

Bibliometric Analysis and Visualization of Strategic in Hotel Performance

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Abstract

The purpose of this study is to undertake a detailed bibliometric analysis of 244 publications from the Scopus database between 2013 and 2023 in the topic of strategic hotel performance research. The study's objectives are to highlight collaborations between authors, universities, and countries in the field, to identify the most influential authors, universities, countries, and reference papers, to learn about the research topics on which researchers have been working in recent years, and to examine the Middle East's contribution to the field. The data revealed that the United States, Spain, and China are the most productive countries in terms of strategic hotel performance. Marco-Lajara, Bartolomé is the most influential author and leader in hotel performance researchers. Universities are primarily from the United States, Spain, and China. The most popular journals are International Journal of Contemporary Hospitality Management, International Journal of Hospitality Management, and Sustainability (Switzerland) in strategic hotel performance. The most influential universities are Universitat d'Alacant, Hong Kong Polytechnic University, and University of Central Florida. The analysis indicates that collaboration among authors, universities, and countries working on strategic hotel performance is limited, and COVID-19 has a considerable impact on strategic hotel performance. The Middle East's contribution and research on strategic and hotel performance are inadequate.

Keywords: Strategic, Hotel Performance, Strategic Approach, Hotel Industry, Bibliometric Analysis

Interoduction

Tourism industry holds significant economic importance, serving as a fundamental source of foreign currency for numerous nations. Its influence extends across various sectors, including the food industry, transportation, and hospitality (Nikoli & Lazakidou, 2019). The extent of tourism's contribution to gross domestic product (GDP) varies among countries. Oxford Economics' research reveals that in 2017, the combined direct and indirect contributions of

travel and tourism amounted to \$9.3 trillion to the world's GDP, representing 10.4% of global GDP and supporting employment through 313 million jobs worldwide (Oxford Economics, 2017). However, during the COVID19, the contribution of tourism was reduced by \$3.3 trillion as tourism was the most affected industry by the pandemic (Reuters, 2020). In the post of COVID19, the industry has recovered slowly to reach \$7.7 trillions in 2022 and \$9.5 trillion in 2023 remaining 5% below pre-pandemic (Statista, 2023).

The hotel industry plays a pivotal role in the global tourism sector, serving as a cornerstone for economic development by generating employment, enhancing foreign exchange earnings, and supporting ancillary industries. Over the last decade, the sector has experienced significant growth, fuelled by the rise in international travel, increasing urbanization, and advancements in digital technologies. According to the World Travel and Tourism Council (WTTC, 2021), the global hospitality industry contributed 6.1% to the global GDP in 2020, despite disruptions from the COVID-19 pandemic. The hotel industry is a vibrant field that includes a wide variety of establishments providing lodging, accommodation, and hospitality services to travellers and tourists (Rogerson & Rogerson, 2022). The industry focuses on accommodations for a variety of demands and preferences (Ghani et al., 2022). Hotel accommodations range from small bed and breakfasts to well-established resorts to provide visitors with a pleasant and temporary home. To improve client satisfaction, hotels provide hospitality services in addition to lodgings (Leung et al., 2020). Guests can enjoy room service, reception assistance, cleaning, and laundry. Accommodation facilities are crucial to visitor pleasure and enjoyment (Heimerl et al., 2020). Hotel food and beverage selections are crucial. To satisfy visitors' different tastes, hotels provide restaurants, bars, and cafés (Osei et al., 2020). Hotels provide exquisite meals in upmarket restaurants and casual snacks at quiet cafés to satisfy visitors' gastronomic tastes (Ingram, 2020). Due to their large meeting and event facilities, hotels host many events, including meetings, conferences, weddings, and others (Kapoor & Kapoor, 2021). Hotels provide intelligently constructed venues for meetings of all sizes and purposes, improving their adaptability and attractiveness. The facilities include elegant dining halls and meeting rooms (Rahimian et al., 2021). Hotels provide lodgings, services, and recreational facilities to attract and improve customers' experiences. Spa services, exercise centres, and swimming pools help guests relax and unwind (Rahimian et al., 2021). Greater buying power and economic growth led to greater tourism and hotel development (Bowie, 2018).

Strategic have been central to this growth, enabling hotels to adapt to dynamic market environments, optimize operational efficiency, and deliver superior customer experiences. Moreover, achieving sustained growth requires addressing market inefficiencies and customer satisfaction. Strategic are increasingly seen as essential tools for navigating these challenges (Kenny, 2023). The usage of Strategic can contribute greatly to the performance of hotels (Al-Sabi et al., 2023; Zaragoza-Sáez et al., 2023). Organizations utilize strategic to create and implement strategies. Strategic planning, execution, and strategic learning are involved. Strategic helps firms achieve important goals and create value (Bryson & George, 2020). Resource based view suggested that organizations can improve their performance by deploying their resources and capabilities (Amit & Schoemaker, 1993a; Wibowo et al., 2022). This article will review and summarize relevant literature on strategic hotel performance using bibliometric techniques, analyze evolution and trends, distribute countries, authors, institutions, and categorize and analyze article content based on keywords and citations. This

new technique in tourism and hospitality research holds significant potential for further exploration. also, This article will utilize bibliometrics to assess the relevant literature on strategic hotel performance, assisting future academics in understanding the existing research position in this topic and forecasting future development trends .

Methods

Research Design

This bibliometric analysis is based on Prisma framework (Moher et al.2010). This review aimed to Investigating the relationship between Strategic and hotel performance, top countries, top educational institutions, top journals, most prolific authors, and most trends and key words in this research area. In this study, VosViewer was used for the purposes of data visualization and analysis. VosViewer is a software tool specifically developed to streamline the process of constructing and observing bibliometric networks.

Identification

Database Selection

This review took place on 18th November 2024, Scopus database was selected as the main database for this review. Scopus database was selected because it is one of the most prestige’s databases for analyzing scientific paper.

Search Strings

To ensure the retrieval of the studies selected, the researcher used key words, these keywords were “(Strategic and hotel performance”, for instance TITLE-ABS-KEY (strategic AND hotel AND performance). Moreover, publications for the last ten years were selected from 2013 to 2023.For instance, AND PUBYEAR > 2012 AND PUBYEAR < 2024.In additions, subject area was limited to Management and Accounting, Social Sciences, Economics and Finance, Decision Sciences. For instance, AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "ECON") OR LIMIT-TO (SUBJAREA , "DECI")).Publications in English were selected in this review. For example, (LIMIT-TO (LANGUAGE, "English")).Publications were limited to article only (LIMIT-TO (DOCTYPE , "ar"))

Inclusion and Exclusion Criteria

Table 1

Inclusion and Exclusion Criteria

Inclusion criteria	Exclusion criteria
Strategic and hotel performance research area	Any other keywords
2013-2023	All publications before 2013 and after 2023 were excluded
English Language	Any other language
Article	Theses, conference, books, chapters book,
Management and Accounting, Social Sciences, Economics and Finance, Decision Sciences	Any Other subject area

Screening and Selections

The main keyword used were “Strategic and hotel performance “. Thus, the initial search provided 534 documents. After applying inclusions and exclusions criteria as shown in table 1, the publications were reduced to 244 documents as the final search. Due to the fact that 290 documents were excluded.

Inclusion and Reporting

The findings of this bibliometric analysis will be reported based on the Prisma framework (see figure 1). (Moher et al.2010). Thus, the following section will start addressing of the research questions.

Methods

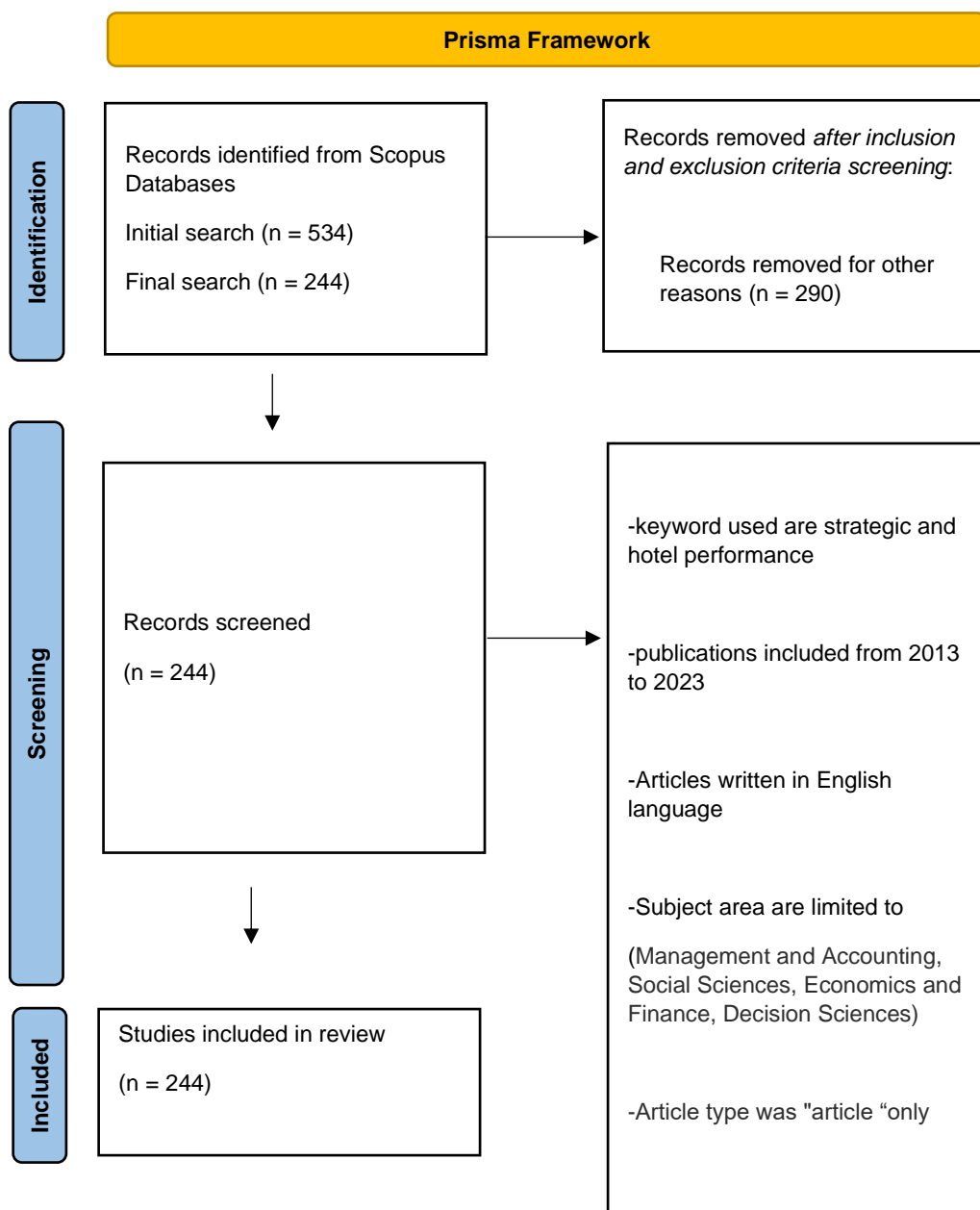


Figure 1: Prisma framework for review of Strategic in hotel performance

Results

The study seeks to present a profile of strategic in hotel performance during the previous ten years. In this context, the research questions were presented concurrently with the studies' findings.

The Distribution of Strategic in Hotel Performance

What is the distribution of Strategic in hotel performance publications in the years 2013-2023?

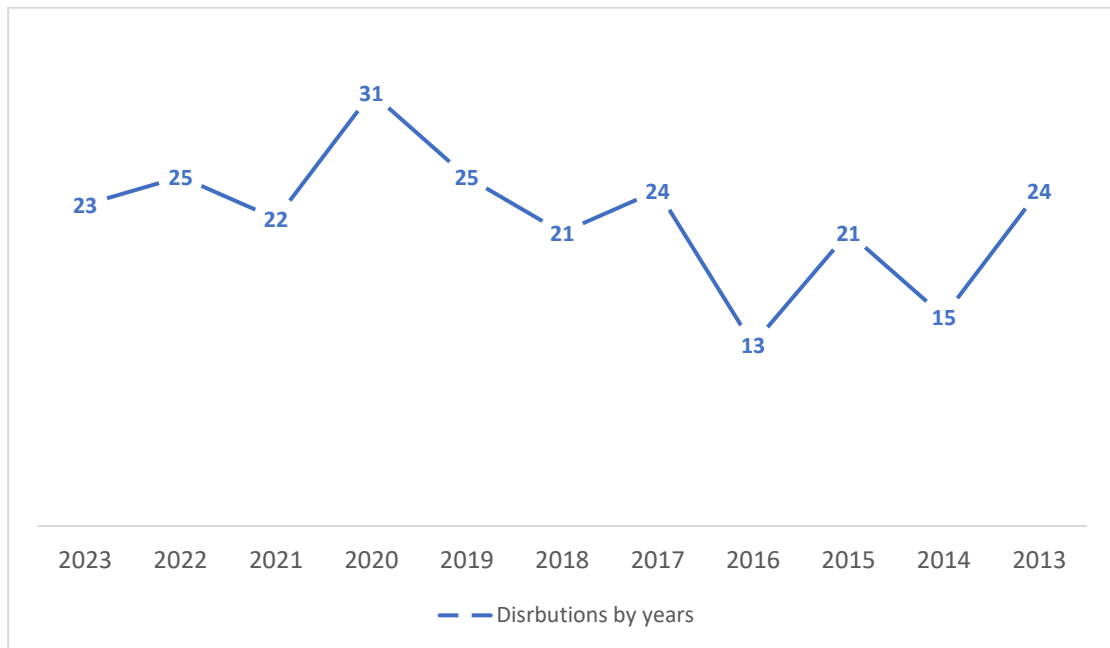


Figure 2: distribution by years

Figure 2 illustrates the distributions by years to hotel performance in strategic publications between 2013-2023. For instance, in 2020, 31 publications were published, in 2022, 25 publications were published.

On the other hand, in 2016 publications were 13 in the research area of Strategic in hotel performance. also, in 2014 publications were 15 published.

The Most Relevant Journals and Authors in Strategic in Hotel Performance

What are the most relevant journals and authors in Strategic in hotel performance research?

Table 2

Top 10 Journals Strategic in Hotel Performance Research

journal	TP	TC	TF	title	Time cited	Publisher
International Journal of Contemporary Hospitality Management	791	13,338	16.9	PLS-SEM’s most wanted guidance	352	Emerald Publishing
International Journal of Hospitality Management	1028	21819	21.2	Technology acceptance antecedents in digital transformation in hospitality industry	56	Elsevier
Sustainability (Switzerland)	55,991	381357	6.8	Chatbots in Education and Research: A Critical Examination of Ethical Implications and Solutions	190	Multidisciplinary Digital Publishing Institute (MDPI)
Tourism Management	611	14722	24.1	Metaverse as a disruptive technology revolutionising tourism management and marketing	312	Elsevier
Tourism Economics	387	3,598	9.3	Does air pollution affect the tourism industry in the USA? Evidence from the quantile autoregressive distributed lagged approach	56	SAGE
Cornell Hospitality Quarterly	134	1,135	8.5	The Impact of Tourist–Robot Interaction on Tourist Engagement in the Hospitality	23	SAGE

				Industry: A Mixed-Method Study		
Current Issues in Tourism	795	12,291	15.5	Metaverse tourism: conceptual framework and research propositions	106	Taylor & Francis
African Journal of Hospitality, Tourism and Leisure	610	1,649	2.7	Predicting the Adoption of Virtual Reality Tourism in the Post COVID-19 Pandemic Era	8	Africa Journals
Journal of Hospitality and Tourism Research	239	2,404	10.1	Institutional inertia: New framework explains success, or failure of organizations in adoption of new practices and processes	1	SAGE
Journal of Hospitality Marketing and Management	186	3,893	20.9	ChatGPT and the hospitality and tourism industry: an overview of current trends and future research directions	128	Taylor & Francis

TP= total publications TC= total citations

As table 2 shows that the most prolific journal in the field of Strategic in hotel performance was “Tourism Management” with 24.1 cite score, followed by International Journal of Hospitality Management with 21.2 cite score.

Based on the most prolific journal in accordance with the most total publications were (TP), Sustainability (Switzerland) has the most amount of publication with 55,991 publications in

the area of the research. On the other hand, “Cornell Hospitality Quarterly” journal publications were 134 publications only with the least number of publications. From the total citations (TC) view, Sustainability (Switzerland) journal was the first with 381,357, and Cornell Hospitality Quarterly journal with the least citations of 1,135.

The Most Significant Education Institute for the Strategic in Hotel Performance in Research Area.

What are the most significant education institute in the Strategic in hotel performance research area?

Table 3
Top Educational Institutions

education institute	TP	country
Universitat d'Alacant	12	Spain
The Hong Kong Polytechnic University	9	Hong Kong
University of Central Florida	6	United States
Rosen College of Hospitality Management	6	United States
Pennsylvania State University	5	United States
Cornell University	5	United States
Universidad de Las Palmas de Gran Canaria	5	Spain
School of Hotel and Tourism Management, The Hong Kong Polytechnic University	5	Hong Kong
University Utara Malaysia	4	Malaysia
Virginia Tech, Pamplin College of Business	4	United States

TP= total publications

As shown in table 3, most prolific education institutions in the Strategic in hotel performance research area. United States has the leading country in this area of research, due to the fact that 5 educational institution based on United States , for instance, **University of Central Florida , Rosen College of Hospitality Management , Pennsylvania State University, Cornell University and Virginia Tech, Pamplin College of Business , these institutions total publications (TP) were as follow ,6,6,5,5,4. Secondly, Spain followed United States with 2 leading institution Universitat d'Alacant, and Universidad de Las Palmas de Gran Canaria, with 12, and 5 total publications . Finally, Hong Kong was the third in this research are with 2 leading institution The Hong Kong Polytechnic University, and School of Hotel and Tourism Management, The Hong Kong Polytechnic University, with 9, and 5 total publications**

the Most Significant Countries in the Strategic in Hotel Performance Research Area
 What are the most significant countries in the Strategic in hotel performance research area?

Table 4
Top countries

Rank	country	TP	Most significant academic institute
1	United States	44	Virginia Tech
2	Spain	37	University of Zaragoza
3	China	23	Sun Yat-Sen University
4	United Kingdom	16	The University of Manchester
5	India	15	Indian Institute of Technology Roorkee
6	Malaysia	14	University Teknollogi Malaysia
7	Australia	13	Queensland University of Technology,
8	Indonesia	12	Muhammadiyah University of Purwokerto
9	Greece	11	University of Cyprus
10	Hong Kong	11	Hong Kong Polytechnic University

TP= total publications

As table 4 shown, most significant countries in the Strategic in hotel performance research area. United States has the leading country in this area of research with 44 total publications. Secondly, Spain followed United States with 37 total publications. Finally, China was the third in this research area with 23 total publications. Moreover,

figure 3 , the 50% of publications in Strategic in hotel performance research area were came from these three countries (United States, Spain and China)

The Primary Research Keywords for the Strategic in Hotel Performance Research Area

What are the primary research keywords for the Strategic in hotel performance research area within the last decade?

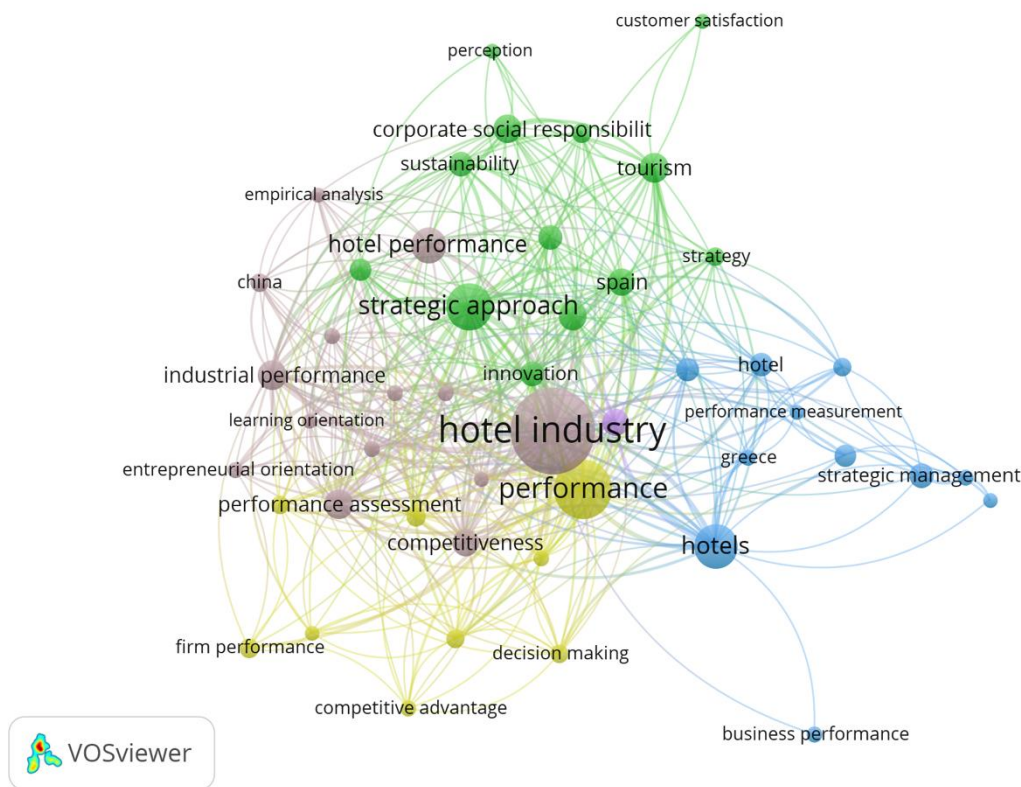


Figure 4 : Distribution of indexed keywords

figure 4 : presents a summary of the most frequent keywords with a minimum of 5 occurrences, wherein the highest keyword occurrence is hotel industry. Followed by performance, strategic approach, hotels . Moreover, the most frequent keywords are presented in figure 4 .

The Most Relevant Authors in Strategic in Hotel Performance

What is the most authors research in the Strategic in hotel performance in research area?

Table5

Top ten Authors in the Strategic in hotel performance research area

Authors	year of the first publication	TP	H-index	TC	Current affiliation	country
Marco-Lajara, Bartolomé	2002	191	27	2,261	Universitat d'Alacant	Spain
Úbeda-García, Mercedes	1998	56	23	1,517	Universitat d'Alacant	Spain
Canina, Linda	1995	42	18	1070	Cornell University	United States
Claver-Cortés, Enrique	1998	151	44	6,794	Department of Business Organization, Alicante	Spain
Espino-Rodríguez, Tomás F.	2004	47	21	1,191	Universidad de Las Palmas de Gran Canaria	Spain
Enz, Cathy A.	1995	85	31	4,255	Cornell University	United States
Kaliappen, Narentheren	2013	34	8	241	Universiti Utara Malaysia	Malaysia
Lee, Seoki	2004	163	39	6,544	Pennsylvania State University	United States
Ramírez-Fierro, Juan Carlos	2017	6	10	77	Universidad de Las Palmas de Gran Canaria	Spain
Syariati, Alim	2019	13	6	78	UIN Alauddin Makassar	Indonesia

TP= total publications TC= total citations

As table 5 shows that the most prolific author in the field of Strategic in hotel performance was “**Claver-Cortés, Enrique**” with 44 H-index, followed by **Lee, Seoki** with 39 H-index score. Third one was **Enz, Cathy A.** with 31 H-index score

Based on the most prolific author in accordance with the most total publications were (TP), **Lee, Seoki** has the most amount of publication with 163 publications in the area of the research. On the other hand, “**Ramírez-Fierro, Juan Carlos**” author publications were 6 publications only with the least number of publications.

From the total citations (TC) view, **Claver-Cortés, Enrique** author was the first with 6,794, and **Ramírez-Fierro, Juan Carlos** author with the least citations of 77.

Discussion

The tables and figures offer a detailed picture of how research on strategic hotel performance has progressed. It examines many factors such as annual publication trends, journal impact, contributions from institutions and nations, keyword trends, and the activity of individual writers. By combining all of these variables, we acquire significant insights into the factors that influence this area of research.

Temporal Trends in Strategic Hotel Performance Research

Figure 2 shows trends in the number of publications on strategic hotel performance between 2013 and 2023. The high increase in 2020, with 31 articles, could be related to the global disruptions caused by the COVID-19 pandemic, which generated renewed interest in this topic. The trend continued in 2022, with a strong output of 25 articles, the continuous academic interest as the hotel industry adjusts to new challenges. On the other side, years such as 2014 and 2016 noticed fewer publications (15 and 13 respectively), indicating that research in this topic was slow in the early years. Overall, the trends indicate a rising realization of the need of strategic management in hotels, particularly in light of increasing problems.

Top Journals and Publication Impact

Table 2 illustrates that popular publications are helpful in distributing research on strategic hotel performance. *Tourism Management* is the most cited journal, with a score of 24.1, followed by the *International Journal of Hospitality Management* with 21.2. These publications have a significant impact on research discussions in this topic. *Sustainability* (Switzerland) leads in total publications with 55,991, considerably exceeding challenge journals such as *Cornell Hospitality Quarterly*, which publishes far fewer articles. *Sustainability* (Switzerland) leads in citations, with 381,357, indicating its effect. The variations in journal production and citation rates show the diverse character of research on strategic hotel performance, with some journals reaching Others cater to a larger audience, while others specialize in a narrower field.

Institutional and Geographical Contributions

When we look at which universities contribute the most to research, the United States stands out, with big institutions such as the University of Central Florida and Cornell University publishing a huge number of publications. Table 3 illustrates that institutions situated in the United States account for a large share of research output. For example, the University of Central Florida and **Rosen College of Hospitality Management** both produced six papers. Spain comes in second with 17 articles, followed by Hong Kong, which is third with notable

contributions from The Hong Kong Polytechnic University. The Table 4 show that the United States leads with 44 publications, followed by Spain with 37 and China with 23. These three countries account for half of all research in the topic, playing their important role in advancing strategic hotel performance research.

Trends in Keywords and Scholarly Interest

The essential themes in strategic hotel performance studies are revealed by analyzing the study keywords (Figure 4). They include "hotel industry," "performance," "strategic approach," and "hotels." The emphasis on the strategic and operational facets of hotel management is emphasized by these keywords. The research community's interest in learning how strategic strategies might enhance hotel performance is reflected in the terms' frequent usage, particularly as the sector deals with unusual and changing issues.

Contributions of Authors and Scholarly Influence

The most important writers in this field are mentioned in Table 5. Enrique Claver-Cortés has the most citations, with 6,794 in total and an H-index of 44. Lee, Seoki has the most publications (163), followed by Enz, Cathy A., who has an H-index of 31 and ranks third. Given the frequency with which their articles are mentioned, our findings suggest that Claver-Cortés, Enrique, and Lee, Seoki have had a considerable impact in the field. Juan Carlos Ramírez-Fierro's impact has been limited, with only 6 articles and 77 citations.

This illustrates that different writers have varying levels of scholarly productivity and citation impact, with some having a significant impact on the field.

Conclusion

We may gain a full understanding of the research environment in strategic hotel performance by examining publication trends, journal impact, institutional contributions, regional distribution, keyword analysis, and author contributions. The famous journals such as *Tourism Management and Sustainability* (Switzerland) playing an important role in knowledge transfer, the United States, Spain, and China are at the forefront of this field. The primary study themes, "hotel industry" and "strategic approaches," reflect an ongoing interest in how strategic management might improve hotel performance. Writers such as Claver-Cortés, Enrique, and Lee, Seoki have made significant contributions to the growth of this field of study. Overall, this analysis stresses the growing importance of strategic management in the hotel industry, as well as the diverse contributions to this ever-changing field.

Limitation and Future Study

Publications on strategic hotel performance were gathered from the Scopus database, and the data were objectively and fully examined; nonetheless, some limitations remain. First, there are still unindexed journals in Scopus, and publications from these journals may need to be reviewed. Second, if we used other indexes, such as WoS, the findings would undoubtedly be different, hence it is strongly advised to consult many database sources when examining research trends for certain keywords. Third, numerous free words such as "strategic" and "performance" appear in the keywords obtained in this study, and some unusual free words may not be used as search terms, so there may be articles using such free words as the theme that are overlooked. Finally, some authors may use various names, initials, or names in different publications. This constraint may result in imprecise productivity on the part of these institutions or writers, as well as differences in bibliographic analyses. As

a result, these suggestions are made for future study directions: In the future, the research can investigate the long-term effects of global crises on research in hotel strategy. In addition, additional research is needed on the strategic aspects of hotel performance in developing nations. Finally, future study should look deeper into new themes such as digital transformation, government support, sustainability, and emerging technologies in hotel strategy research.

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