

# Bibliometric Exploration of Human Resource Innovation in the Tourism Industry

*Bibliometric  
Exploration of  
Human Resource  
Innovation*

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## ABSTRACT

*This study explores innovation in Human Resource Management (HRM) in the tourism industry through bibliometric analysis. Using 70 relevant articles published between 2020 and 2024 from the Scopus database, this study uses bibliometric techniques such as simple count statistics, citation analysis, co-citation, bibliographic coupling, and network analysis. Findings reveal that human resource innovation plays a vital role in enhancing service quality, employee productivity, and organizational effectiveness in tourism. Key innovations include the use of artificial intelligence, video interviews, virtual and augmented reality in recruitment and training, and digital performance management systems. These tools significantly improve human resource efficiency and responsiveness. Moreover, green human resource practices and innovative employee welfare programs contribute to environmental performance and staff well-being. The study also emphasizes the need for continuous theoretical development to support sustainable human resource innovation. Future research should explore the integration of decision support systems, business analytics, and automation into human resource management, as well as their impact on employee satisfaction and organizational outcomes. Additionally, studies on green human resource management and inclusive policies can provide further insights into fostering a productive and sustainable work environment in tourism. This research provides a foundational understanding of current trends and offers guidance for further advancement in human resource innovation within the tourism industry.*

**Keywords:** *Bibliometric Analysis, Human Resource Innovation, Sustainable Human Resource, Technology Integration, Tourism Industry*

## ABSTRAK

*Penelitian ini mengeksplorasi inovasi dalam Manajemen Sumber Daya Manusia (HRM) di industri pariwisata melalui analisis bibliometrik. Menggunakan 70 artikel relevan yang diterbitkan antara tahun 2020 dan 2024 dari database Scopus, penelitian ini menggunakan teknik bibliometrik*

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seperti statistik hitungan sederhana, analisis kutipan, ko-kutipan, kopling bibliografi, dan analisis jaringan. Temuan mengungkapkan bahwa inovasi sumber daya manusia memainkan peran penting dalam meningkatkan kualitas layanan, produktivitas karyawan, dan efektivitas organisasi dalam pariwisata. Inovasi utama termasuk penggunaan kecerdasan buatan, wawancara video, realitas virtual dan augmented dalam rekrutmen dan pelatihan, dan sistem manajemen kinerja digital. Alat-alat ini secara signifikan meningkatkan efisiensi dan responsivitas sumber daya manusia. Selain itu, praktik sumber daya manusia hijau dan program kesejahteraan karyawan yang inovatif berkontribusi pada kinerja lingkungan dan kesejahteraan staf. Studi ini juga menekankan perlunya pengembangan teoritis berkelanjutan untuk mendukung inovasi sumber daya manusia yang berkelanjutan. Penelitian masa depan harus mengeksplorasi integrasi sistem pendukung keputusan, analitik bisnis, dan otomatisasi ke dalam manajemen sumber daya manusia, serta dampaknya terhadap kepuasan karyawan dan hasil organisasi. Selain itu, studi tentang manajemen sumber daya manusia hijau dan kebijakan inklusif dapat memberikan wawasan lebih lanjut untuk membina lingkungan kerja yang produktif dan berkelanjutan dalam pariwisata. Penelitian ini memberikan pemahaman dasar tentang tren saat ini dan menawarkan panduan untuk kemajuan lebih lanjut dalam inovasi sumber daya manusia dalam industri pariwisata.

**Kata kunci:** Analisis Bibliometrik, Inovasi Sumber Daya Manusia, SDM Berkelanjutan, Integrasi Teknologi, Industri Pariwisata

## INTRODUCTION

The tourism industry is rapidly developing as a strategic sector that is greatly influenced by globalization, digital transformation, and increasing tourist demands. In this context, innovation in Human Resource (HR) is a key element in improving competitiveness and service quality (Putri & Triwidatin, 2025). Due to the service-oriented nature of tourism, the quality and adaptability of HR are the main determinants of organizational success. HR innovation includes new approaches in recruitment, training, competency development, and technology in employee management. Bibliometric exploration of trends and scientific contributions in HR innovation in the tourism industry is important to understand the dynamics of science, identify research gaps, and formulate adaptive and sustainable HR development strategies amidst global change.

Although various studies have discussed digital transformation in HR management, including the use of artificial intelligence in recruitment, virtual reality for training, automated performance management systems, the majority of these studies are conceptual, limited to local contexts, or focus on specific case studies (Chin, 2021). In addition, innovations such as flexible work arrangements, personalized learning platforms, mental health programs, and diversity management have also been raised in previous studies by Pan (2020) and Ahmed (2025), but there has been no bibliometric study that systematically maps trends, dominant topics, and scientific networks in the field of HR innovation in the tourism industry. This gap makes it difficult for academics and practitioners to understand the development of knowledge. Therefore, bibliometric exploration is needed to identify scientific contributions, reveal collaboration patterns, and indicate the direction of HR innovation research development that is relevant and adaptive in facing the challenges of digitalization in the tourism sector.

The gap in literature shows that although HR innovation in the tourism sector has begun to receive attention, the approach is still fragmented and lacks thematic focus. Gesso (2024) conducted a bibliometric analysis of intellectual capital in the hospitality sector, but did not touch on specific aspects of HR innovation. Bresciani et al. (2021) reviewed the role of big data in the co-innovation process but minimally explored HR management practices and strategies. Jayawardena (2014) highlighted the importance of improving customer experience in hotels, but did not explore the contribution of HR innovation in achieving it. Meanwhile, Jiang et al. (2024) presented HRM with

sustainable performance, but did not explicitly address the context of the tourism industry. This fragmentation suggests the need for a more comprehensive and focused approach.

There also exists a methodological gap. Most research on HR innovation in tourism has been conceptual or case-based, lacking large-scale empirical or bibliometric analysis to track the evolution of themes, methods, and authorship patterns in this domain. While bibliometric studies have been successfully applied in fields such as industry 4.0 by Kipper (2020) and blockchain by Kuzior (2022) the application of such methods in the context of HR innovation in tourism remains rare. This limits the academic community's ability to identify influential authors, top-contributing institutions, dominant keywords, and citation networks that can advance theoretical and practical insights. Gesso (2024) bibliometric study did not differentiate HR innovation from broader human capital issues, thereby obscuring nuanced developments in HRM practices specific to tourism. Therefore, the present study aims to conduct a bibliometric analysis of HR innovation in tourism by reviewing relevant publications, mapping research patterns, highlighting underexplored areas, and offering theoretical and practical implications for researchers, policymakers, and industry stakeholders.

## **LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT**

### **Challenges and Strategic Role of HR Innovation in Tourism**

Human resource innovation in the tourism sector plays a strategic role in addressing the industry's unique challenges, such as seasonal employment, high employee turnover, demand fluctuations, and the demands of highly customer-oriented services. To address these dynamics, HR practices must be flexible, adaptive, and technology based. HR innovation encompasses various aspects, from digitizing the recruitment process, virtual reality-based training, to implementing work policies that support work-life balance. Several studies have shown that HR innovation not only improves operational efficiency but also supports sustainable tourism development (Aisyah et al., 2024; Gesso, 2024).

There is still a gap in literature regarding the integration of digital innovation and green strategies in tourism HR practices, especially in the empirical context across regions and subsectors. This indicates the need for more systematic and big data-based research. Innovative and adaptive HR is crucial in facing the dynamics of the modern work world. In the literature review, various studies have shown that HR approaches that focus on flexibility, such as developing an organizational culture that supports continuous learning, implementing digital technologies, and hybrid work models, can improve employee efficiency and satisfaction.

Innovations in recruitment, skills-based training, and results-oriented performance management have been shown to strengthen organizational resilience to change. In addition, adaptation to employee needs, such as work-life balance and personalized career development, contributes to increased productivity and retention. The literature also emphasizes the importance of responsive and inclusive leadership to support the implementation of innovative HR practices. Thus, an adaptive HR approach not only creates an efficient work system but is also flexible in responding to the challenges of an ever-evolving business environment. HR innovation is key to sustainable tourism development, as highlighted by Aisyah et al. (2024), Gesso (2024), and Alfianto et al. (2024). Adaptive, technology-based, and inclusive HR practices drive efficiency, employee engagement, and resilience in the tourism industry.

### **Methodological Gaps and the Potential of Bibliometric Analysis**

In fact, in-depth bibliometric analysis is essential as it allows systematic mapping of existing literature, identifying thematic trends, network collaborations, and uncovering research gaps. Thus, a bibliometric approach can provide a strong scientific foundation for formulating more integrated and relevant HR innovation research directions to the dynamics of global tourism. Most research on HR innovation in tourism is conceptual or case study-based, and not many have used large-scale empirical approaches or bibliometric analysis. The bibliometric approach has been successfully used in studies of

areas such as Kipper's (2020) industry 4.0 and Kuzior's (2022) blockchain, but its application in the context of HR innovation in the tourism sector is still rare.

Limitations in identifying influential authors, leading institutions, dominant keywords, and citation networks hamper theoretical and practical understanding of tourism HR innovation. Studies such as Gesso (2024) have not separated HR innovation from the general concept of human capital, making the development of tourism HRM practices less clear. The integration of environmental strategies into HR functions, as well as the use of digital technologies such as VR-based training and AI-based recruitment, have not been systematically studied across tourism subsectors and regions. In fact, these approaches have the potential to improve efficiency, adaptability, and sustainability of the industry. More specific studies are needed to strengthen the theoretical framework and practical implementation in tourism HR management.

While recent research has recognized the importance of green innovation and sustainable HR practices Aftab et al. (2023) and Ahmed et al. (2023) there has been little exploration of how these intersect digital HR innovation in the tourism industry. The integration of environmental strategies into HR functions in tourism remains underdeveloped, both conceptually and empirically. Similarly, while digital tools such as VR training and AI-based recruitment are being implemented, few studies regularly compare the effectiveness or adoption of these tools across different tourism sectors or regions (Benjathikul, 2021).

## **RESEARCH METHOD**

This study uses a bibliometric analysis approach to explore the development and trends of human resource innovation in the tourism sector during the period 2020 to 2024. The initial process begins with data collection using Publish or Perish software. By using keywords such as human resource innovation, tourism, HR, and tourism industry, 100 empirical articles related to HR innovation in the context of tourism were obtained. The articles obtained cover various types of publications, including journal articles, conference proceedings, and scientific books. This selection considers three main criteria, namely relevance to HR innovation in the tourism industry, publication in indexed journals or trusted scientific sources, and published in the period 2020–2024. The selection results show that 70 articles meet the requirements for further explanation.

The data shows the distribution of publications as many as 13 articles in 2020, 11 articles in 2021, 18 articles in 2022, 18 articles in 2023, and 10 articles in 2024. Citation analysis was carried out to identify the most cited scientific works as an indicator of academic influence. Bibliographic pairs were used to assess the extent to which two articles share the same references, as an indication of contextual proximity. Mapping of collaboration networks between authors, institutions, and countries was carried out, to see the dynamics of scientific cooperation in this field. Qualitative analysis was conducted on data visualizations such as co-terminology maps, keyword clusters, and author networks, to reveal topical trends such as HR digitalization, desires, crisis management, and post-pandemic innovation.

This step shows how cross-border and interdisciplinary activities drive the growth of knowledge construction. Qualitative data analysis was carried out to reveal trends in HR research and to examine the main contributions to the advancement of HR practices in tourism businesses. Namely, bibliometric software allows the creation of graphs and network maps for data visualization. Interviews with specialists in the field of HR for tourism were conducted to check the interpretation of the analysis results. This is a technique used to ensure that all findings made are accurate.

## **RESULTS**

### **Key Literature on Human Resource Innovation in Tourism**

Using the Publish or Perish program, a search was conducted to identify 100 empirical articles on human resource innovation in the tourism industry, spanning 2020 to 2024. The results highlight key studies such as Ngoc et al. (2023) on sustainable integration in

Vietnam's tourism industry, published in the *World Review of Entrepreneurship, Management and Sustainable Development*, and Haldorai et al. (2022) on green commitment in hotels, featured in *Tourism Management*. Other notable works include Sharma et al. (2021) on post-COVID tourism recovery and Kimbu et al. (2020) on women's tourism entrepreneurship, showcasing diverse perspectives on HR innovation.

Moreover, this study selected 100 related articles again based on abstract content and digital object identifiers. After a literature review, 70 articles were deemed suitable for this research. Below are the articles to be analyzed, listed in Table 1, with selection details in Table 2. The process spanned 2020 to 2024, covering diverse sources like *Journal of Cleaner Production* (2020) and *International Journal of Hospitality Management* (2024). Types include conference papers, articles, and books, with totals of 13 (2020), 11 (2021), 18 (2022), 18 (2023), and 10 (2024), reflecting a robust dataset for analysis.

**Table 1.** Search Results

Rank	Authors	Title	Year	Journal
17.50	Ngoc et al.	Sustainable integration in Vietnam's tourism industry	2023	World Rev. of Entrep. Manag. & Sust. Dev.
130.00	Sulaiman et al.	Covid-19 challenges and human resource management in organized retail operations	2023	Zenodo
31.00	Haldorai et al.	Top management green commitment and green intellectual capital as enablers of hotel environmental performance	2022	Tourism Management
37.17	Tanova et al.	Green human resource management in service industries: the construct, antecedents, consequences, and outlook	2022	The Service Industries Journal
61.75	Tien et al.	Development of human resource management activities in Vietnamese private companies	2021	Turkish J. of Computer and Math. Edu.
29.00	Sharma et al.	Reviving tourism industry post-COVID-19: A resilience-based framework	2021	Tourism management perspectives
37.00	Elsharnouby & Elbanna.	Change or perish: Examining the role of human capital and dynamic marketing capabilities in the hospitality sector	2021	Tourism Management
52.00	Kim et al.	Spatial spillovers of agglomeration economies and productivity in the tourism industry: The case of the UK	2021	Tourism management
151.00	Piwowar-Sulej	Core functions of Sustainable Human Resource Management. A hybrid literature review with the use of H-Classics methodology	2021	Sustainable development
63.00	Hernita et al.	Economic business sustainability and strengthening human resource capacity based on increasing the productivity of small and medium enterprises (SMES) in Makassar city, Indonesia	2021	Sustainability
28.00	Malik et al.	Corporate social responsibility, green human resources management, and sustainable performance: is organizational citizenship behavior towards environment the missing link?	2021	Sustainability
26.00	Labanauskaitė et al.	Use of E-marketing tools as communication management in the tourism industry	2020	Tourism Management Perspectives
24.00	Hutchings et al.	Segregation of women in tourism employment in the APEC region	2020	Tourism Management Perspectives
25.75	Senbeto et al.	Market turbulence and service innovation in hospitality: examining the underlying mechanisms of employee and organizational resilience	2020	The Service Industries Journal
38.33	Pradana et al.	Innovation as the key to gain performance from absorptive capacity and human capital	2020	Technology analysis & strategic management

Rank	Authors	Title	Year	Journal
37.75	Kerdpitak et al.	The impact of human resource management practices on competitive advantage: Mediating role of employee engagement in Thailand	2020	Systematic Reviews in Pharmacy
38.00	Kimbu et al.	Collaborative networks for sustainable human capital management in women's tourism entrepreneurship: The role of tourism policy	2020	Sust. tourism policy and planning in Africa
29.00	Ari et al.	A conceptual model for green human resource management: Indicators, differential pathways, and multiple pro-environmental outcomes	2020	Sustainability
53.33	Herrera & de las Heras-Rosas.	Corporate social responsibility and human resource management: Towards sustainable business organizations	2020	Sustainability
43.75	Benevene et al.	Green human resource management: An evidence-based systematic literature review	2020	Sustainability

Based Table 1, innovation in human resource management is crucial for the future of the tourism business. It is evident from the relationship between human resource management, innovation, environmental performance, and economic growth that human resource management in this sector requires an integrated approach. Thus, also by continuously seeking and implementing better strategies, the tourism sector can achieve the prospect of increased operational effectiveness, environmental responsibility and sustainable economic growth.

**Table 2.** Co-occurrence Analysis

Cluster/Theme	Key Keywords	Relationship/Significance
Innovation and HRM	Innovation, human resource management, employee, knowledge management	Highlights the central role of innovation in HRM practices, focusing on employee development, learning, and the strategic management of knowledge assets.
Tourism and Technology	Tourism, digital tourism, technology, adoption	Emphasizes the integration of emerging technologies into the tourism sector, including the adoption of digital platforms to enhance service delivery and efficiency.
Economic Growth	Economic growth, economic impact, competitiveness	Demonstrates how tourism contributes to national and regional economic development, supporting job creation and competitiveness in the global market.
Sustainability	Sustainable development, green HRM, environmental performance	Focuses on environmentally responsible HRM strategies that support sustainability in tourism, such as eco-friendly policies and green employee initiatives.
Specific Studies	Case study, Thailand, Bali tourism attraction	Reflects the prevalence of region-specific research showcasing localized innovation practices in key tourist destinations like Thailand and Bali.
Analysis and Methodology	Systematic literature review, bibliometric analysis, role	Indicates the methodological foundation of bibliometric and systematic review approaches used to map academic trends and influential contributors.
External Impact	COVID-19, crisis management, moderating role	Captures the influence of external disruptions—especially the COVID-19 pandemic—on HRM practices and the resilience strategies adopted in the tourism sector.

Some initial keywords and concepts of human resource innovation in the tourism industry are derived from Table 2 Co-occurrence Analysis. The following presents some of the main clusters seen in this visual representation. Similarly, the way in which some minor elements of human resource management are integrated with innovation and environmental performance in the tourism sector is reflected in the main clusters shown below.

The orange cluster in this network highlights the connection between ‘human resource management,’ ‘green human resource management,’ and ‘innovation.’ This connection

demonstrates that increased environmental performance in the tourism industry can be achieved through effective and innovative management of human resources. Thus, innovation in human resource management involves changing the approach to practicing human resources and adopting modern techniques that support operations and promote sustainability (Ahmed et al., 2023). For instance, incorporating green technology and environmental conservation into human resource management in tourism can enhance environmental conservation.

The orange cluster in this network links ‘human resource management,’ ‘green human resource management,’ and ‘innovation,’ illustrating that proper and innovative deployment of human resource management ensures enhanced environmental performance within the tourism sector. Human resource innovation involves implementing changes in the management of people and working in an organization to improve performance and introduce efficiencies that support long-term sustainability (Zhansagimova, 2014). For example, the implementation of green technology and environmentally friendly techniques in the human resource department of a company can help minimize the environmental impact of tourism activities.

The inclusion of ‘case study’ and ‘evidence’ in this cluster underscores the significance of empirical analysis in examining various facets of HR innovation in the tourism context. Thus, Thailand and Indonesia serve as teaching cases where such approaches can be applied in other countries. Evaluating various cases provides insights for developing guidelines to support the industry and helps analysts understand the challenges and opportunities across different regions.

The green cluster, comprising economic growth and human capital, confirms that investing in talented human resources drives economic growth in the tourism sector. This factor of economic growth, connected to the enhancement of the quality and capacity of human resources, proves that human resource management innovation is critical for sustainable economic development. This relationship indicates that strategies focused on human resource development, such as training, education, and the adoption of new technologies, will foster strong financial returns for the tourism business (Ermakova, 2018).

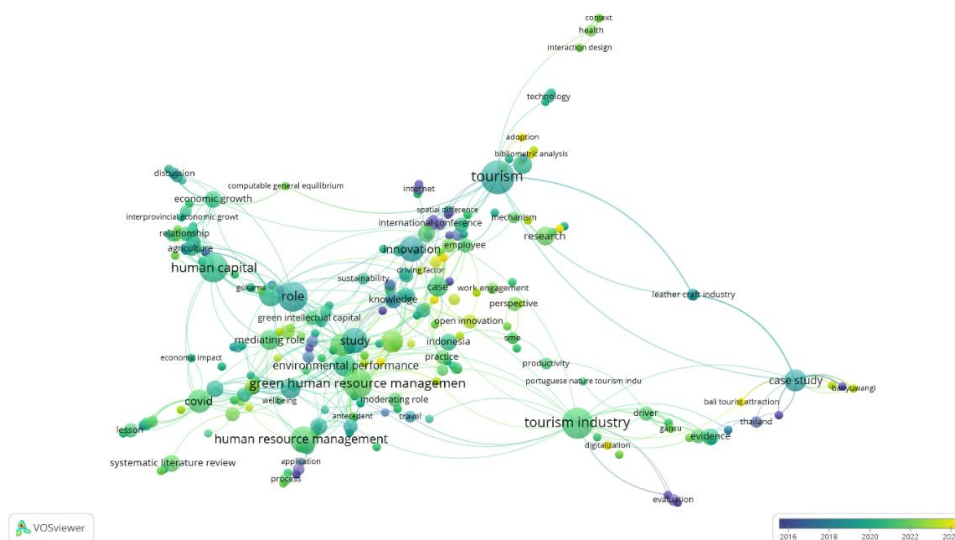


Figure 1. Overlay Visualization Analysis

Figure 1 shows different colors indicating the time when the related topic was most discussed. Topics that have been posted a long time ago are presented as dark blue colored while the recently posted topics reflect a yellow color. This explains how the focus or the interest of the researchers has shifted over the years from one area of concentration to the other. It shows that at the beginning of the research period included in the analysis (2020-

2022), issues like ‘human capital’ and ‘economic growth’ (colored in blue) were popular. This is evident if we consider the fact that much research at that time was related to the effects of human capital and its relation with economic growth in the context of the tourism industry (Tsiotras, 2016). This relationship indicates the significance of human capital as the driving force of this sector’s growth.

Gradually as the period moves towards visionary year 2023 (highlighted with green bar), the researched field becomes ‘human resource management’ and ‘green human resource management.’ HR innovations are entering center stage as the concept of sustainability in management is gradually being appreciated. These topics show raw interest in incorporating green practices in human resource management to enhance environmental performance and sustainability of the tourism business. Finally, in the latest time period (2022-2024 which is shown in yellow color), terms like ‘innovation’, ‘technology’ and ‘bibliometric analysis’ emerge as some of the frequently used terms (Jayawardena, 2014). This goes further to show that recent studies have been aiming at exploring how Information technology and innovation can be implemented in handling Human Resource Management to render effectiveness and efficiency in the tourism organization. Thus, more recent bibliometric analyses can be looked at as attempts to analyze existing literature and determine the existence of trends and voids in existing research.

### Headline Analysis

Innovation in human resource management has been established as a significant component to tourism success. Concerning the subject under focus, the approach on cultivating the practices that possess the component of new ideas, the drive to compete more effectively, clear commitment from the management side, as well as appropriate and effective handling of resources prove that such work is aimed at developing the clear and viable strategy in the given field. Evaluation and theory development also aids in the constant reviewing of theories for implemented practices to be founded on sound scientific research works and patterns change when required. In this way, the broad perspective of the development of the industry will be maintained and expanded, thus being able to successfully compete in a globalizing and growing market.

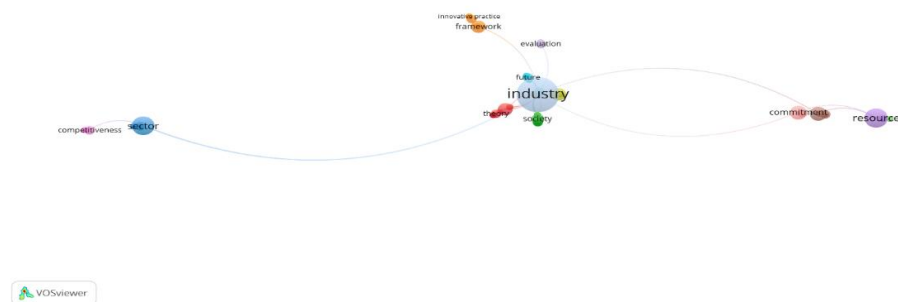


Figure 2. Global Industry and Innovation

The keyword ‘industry’ is at the center of the network, indicating that the tourism industry is the main focus of this study as seen in Figure 2. Closely related to ‘industry’ are ‘innovation practices’ and ‘frameworks’, indicating that many studies focus on the application of innovative practices and the development of frameworks to improve human resource management in the tourism industry such as from the AHFE International Conference on Human Factors, Business Management and Society in 2018 (2019). The development and evaluation of these creative practices are an important foundation for the sustainability and competitiveness of the tourism industry.

Some clusters on the network's left side include 'competitiveness' and 'sector.' This suggests that the research also highlights how innovation in human resource management can increase the tourism sector's competitiveness. Increasingly fierce competition in this industry requires new approaches in human resource management to maintain and improve competitive positions.

On the right side of the network, there is a relationship between 'commitment' and 'resource.' This indicates that commitment from various stakeholders and effective resource management are key elements in implementing human resource innovation. Without strong management commitment and appropriate resource allocation, innovative efforts in human resource management may not be successful (Pranata & Sinaga, 2023). The cluster around 'evaluation' and 'theory' shows that much research also focuses on developing theory and evaluating existing practice. The theoretical approach helps understand innovative practices' scientific underpinnings, while evaluation provides critical feedback for continuous improvement. This research is essential to ensure the innovation implemented is compelling and produces the expected results.

## **DISCUSSION**

Innovation in human resource management is critical to the success and sustainability of the tourism industry. The close relationship between human resource management, innovation, environmental performance, and economic growth emphasizes the need for a holistic approach to managing human resources in this sector. Research shows that effective and innovative human resource management can help achieve better environmental performance and increase operational efficiency (Aftab et al., 2023). Case studies and empirical evidence are essential in exploring various aspects of human resource innovation in tourism. Analysis from countries like Thailand and Indonesia provides practical insights into applying innovative strategies in other contexts. This study helps us understand best practices and identifies challenges and opportunities in different regions. The research also highlights the relationship between investment in innovative human capital and economic growth in the tourism sector. Economic growth driven by increasing the quality and capacity of human resources shows that innovation in human resource management is an essential factor for achieving sustainable economic development (Manigandan et al., 2024). Human resource development strategies focusing on training, education, and new technologies can generate significant financial benefits for the tourism industry (Sugiarti, 2019; Zhang & Chen, 2024).

As technology advances, current research focuses on how technology and innovation can be applied in human resource management to improve efficiency and effectiveness in the tourism industry. Implementing green technology and environmentally friendly practices in human resource management can reduce the environmental impact of tourism activities and improve operational sustainability (Kholijah, 2024). Negt and Haunschild (2025) research focuses on theory development and evaluation of existing practices. Continuous evaluation and theory development help ensure that the innovations implemented are based on strong scientific evidence and can be adapted to the changing needs of the industry (Wakelin-Theron, 2019). This theoretical and evaluative approach is essential to continuously improve human resource management practices (Jiang et al., 2024). In addition, digital transformation has drastically changed HR procedures in the travel industry as cloud-based HR tools enable companies to maximize operations, including staff retention, performance appraisals, and employee orientation. Most importantly, in a service-oriented sector like tourism, these technologies increase transparency, aid data-driven decision making, and offer real-time performance feedback (Nematpour et al., 2025). Adopting such technologies is not only beneficial but also necessary for organizational agility considering the increasing competitiveness and dynamic labor market requirements.

Employee well-being has become a fundamental issue in modern HR innovation, especially in reaction to the post-pandemic change in workplace expectations. Programs emphasizing mental health assistance, flexible scheduling, and inclusive workplace

culture are now acknowledged as essential components of employee happiness and organizational loyalty (Ahmed, 2025). Investing in comprehensive well-being projects may be a competitive advantage that improves visitor satisfaction as well as staff performance as tourist companies negotiate difficult service settings.

Effective application of HR innovation depends mostly on strategic alignment between HR goals and corporate objectives and strong leadership commitment. Studies have indicated that HR changes are more lasting and powerful when senior management actively promotes innovation and includes it in the business vision (Kessi et al., 2025). Thus, attaining the full potential of human capital in the tourist sector depends on encouraging a culture of ongoing improvement under support from both structural and cultural enablers (Purnandika & Fazri, 2023).

## CONCLUSION

This study confirms that innovation in Human Resource Management (HRM) is a crucial factor in driving the success and sustainability of the tourism industry. Through a bibliometric approach applied to 70 relevant scientific publications from 2020 to 2024, the study found that the integration of digital technology, the implementation of green practices, and inclusive management approaches have become dominant trends in HRM within the tourism sector. Innovations such as the use of artificial intelligence in recruitment, virtual reality-based training, and digital performance management systems have proven effective in enhancing operational efficiency and employee well-being. Additionally, the application of green human resource management supports environmental performance and overall business sustainability.

The findings of this study have broad implications for academics, practitioners, and policymakers. For academics, it provides a strong theoretical foundation to understand the scientific landscape and developments in HR innovation in tourism. For practitioners, it offers practical guidance on adopting more adaptive, technology-based, and sustainability-oriented HR strategies. For policymakers, the study highlights the need for regulatory support and investment in technology and employee welfare to ensure the tourism sector remains competitive amid global changes.

To address these limitations, future research should adopt cross-country and longitudinal approaches to gain deeper insights into the effectiveness of HR innovation across diverse social and cultural contexts. The integration of emerging technologies such as big data analytics, blockchain, and generative artificial intelligence should also be further explored to assess their impact on workforce management in the tourism industry. Additionally, quantitative studies investigating the direct correlation between types of HR innovation and organizational outcomes such as productivity, employee satisfaction, and customer loyalty are highly recommended. Interdisciplinary approaches that combine management, occupational psychology, and information technology are also relevant to enrich perspectives in HR innovation research within this sector.

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