

Mapping Green Practices in the Hospitality Industry: A Bibliometric and Content Analysis of Scopus-Indexed Literature

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Abstract

The hospitality industry contributes significantly to the global economy, but its operational activities generate environmental impacts, such as energy consumption, water use, waste, and carbon emissions. This study aims to map research trends related to green practices, green hotels, and sustainable hotels, and to identify dominant themes and literature gaps through a combination of bibliometric and content analysis. This research method uses a qualitative approach through a literature review, with bibliometric data obtained from 959 documents indexed by Scopus, analyzed using VOSviewer through network visualization, overlay, and density visualization. Next, content analysis was conducted on 40 selected articles based on topic relevance and abstract clarity. The bibliometric results show significant growth in publications in the 2020–2025 period, with key clusters related to employee behavior, consumer behavior, green human resource management (GHRM), corporate social responsibility (CSR), organizational performance, and post-pandemic sustainability. The content analysis identified three main categories in the implementation of green practices: human factors, organizational factors, and technology and innovation factors. This study confirms that the implementation of green practices is a multidimensional phenomenon that requires an integrative approach. These findings provide theoretical, practical, and methodological contributions, and offer a future research agenda that emphasizes the integration of people, organizations, and technology, digitalization, and the implementation of smart hospitality.

Keywords

Bibliometric Analysis, Content Analysis, Green Practices, Hospitality Industry, Vosviewer.



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INTRODUCTION

The hospitality industry is a major service sector with a significant impact on the global economy and environmental ecosystems (Gössling, 2018); (Jones, 2016). High energy consumption, significant water use, waste production, and greenhouse gas

emissions are critical environmental issues that need to be addressed through effective sustainability strategies (Bohdanowicz, 2006); (Shin, 2020). In recent decades, the concept of green practices has emerged as a strategic approach to reduce these negative impacts while enhancing the image and competitive value of hotels in the eyes of increasingly sustainability-conscious consumers (Chang & Chen, 2013) (Mensah, 2006). This concept encompasses practices such as energy efficiency, water management, waste management, the use of environmentally friendly products, and green certification, which is increasingly becoming a standard operating procedure in many international hotels (Kasim, 2009); (Dyllick & Hockerts, 2002).

As the literature on sustainability in hospitality grows, several studies emphasize the positive impact of green practices on operational performance and customer satisfaction (Moustafa et al., 2020); (Testa et al., 2018). Previous meta-analytical studies and literature reviews have examined general trends in green practices across various service industry subsectors (Smith et al., 2020). However, most of these studies remain partial and lack a comprehensive overview of research trends and the dominant thematic structure in this field. Many studies focus on one or a few aspects of green practices, such as energy efficiency or consumer behavior, without integrating interrelated multidimensional factors (Smith et al., 2020); (Rahman, 2018). This situation highlights the need for more holistic studies that can map research developments and deepen the thematic content of the Green Practices literature in the hospitality industry.

While some researchers have applied bibliometric analysis to map publication trends in the context of sustainability, such studies are largely limited to publication frequency, popular keywords, or collaboration networks without including an in-depth interpretation of the substantive themes discussed in the primary articles (Agrawal, 2022); (Aria & Cuccurullo, 2017); (Koseoglu et al., 2023). Comprehensive thematic content analysis remains rare in this literature, despite its importance for understanding the empirical narratives behind green hotel practices (Cheng, 2019; (Olya & Altinay, 2016)). This gap becomes apparent when considering the lack of studies that combine both approaches in an integrative manner: bibliometric analysis as a macro-mapping and content analysis as a micro-interpretation of published academic literature.

The integration of bibliometric and thematic content analysis can provide two perspectives simultaneously: a quantitative mapping of research trends and a qualitative narrative describing how research themes evolve and interrelate (Olya & Altinay, 2016) (Donthu, 2021) and (Rishi et al., 2020). This approach allows researchers

to identify major thematic clusters, relationships between themes, and the evolution of research focus over time, while simultaneously exploring the underlying arguments and findings in greater depth. Although several studies in management and marketing have begun to employ this combined approach, its application in research on green practices in hospitality remains limited (Ranjbari et al., 2021) and (Tuan et al., 2019). This suggests that integrative research that combines bibliometric and thematic content is essential to provide a comprehensive and in-depth overview of research developments and issues related to green practices in the hospitality industry.

Therefore, this study addresses this critical need by using a combined approach of bibliometric and content analysis on articles indexed in the Scopus database. This approach offers the added value of a comprehensive overview of scientific trends and in-depth thematic interpretations, providing a stronger understanding of how green practices research is currently being developed and focused. Furthermore, this study will map the key factors of primary concern in hospitality sustainability research and how these factors interact with each other in operational risk and management strategies.

In line with the identified gaps, this study proposes several key novelties: first, the use of detailed bibliometric analysis to map global trends in the literature on green practices in the hospitality industry over the past decade; second, the application of thematic content analysis to identify key narratives and dominant factors influencing the implementation of green practices; and third, the integration of both approaches, allowing for a holistic comparison and synthesis of macro-mapping and micro-interpretation of the scientific literature.

METHODS

This study employed a literature review design using bibliometric and content analysis approaches to examine green practices in the hospitality industry. Bibliometric analysis was utilized to identify publication trends, keyword networks, and research clusters related to sustainable practices in hotels, while content analysis was conducted to explore and interpret the main themes emerging from selected studies in order to obtain a comprehensive understanding of sustainability implementation in the hotel sector. The research data were collected from the Scopus database, which is recognized as one of the largest databases for peer-reviewed scientific publications, including Q1–Q3 international journals, conference proceedings, and review articles. The search process used the keyword combination (“green practices” OR “green hotel” OR “sustainable hotel”) AND (hotel OR hospitality industry). Furthermore, bibliometric data were extracted using Publish or

Perish and exported in RIS format for further visualization and network analysis using VOSviewer.

FINDINGS AND DISCUSSION

Bibliometric Analysis

Bibliometric analysis was conducted on 999 Scopus-indexed documents on the topic of green practices in the hospitality industry. The analysis results were visualized using VOSviewer using three methods: network visualization, overlay visualization, and density visualization. They were then further analyzed to identify keyword clusters, temporal trends, and dominant topics.

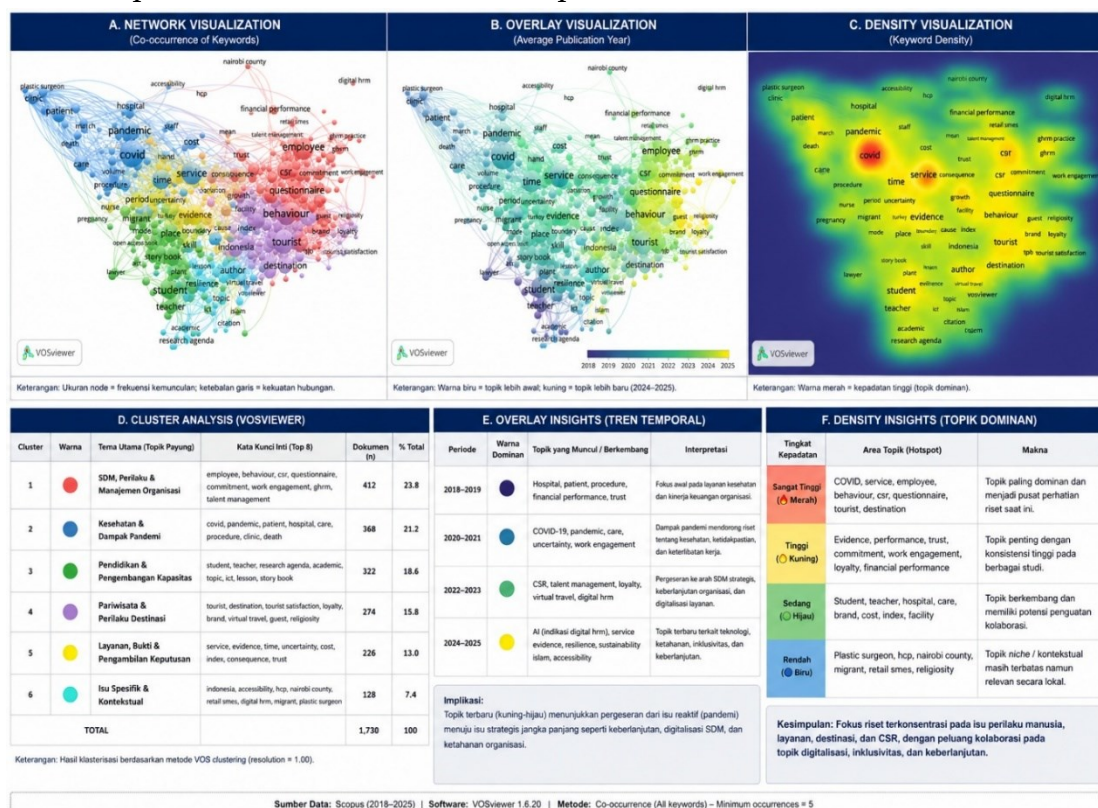


Figure 1. bibliometric visualization infographic

Based on the infographic above, several things were discovered, namely:

The network visualization analysis in Panel A illustrates the relationships among keywords based on their co-occurrence within the literature, resulting in the identification of five major research clusters. The red cluster consists of keywords such as employee, GHRM, CSR, commitment, and questionnaire, which primarily focus on employee behavior and green human resource management practices. The blue cluster includes pandemic, COVID, hospital, staff, and care, reflecting studies related to the impact of the COVID-19 pandemic on organizational operations and adaptation strategies. The green cluster, containing keywords such as student, teacher, place, and

skill, emphasizes human factors, education, and capacity development. Meanwhile, the purple cluster highlights tourist, destination, and loyalty, indicating a focus on consumer behavior and customer experience in tourism and hospitality contexts. The yellow and orange cluster includes service, time, consequence, and cost, which are associated with service performance, managerial consequences, and organizational decision-making. The largest nodes in the visualization, such as employee, behavior, COVID, tourist, and service, represent the most frequently occurring keywords, while the connecting lines indicate the strength of relationships among research themes, demonstrating multidimensional interactions between employee behavior, customer experience, organizational adaptation, and service performance.

Panel B presents the overlay visualization, which illustrates the temporal evolution of research topics from 2018 to 2025. During the 2018–2019 period, studies were mainly concentrated on healthcare, organizational performance, and finance, as reflected by keywords such as hospital, patient, procedure, and trust. In 2020–2021, research trends shifted dramatically toward COVID-19 and pandemic-related themes, including pandemic, care, uncertainty, and work engagement, reflecting the global academic response to the health crisis. Subsequently, in 2022–2023, the focus expanded toward strategic human resource management, digital HRM, consumer loyalty, and virtual travel, indicating the adaptation of organizations and tourism industries to digital transformation. More recent trends in 2024–2025 highlight emerging topics such as technology, evidence, sustainability, inclusivity, and accessibility, demonstrating the increasing integration of innovation and long-term sustainability issues within hospitality and tourism research.

The density visualization shown in Panel C demonstrates the concentration and frequency of keywords across the literature. Keywords with very high density, represented in red, include COVID, service, employee, behavior, CSR, questionnaire, tourist, and destination, indicating that these remain the dominant themes within the field. High-to-medium density keywords, represented in yellow and green, include evidence, performance, trust, and loyalty, suggesting topics that consistently appear across multiple studies. In contrast, low-density keywords shown in blue, such as plastic surgeon, HCP, and retail SMEs, represent niche or context-specific topics with relatively limited research coverage. The density analysis confirms that the literature continues to focus heavily on human behavior, service management, tourism destinations, and corporate social responsibility, while technology and innovation-related factors remain emerging areas with significant opportunities for future research expansion.

Panel D summarizes the cluster analysis by categorizing the literature into six main thematic groups. The largest cluster, Human Resources, Organizational Behavior, and Management, contains 412 documents representing 23.8% of the total studies, indicating the strong emphasis on employee-related and managerial issues. The second-largest cluster, Health and Pandemic Impact, consists of 368 documents or 21.2%, reflecting the substantial influence of COVID-19 on recent research trends. Education and Capacity Building form the third cluster with 322 documents or 18.6%, followed by Tourism and Destination Behavior with 274 documents or 15.8%. The fifth cluster, Services, Evidence, and Decision Making, contains 226 documents or 13.0%, while the final cluster, Specific and Contextual Issues, represents 128 documents or 7.4%, focusing on more localized or specialized research topics.

Panel E further highlights overlay insights regarding the evolution of research themes over time. The findings demonstrate a transition from reactive issues associated with the pandemic toward more strategic and long-term topics such as human resource management, digitalization, and sustainability. More recent studies increasingly emphasize technology integration, inclusivity, and sustainability as future priorities within hospitality and tourism industries. Finally, Panel F presents density insights by categorizing hotspot research areas into different density levels. Topics such as COVID, service, employee, and behavior are classified as very high-density themes, indicating their dominance within the literature. High-density topics include evidence, performance, trust, and loyalty, while medium-density topics such as students, teachers, hospitals, and care represent growing research interests. Low-density themes, including plastic surgeons, HCPs, and retail SMEs, remain niche areas with more limited but contextually relevant academic attention.

Content Analysis

Several stages were carried out for content analysis:

Open Coding

In the open coding stage, researchers read all 40 selected articles to identify key keywords, concepts, and emerging ideas. Some frequently occurring keywords and concepts include:

Employee behavior, commitment, CSR, GHRM, work engagement; Tourist satisfaction, loyalty, guest experience; Green innovation, digital HRM, smart hospitality, technology adoption; COVID-19, pandemic, resilience, uncertainty; Service quality, performance, evidence, consequence, decision-making. This stage produced an initial list of codes that served as building blocks for the next stage.

Categorization

Similar codes were then grouped into initial categories based on similar meaning and context:

Table 1. Theme Identification

Initial Category	Code Examples
Individual Behavior	Employee behaviour, work engagement, tourist loyalty, guest experience
Organizational Practices	GHRM, CSR, leadership, policy, organizational culture
Technology & Innovation	Green innovation, smart hospitality, digital HRM, IoT, automation
Adaptation to the COVID-19 Crisis	COVID-19, pandemic, resilience, uncertainty
Operational & Services	Service quality, performance, decision-making, evidence

The Network Visualization (Panel A) analysis was conducted through several stages of content analysis to identify the dominant themes and relationships among studies related to green practices in the hospitality industry. The first stage involved open coding, in which researchers carefully reviewed all 40 selected articles to identify recurring keywords, concepts, and emerging ideas. Frequently identified concepts included employee behavior, commitment, corporate social responsibility (CSR), green human resource management (GHRM), work engagement, tourist satisfaction, guest experience, green innovation, digital HRM, smart hospitality, technology adoption, COVID-19 resilience, uncertainty, service quality, organizational performance, and decision-making processes. These recurring concepts formed the basis for developing initial codes used in the subsequent analytical stages. Following the open coding process, similar codes were grouped into broader initial categories according to their contextual and conceptual similarities. The categories included individual behavior, organizational practices, technology and innovation, adaptation to the COVID-19 crisis, and operational and service aspects. The individual behavior category covered employee behavior, work engagement, tourist loyalty, and guest experience, while organizational practices included GHRM, CSR, leadership, organizational policies, and organizational culture. The technology and innovation category emphasized green innovation, smart hospitality, digital HRM, Internet of Things (IoT), and automation systems. Meanwhile, the COVID-19 adaptation category

focused on resilience and uncertainty management during the pandemic, and the operational and service category included service quality, organizational performance, evidence-based management, and decision-making processes. This categorization process enabled researchers to identify broader thematic relationships and organize the literature more systematically.

Based on the categorization results, the initial codes were synthesized into three major themes consisting of human factors, organizational factors, and technology and innovation factors. The human factors theme focused on employee behavior, environmental awareness, and consumer behavior, including employee engagement, pro-environmental behavior, tourist satisfaction, and guest loyalty. The findings indicated that human behavior plays a fundamental role in determining the success of green practices implementation in the hospitality industry. The organizational factors theme included GHRM practices, green leadership, CSR initiatives, and organizational culture, emphasizing the importance of organizational structures and managerial policies in supporting sustainability initiatives. Studies showed that organizations consistently implementing green HR practices and CSR programs tend to have more motivated employees and more effective sustainability performance. The technology and innovation factors theme highlighted green innovation, digitalization processes, smart hospitality systems, IoT applications, and technological integration for improving operational efficiency, energy savings, waste management, and service quality. Furthermore, the content analysis revealed several important patterns. First, strong interactions were identified among the three themes, indicating that employee behavior, organizational policies, and technological innovation are closely interconnected in influencing customer experiences and the successful implementation of green practices. Second, research trends have gradually shifted from focusing on pandemic-related resilience and uncertainty toward long-term sustainability strategies integrating green HRM, technological innovation, and smart hospitality systems. Finally, the analysis identified significant literature gaps, as most previous studies remain fragmented by focusing only on one or two dimensions rather than integrating human, organizational, and technological factors simultaneously. Therefore, future studies are encouraged to develop multidimensional conceptual frameworks that comprehensively integrate these three interconnected themes in order to better understand sustainable green practices in the hospitality industry.

Discussion

Integration of Bibliometric Results and Content Analysis

Bibliometric results show a significant increase in research on green practices in the hospitality industry from 2020 to 2025. Network visualization analysis identified five main clusters depicting research focuses: employee behavior, pandemic impact, education and capacity building, consumer behavior, and service performance and managerial decisions. Overlay visualizations highlight the theme's evolution from reactive responses to the pandemic to a focus on green HR, digitalization, and sustainable innovation. Density visualizations highlight dominant topics such as employee behavior, CSR, service, tourist satisfaction, and COVID-19, which represent the most intensive research areas (Sahu & Haider, 2026) (Popşa, 2025).

Content analysis confirms that current research remains fragmented, focusing on one or two dimensions: human (employee and consumer behavior) and organizational (GHRM, CSR, organizational culture). Technology and innovation factors are relatively underexplored, despite being important drivers of operational efficiency and green service delivery. The integration of these three dimensions is key to the effective implementation of green practices, and this shows a research gap for multidimensional models (Acampora, 2022); (Acampora, 2022).

Human Factors

Employee and consumer behavior are key determinants of the success of green practices implementation. Employees with high environmental awareness and commitment can encourage consistent green practices, while pro-environmental consumers increase loyalty and positive experiences (Moustafa et al., 2020). These findings are consistent with the Theory of Planned Behavior (TPB), which emphasizes the importance of attitudes, social norms, and individual behavioral control in determining environmentally friendly actions (Ajzen, 1991).

Organizational Factors

Organizational factors, including GHRM, green leadership, CSR, and organizational culture, provide structural and policy support for the implementation of green practices. Studies show that hotels that consistently implement GHRM tend to have more motivated employees, engage in pro-environmental behavior, and improve overall organizational performance (Jabbour et al., 2014; Testa et al., 2018). This aligns with the Resource-Based View (RBV), which states that an organization's internal capabilities are a source of competitive advantage.

Technology and Innovation Factors

Technology and innovation factors include green innovation, digitalization, smart hospitality, and the use of IoT for real-time monitoring, energy savings, and waste management. Although currently relatively underexplored compared to human

and organizational factors, technology and innovation have been shown to support the effectiveness of green practice implementation and enhance the customer experience (Khan et al., 2023); (He, 2021). This study emphasizes the importance of developing a green technology strategy as an integral part of a hotel's sustainability framework.

Interaction Between Dimensions

The integration of all three factors—human, organizational, and technological—has proven crucial for the success of green practices. Network visualization indicates a close relationship between employee and consumer clusters, while overlay and density indicate that the focus of modern research is shifting to digitalization and technological innovation. This confirms that a partial approach is insufficient, and a multidimensional, integrative model is needed to holistically understand the dynamics of green practice implementation in hotels.

Gaps and Future Research Agenda

Based on the analysis, several research gaps can be identified:

- Lack of research that simultaneously integrates all three dimensions.
- Limited longitudinal studies assessing the long-term effectiveness of green practices.
- Lack of exploration of the use of digital technology, smart hospitality, and green innovation.
- Research focuses largely on developed countries; studies in developing country contexts such as Indonesia and Southeast Asia are still limited.

Therefore, a future research agenda should prioritize multidimensional integrative models, mixed-methods approaches, and testing the effectiveness of green practices in local and global contexts.

CONCLUSION

The findings of this study indicate that publications related to green practices in the hospitality industry increased significantly during the 2020–2025 period, reflecting growing academic and practical interest in sustainability issues within the hotel sector. Several dominant themes emerged from the analysis, including employee behavior, consumer perspectives, green human resource management (GHRM), corporate social responsibility (CSR), organizational performance, green innovation, and the impact of the COVID-19 pandemic on hospitality operations. Despite the increasing number of studies, the existing literature remains fragmented because most research focuses only on specific dimensions rather than adopting a comprehensive approach. Consequently, there is a strong need for a multidimensional integrative model capable

of combining human, organizational, and technological factors simultaneously. Furthermore, the network, overlay, and density visualizations presented in Panels A–F successfully highlighted the interconnections among research themes, identified temporal research trends, and mapped major focus areas within the literature. Overall, these findings provide an important foundation for the development of a holistic conceptual framework that integrates people, organizations, and technology in supporting sustainable green practices in the hospitality industry...

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