutions (Sarangal & Singh, 2023). Specifically, leadership training enables managers and team leaders to lead their teams toward creative methods.

Employee resistance to change is one of the issues this cluster highlights, as it can influence the adoption of creative practices. Fear of failing, ignorance, or perceived threats to job security are common causes of resistance (Mohsin et al., 2022). Strategies that are emphasized to overcome these obstacles include inclusive decision-making, effective communication, and clearly articulating the reasoning for innovation. Reducing resistance and encouraging innovation require establishing a psychologically safe workplace where staff members can experiment and share ideas without worrying about unfavorable outcomes (Huang et al., 2021).

Collaborative behavior within teams is a recurring theme in this cluster. Employees who work well in teams, share knowledge, and collectively solve problems contribute significantly to the innovation process. Cross-functional collaboration, in particular, is crucial for integrating diverse perspectives and expertise, leading to more comprehensive and creative solutions (Sarangal & Singh, 2023). Trust and effective communication among team members are identified as essential components of successful collaboration. Organizations that cultivate these dynamics are better positioned to leverage the full potential of their workforce for innovation.

Employees' interpersonal and emotional intelligence are highlighted as important sources of innovation. People with high emotional intelligence are better able to handle stress, deal with difficulties in a constructive way, and negotiate the complexities of team interactions (Genc & Kozak, 2020). In a similar context, social intelligence motivates innovations that improve customer experiences by empowering staff to comprehend the wants and needs of customers. In order to promote an innovative and collaborative culture, it is noted that empathy, flexibility, and conflict resolution abilities are especially beneficial. To encourage creative behavior in workers, a supportive work environment that values experimentation, creativity, and learning is crucial. In order to shape this culture, leadership support is essential. An atmosphere where employees feel empowered to contribute is produced by leaders who actively promote employee participation, offer helpful criticism, and set aside funds for innovation.

CONCLUSION

In the hospitality innovation topic, this study employed bibliometric analysis supported by VOSviewer to do data analysis. As the result, the co-occurrence analysis reveals hospitality innovation consists of three main themes in the previous literature from 2000 until 2024. The first theme is related to impact of innovation, second theme is antecedent of innovation, and the last theme is employee's behavior. Deepen content analysis is conducted to find the subthemes for each theme. For impact of innovation, the related subtopics are performance by innovation, customer satisfaction, market expansion, and competitive advantage. Then antecedent of innovation has three subthemes includes leadership style, employee empowerment, and socio-cultural trends. Regarding employee's behavior, the subthemes are creativity and knowledge

sharing, employees' collaboration, and employees' adaptability and learning skills. By analysing these subthemes appear in hospitality innovation topic, deeper understanding of innovation in hospitality industry will lead to sustainable success in the future. This also provide information for doing research, exploring more and wider topic in hospitality innovation.

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