

Leadership Dynamics and Organizational Outcomes in Hospitality and Tourism: A Comprehensive Bibliometric Journey (1990-2024)



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Abstract:

This study embarks on a bibliometric analysis to dissect the extensive body of literature exploring the multifaceted impact of leadership within the hospitality and tourism industry. It aims to map the scholarly discourse on leadership, identifying key themes, trends, and influential works that have shaped our understanding of leadership's impact on organizational outcomes such as mental health, organizational agility, employee motivation, organizational culture turnover intentions, employee engagement, employee satisfaction, employee performance, organizational performance, and employee wellbeing, providing valuable insights for academics, practitioners, and policymakers. Furthermore, utilizing a bibliometric approach, this study analyses data from 1990 to 2024 sourced from the SCOPUS database, focusing on English-language full-length journal articles. It employs frameworks established by other studies to guide the analysis across five key stages: Study Design, Data Collection, Data Analysis, Data Visualization, and Interpretation. The analysis reveals a dynamic evolution in the research landscape of leadership within the hospitality and tourism industry, highlighting a growing academic interest in adaptive, resilient leadership practices. It underscores the importance of crisis management, digital transformation, and sustainability. Key trends include the pivotal role of leadership in enhancing employee well-being, satisfaction, and performance as well as the critical need for leadership adaptability in navigating industry-specific challenges.

This study enriches the existing body of knowledge on leadership in the hospitality and tourism industry by offering a comprehensive overview of research trends and thematic shifts over three decades. It suggests directions for expanding and refining leadership theories to better account for the complexities of this dynamic sector, emphasizing the need for future research on underexplored areas such as digital transformation, sustainability, and the long-term effects of global crises like the COVID-19 pandemic.

The findings offer guidance for industry practitioners and policymakers, emphasizing the development of leadership training programs tailored to the unique challenges of the hospitality and tourism industry. It highlights the strategic role of human resource management in supporting leadership development and underscores the importance of fostering a positive organizational culture for enhancing employee engagement and performance. This manuscript introduces novel insights through a comprehensive bibliometric analysis, distinguishing itself by synthesizing three decades of research, employing a method not extensively applied in previous leadership studies within this industry. It highlights global and interdisciplinary perspectives, identifies emerging themes and gaps in the literature, and translates findings into practical implications for enhancing leadership effectiveness in the hospitality and tourism industry.

Keywords: Leadership in hospitality and tourism, Bibliometric analysis, Mental health, Organizational agility, Employee motivation, Organizational culture, Turnover intentions, Employee engagement, Employee satisfaction, Employee performance, Organizational performance, Employee wellbeing.

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1. INTRODUCTION

Leadership is widely recognized as a pivotal element in shaping organizational outcomes such as mental health, organizational agility, employee motivation, organizational culture turnover intentions, employee engagement, employee satisfaction, employee performance, organizational performance, and employee well-being, exerting a significant influence on employee well-being, motivation, engagement, and overall organizational performance [1, 2]. In the hospitality and tourism industry, characterized by its service-centric nature, diverse workforce, and the imperative for exceptional customer experiences, the role of effective leadership becomes even more critical [3]. This study embarks on a bibliometric analysis to dissect the extensive body of literature exploring the multifaceted impact of leadership within this unique sector. The significance of leadership in influencing organizational culture, employee satisfaction, and performance is well-documented in the literature [4-6]. Studies have illustrated how leadership styles, such as transformational and servant leadership, contribute to fostering a positive organizational climate and enhancing employee engagement and productivity [7-9]. Moreover, the dynamic and challenging environment of the hospitality and tourism industry necessitates agile and adaptable leadership practices to navigate crises, technological disruptions, and shifting consumer expectations [10, 11].

Despite the acknowledged importance of leadership, the hospitality and tourism sector faces inherent challenges, including high employee turnover rates, cultural diversity among staff, and the demand for continuous service innovation [12]. These issues underscore the need for a comprehensive review of how leadership strategies and practices have evolved to address these challenges and their effectiveness in improving organizational outcomes [13, 14]. Furthermore, the advent of the COVID-19 pandemic has dramatically altered the operational and strategic landscape of the hospitality and tourism industry, placing unprecedented demands on leaders to manage crisis situations, ensure employee safety and well-being, and pivot business models to survive and thrive in the face of adversity [15-17]. This context provides a fertile ground for exploring how leadership within the industry has responded to the pandemic and its implications for future research directions [18, 19].

Furthermore, to address this gap, the present study employs a bibliometric analysis to map the scholarly discourse on leadership in the hospitality and tourism industry, identifying key themes, trends, and influential works that have shaped our understanding of leadership's impact on organizational outcomes such as mental health, organizational agility, employee motivation, organizational culture turnover intentions, employee engagement, employee satisfaction, employee performance, organizational performance, and employee wellbeing. Additionally, by analysing data from 1990 to 2024, this study aims to offer a comprehensive overview of the evolution of leadership research within the industry, providing

valuable insights for academics, practitioners, and policymakers alike.

This manuscript makes several unique contributions to the literature on leadership in the hospitality and tourism industry, addressing gaps and extending the current understanding of its impact on various organizational outcomes. Despite the extensive body of research in this area, this study introduces novel insights through a comprehensive bibliometric analysis, distinguishing itself in the following ways:

1.1. Synthesis of Three Decades of Research

By encompassing a broad timespan from 1990 to 2024, this study offers a longitudinal perspective on the evolution of leadership research within the hospitality and tourism industry. Unlike previous reviews, which have focused on narrower time frames or specific leadership theories, this analysis provides a holistic view of the field's development, including shifts in thematic focus, methodologies, and research outcomes.

1.2. Bibliometric Approach

Utilizing bibliometric analysis, this manuscript quantitatively assesses the research landscape, a method not extensively applied in previous leadership studies within this industry. This approach allows for the mapping of key research networks, influential authors, and foundational papers, offering a data-driven overview of the field's intellectual structure and scholarly impact.

1.3. Global and Interdisciplinary Perspectives

Reflecting on the global nature of the hospitality and tourism industry, this study highlights the contributions from diverse geographical regions and disciplines. In addition, by examining international co-authorships and the variety of journals contributing to this discourse, it underscores the interdisciplinary and cross-cultural collaborations that are shaping leadership research in this context.

1.4. Emerging Themes and Future Directions

Amidst the changing landscape of the hospitality and tourism industry, particularly in response to crises like the COVID-19 pandemic, this manuscript identifies emerging themes and gaps in the literature. It provides a foundation for future research on leadership's role in crisis management, digital transformation, and sustainability within the industry, areas that are becoming increasingly important yet remain underexplored.

1.5. Practical Implications and Policy Recommendations

Beyond academic contributions, this study translates its findings into practical implications for industry practitioners and policymakers. Moreover, by linking leadership practices to organizational outcomes, it offers evidence-based recommendations for leadership development, training, and policy formulation aimed at enhancing employee well-being, customer satisfaction, and organizational resilience.

In summary, this manuscript enriches the existing body of knowledge by offering a comprehensive bibliometric analysis of leadership research in the hospitality and tourism industry. Its unique contributions lie in its broad temporal scope, methodological approach, focus on global and interdisciplinary insights, identification of emerging research themes, and practical implications for industry stakeholders.

2. METHODOLOGY

The study's methodology unfolds across five key stages: (1) Study Design, (2) Data Collection, (3) Data Analysis, (4) Data Visualization, and (5) Interpretation, drawing on the frameworks established by [20-22].

2.1. Study Design

Initially, the study's objectives and research questions were established. The next step involved choosing a suitable database for creating a dataset for bibliometric analysis. The SCOPUS Collection was selected due to its comprehensive coverage of authoritative and impactful academic publications across various disciplines. The search strategy was crafted by combining relevant terms like ("leadership") AND ("mental health" OR "Organizational Agility" OR "employee motivation" OR "organizational culture" OR "Turnover intentions" OR "Employee Engagement" OR "employee satisfaction" OR "employee performance" OR "organizational performance" OR "Employee wellbeing") AND ("Hospitality" OR "Tourism"). The searches were conducted across titles, abstracts, and keywords, focusing on full-length journal articles in English while excluding conference papers, reviews, and reports from 1990 to 2024. A second search refined these results further.

2.2. Data Collection

The initial search yielded 205 publications. This number was narrowed down to 179 articles after focusing on journal articles and then further reduced to 176 by applying an English language filter. After a thorough review of titles and abstracts, 16 articles were deemed unrelated to the research aim, leaving 160 articles for analysis. These were downloaded in Bib format and uploaded to the Bibliometrix R package for bibliometric analysis using R Studio.

2.3. Data Analysis and Visualization

This stage leveraged R software and the Biblioshiny web interface for bibliometric assessments to perform a descriptive analysis and examine the research landscape, including keyword co-occurrence and co-citation networks. The findings were visually depicted through graphs and tables.

2.4. Interpretation

The final step involved interpreting the data. This began with an overview of key bibliometric indicators such as document types, annual publication trends, scientific sources and their growth, authorship patterns, keyword usage, citation metrics, country-specific outputs and citations, and international collaboration networks.

3. RESULTS

This section presents the findings of a comprehensive bibliometric analysis examining the influence of leadership on a range of organizational outcomes within the hospitality and tourism industry. Spanning the period from 1990 to 2024, our analysis delves into the evolving scholarly discourse, identifying key trends, thematic evolutions, and pivotal contributions that have shaped our understanding of leadership's role in this dynamic sector. Through meticulous examination of 160 documents sourced from 78 authoritative publications, this study offers insights into the academic community's engagement with leadership topics, reflecting both the breadth and depth of research conducted in this area. Given the sector's unique challenges and opportunities, leadership emerges as a critical element in steering organizational strategies toward enhancing employee well-being, satisfaction, and performance, among other outcomes. The analysis sheds light on the annual growth rate of scholarly output, the average age of documents, and the citation metrics, providing a quantitative backdrop to the qualitative shifts observed in the thematic focus over time. Furthermore, it reveals the collaborative nature of this research field, underscored by a significant degree of international co-authorships and a diversity of contributions across countries and institutions.

Table 1. Descriptive analysis.

Description	Results
Main Information about Data	-
Timespan	1990:2024
Sources (Journals, Books, etc)	78
Documents	160
Annual Growth Rate %	6.68
Document Average Age	4.68
Average citations per doc	18.44
References	11600
Document Contents	-
Keywords Plus (ID)	314
Author's Keywords (DE)	511
Authors	-
Authors	456
Authors of single-authored docs	18
Authors Collaboration	-
Single-authored docs	21

(Table 3) contd....

Description	Results
Co-Authors per Doc	3.11
International co-authorships %	31.25
Document Types	-
Article	157
Review	3

Moreover, by dissecting the publication trends, authorship patterns, and the thematic focus of the literature, this section aims to map the trajectory of leadership research within the hospitality and tourism industry. It highlights the journals that have been central to disseminating this research, the authors who have been pivotal in advancing the discourse, and the geographical spread of scholarly contributions. Through an analysis of keywords, citation metrics, and the most impactful documents, we uncover the core themes that have dominated the field and the emerging areas signalling future directions for research. This section not only encapsulates the current state of knowledge but also serves as a foundation for understanding how leadership practices can be optimized to address the multifaceted demands of the hospitality and tourism sector (Table 1).

The bibliometric analysis provides a comprehensive overview of research on leadership's impact on organizational outcomes in the hospitality and tourism industry from 1990 to 2024. It is based on 160 documents from 78 sources, indicating a broad and in-depth examination of the subject. Annual Growth Rate % (6.68) indicates a healthy growth in research output over the years, suggesting increasing academic and possibly practical interest in the effects of leadership on organizational outcomes within the hospitality and tourism industry. Document Average Age (4.68 years) suggests that the research being analysed is relatively recent, which is important for understanding current trends and methodologies. The average citations per doc (18.44), which is a relatively high citation rate, may indicate that the research in this area is of significant interest and impact within the academic community. The involvement of 456 authors, including 18 who have single-authored documents, reflects a wide range of perspectives and a high level of collaboration in this research field. This collaboration is further evidenced by the fact that there are 21 single-authored documents, an average of 3.11 co-authors per document, and a significant portion (31.25%) of international co-authorships, highlighting the global and interdisciplinary nature of the studies.

The graph illustrates the trend of publications over the years on the topic of leadership and its impact on various organizational outcomes in the hospitality and tourism industry. A starting point in 1990 with a very low number of publications, indicating minimal initial academic interest or limited research conducted on these topics within the industry at that time. Over the years, there appears to be a general upward trend in the number of articles published, suggesting growing academic interest and possibly an increasing recognition of the importance of leadership in influencing organizational outcomes such as employee satisfaction, performance, engagement, mental health, and others within the hospitality and tourism sector.

Over the span of 35 years (1990 to 2024), there has been an average annual production of approximately 4.57 articles. The production has varied significantly, with a standard

deviation of 7.59, indicating that the number of articles produced each year has fluctuated quite a bit. The highest annual production occurred in 2022, with a total of 29 articles. This represents a significant peak compared to other years. When looking at the year-over-year change in production, the average change is about 0.24 articles, with a standard deviation of 3.34. This suggests that while there might be small increments on average, the actual change from year to year can vary widely. The maximum increase in production between years has been 7 articles, and the most significant decrease was 11 articles.

The International Journal of Contemporary Hospitality Management stands out with the highest count at 17 documents, signifying its prominence and possible influence in current hospitality research. The International Journal of Hospitality Management follows with 10 documents, underscoring its significant but slightly lesser role compared to the leading journal. Sustainability, with a focus on environmental issues within the context of hospitality, shows a substantial number of documents as well, suggesting that this is an important area of current research. Other sources like *Frontiers in Psychology*, *International Journal of Environmental Research and Public Health*, and *Leadership and Organization Development Journal*, each with 6 documents, indicate an interdisciplinary interest that encompasses psychological, environmental, and leadership aspects in hospitality and tourism. The *Journal of Human Resources in Hospitality and Tourism* with 5 and both the *African Journal of Hospitality, Tourism and Leisure* and *Human Resource Management International Digest* with 4 documents each, although contributing fewer articles, represent specialized niches within the broader research landscape. The overall distribution reflects a field actively engaged with contemporary issues, sustainability concerns, and multidisciplinary perspectives.

Each author listed has contributed at least two or three documents, which indicates a measure of productivity and relevance within the research community. The authors Aslam MZ, Atkinson P, Edirisinghe D, Foroudi P, Khan NA, Nazarian A, Omar S, and Zumitzavan V are all tied for the lead with three documents each, suggesting that they are active and significant contributors to the current body of knowledge. This could imply that their work is influential and possibly foundational in the field. Additionally, Al-Mkhadme AA and Bahadur W, with two documents each, also represent key voices in the literature, albeit with slightly fewer contributions. The equal distribution among the most prolific authors suggests that there is not a single dominant voice but rather a collective of scholars who are all contributing substantially to the field. This denotes a vibrant and diverse academic environment with multiple perspectives being explored and shared.

The production patterns of these authors suggest a growing academic interest in the nexus between leadership and organizational outcomes. The horizontal lines represent each author's publication record over time, with the size of the dots correlating to the number of articles published in a given year. Larger dots indicate a higher number of publications. Notably, most authors show a steady output across the years, with some years being more productive than others. The Total Citations (TC) column in the table provides a measure of the impact or influence of the author's work within the academic community. For instance, Khan NA has the highest single citation count for one document, suggesting that this particular work has been influential. However, the Total Citations per Year (TCpY) provides a normalized view of impact over time, indicating how well an author's work continues to be cited on an annual basis. The two authors

with the highest TCpY, Atkinson P and Edirisinghe D, seem to have maintained a steady influence with publications in 2021 and a consistent though lower impact in 2022. This suggests that their work has been both recognized and continues to be relevant in the field. In contrast, Al-Mkhadmeh AA has publications but a low overall citation count, which may indicate that their work is either newer, less recognized, or in a niche area. Zumitzavan V presents an interesting case with a significant gap between their publications in 2014 and 2022, which may suggest a return to publishing after a period of hiatus, or it could be indicative of longitudinal studies that have taken several years to complete. The citation count for Zumitzavan V's earlier work is relatively high, implying that it has had sustained influence over time, although the TCpY has decreased, suggesting that the impact may be waning or that the field has evolved.

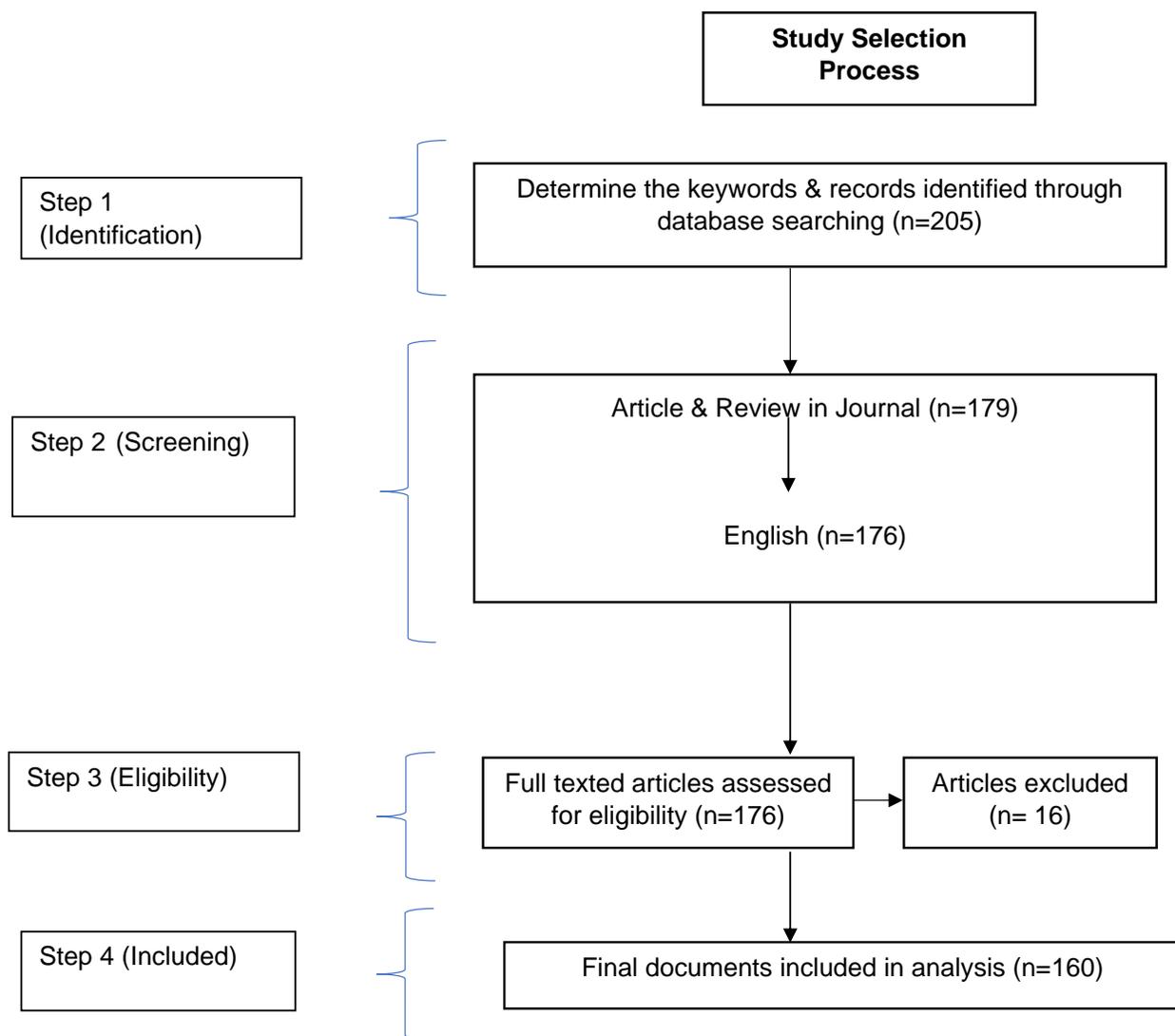


Fig. (1). Study design flowchart.

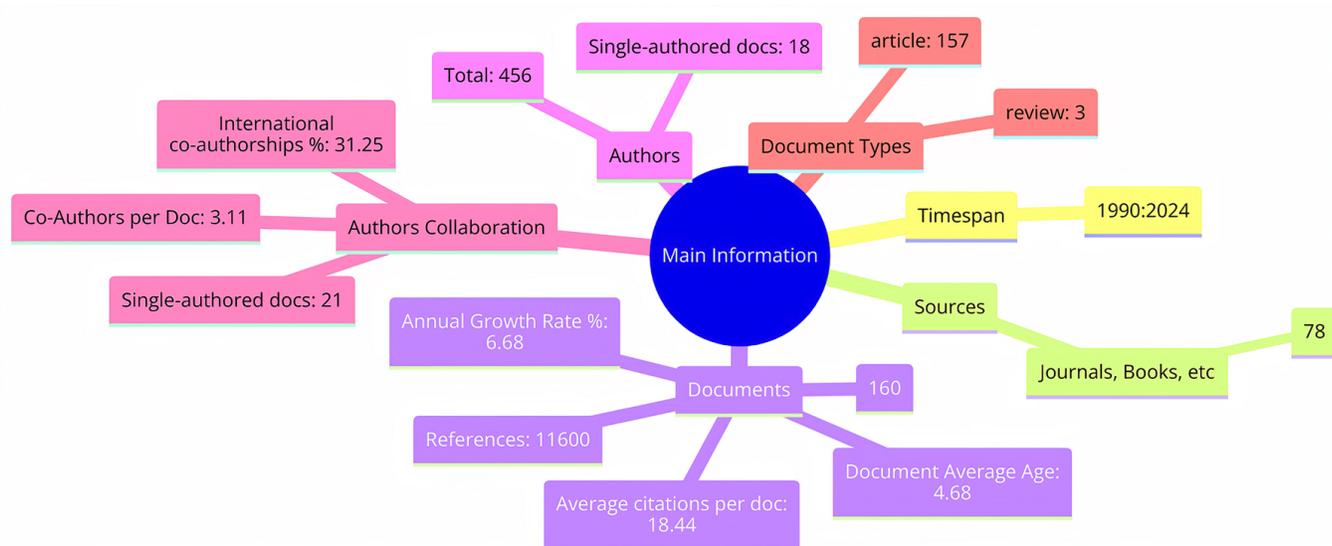


Fig. (2). Chart of descriptive analysis.

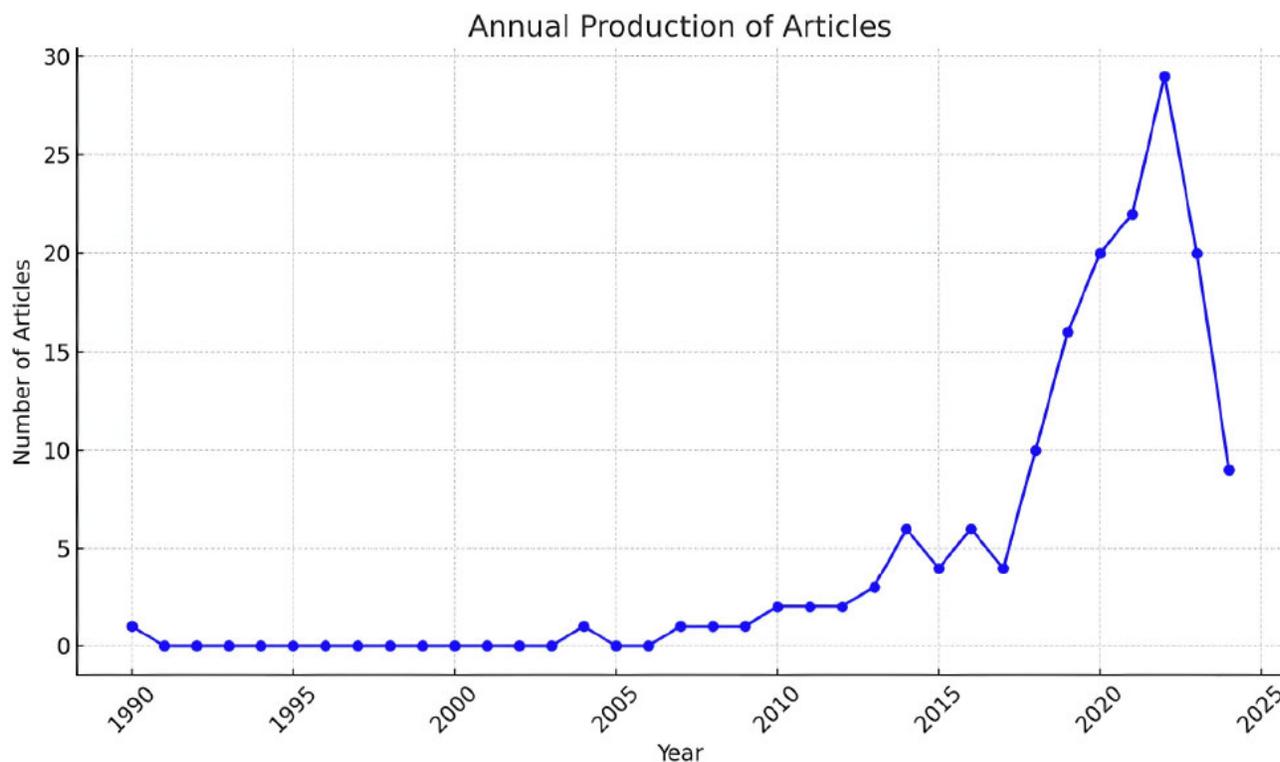


Fig. (3). Trend analysis of scientific annual production.

The University of Malaya leads with 10 articles, indicating it as a key center for research, likely due to either a large faculty with a strong focus on publication, significant funding for research, or a combination of both. Eastern Mediterranean University and King Faisal University follow with 8 articles each, showing a

substantial contribution to the field and suggesting they are active research hubs, possibly with specific strengths or focus areas that resonate in the academic community. The University of Nevada and Shanghai University also demonstrate significant productivity with 7 and 6 articles, respectively, reflecting their strong research output and

perhaps a strategic emphasis on this particular domain. INTI International University, The Hong Kong Polytechnic University, Universiti Tunku Abdul Rahman (UTAR), the University of Central Florida, and the University of Houston all have 5 articles each, rounding out the list of most relevant affiliations. These figures suggest that these institutions have a consistent research activity and contribute notably to the body of knowledge in their field (Figs. 1-7).

The University of Malaya has shown a significant increase in output beginning in 2020, stabilizing at 10 articles by 2022. Shanghai University exhibits a steady, incremental increase until a remarkable surge in 2023 and 2024, indicating a strong focus on research and publication in recent years. The University of Nevada presents a more gradual increase starting from 2016, culminating in a consistent output through to 2024. Eastern Mediterranean University and King Faisal University both have no output recorded until 2021, after which there is a notable increase, suggesting a recent expansion or investment in research activities. Across the board, the data indicates an uptick in research production starting around 2020 or later, which may reflect strategic shifts, increased funding, or enhanced emphasis on research within these institutions. The trends also suggest a dynamic academic landscape where institutional

research profiles can change significantly within a few years.

The map depicts the scientific output of various countries, with China leading the way with 70 documents, suggesting robust research activity and a strong emphasis on scientific contribution. The United States follows closely with 62 documents, reinforcing its position as a major player in global research. Malaysia's significant output of 46 documents indicates a focused investment in scientific research, which is notable for a country of its size. Countries like Pakistan and the United Kingdom have also shown considerable contributions, with 32 and 28 documents, respectively, reflecting their active research communities. A cluster of countries, including Indonesia, Egypt, and Spain, contribute a moderate number of articles, suggesting they maintain a steady but lesser volume of scientific production. The presence of countries like Jordan, Thailand, Australia, India, Iran, South Africa, and South Korea in the lower double digits indicates an engaged academic sector contributing to the global research landscape. Nations like Italy, Turkey, Iraq, and Nigeria appear to have a smaller but still noteworthy output. The single-digit presence of countries like New Zealand, Portugal, and Saudi Arabia, as well as even lower figures for countries such as Chile, Cyprus, Ghana, and Greece, may reflect smaller research infrastructures or

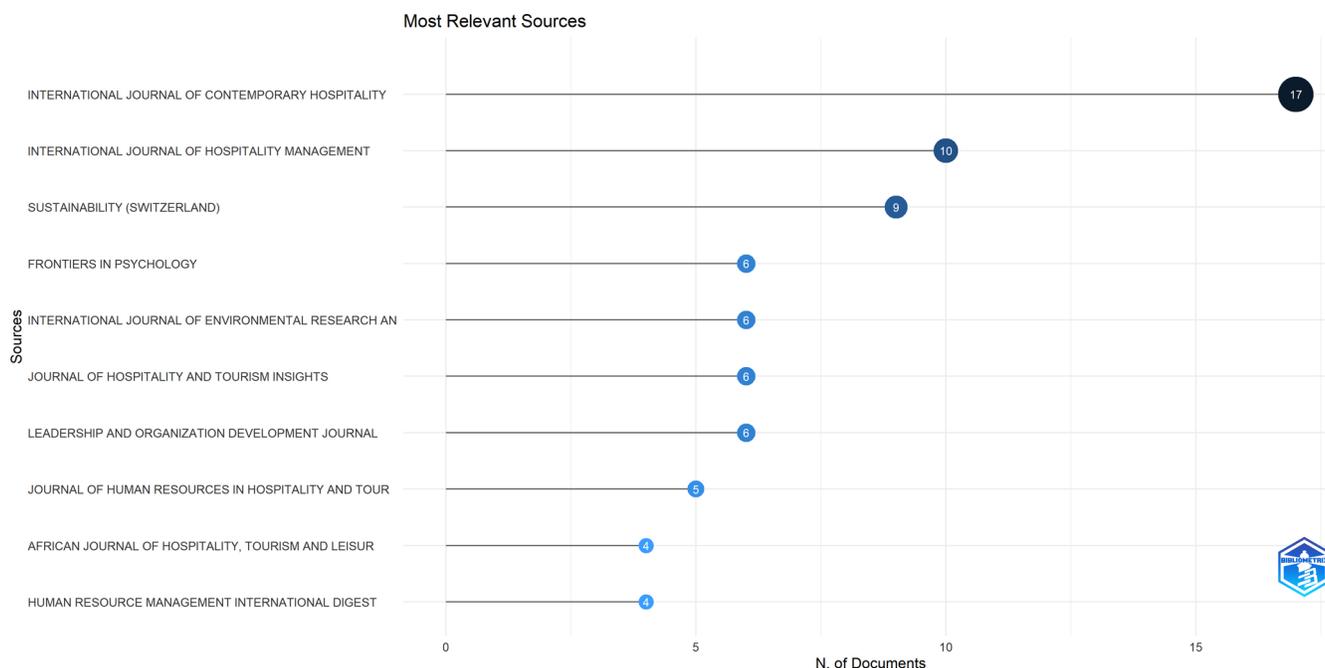


Fig. (4). Most relevant journals.

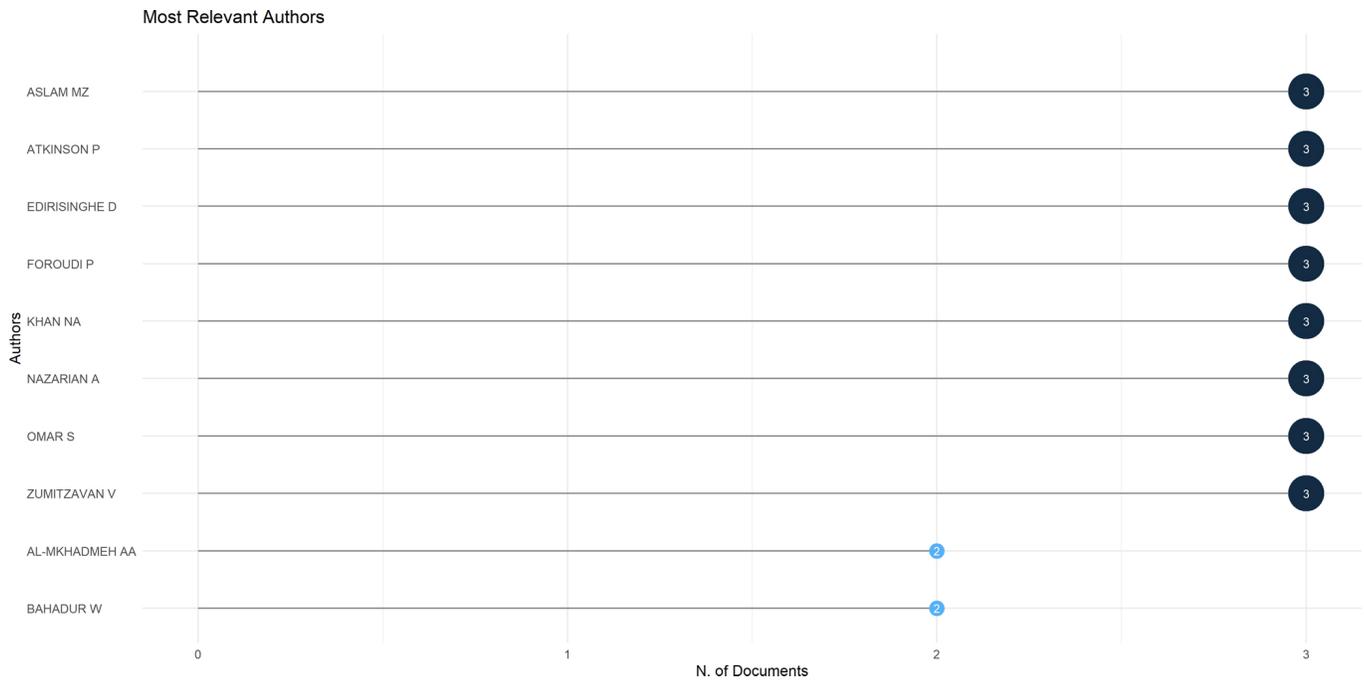


Fig. (5). Most important authors.

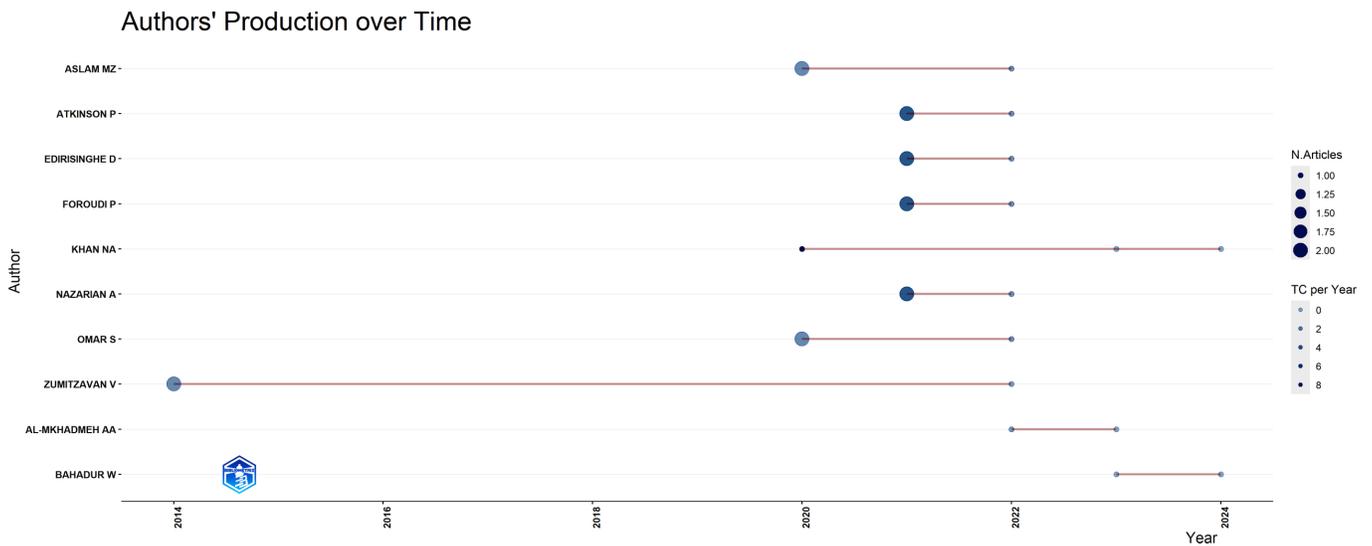


Fig. (6). Top 10 author’s productivity overtime.

more specialized research focuses. The singular contributions from countries like Austria, Canada, the Czech Republic, and others highlight their more occasional participation in this specific field of scientific literature. Overall, the global map of scientific production indicates a diverse range of research activity, with some countries standing out as powerhouses and others contributing more modestly, illustrating the wide spectrum of scientific engagement across the globe.

The graph visualizes the research output over the years by the top 5 contributing countries in the field of leadership effects on various organizational outcomes in the hospitality and tourism industry. The USA's consistent increase in research output reflects a sustained interest and investment in examining leadership and organizational outcomes over time, indicating a mature research environment. China's remarkable growth in research publications, particularly from 2020 onwards, suggests a

strategic emphasis on leadership within organizations and its broader impacts. This could be a response to the rapidly changing global tourism landscape and the need for agile leadership practices. Malaysia's stabilization in research output could indicate that a particular aspect of leadership's impact on organizational outcomes has been thoroughly explored, reaching a saturation point in the current research themes or methodologies. The United Kingdom's steady growth aligns with a progressive interest in organizational health within the hospitality sector, possibly reflecting ongoing changes in workplace dynamics and leadership styles. Pakistan's sudden increase in research production might be indicative of new funding, policy changes, or a shift in academic focus that

prioritizes the study of leadership in organizational settings. The growth patterns across countries suggest a diversifying research interest in how leadership influences various facets of employee and organizational performance. Given the complex nature of the hospitality industry, which often involves high employee turnover and customer-centric models, these research outcomes could be pivotal in shaping industry practices. The analysis implies a global recognition of the need for effective leadership to improve mental health, organizational agility, motivation, culture, turnover intentions, engagement, satisfaction, performance, and well-being (Table 2).

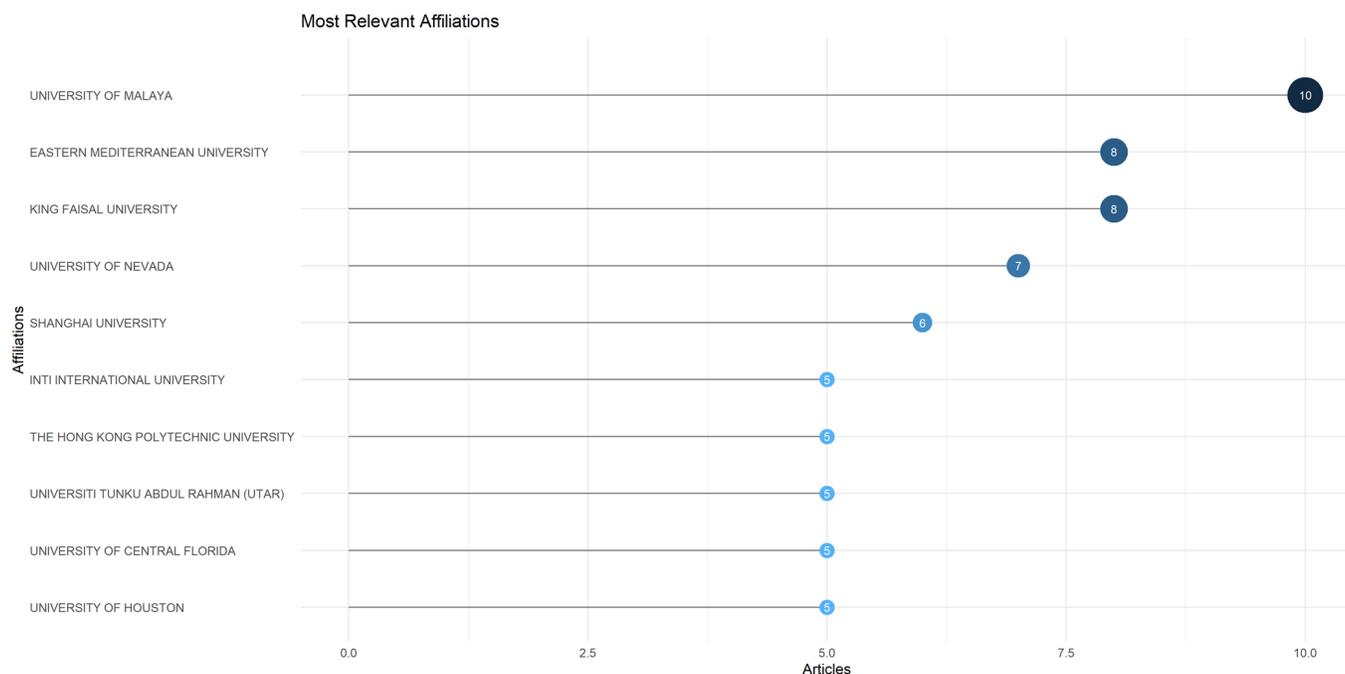


Fig. (7). Top 10 universities.

Table 2. Top 10 publications.

Paper	DOI	Total Citations	TC per Year
STAMOLAMPROS P, 2019, TOUR MANAGE	10.1016/j.tourman.2019.04.030	130	21.67
ASREE S, 2010, INT J CONTEMP HOSP MANAGE	10.1108/09596111011042712	122	8.13
WALSH K, 2007, CORNELL HOTEL RESTAUR ADM Q	10.1177/0010880407300521	115	6.39
GATLING A, 2016, LEADERSH ORGAN DEV J	10.1108/LODJ-05-2014-0090	108	12.00
KIM WG, 2020, INT J HOSP MANAGE	10.1016/j.ijhm.2019.102375	90	18.00
DAWSON M, 2011, INT J HOSP MANAGE	10.1016/j.ijhm.2010.10.002	89	6.36
VON DER WEPPEN J, 2012, J SUSTAINABLE TOUR	10.1080/09669582.2012.663377	84	6.46
CHEN T-J, 2017, INT J CONTEMP HOSP MANAGE	10.1108/IJCHM-09-2015-0490	83	10.38
HUERTAS-VALDIVIA I, 2018, INT J CONTEMP HOSP MANAGE	10.1108/IJCHM-09-2016-0538	79	11.29
AMIN M, 2017, INT J CONTEMP HOSP MANAGE	10.1108/IJCHM-11-2015-0659	78	9.75

The paper [22], published in *Tourism Management*, has garnered 130 total citations, reflecting a high annual citation rate of 21.67, indicating significant influence and relevance in its field since publication. This is followed by a study [23] in the *International Journal of Contemporary Hospitality Management*, with 122 citations at a rate of 8.13 per year, showcasing its sustained importance over a longer period. Walsh's 2007 publication in the *Cornell Hotel and Restaurant Administration Quarterly* is also noteworthy, with 115 total citations and an annual rate of 6.39, signifying enduring relevance [24]. In the *Leadership & Organization Development Journal* and [25-27] in the *International Journal of Hospitality Management* show notable annual citation rates of 12.00 and 18.00, respectively, indicating significant impact shortly after publication [28, 29]. Contributions to the *International Journal of Hospitality Management* and *Journal of Sustainable Tourism* demonstrate steady academic influence with more than 6 citations per year. Later entries, such as those by researchers [30-32] in the *International Journal of Contemporary Hospitality Management*, illustrate a mid-range impact with citations per year ranging from approximately 9.75 to 11.29. These studies collectively highlight key research areas in hospitality and tourism that have drawn significant academic attention, contributing to the development of theory and practice in these fields.

The word cloud from the bibliometric analysis highlights that leadership is a pivotal theme in the hospitality and tourism industry's literature, with a particular emphasis on its impact on human-centric organizational outcomes. Leadership's influence on organizational culture and employee mental health, especially in relation to COVID-19, performance, and

engagement, is a significant research focus [33-35]. The analysis also suggests an interest in how leadership styles may differ by gender and adapt to various global contexts, as indicated by references to specific countries. Overall, leadership is portrayed as a crucial factor in managing employee well-being and driving organizational success within this industry.

The treemap provides a hierarchical view of the themes in the literature on leadership and its effects on organizational outcomes in the hospitality and tourism industry. Leadership is the most significant theme, occupying a substantial portion of the map, emphasizing its central role in research. Human aspects are also prominent, with terms like "human," "employee," "male," "female," "public health," and "mental health," reflecting a strong focus on workforce-related outcomes and gender perspectives. The map indicates that these studies are contextualized within the "hospitality industry" and "tourism," highlighting sector-specific interests. There is an evident interest in the impact of crises like "COVID-19" on workplaces and how leadership has navigated these challenges, particularly with respect to "public health." Regional references like "China," "Malaysia," "South Africa," and "Pakistan" suggest a diverse geographical research interest, which may explore how cultural and local economic contexts affect leadership dynamics and their outcomes. "Organizational culture" is another key area, with implications that leadership significantly shapes and is shaped by the cultural environment of an organization. The presence of terms like "motivation," "citizenship," "psychology," "employment," and "human resource" indicates a broad exploration of how leadership impacts employee attitudes, behaviors, and the overall psychological environment of the workplace.

Sources' Production over Time

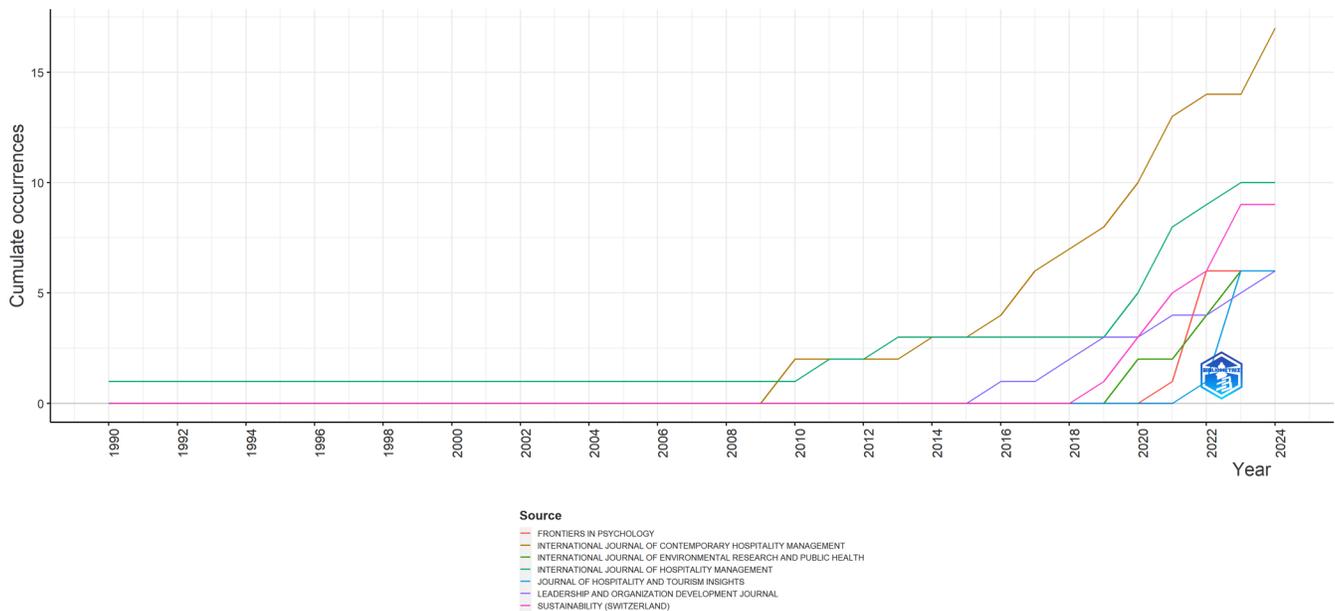


Fig. (8). Top journal's productivity overtime.

Overall, the tree map suggests that the body of literature is comprehensive, covering a wide range of factors related to leadership's influence on various aspects of organizational and employee outcomes, with a

particular focus on how it interacts with the unique challenges and dynamics of the hospitality and tourism industry (Figs. 8-13).

Country Scientific Production

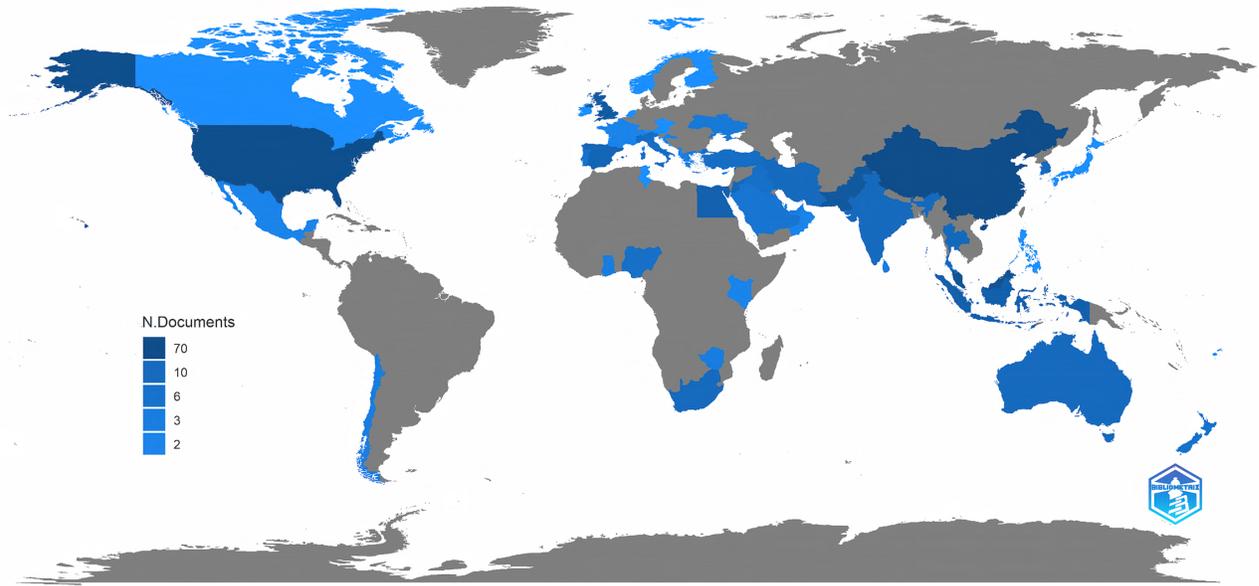


Fig. (9). Worldwide spread of articles.

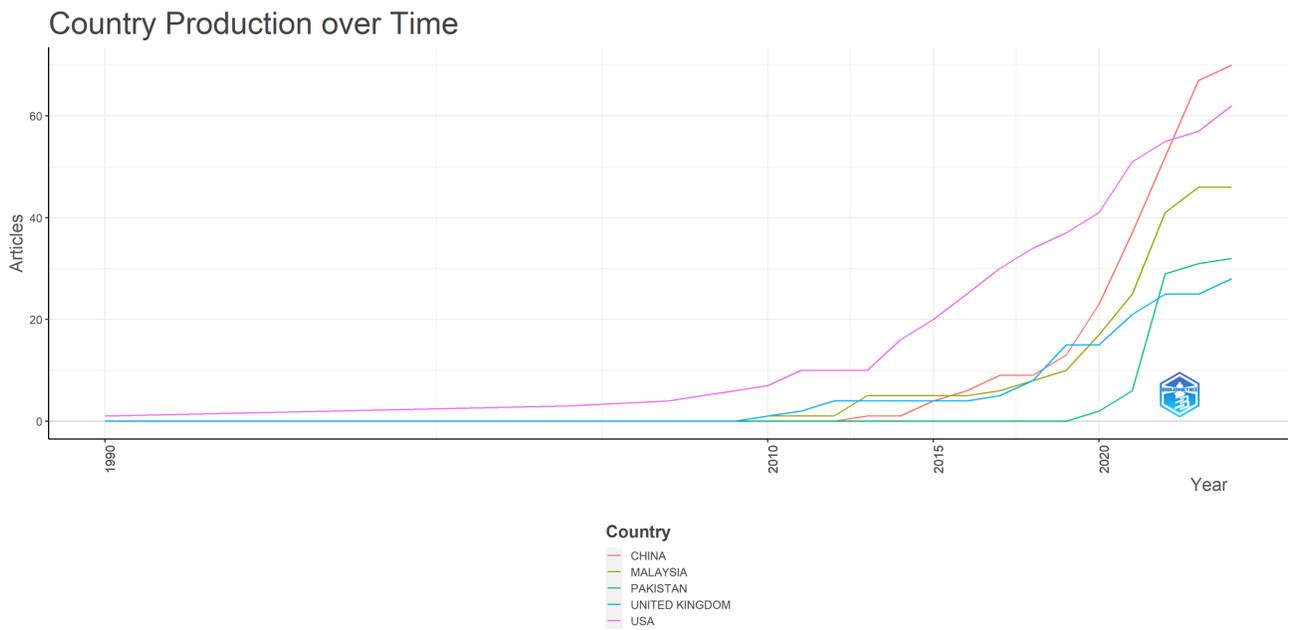


Fig. (10). Country production overtime.

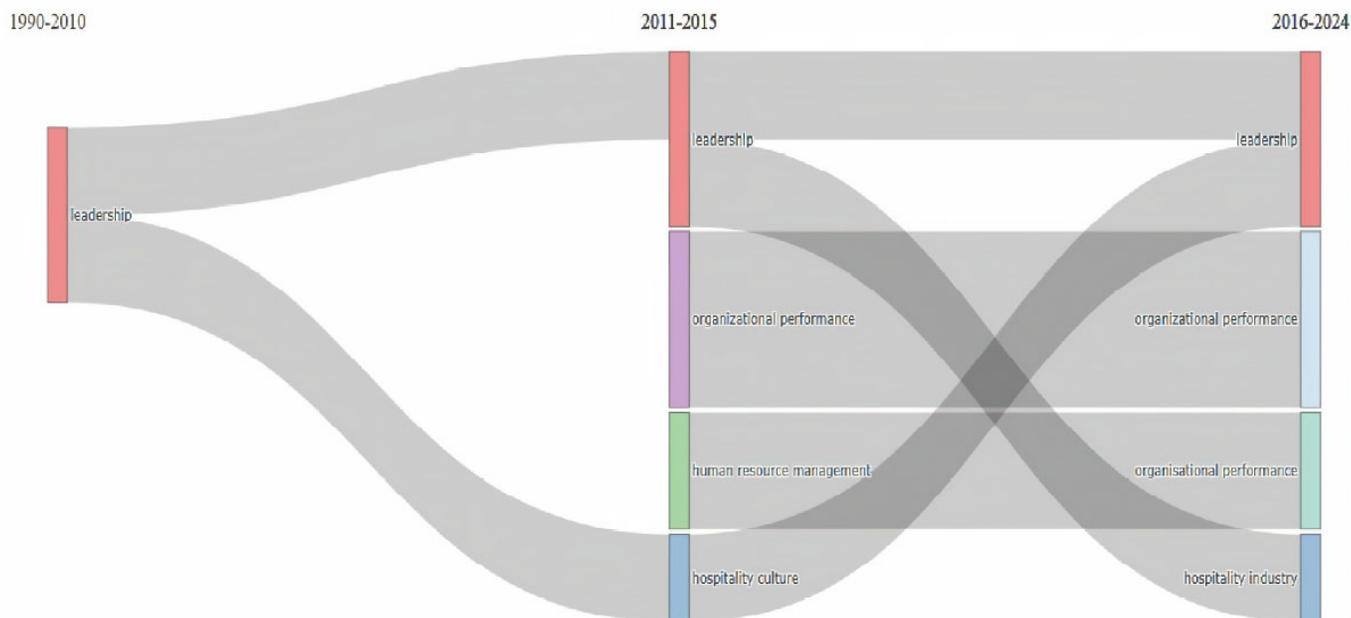


Fig. (13). Thematic evolution.

The “Thematic Evolution” shows how certain themes have evolved over time within the field of leadership in the hospitality and tourism industry. Here is a brief interpretation:

3.1. Leadership and Organizational Culture (1990-2010 to 2011-2015)

3.1.1. Key Insights

3.1.1.1. Transition from Leadership to Organizational Culture

The movement from general discussions on leadership to more focused considerations of its impact on organizational culture indicates an increasing recognition of the importance of leadership style and practices in shaping organizational norms, values, and practices. This shift suggests that leadership is a critical driver of organizational culture within the hospitality and tourism industry.

3.1.1.2. Implications for Practice

Leaders in the hospitality sector should prioritize the development of a positive organizational culture to enhance employee satisfaction, engagement, and performance. Leadership training programs might focus on cultural intelligence and adaptive leadership styles to navigate and influence organizational culture effectively.

3.1.1.3. Research Directions

Future studies could explore the specific leadership behaviors and practices that most effectively promote positive cultural outcomes in different hospitality contexts, considering the diverse nature of this global industry.

3.2. Leadership's Persistent Relevance (1990-2024)

3.2.1. Key Insights

3.2.1.1. Enduring Importance

The ongoing focus on leadership underscores its recognized impact on various aspects of organizational performance and employee well-being. Leadership remains a central theme, evolving in its understanding and application in the hospitality industry.

3.2.1.2. Implications for Practice

Organizations should invest in leadership development initiatives that address emerging challenges and opportunities within the hospitality sector, including digital transformation, sustainability, and crisis management.

3.2.1.3. Research Directions

Comparative studies on leadership styles (*e.g.*, transformational, transactional, servant leadership) and their effects on employee and organizational outcomes in hospitality can provide deeper insights into effective leadership practices.

3.3. Reciprocal Influence of Hospitality Culture and Leadership (2011-2015 to 2016-2024)

3.3.1. Key Insights

3.3.1.1. Bidirectional Relationship

This indicates a nuanced understanding of the relationship between organizational culture and leadership, suggesting that while leadership influences culture, the prevailing culture within an organization can also shape leadership behaviors and effectiveness.

3.3.1.2. Implications for Practice

Organizational culture assessments should be integrated into leadership development programs to ensure that emerging leaders are equipped to both influence and adapt to the cultural context of their organizations.

3.3.1.3. Research Directions

Longitudinal studies examining how changes in leadership affect organizational culture over time, and vice versa, could provide valuable insights into the dynamic interplay between these factors.

3.4. Human Resource Management and Organizational Performance (2011-2015 to 2016-2024)

3.4.1. Key Insights

3.4.1.1. Strategic HRM

The linkage between human resource management and organizational performance highlights the strategic role of HR practices in achieving business objectives, including attracting, developing, and retaining talent to drive performance.

3.4.1.2. Implications for Practice

HR practices in the hospitality industry should be closely aligned with organizational strategy, emphasizing the development of a skilled, motivated, and engaged workforce.

3.4.1.3. Research Directions

Studies exploring the impact of specific HR practices (*e.g.*, training and development, performance management, employee empowerment) on organizational performance in the hospitality industry could inform best practices.

The thematic evolution from leadership to various organizational outcomes over time underscores the complexity and multifaceted nature of leadership within the hospitality and tourism industry. The analysis suggests that leadership not only directly impacts organizational culture and performance but also interacts with and is influenced by these factors in a dynamic manner.

For practitioners, these insights emphasize the need for a holistic approach to leadership development that considers the broader organizational context, including culture, HR practices, and strategic objectives.

For researchers, this thematic evolution highlights areas for further investigation, particularly in understanding the nuanced mechanisms through which leadership influences and is influenced by other organizational factors. Future research could also explore the role of leadership in addressing industry-specific challenges, such as sustainability, technological advancement, and crisis management, to enhance both employee well-being and organizational performance in the hospitality and tourism industry.

4. DISCUSSION

The findings from our bibliometric analysis reveal a dynamic evolution in the research landscape of leadership within the hospitality and tourism industry. This study, spanning from 1990 to 2024, identifies critical trends and shifts in focus that have significantly contributed to our understanding of how leadership influences organizational outcomes. Moreover, by integrating these insights with the broader research corpus, this discussion underscores the study's unique contributions, addresses its implications for both theory and practice, and identifies avenues for future research.

4.1. Practical Implications

The findings from this bibliometric analysis of leadership in the hospitality and tourism industry have profound practical implications for managers, practitioners, and policymakers. These insights illuminate the path forward in several key areas. Firstly, the importance of developing leadership training programs that emphasize adaptive and resilient leadership skills is paramount. Such programs should focus on crisis management, leveraging digital technology for operational efficiency and competitive advantage, and integrating sustainable practices into business operations. These areas are critical as they address the industry's inherent challenges, including high employee turnover, cultural diversity, and the imperative for continuous service innovation.

Furthermore, the strategic role of human resource management (HRM) in achieving business objectives through effective leadership is highlighted. Organizations are encouraged to align their HRM practices with leadership development efforts, ensuring that leadership competencies, particularly those related to adaptability, crisis management, and innovation, are supported and reinforced. Additionally, fostering a positive organizational culture that promotes employee engagement, satisfaction, and performance becomes a vital role for leaders. Training should, therefore, equip leaders with the skills to nurture an engaging work environment that motivates and retains employees.

Policy formulation and implementation also emerge as critical areas for attention. The study suggests a need for the development of industry-specific leadership standards and guidelines that reflect the unique needs and challenges of the hospitality and tourism industry. Supporting research and development activities aimed at exploring innovative leadership practices and their impact on organizational outcomes is also essential. This could involve funding initiatives, research grants, and fostering collaborations between academia and industry to drive forward leadership development and innovation.

Crisis preparedness and response capabilities are especially underscored by the increased focus on leadership during crises, such as the COVID-19 pandemic. Organizations should not only develop comprehensive crisis preparedness plans that delineate leadership roles and responsibilities but also promote an organizational

culture that values agility and flexibility. This approach enables leaders to make swift decisions and adapt strategies effectively in response to emergencies, ensuring organizational resilience and continuity.

In summary, this bibliometric analysis offers a roadmap for enhancing leadership practices within the hospitality and tourism industry. Moreover, by addressing the gaps identified and leveraging the emerging themes, industry stakeholders can improve leadership effectiveness, thereby leading to enhanced organizational outcomes and better preparedness to navigate the sector's dynamic and challenging landscape.

4.2. Theoretical Implications

The theoretical implications of this bibliometric analysis extend the current understanding of leadership within the hospitality and tourism industry. Furthermore, by systematically examining the literature from 1990 to 2024, this study not only delineates the evolution of research themes but also elucidates the changing paradigms of leadership in response to the sector's unique challenges and global shifts. These theoretical implications offer a foundation for future academic inquiries, providing new lenses through which the impact of leadership on organizational outcomes can be viewed and understood.

One significant theoretical implication of this study is the expansion of traditional leadership theories to accommodate the nuances of the hospitality and tourism industry. The analysis underscores the importance of adaptive and resilient leadership styles, such as transformational and servant leadership, in enhancing employee engagement, satisfaction, and organizational performance. This finding suggests a need to further explore how these and other leadership styles can be specifically tailored and applied within the hospitality and tourism context, taking into account the industry's high employee turnover rates, cultural diversity, and the continuous drive for innovation.

The emergent theme of crisis management, highlighted by the COVID-19 pandemic's impact on the industry, indicates a critical area for theoretical development. This study suggests that future leadership models in hospitality and tourism research should integrate crisis management competencies as a core component. Theoretical frameworks could be developed to understand how leaders can effectively navigate crises, maintain operational continuity, ensure employee safety and well-being, and pivot business strategies to adapt to new market realities.

Furthermore, the findings point to the growing significance of digital transformation and sustainability within the industry, marking them as essential elements of contemporary leadership practices. This evolution invites theoretical exploration into how digital savvy and sustainability-oriented leadership can drive organizational innovation, enhance competitive advantage, and contribute to environmental stewardship. Theoretical models that incorporate these dimensions can provide a more comprehensive understanding of leadership

effectiveness in the modern hospitality and tourism industry.

The global and interdisciplinary nature of the contributions identified in this study also highlights the importance of cross-cultural leadership dynamics. The theoretical implication here is the necessity to develop models that consider the impact of cultural diversity on leadership practices and outcomes within the hospitality and tourism industry. Such models would enrich the current leadership theories by incorporating insights into how leaders can navigate and harness the benefits of cultural diversity to improve organizational outcomes.

5. LIMITATION AND FUTURE SCOPE OF THE STUDY

5.1. Limitations

This bibliometric analysis, while extensive and insightful, encompasses several limitations that should be acknowledged. Firstly, the study's reliance on SCOPUS as the sole database for sourcing documents may overlook relevant literature indexed in other academic databases. This limitation could potentially narrow the scope of analyzed literature, excluding valuable contributions to the field of leadership within the hospitality and tourism industry. Databases such as Web of Science, Google Scholar, and discipline-specific repositories often contain significant research that is not indexed by SCOPUS. This could result in an incomplete view of the research landscape.

Secondly, the methodological focus on English language articles exclusively may omit significant research published in other languages. This exclusion could limit the study's comprehensiveness and the global perspective it aims to provide, especially considering the international nature of the hospitality and tourism industry.

Moreover, the bibliometric approach is primarily quantitative and might not fully capture the depth of insights and nuances that qualitative analyses of individual studies could offer. While bibliometric analysis excels in mapping the landscape and identifying trends within the research field, it may not delve into the intricate details of leadership practices and their contextual applications in the hospitality and tourism context. This approach may overlook the qualitative impact of research, such as practical implications and theoretical advancements that are not easily quantifiable.

Additionally, there is a potential citation bias inherent in bibliometric analyses. Highly cited articles and authors may dominate the findings, while less cited but equally valuable research might be underrepresented. This can skew the perception of what constitutes significant contributions to the field. Furthermore, citation practices, including self-citation and network citation loops, can artificially inflate the impact of certain works, leading to an overemphasis on specific research trends or authors.

The analysis also tends to favor journals with higher impact factors, which are more likely to be cited. This journal bias might result in an overrepresentation of research published in high-impact journals, potentially

overlooking groundbreaking research in lower-impact or niche journals. The geographical bias is another concern, as SCOPUS indexing practices may favor research from certain regions, particularly North America and Europe, over others. This can lead to an underrepresentation of research from developing countries or regions with less established research infrastructures.

5.2. Future Scope

Addressing these limitations opens several avenues for future research that could further enrich the understanding of leadership in the hospitality and tourism industry. Future studies could incorporate a wider range of databases to ensure a more comprehensive collection of literature. Including databases such as Web of Science, Google Scholar, and specific hospitality and tourism research repositories would broaden the research scope and capture a more diverse array of scholarly contributions.

Expanding the linguistic scope of the literature review to include studies published in languages other than English would also enhance the global perspective of the analysis. This expansion is particularly pertinent to the hospitality and tourism industry, where cultural and regional dynamics play a crucial role in shaping leadership practices and outcomes.

Qualitative studies exploring the intricacies of leadership within the hospitality and tourism industry represent a significant area for future research. In-depth case studies, interviews, and ethnographic research could provide valuable insights into effective leadership practices, challenges, and innovations at the organizational level. These studies could complement the bibliometric analysis by offering nuanced understandings of leadership dynamics in specific contexts.

Furthermore, future research could explore emerging themes identified in this study, such as the impact of digital transformation and sustainability on leadership practices. Investigating these areas would provide valuable insights into how the industry is evolving and the competencies leaders need to navigate these changes successfully.

Lastly, longitudinal studies examining the long-term effects of crises, such as the COVID-19 pandemic, on leadership practices and organizational outcomes in the hospitality and tourism industry would be beneficial. Such studies could offer insights into how leadership strategies evolve in response to global challenges and what lessons can be learned for future crisis management.

CONCLUSION

In conclusion, this bibliometric analysis provides a comprehensive overview of the evolution of leadership research within the hospitality and tourism industry from 1990 to 2024. Through a detailed examination of 160 documents, this study has illuminated key trends, thematic shifts, and the significant contributions of various authors and journals to the discourse on leadership and its impact on organizational outcomes. The findings highlight a

growing academic interest in adaptive, resilient leadership practices and underscore the importance of crisis management, digital transformation, and sustainability in the contemporary hospitality and tourism context. The study's methodological approach, employing bibliometric analysis, has allowed for a nuanced understanding of the research landscape, offering insights into the intellectual structure and scholarly impact of leadership studies in this sector. Furthermore, by identifying emergent themes and gaps within the literature, this manuscript provides a valuable foundation for future research, particularly in areas that remain underexplored, such as the long-term effects of the COVID-19 pandemic on leadership practices and organizational resilience.

Furthermore, the practical implications derived from this analysis offer guidance for industry practitioners and policymakers, emphasizing the need for leadership development programs that address the unique challenges of the hospitality and tourism industry. The study also contributes to theoretical advancements by suggesting directions for expanding and refining leadership theories to better account for the complexities of this dynamic sector.

Despite its comprehensive scope, the study acknowledges limitations, including its reliance on data from specific databases and the potential for publication bias. Future research should aim to explore leadership's impact on organizational outcomes using diverse methodologies and data sources, as well as investigate the role of leadership in emerging industry trends.

In summary, this manuscript enriches the existing body of knowledge on leadership in the hospitality and tourism industry, offering both a historical overview and a forward-looking perspective on research trends, practical applications, and theoretical developments. It underscores the critical role of effective leadership in navigating the challenges and leveraging the opportunities within this vibrant sector.

AUTHORS' CONTRIBUTION

It is hereby acknowledged that all authors have accepted responsibility for the manuscript's content and consented to its submission. They have meticulously reviewed all results and unanimously approved the final version of the manuscript.

LIST OF ABBREVIATIONS

TC	=	Total Citations
TCpY	=	Total Citations per Year
UTAR	=	Universiti Tunku Abdul Rahman

CONSENT FOR PUBLICATION

Not applicable.

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CONFLICT OF INTEREST

The authors declare no conflict of interest financial or otherwise.

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