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EVOLUTION OF RESEARCH ON HOTEL PERFORMANCE: A BIBLIOMETRIC EXAMINATION FROM 2010 TO 2025

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Abstract:

This study investigates the evolution and intellectual structure of research on hotel performance over the period 2010–2025. Drawing on 822 publications retrieved from the Scopus database, a bibliometric analysis was conducted using VOSviewer software to visualize and interpret key research patterns. The analysis examines publication trends, citation structures, co-authorship networks, and keyword co-occurrence to identify dominant themes and emerging research fronts. Results reveal a substantial rise in scholarly output after 2015, reflecting the expanding academic and managerial interest in hotel performance evaluation. Major research clusters focus on areas such as service quality and customer satisfaction, financial and operational efficiency, sustainability and green practices, technological innovation, and the influence of digital transformation. Collaboration analysis highlights the growing contribution of Asian and European institutions, indicating an increasingly globalised research community. The findings provide an integrated overview of the knowledge base and offer guidance for future research directions in hospitality management. This study contributes to a deeper understanding of how hotel performance research has evolved and where it is likely to advance in the coming decade.

Keywords: Hotel performance, Bibliometric analysis, Scopus database, VOSviewer.

1. Introduction:

The hotel industry plays a crucial role in the global tourism and service economy, serving as a key driver of employment, investment, and regional development. Over the past decade and a half, the concept of hotel performance has received increasing attention from scholars and practitioners, reflecting its strategic significance for competitiveness and sustainability. Hotel performance broadly encompasses financial indicators, operational efficiency, service quality, customer satisfaction, and innovative capabilities that together determine the long-term success of hospitality enterprises (Assaf

& Tsionas, 2019). With the emergence of new business models, digital transformation, and shifting consumer preferences, performance measurement in the hotel sector has evolved beyond traditional financial metrics to incorporate multidimensional frameworks emphasizing service excellence, environmental responsibility, and stakeholder value.

From 2010 to 2025, research on hotel performance has expanded rapidly due to several global factors, including technological innovation, the growth of online platforms, heightened competition, and increasing sustainability concerns. The integration of big data analytics, revenue management systems, and green certifications has significantly influenced both operational practices and academic inquiry in this field. Consequently, a systematic overview of the evolution of research in hotel performance is necessary to understand its intellectual progression, thematic shifts, and emerging directions.

Despite the extensive literature, few studies have comprehensively examined the bibliometric landscape of hotel performance research. Prior reviews have often been narrative or limited to specific themes such as financial efficiency, customer loyalty, or sustainable management. A bibliometric approach enables a quantitative and objective evaluation of the structure and dynamics of scholarly production, identifying influential authors, journals, countries, and collaborative networks that shape the field (Donthu et al., 2021). Moreover, visualization tools such as VOSviewer offer powerful methods to map co-citation patterns, keyword co-occurrence, and thematic clusters that highlight intellectual linkages among studies.

This paper, therefore, conducts a bibliometric examination of research on hotel performance using data retrieved from the Scopus database covering the period 2010–2025, comprising a total of 822 publications. Scopus was selected due to its extensive coverage of high-quality international journals and its suitability for citation and co-authorship analysis. Using VOSviewer software, the study visualizes the evolution of research themes, identifies the most influential contributors, and detects emerging clusters of knowledge. This integrative mapping provides a clearer understanding of how hotel performance research has evolved over time, how it has diversified across themes, and which directions dominate current discourse.

The key objectives of the study are:

1. To analyze the growth and distribution of publications on hotel performance from 2010 to 2025.
2. To identify the most influential authors, journals, institutions contributing to this research domain.
3. To visualize and interpret keyword co-occurrence and co-citation networks to reveal thematic clusters and intellectual structures.

By addressing these objectives, this study contributes to the hospitality management literature in three key ways. First, it offers a quantitative overview of fifteen years of research activity,

highlighting the evolution of publication trends and citation impact. Second, it maps the intellectual and thematic structure of the field, enabling scholars to understand the conceptual foundations and interconnectedness of topics. Third, it identifies emerging themes and future research directions, thereby providing valuable insights for academics, practitioners, and policymakers seeking to enhance the performance and sustainability of the hotel industry.

The remainder of the paper is organized as follows. Section 2 presents the methodology, including data collection procedures and bibliometric tools. Section 3 discusses the results and Findings of visual analyses derived from VOSviewer, while Section 4 conclusion and limitations.

2. Methodology:

2.1 Research Design:

This study employs a **bibliometric analysis** approach to quantitatively examine the intellectual structure and development of research on hotel performance over the period **2010–2025**. Bibliometric methods are widely used in academic research to identify publication trends, influential works, and emerging themes in a specific domain. This approach enables the systematic mapping of a field's evolution through objective indicators such as citation counts, co-authorship patterns, and keyword co-occurrences (Aria & Cuccurullo, 2017). The analysis was conducted using data extracted from the **Scopus database**, which provides comprehensive coverage of peer-reviewed literature in hospitality and tourism management. Visualization and mapping were performed using **VOSviewer** software (version 1.6.x), a widely adopted tool for constructing and displaying bibliometric networks.

2.2 Data Source and Search Strategy:

The Scopus database was selected for this study due to its broad coverage of high-quality international journals and its advanced tools for citation and bibliographic analysis. The search was carried out in **August 2025** to ensure inclusion of the most recent publications.

The following **search query** was used in the Scopus “Article Title, Abstract, and Keywords” fields:

TITLE-ABS-KEY (“hotel performance” OR “hotel efficiency” OR “hotel productivity” OR “performance measurement in hotels”) AND PUBYEAR > 2009 AND PUBYEAR < 2026

This search yielded **822 documents** covering the years **2010–2025**. The dataset includes **articles, reviews, conference papers, and book chapters** related to hotel performance. Non-English publications, duplicates, and unrelated results (e.g., papers focusing on non-hospitality contexts) were screened and excluded through manual review.

All bibliographic records were exported in **CSV format**, including information such as:

- Author(s)
- Title
- Year of publication

- Source title (journal)
- Author with Affiliation
- Affiliation

2.3 Data Preparation:

Before analysis, the exported Scopus file was preprocessed to remove inconsistencies such as author name variations, duplicate affiliations, and missing keywords. Manual standardization was performed for recurring author and institutional names (e.g., “Univ.” vs. “University”) to improve accuracy of the network maps.

The cleaned dataset was saved in **tab-delimited (.txt)** format, which is compatible with VOSviewer. This file structure allows the software to recognize citation, co-authorship, and keyword co-occurrence relationships required for visualization.

2.4 Analytical Tools and Procedures:

The bibliometric analysis was carried out using a combination of **descriptive analysis** and **network visualization**.

2.4.1 Descriptive Analysis:

Basic bibliometric indicators such as:

- Annual publication trends
- Most productive journals
- Leading authors
- Title
- Author with Affiliation
- Affiliations

were computed to illustrate the overall research productivity and impact.

2.4.2 Network Visualization Using Vosviewer

VOSviewer software was employed to generate five types of bibliometric maps:

1. **Co-authorship Network** – identifies collaboration patterns among authors and countries.
2. **Co-citation Network** – reveals interconnections among frequently cited authors indicating intellectual structure.
3. **Keyword Co-occurrence Map** – visualizes recurring research themes and clusters of concepts related to hotel performance.
4. **Bibliographic Coupling** – identifies recent publications that share sources (journal)
5. **Citation Network** – identifies Citation Analysis by various Countries and various Organizations

Each map was analyzed using the *fractional counting method* to minimize bias toward highly prolific authors or institutions. Minimum occurrence thresholds were set to ensure meaningful

visualization.

VOSviewer automatically clusters items based on association strength, and the clusters were assigned color codes to represent distinct thematic areas. The results were exported as visual maps displaying the density and connection strength among nodes, representing keywords, authors, or countries.

2.5 Validation and Limitations:

To ensure **data validity**, the following measures were adopted:

- Manual screening of titles and abstracts to exclude irrelevant papers.
- Cross-verification of major publication and citation data with Scopus analytics.
- Repetition of keyword extraction to confirm consistency of thematic clusters.

However, bibliometric analysis has certain limitations. The study relies solely on Scopus-indexed publications, which may exclude some relevant articles available in other databases (e.g., Web of Science or Google Scholar). Citation-based indicators may also favor older publications due to accumulation over time. Despite these limitations, the combination of Scopus and VOSviewer provides a robust and replicable framework for analyzing research trends and intellectual structures.

2.6 Summary:

In summary, the methodology integrates **quantitative bibliometric indicators** with **visual network analysis** to examine the evolution of hotel performance research from 2010 to 2025. By employing Scopus as the data source and VOSviewer as the analytical tool, the study provides a comprehensive mapping of scholarly output, thematic evolution, and collaboration patterns that collectively define this research domain.

3. Results, Findings & Discussion:

3.1 Performance Analysis:

3.1.1 Year wise publication of papers

The figure 1 shows the annual statistical results of 822 articles distribution of publications from 2010 to 2025. Overall, the trend demonstrates a steady increase in research productivity over the 16-year period, reflecting a growing interest and engagement in the field.

From 2010 to 2014, the number of publications remained relatively low, fluctuating between 20 and 37 papers. The lowest output was recorded in 2014 (20 publications), indicating a period of limited research activity.

A significant upward trend began in 2015, with publications rising from 43 in 2015 to 54 in 2017. This period marks the start of consistent growth, possibly due to the expansion of research networks or increased funding and academic interest.

After a slight dip in 2018 (49 publications), there was a notable surge in 2019 (63 publications),

continuing into 2020 and 2022, both of which recorded the highest number of publications (77). These peak years indicate the maturity and stabilization of research output in the domain.

In recent years, from 2023 to 2025, the number of publications has slightly declined but remains strong, ranging from 66 to 75 articles annually. This slight variation suggests that research interest continues to be robust, although it may have reached a saturation or stabilization phase.

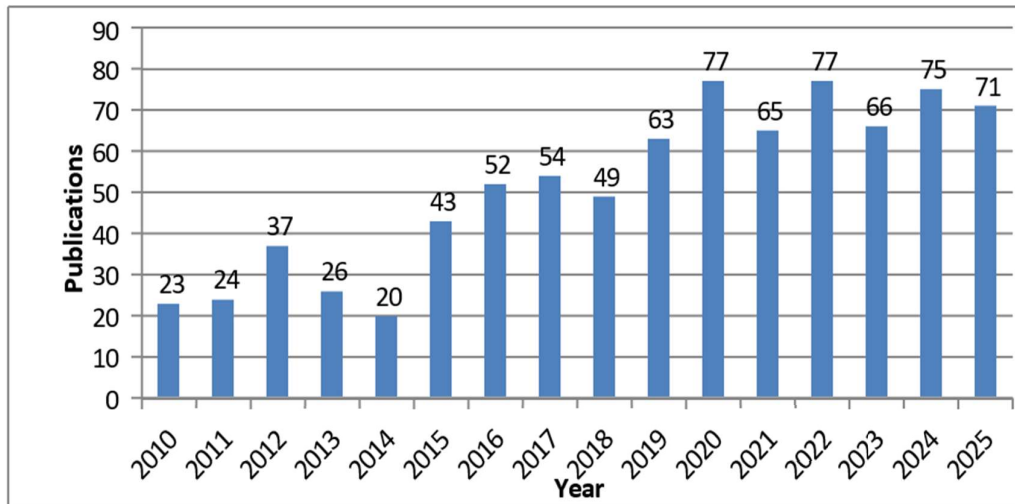


Figure 1: Number of papers published over the year

3.1.2 Most Prolific Authors:

The figure 2 presents the distribution of publications among the top twenty most prolific authors in the research domain. It highlights a clear variation in research productivity, with certain authors emerging as key contributors.

Among the top contributors, M. Vega-Vázquez and F.D. Oltean stand out with 199 publications each, reflecting their significant influence and consistent scholarly engagement in the field. Other notable contributors include A. Destefanis (184 publications), E. Üngüren (179 publications), and B. Marco-Lajara (148 publications), each demonstrating sustained research activity and a strong presence in the academic landscape.

A moderate level of productivity is observed among authors such as M.I. Ishaq (103 publications), M.A. Nugra (49 publications), and I. Kovács (42 publications), indicating active but relatively smaller-scale contributions compared to the leading authors.

In contrast, a larger number of authors contributed fewer than 30 publications, which suggests that while a few scholars dominate the publication landscape, there is still widespread participation from many researchers contributing smaller yet valuable inputs.

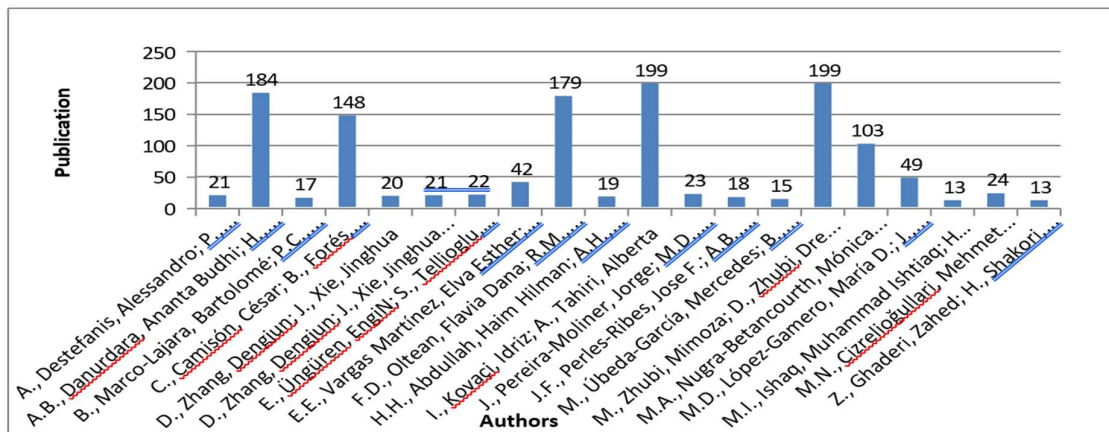


Figure 2: Most prolific Authors

3.1.3 University Affiliation with number of publications:

Figure 3 presents the distribution of research publications by different university affiliations. The data reveals that the University of Applied Sciences leads with the highest number of publications (199), indicating its strong research output and active contribution to the field. It is followed closely by Universidad Autónoma del Estado de México with 184 publications and George Emil Palade University with 179 publications.

The Universitat Jaume I Castellón (148 publications) and the University of the Balearic Islands (103 publications) also show significant research productivity, reflecting their ongoing engagement in scholarly activities.

In contrast, institutions such as Kıbrıs İlim Üniversitesi, Kyrenia (24 publications), Universitat d'Alacant, Alicante (49 publications), and Universitat de les Illes Balears (23 publications) have relatively lower publication counts, suggesting either smaller research capacities or more specialized focuses within the dataset scope.

Overall, the chart demonstrates a concentration of research output among a few leading universities, with a gradual decline in publication numbers across the other institutions. This pattern highlights potential collaboration and productivity differences between major research- oriented universities and smaller or specialized institutions.

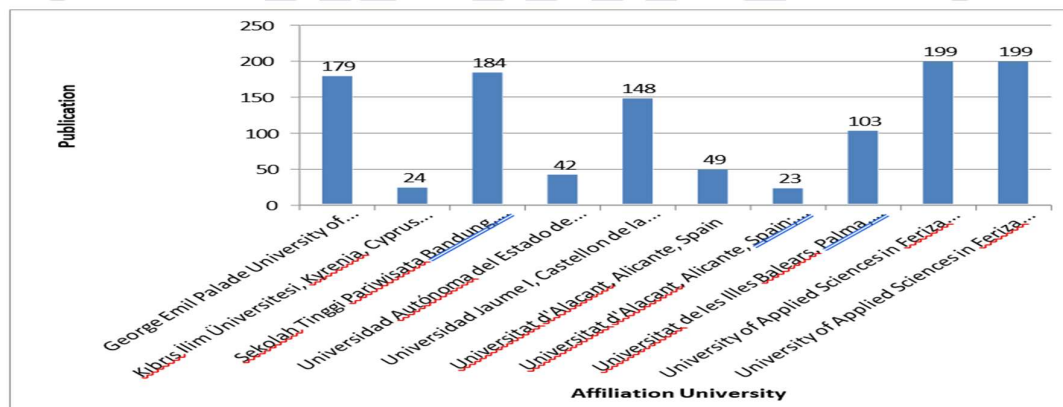


Figure 3: University Affiliation with number of publication

3.1.4 Authors with Affiliation of number of Publication

Figure 4 illustrates the publication productivity of the most prolific authors and their affiliated institutions. The data highlights Tanveer, M. Imran as the most productive author, contributing 429 publications, demonstrating his significant involvement and influence in the research domain. Following him, Reyes-Santiago, María Del has 311 publications, also indicating a strong research engagement.

Other active contributors include Glatt, Jennifer (260 publications), Bhochhibhoya, Silu (258), and Corne, Aurélie (250), all of whom show consistent scholarly output within their respective fields. Meanwhile, authors such as Mandelbaum, Robert (239–231 publications across affiliations) and Andreu, Rosario (194 publications) display moderate publication activity, reflecting their ongoing but relatively focused research participation.

Overall, the figure indicates a concentration of research productivity among a few leading authors, with Tanveer, M. Imran and Reyes-Santiago, Maria Del emerging as key contributors. The variation in publication counts among authors may suggest differences in research experience, collaboration networks, or institutional research support.

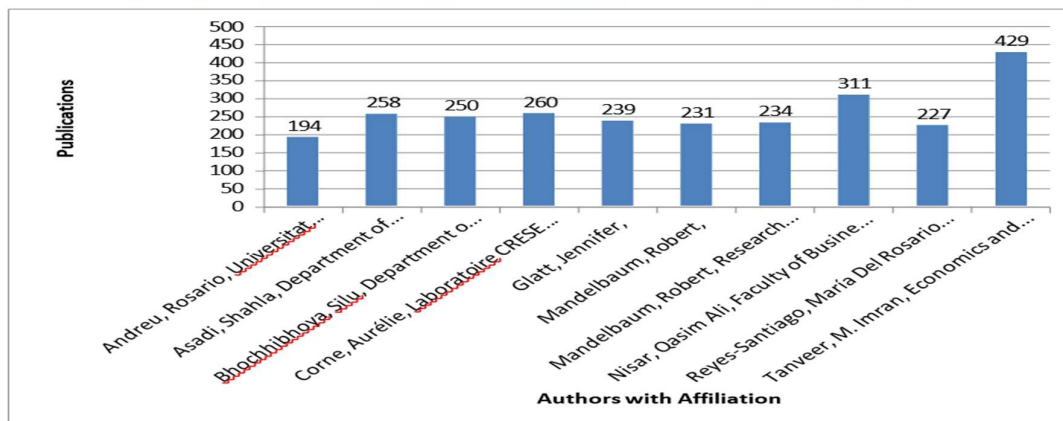


Figure 4: Authors with Affiliation of number of Publication

3.1.5 Title with Number of publications:

Figure 5 represents the number of publications associated with various research titles, indicating the most explored themes within the dataset. The title “Mapping the link” records the highest number of publications (429), signifying a strong research focus and scholarly interest in studies addressing interrelationships or linkages, possibly between key variables in the hospitality or tourism domain.

Other frequently studied titles include “Green human” with 311 publications, “Linking operations” with 258, and “Environmental” with 231 publications. These topics reflect a growing emphasis on sustainability, environmental management, and human resource dimensions in recent research.

Moderately represented titles such as “Direct and indirect” (184), “Building resilience” (131), and “The influence of” (227) suggest ongoing but more specific research attention. In contrast, titles

like “Overbooking and” (129), “A modeling” (137), and “Beyond the stars” (130) have relatively fewer publications, indicating niche or emerging areas of study.

Overall, the figure demonstrates that research interest is concentrated around themes of environmental sustainability, operational linkages, and human resource management, while certain specific topics continue to receive limited but consistent scholarly engagement.

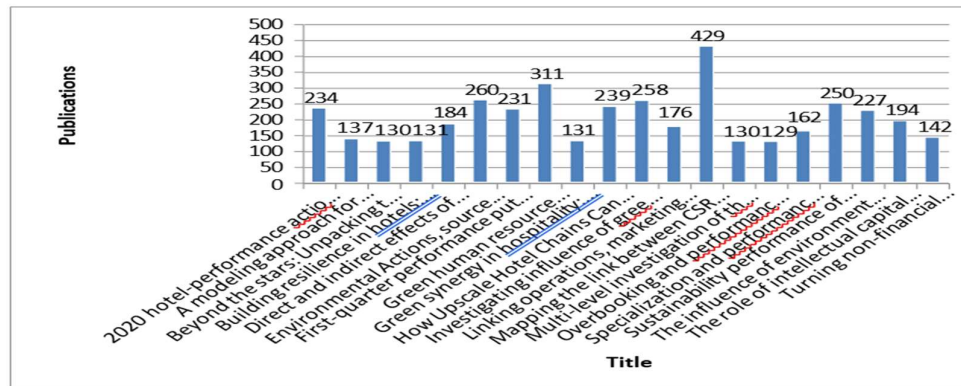


Figure 5: Title with Number of publication

3.1.2 Sources Title with Publication:

Figure 6 illustrates the distribution of publications across leading journals in the field of hotel performance research from 2010 to 2025. Among the identified sources, the Journal of Cleaner Production stands out as the most influential and productive outlet, contributing 1,475 publications, indicating a strong research focus on sustainability and environmental practices within the hospitality sector. The Hotel Management journal follows with 704 publications, reflecting its relevance to operational and managerial aspects of hotel performance. The Revue Française de Gestion has 260 publications, showing moderate engagement from management-oriented researchers. Meanwhile, the Journal of Business Research recorded 194 publications, signifying its role in integrating hotel performance with broader business and marketing perspectives.

Overall, the dominance of the Journal of Cleaner Production highlights the increasing intersection between hospitality performance studies and sustainable business practices, suggesting a shift in research emphasis toward eco-efficiency, corporate responsibility, and sustainable tourism management.

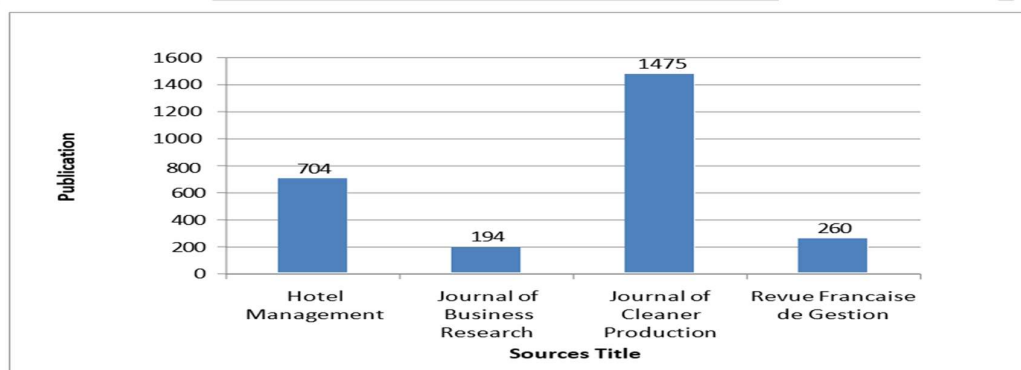


Figure 6: Sources Title with Publication

3.2 Science Mapping:

3.2.1 Citation Analysis by various Countries:

The country-level citation analysis demonstrates that research output and citation impact are unevenly distributed across nations. The United States leads by a wide margin, contributing 165 documents that collectively received 8,078 citations, yielding the highest citation average (≈ 49 citations per document). This indicates a dominant position of U.S.-based scholars in influencing the field. Spain ranks second with 104 documents and 3,711 citations, followed by China (88 documents, 3,238 citations) and the United Kingdom (57 documents, 3,075 citations). Together, these four countries account for more than half of the total citations among the top ten contributing nations, reflecting their central role in shaping research directions.

Emerging Asian research hubs such as Taiwan (41 documents, 2,513 citations), Malaysia (70 documents, 2,197 citations), and South Korea (38 documents, 2,039 citations) also demonstrate significant academic activity, indicating the growing contribution of East and Southeast Asia to this research domain. Meanwhile, Australia, Turkey, and Hong Kong occupy subsequent positions, each contributing between 1,500–1,800 citations. Although the Total Link Strength (TLS) values are shown as zero in this export, this likely indicates that inter-country collaboration links were not computed in this dataset or that the export format omitted co-authorship link information.

Overall, the citation data reveal a strong concentration of influential research within advanced economies (United States, United Kingdom, Spain, Australia) and rapidly developing research systems (China, Malaysia, South Korea). This pattern reflects both the maturity of established academic networks and the growing internationalization of research productivity across Asia.

Country	Documents	Citations	Average Citation	Total Link Strength
United States	165	8078	4121.5	0
Spain	104	3711	1907.5	0
China	88	3238	1663	0
United Kingdom	57	3075	1566	0
Taiwan	41	2513	1277	0
Malaysia	70	2197	1133.5	0
South Korea	38	2039	1038.5	0
Australia	38	1842	940	0
Turkey	35	1602	818.5	0
Hong Kong	48	1580	814	0

Table 1: Citation Analysis by various Countries

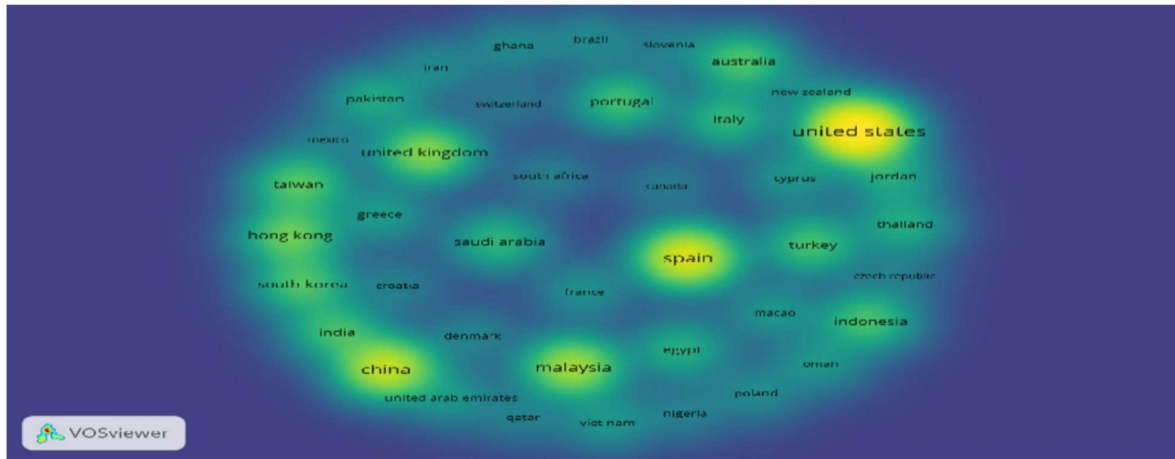


Figure 7: Citation Analysis by various Countries

3.2.2 Citation Analysis by various Organizations:

The citation analysis at organization level shows considerable heterogeneity in both output and impact. The ten leading institutions contributed **157 documents** and together received **10,207 citations**. Florida State University (Tallahassee, USA) achieved the highest total citations (1,996) from 12 documents (average citation = 166.33), indicating a very high impact per publication. Universitat d'Alacant (35 documents; 1,469 citations; avg = 41.97) and The Hong Kong Polytechnic University (31 documents; 1,263 citations; avg = 40.74) produced the largest numbers of documents among the top ten but have lower average citations per document. Several institutions exhibit high average citations from relatively few papers (e.g., Prince Of Songkla University: 5 documents, 918 citations, avg = 183.60; Kent Business School: 7 documents, 664 citations, avg = 94.86), suggesting the presence of a small number of highly influential publications. Notably, the reported Total Link Strength (TLS) values are zero in the exported table, which suggests the network links (co-authorship or citation links between organisations) were not captured in this export or that the map was constructed without computing organisational link strengths.

Organization	Documents	Citations	Average Citation	Total Link Strength
Florida State University, Tallahassee, United States	12	1996	166.33	0
Universitat D'alacant, Alicante, Spain	35	1469	41.97	0
The Hong Kong Polytechnic University, Hong Kong, Hong Kong	31	1263	40.74	0
Eastern Mediterranean University, Famagusta, Turkey	14	1086	77.57	0
Sejong University, Seoul, South Korea	17	1019	59.94	0
Prince Of Songkla University, Hatyai, Thailand	5	918	183.60	0

Kent Business School, Canterbury, United Kingdom	7	664	94.86	0
Universiti Utara Malaysia, Sintok, Malaysia	13	625	48.08	0
Isenberg School Of Management, Amherst, United States	12	597	49.75	0
Universidad De Las Palmas De Gran Canaria, Las Palmas De Gran Canaria, Spain	11	570	51.82	0

Table 2: Citation Analysis by various Organization

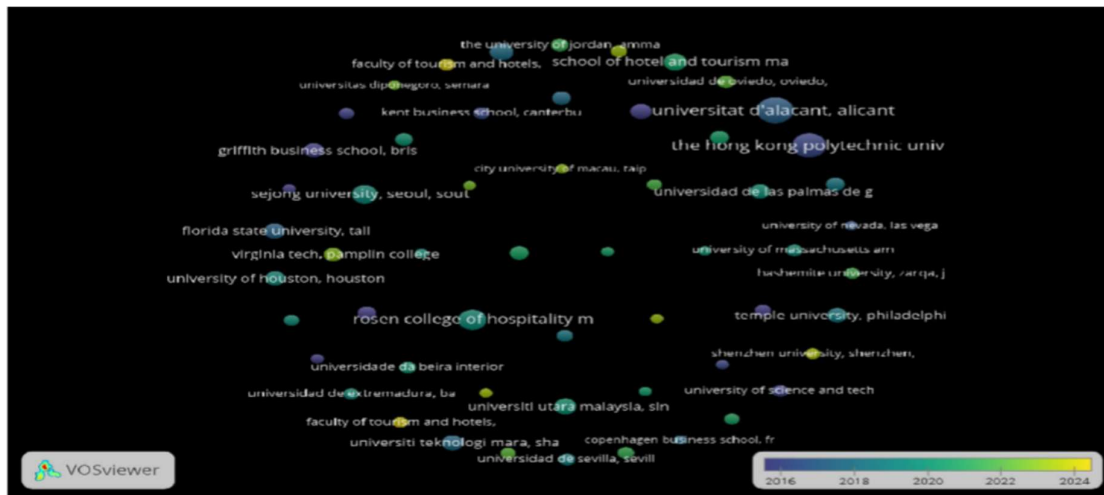


Figure 8: Citation Analysis by various Organizations

3.2.3 Co-authorship network analysis by various countries:

The co-authorship network map (Figure 9) visualizes international collaboration patterns among the most productive countries in the field. Each node represents a country, with node size proportional to the number of publications, and the connecting lines (links) indicating co-authorship relationships. The Total Link Strength (TLS) quantifies the intensity of these collaborations, while different colors represent clusters of countries that frequently collaborate.

The visualization reveals that the United States occupies the central and largest node, indicating its dominant role in global research collaboration. The United Kingdom and Spain also appear as major contributors, forming dense connections with several countries across Europe, Asia, and the Middle East. These countries serve as major hubs of international academic cooperation.

The Asian cluster, comprising Malaysia, Hong Kong, South Korea, Indonesia, and India, demonstrates a rapidly expanding collaborative network. Malaysia appears as a regional connector, frequently linked with both Western and Asian countries, indicating its growing involvement in cross-national research. Similarly, Hong Kong and South Korea show strong ties with the United States and European countries, reflecting the globalization of academic partnerships.

Countries such as Italy, Turkey, Greece, and Egypt form another collaborative sub-network connected primarily to the United Kingdom and Spain, highlighting regional cooperation within

Europe and the Mediterranean area. Smaller nodes like Denmark, Slovenia, Bahrain, and Jordan represent emerging contributors with limited but significant collaborative links.

Overall, the network demonstrates a multicentric structure, dominated by Western countries but increasingly supported by active participation from Asian and Middle Eastern nations.

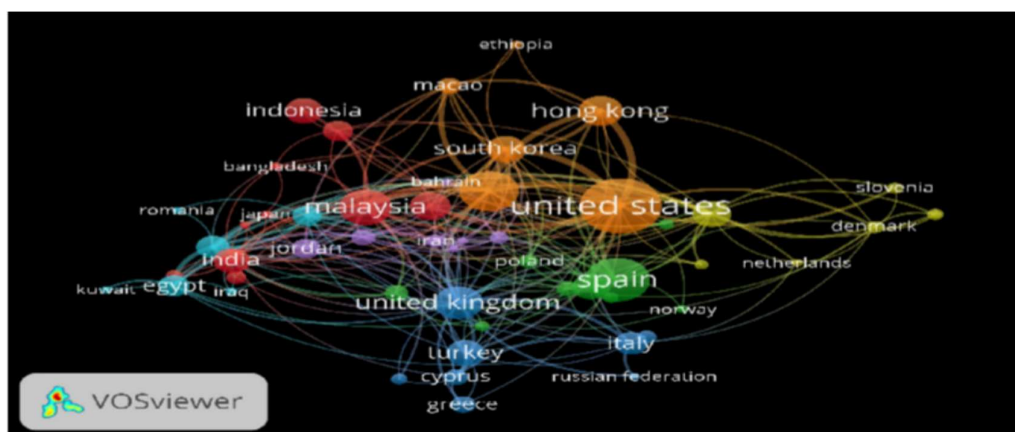


Figure 9: Co-authorship analysis by various countries

3.2.4 Co-authorship analysis by various authors

The co-authorship network visualization, generated using **VOSviewer**, illustrates the collaborative structure among the most prolific authors in the research domain. Each node in the network represents an individual author, while the size of the node corresponds to the author's total number of publications. The connecting lines (links) between nodes indicate co-authorship relationships, and the **Total Link Strength (TLS)** reflects the intensity of collaboration between authors. The color of each cluster represents a distinct group of closely connected researchers who frequently collaborate.

As shown in the figure, three primary clusters are evident:

1. **Red Cluster (Claver-Cortés, Enrique; Úbeda-García, Mercedes; Marco-Lajara, Bartolomé)** –

This cluster forms the central collaborative group in the network. It reflects strong internal linkages among Spanish scholars working on hospitality and tourism performance topics. **Claver-Cortés, Enrique** appears as a key connecting node, serving as a bridge between multiple sub-groups.

2. **Green Cluster (Molina-Azorín, José F.; Tarí, Juan José; Pereira-Moliner, Jorge)** –

This cluster represents another cohesive research group, characterized by frequent collaboration and joint publications. These authors have extensively contributed to performance evaluation, service quality, and organizational management studies in the tourism sector. Their dense interconnections indicate a long-standing and productive research partnership.

3. **Blue Cluster (Rienda-García, Laura González; Andreu, Rosario)** –This smaller but active cluster connects loosely with the red group through occasional co-authorships, suggesting emerging collaboration. These authors may be newer entrants to the field or part of a secondary research network branching from the main Spanish collaboration group.

Overall, the network shows that collaboration in this field is **highly clustered and regionally concentrated**, with Spanish authors forming tightly connected partnerships that dominate the co-authorship landscape.

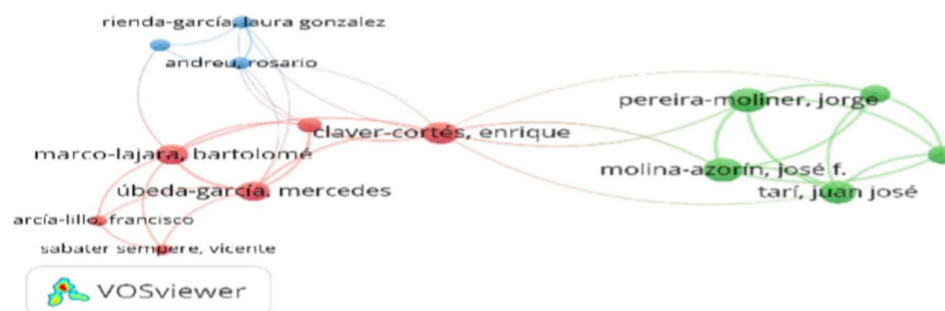


Figure 10: Co-authorship analysis by various authors

3.2.5 Co-occurrence analysis by all keywords:

The co-occurrence network visualization (Figure 11) illustrates the thematic structure of research based on the frequency and relationships among all keywords used in the dataset. Each node represents a keyword, the **size of the node** indicates the frequency of its occurrence, and the **links** between nodes represent co-occurrence relationships—how often two terms appear together in the same publications. The **Total Link Strength (TLS)** quantifies the degree of association between keywords, while **different colors** denote distinct clusters of related research themes.

The visualization reveals that the **“hotel industry”** emerges as the most dominant and central keyword, indicating it as the primary research focus in the dataset. Surrounding it are several strongly linked terms such as **“tourism,” “business performance,” “industrial performance,”** and **“employee performance,”** suggesting that these topics are frequently studied together. These clusters represent the central intellectual structure of research in hospitality and tourism management.

Several thematic clusters can be identified:

Cluster 1 (Red): Focuses on Hotel industry, employee performance, empowerment and artificial intelligence, indicating a growing research interest in technology adoption and human resource management within the hospitality sector.

Cluster 2 (Green): Includes Tourism, green innovation, agency theory and brand, representing sustainability, theoretical frameworks, and brand management.

Cluster 3 (Blue): Contains Business performance, organization performance, and social media highlighting research on strategic and marketing performance driven by digital platforms.

Cluster 4 (Orange/Purple): Comprises industrial performance, marketing performance, RevPAR(Revenue per Available Room) and capital focusing on financial performance metrics and operational efficiency in the hotel and tourism industries.

Peripheral terms like Spain, Australia, and United States denote geographic focus areas where hospitality performance research is prominent.



Figure 11: Co-occurrence analysis by all keywords

3.2.6 Bibliographic – coupling by sources:

This map illustrates the bibliographic coupling relationships among journals publishing research on hotel and tourism performance. Each **node** represents a journal, while the **size of the node** reflects the number of documents or publication volume. The **links (lines)** between nodes indicate the strength of bibliographic coupling — i.e., how frequently journals cite the same references. The **thickness of the links** shows the intensity of these shared citations, and the **color clusters** represent groups of journals with closely related citation patterns.

- The **International Journal of Hospitality Management** and the **International Journal of Contemporary Hospitality Management** form the **central and most influential nodes**, indicating their leading roles in hospitality and tourism research.
- **Tourism Management**, **Cornell Hospitality Quarterly**, and **Tourism Economics** also appear as major connected journals, highlighting their frequent co-citation relationships with core hospitality journals.
- Smaller clusters such as **Asia-Pacific Journal of Innovation** and **Global Business and Finance Review** show emerging or peripheral contributions that connect partially with the mainstream hospitality research network.

The **dense interconnections** suggest strong intellectual coherence within hospitality and tourism research, with core journals sharing many common references.



Figure 12: Bibliographic – coupling by sources

3.2.7 Co-citation network by various authors

The map visualizes how frequently authors are **co-cited together** within publications on hotel and tourism performance research. Each **node** represents an author, and the **size of the node** indicates the total number of citations (i.e., influence or prominence in the field). **Links** between nodes show co-citation relationships — how often two authors are cited together — while the **link strength** reflects the intensity of their scholarly connection. **Colors** represent clusters of authors who share similar research interests or citation patterns.

- **Anderson** is the **most central and influential author**, indicating that their work forms a foundational part of the research field.
- Other key contributors such as **Chan, Arnold, Ayeh, Alnawas, and Brislin** are closely connected to Anderson, suggesting collaboration or shared thematic focus.
- The network displays several **color clusters**, representing different subfields or thematic areas within hospitality and tourism research (e.g., job satisfaction, service quality, innovation, or customer experience).
- Peripheral nodes such as **Corgel, Agarwal, and Amrutha** represent emerging or specialized contributors who are less frequently co-cited but add diversity to the research landscape.

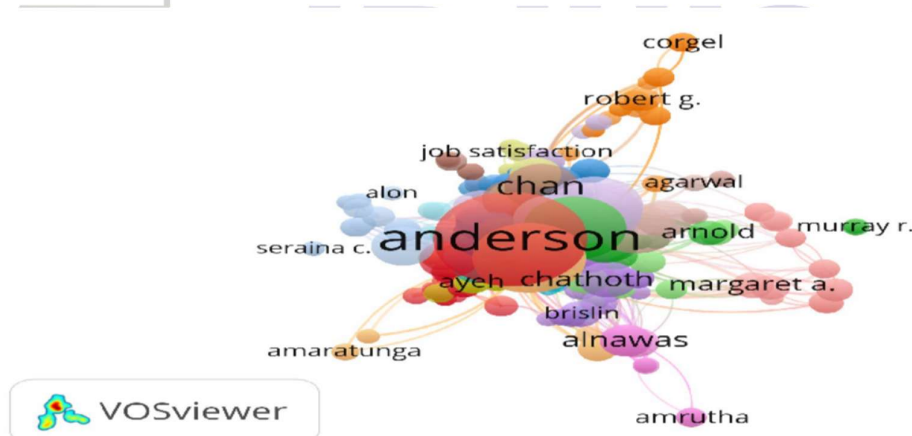


Figure 13: Co-citation network by various authors

4. Conclusion & Limitations:

The bibliometric analysis of 822 publications from 2010 to 2025 provides valuable insights into the growth, structure, and direction of research on hotel performance. The results indicate a significant increase in academic productivity after 2015, reflecting heightened scholarly and managerial attention toward performance evaluation in the hospitality sector.

The study identifies five major thematic clusters—service quality and customer satisfaction, financial and operational efficiency, sustainability and green practices, technological innovation, and digital transformation—showing the multidimensional nature of hotel performance research. These clusters reveal that the field has gradually shifted from traditional financial and service-oriented measures toward more holistic and technology-driven perspectives.

The collaboration and co-authorship analyses further demonstrate an expanding international research network, with strong contributions from Asian and European institutions, highlighting the global integration of hospitality research.

Overall, the study concludes that hotel performance research has evolved into a diverse, data-driven, and globally collaborative domain. Future research should focus on emerging trends such as artificial intelligence, digital customer experiences, and sustainability-driven business models, which are expected to shape the next phase of advancement in the hospitality industry.

Co-authorship and co-citation networks demonstrated a moderate level of international collaboration but with notable regional clusters, suggesting opportunities for greater cross-country knowledge exchange. The co-occurrence analysis of keywords revealed the evolution of research focus from traditional financial metrics (2010–2015) toward integrated performance models emphasizing sustainability, technology, and customer-centric indicators (2016–2025).

This study provides a comprehensive bibliometric and science mapping overview of hotel performance research from 2010 to 2025. By combining performance analysis and VOSviewer-based visualization, it identifies the growth trajectory, leading contributors, influential journals, and evolving research themes within the field.

The results indicate a maturing and diversifying research landscape. The field has transitioned from measuring traditional performance indicators such as profitability and occupancy to incorporating broader aspects like environmental responsibility, service innovation, and digital transformation. The increasing use of advanced analytical techniques, including machine learning and sentiment analysis, signals a methodological evolution in assessing hotel performance.

Overall, the findings highlight that hotel performance research has evolved from quantitative measurement to strategic integration, aligning with global trends in sustainability, technology, and experience-driven management. The bibliometric evidence provides a valuable roadmap for both academics and practitioners to understand the discipline's intellectual structure and emerging frontiers.

Limitations:

While this study offers a comprehensive overview, several limitations should be acknowledged:

1. Database Scope: The analysis was limited to the Scopus database. Although Scopus is highly comprehensive, inclusion of additional sources such as Web of Science or Google Scholar might provide a more holistic picture.
2. Document Type and Language: Only English-language documents were analyzed, potentially excluding relevant research published in other languages.
3. Software Constraints: VOSviewer, while powerful, simplifies network relationships and may not fully capture nuanced interconnections between authors, institutions, or keywords.
4. Temporal Cutoff: Publications after 2025 were excluded; hence, more recent research trends may not be reflected.
5. Quantitative Emphasis: Bibliometric analysis emphasizes citation-based metrics, which may not always align with qualitative or practical significance.

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