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MAPPING THE INTERPLAY BETWEEN ONLINE REVIEWS AND ORGANIZATIONAL CULTURE IN TOURISM: A BIBLIOMETRIC STUDY

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Abstract:

This bibliometric study investigated how online reviews influence organizational culture in tourism. Using 536 Web of Science articles (2021-2025) and bibliometric software, the analysis examined publication trends, co-citations, and thematic clusters. Findings show a collaborative field, with leading contributions from Spain, UK, and USA. Growth was evident, highlighting technology's impact. Four conceptual clusters emerged: internal organizational health, operational processes, customer-centricity, and external perceptions. Online reviews are important catalysts shaping internal culture and strategic adaptation. The study concludes that digital feedback profoundly impacts tourism organizations, influencing employee behavior and fostering responsiveness. Proactive online reputation management is vital for a resilient culture, enhanced satisfaction, and competitive advantage in an era of online influence.

Key words: e-WOM, organizational culture, tourism industry, business performance

1. Introduction

Understanding customers' expectations is important for competitiveness. Nowadays, organizations are closer to easily managing this because of online reviews, which represent a monitoring instrument but also a constant source of opportunities and pressure. Online reviews are also the result of the transformation of consumer behavior in the Internet era. The rise of big data analytics enabled businesses to tailor their offerings and address consumer preferences effectively.

Digital technologies and the internet have fundamentally reshaped consumer behavior in tourism, altering expectations, engagement, and decision-making processes. Travelers increasingly lean on digital feedback, including online reviews and electronic word-of-mouth (eWOM), when making booking choices. These digital avenues provide them with instantaneous information and communication, leading to more informed decisions throughout their journeys. (Muñiz et al., 2021). The ability to instantly access tailored travel options, largely due to mobile technology advancements, has changed how

people consume travel. This has made booking and getting information much easier. (Xia, 2023).

Artificial intelligence (AI), virtual reality (VR), and augmented reality (AR) are transforming how travelers experience their journeys. These cutting-edge innovations offer unprecedented personalization in service, creating interactive experiences that significantly enhance customer satisfaction. (Islam, 2024). This notion is echoed by Zheng et al., who argue that rich digital experiences, including virtual tourism, can effectively engage consumers, potentially influencing their future travel behaviors (Zheng et al., 2021).

Social media has emerged as a powerful marketing tool, fundamentally altering how tourists discover and share travel insights. These platforms foster new avenues for consumer engagement and trust, with travelers increasingly leaning on shared experiences from previous visitors before finalizing their decisions. (Kumar et al., 2023).

The transformation of consumer behavior in the tourism industry, propelled by digitalization, signifies a structural shift in how services are marketed and consumed. A blend of technological innovation, real-time communication, and experiential marketing has paved the way for a more engaged, informed, and empowered consumer base. This radical evolution requires tourism businesses to not only embrace digital tools but also to adapt continuously to the changing dynamics of consumer expectations.

The impact of online reviews on the internal culture of tourism organizations, while not extensively documented, presents an intriguing avenue for exploration within organizational behavior and culture.

Online reviews, though less documented, significantly impact a tourism organization's internal culture. External feedback sways employee perceptions, influencing their behavior and engagement. Positive online sentiment about a company's culture can boost morale and encourage referrals, demonstrating how external perception reverberates internally (Seo & Lee, 2021). Nikpour's research further supports this, showing a direct link between a positive organizational culture and higher employee commitment (Nikpour, 2017). This highlights how online reviews, positive or negative, can significantly sway organizational culture and employee alignment. Bad reviews might deter potential hires and foster a less committed team, directly impacting the overall workplace environment. A positive organizational climate fostered through favorable reviews can enhance commitment and reduce turnover, as employees are likely to remain in environments they view favorably.

Online reviews, as a form of communication, can significantly influence an organization's internal power dynamics by shaping employee perceptions and experiences. (Anisa et al. 2024) highlight that organizational communication mediates these perceptions, impacting culture. When employees see their organization positively reviewed externally, it can foster greater engagement and commitment, ultimately leading to shifts in the internal culture.

Integrating insights from (Kasper et al. 2020), leadership significantly shapes organizational culture and commitment. This suggests online reviews can influence not only employee morale but also leadership approaches. Positive online feedback can reinforce effective leadership and a supportive culture, creating a feedback loop that strengthens employee commitment.

It is useful to understand the academic and organizational point of view regarding the influence that online reviews play on organizational behaviour. In that direction, other bibliometric analyses emphasize that in the hospitality sector there is an ongoing interest in innovation and implementation of new technologies (Sánchez Jiménez et al., 2024) and that this field is related to computer science and environmental science (Zheng et al., 2023). Another bibliometric study concluded that behavioural patterns are related to the tourist's country of origin, the type of traveler, and the purpose of the trip (Ferreira et al., 2024). And all this data contained in online reviews is a powerful improvement tool that can create a competitive advantage (Oliveira et al., 2020).

Previous bibliometric research has investigated trends in tourism and crisis management, focusing on the role of effective communication (Upadhyay et al., 2023).

These studies also highlight the application of big data and suitable analytical strategies to facilitate the rapid and accessible provision of pertinent information (Cai et al., 2024).

Another bibliometric study underscores the critical importance of workplace integration within the hospitality sector. The research specifically highlights a notable absence of long-term studies in this area and emphasizes the necessity for cross-sectoral investigations (Hasan Evrim Arici et al., 2022). Investigating trust within the tourism sector reveals its significant impact. Research indicates that trust is the most important determinant in the digital marketplace. Furthermore, the research highlights a substantial correlation between trust and fundamental concepts such as customer satisfaction, loyalty, and perceived quality (Palácios et al., 2021). Despite the extensive academic discourse surrounding the role of reviews within the tourism sector, there remains a notable gap in the literature concerning their specific impact on organizational culture. While the broader subject of tourism reviews is well-documented, the nuanced relationship between these reviews and the internal dynamics and values of tourism organizations has not been adequately explored or empirically highlighted.

This study aims to explore the impact of online reviews on organizational culture in the tourism industry. The main objective is to conduct a comprehensive bibliometric analysis, examining publication trends (objective 1, O1), co-citation relationships (O2), prominent research clusters (O3), and analysis of the content of articles based on Keywords (O4).

The article is structured as follows: the next section presents the literature review, the bibliometric methodology adopted, followed by the presentation and discussion of the results. Finally, conclusions, implications, and directions for future research are formulated.

2. Literature review

Online reviews catalyze change in tourism, enabling consumers to publicly praise or critique, potentially sparking "social media storms" that threaten both public image and internal culture. (Rydén et al., 2019). Such crises demand a transformational shift in tourism organizations, fostering responsiveness and adaptability. Organizations must skillfully manage customer feedback to uphold service quality and maintain customer

loyalty, crucial in today's competitive tourism landscape. (Wang et al. 2023), (Abed et al., 2024) .

Additionally, positive online reviews can reinforce employee morale and organizational culture by promoting a sense of achievement and validation among staff. (Agyeiwaah et al., 2021) highlight how employee commitment and positive customer feedback are intertwined, as committed employees are likely to deliver superior service, which, in turn, enhances customer satisfaction (Agyeiwaah et al., 2021). This creates a virtuous cycle where employee performance is recognized and celebrated within an organization, thus nurturing a culture oriented towards high performance and customer excellence.

Organizational culture, characterized by shared values and norms, plays a determining role in how effectively an organization responds to online reviews. (Harahap et al., 2024). A strong organizational culture directly cultivates employee competencies, directly boosting competitive advantage. (Harahap et al., 2024). In tourism settings, a culture that values customer feedback can lead to strategic improvements in service delivery and operational efficiency. Echeverry et al. (2021) further illustrate how a supportive organizational culture directly correlates with knowledge sharing. This creates a continuous improvement cycle, crucial for adapting to consumer sentiments expressed in online reviews.

Adapting to customer feedback is further reinforced by the boundary-spanning behaviors of frontline service employees (FSEs). These FSEs, by actively listening to concerns and integrating feedback into service improvements, are the wheel for fostering a customer-oriented organizational culture, as highlighted by Wang et al. (2023) and Abed et al. (2024). A receptive organizational culture encourages FSEs to engage authentically with customers, creating an atmosphere where employee inputs are valued, leading to enhanced operational practices and customer satisfaction.

Conversely, negative online reviews can lead to organizational introspection and the re-evaluation of internal practices. Failing to address negative feedback, as Liu et al. (2024) point out, directly leads to reduced employee satisfaction and increased turnover, ultimately jeopardizing organizational culture and service quality. Managers are urged to observe emotional shifts among employees in response to negative reviews and create supportive mechanisms to mitigate potential emotional exhaustion and enhance employee engagement (Liu et al., 2024).

In conclusion, the organizational culture of tourism organizations is critically shaped by the dynamics of online reviews. By fostering a culture that values feedback—both positive and negative—organizations can enhance employee commitment, customer satisfaction, and ultimately, their competitive advantage. The interplay between consumer reviews and organizational response highlights the need for tourism organizations to cultivate a proactive and responsive cultural ethos.

3. Methodology

To foster a deeper understanding of trust within hospitality and tourism research, a bibliometric analysis was conducted. This involved systematically examining the published

scientific literature, beginning with a comprehensive search of the Clarivate Analytics Web of Science (WoS) database.

The main aim of the study is to verify how organizational culture is influenced by online reviews. This leads to the following questions: 1) What kind of reviews affect employees and organizational culture? 2) How are reviews managed by tourism organizations? 3) Which are the main research keywords, the most representative authors, and more prolific institutions?

To answer to these questions, a review protocol has been created based on the the search strategy: "review*" (Topic) OR "online review*" (Topic) OR "customer review*" (Topic) OR "travel review*" (Topic) OR "guest review*" (Topic) OR "e-WOM" (Topic) AND "organizational culture" (Topic) OR "corporate culture" (Topic) OR "company culture" (Topic) OR "workplace culture" (Topic) AND "tourism" (Topic) OR "hospitality" (Topic) OR "hotel industry" (Topic) OR "travel industry" (Topic) OR "tourism sector" (Topic) OR hotel management (Author) OR "user-generated-content". The following search parameters were applied to refine the initial query, focusing on specific criteria for document type (exclusively articles), publication year (2021 - 2025), subject areas (meso-level focused on Management), Hospitality, Leisure, Sport & Tourism and micro-level Consumer Behavior, Tourism Impacts, Organizational Behavior), language (english), indexing (Social Sciences Citation Index and the Science Citation Index Expanded). The application of this protocol yielded an initial 2079 articles. Following a meticulous review of titles and abstracts, 1490 articles were excluded due to their irrelevance to the research topic. This rigorous filtering process resulted in a refined dataset of 536 articles for further analysis. This study employs a dual approach, integrating performance analytics to quantify key field characteristics and thematic analysis to delineate its conceptual landscape. The tools used are the R software, the Biblioshiny package, and the VOSviewer software.

4. Results/findings

This bibliometric analysis reveals a highly collaborative research domain, characterized by 1,734 authors and a 63.25% international co-authorship rate. A rich conceptual landscape, defined by over 3,400 unique keywords, emerges from these documents, which average 2.23 years in age and are drawn from 146 distinct sources, citing 33,158 references. Despite an average of 22.25 citations per document, the field exhibits a notable -14.59% annual growth.

The numbers of publications per year reveal an exponential increase in activity from 2 units in 2020 to a peak of 124 in 2021, followed by a period of relative stability (107-123 units) between 2022 and 2024. A notable decrease to 66 units is observed in 2025, a trend that most probably represents incomplete data given that the data was extracted in June, in the middle of the year.

A total of 147 scientific journals published the 538 articles. Based of Bradford's Law there are three clusters: the central zone is composed of four journals that published 200 articles (37,17%); the intermediate zone based on 162 articles published by 21 scientific journals (30,11%) and the last zone with 176 scientific articles published in 122 journals (32,71%). The first 4 journals have 6819 citations, which represent 15% of the total citations (Table 1).

Table 1. Impact of the sources

Source	h_index	g_index	m_index	TC	NP	PY_start
INTERNATIONAL JOURNAL OF CONTEMPORARY HOSPITALITY MANAGEMENT	27	44	5	2,022	63	2021
INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT	25	44	5	2,103	73	2021
TOURISM MANAGEMENT	15	23	3	783	23	2021
JOURNAL OF BUSINESS RESEARCH	14	17	3	685	17	2021
SUSTAINABILITY	13	19	3	452	41	2021
JOURNAL OF HOSPITALITY AND TOURISM MANAGEMENT	12	16	2	416	16	2021
CURRENT ISSUES IN TOURISM	9	15	2	504	15	2021
JOURNAL OF HOSPITALITY AND TOURISM TECHNOLOGY	7	8	1	220	8	2021
JOURNAL OF HOSPITALITY MARKETING & MANAGEMENT	7	10	1	209	10	2021
JOURNAL OF HOSPITALITY & TOURISM RESEARCH	6	7	1	125	7	2020

With regard to the analysis of authors' productivity, a highly concentrated distribution can be observed, with 87.68% (n=1,523) of authors contributing a single document. This pattern, characterized by a rapid decline in author frequency as the number of publications increases (culminating in single authors with 8 and 10 documents), is consistent with Lotka's Law, indicating a prominent core of highly prolific researchers in this field.

The author who stands out is Raffaele Filieri from Audencia Business School, France, who has a highly impactful and productive scholarly trajectory. Their 10 publications have garnered 538 citations, resulting in an h-index of 9 and a g-index of 10. The m-index of 1.8 further underscores a rapid accumulation of influence within this nascent period.

The analysis of the identified countries (Figure 1), totaling 54, reveals a highly concentrated research landscape, with Spain emerging as the most prolific contributor, accounting for 75 articles (13.94%) of the total output. Following closely are the United Kingdom (73 articles, 13.57%) and the USA (66 articles, 12.27%). These three nations collectively contribute over 39% of all documents, underscoring their dominant role in shaping the research agenda within this field. Other significant contributors include Italy (28 articles, 5.20%) and France (27 articles, 5.02%).

USA demonstrates the highest absolute number of MCPs (64), with an exceptionally high MCP of 96.97%, signifying that nearly all its publications involve international co-authorship. This positions the USA as a central hub for global collaborative research in this domain. Italy (89.28% MCP) and France (91.38% MCP) also exhibit very strong international collaborative tendencies, with the vast majority of their articles being co-authored with researchers from other countries.

In contrast, while Spain and the United Kingdom are leading in total articles, their MCP percentages are lower at 67.12% and 66.67% respectively. This suggests that a substantial portion of their research is conducted domestically, although they still maintain robust international connections.

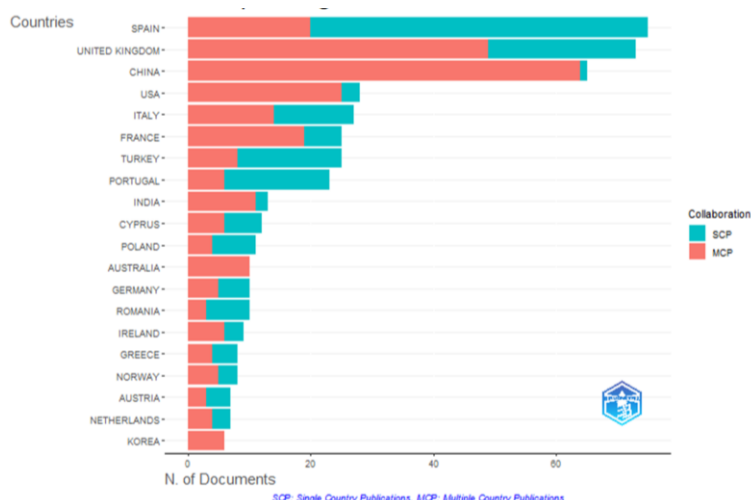


Figure 1. Corresponding author's countries

Source: Biblioshiny

The summary of citations shows an average of 35,98 citations per article. The year with the highest average of citations was 2024 (37,4) and the lowest was 2021 (13). The top 10 articles are shown in Table 2. The article that received the most citations was "Metaverse as a driver for customer experience and value co-creation: implications for hospitality and tourism management and marketing" (Buhalis et al., 2022). The main idea of the article provides a critical examination of the metaverse, highlighting its emergence as the next major platform poised to revolutionize digital interaction and catalyze innovation in the tourism sector. The other most cited articles focus on social media interactions and smart technology, including AI used in the hospitality industry. Also, topics related to the effects of leadership on tourism employees, as well as the effects of employee review,s were given more attention.

The authors indexed the 536 articles with 1311 keywords and 825 keywords-plus. The keyword distribution suggests a dynamic and applied research field, deeply concerned with understanding and optimizing customer experiences, organizational performance, and human resource management within the context of hospitality. Impact has the most occurrences (138), followed by performance (110) and word-of-mouth (100). These indicate a strong focus on outcomes, effectiveness, and consumer-centric phenomena. The high frequency of Social media (46), online reviews (39), user-generated content (15), e-wom (25) points to the critical role of digital platforms and user-generated content in influencing consumer behavior and industry dynamics. To quickly understand and compare the keywords towards keywords-plus, two tag clouds were created (figure 2).

Table 2. Most cited articles

Title	Authors	Year	Total citation
Metaverse as a driver for customer experience and value co-creation: implications for hospitality and tourism management and marketing	Buhalis, D., Lin, M., Leung, D.	2023	258
Social media interactions, purchase intention, and behavioural engagement: the mediating role of source and content factors	Onofrei, G., Filieri, R., & Lorraine Kennedy	2022	146
Smart hospitality: from smart cities and smart tourism towards agile business ecosystems in networked destinations	Buhalis, D., O'Connor, P., & Rosanna Leung	2023	120
Voice assistants in hospitality: using artificial intelligence for customer service	Buhalis, D., & Iuliia Moldavska	2022	105
Digital transformation and tourist experience co-design: big social data for planning cultural tourism	Cuomo, M. T., Tortora, D., Foroudi, P., Giordano, A., Festa, G., & Metallo, G.	2021	91
Customer emotions in service robot encounters: a hybrid machine-human intelligence approach	Filieri, R., Lin, Z., Li, Y., Lu, X., & Yang, X.	2022	85
Customers' evaluation of mechanical artificial intelligence in hospitality services: a study using online reviews analytics	Mariani, M., & Matteo Borghi	2021	81
The effect of servant leadership on hotel employees' behavioral consequences: work engagement versus job satisfaction	Ozturk, A., Karatepe, O. M., & Fevzi Okumus	2021	76
Artificial intelligence (ai) for tourism: an european-based study on successful ai tourism start-ups	Raffaele Filieri, Elettra D'amico, Destefanis, A., Paolucci, E., & Raguseo, E.	2021	73
The impact of service attributes and category on ewom helpfulness: an investigation of extremely negative and positive ratings using latent semantic analytics and regression analysis	Raffaele Filieri, Galati, F., & Raguseo, E.	2021	60



Figure 2. Tag clouds. Left - keywords plus | Right - author's keywords.

Source: Biblioshiny

In order to better understand the relationship between concepts and words, factor analysis and co-words analysis were used. Performing Multiple Correspondence Analysis (MCA) technique to reduce the data's dimensionality, four clusters of keywords were identified (figure 3). Each cluster represents a specific topic, and the meaning is that those keywords co-occur together in the article indexing. MCA technique facilitates the concise representation of the interdependencies among categorical variables, as captured within a multi-dimensional contingency table (Franco, 2015).

The clusters highlight the progression from internal organizational health (cyan) and operational efficiency (olive green) to external market perception and customer experience (purple and red).

Cluster 1 (cyan), situated in the upper-left quadrant, encapsulates concepts related to internal organizational health and human resource management. Key terms include "job-satisfaction," "employees," "transformational leadership," "resources," "work," and "engagement." The strong co-occurrence and proximity of these terms suggest that effective leadership and robust resource management are critical antecedents to fostering employee satisfaction and engagement, thereby contributing to overall internal organizational effectiveness. This cluster highlights the strategic importance of human capital development and positive workplace environments.

Positioned in the lower-left quadrant, cluster 2 (olive green) delineates concepts associated with operational processes, knowledge management, and performance drivers. Central terms such as "leadership," "management," "performance," "antecedents," "consequences," "behavior," "knowledge," and "attitudes" are prominent. The inclusion of "hotel" implies a specific contextual application, likely within the hospitality sector. This grouping underscores the causal chain from leadership and management practices through knowledge acquisition and attitudinal shaping to organizational behavior and resultant performance outcomes. It emphasizes the foundational role of structured processes in achieving desired results.

Cluster 3 (red) is defined by concepts revolving around customer-centricity, industry characteristics, and experiential factors. "Experience," "satisfaction," "loyalty," "innovation," "service," "technology," "hospitality," "travel," "tourism," "quality," "emotions," and "big data" are key components. This cluster vividly illustrates the multidimensional nature of customer experience, highlighting how technological innovation, service quality, and industry-specific factors converge to cultivate customer satisfaction and loyalty. The strategic integration of "big data" suggests an analytical approach to understanding and enhancing these experiential dimensions.

Cluster 4 (purple) focuses on external market perceptions and the pervasive influence of digital communication. Concepts such as "online consumer reviews," "ewom" (electronic word-of-mouth), "social media," "sales," "perceptions," "impact," "trust," "information," and "online" are closely grouped. This configuration underscores the critical role of digital platforms and peer-generated content in shaping consumer perceptions, building trust, and ultimately driving sales performance. The cluster signifies the growing importance of online reputation management and strategic digital engagement in contemporary market landscapes.

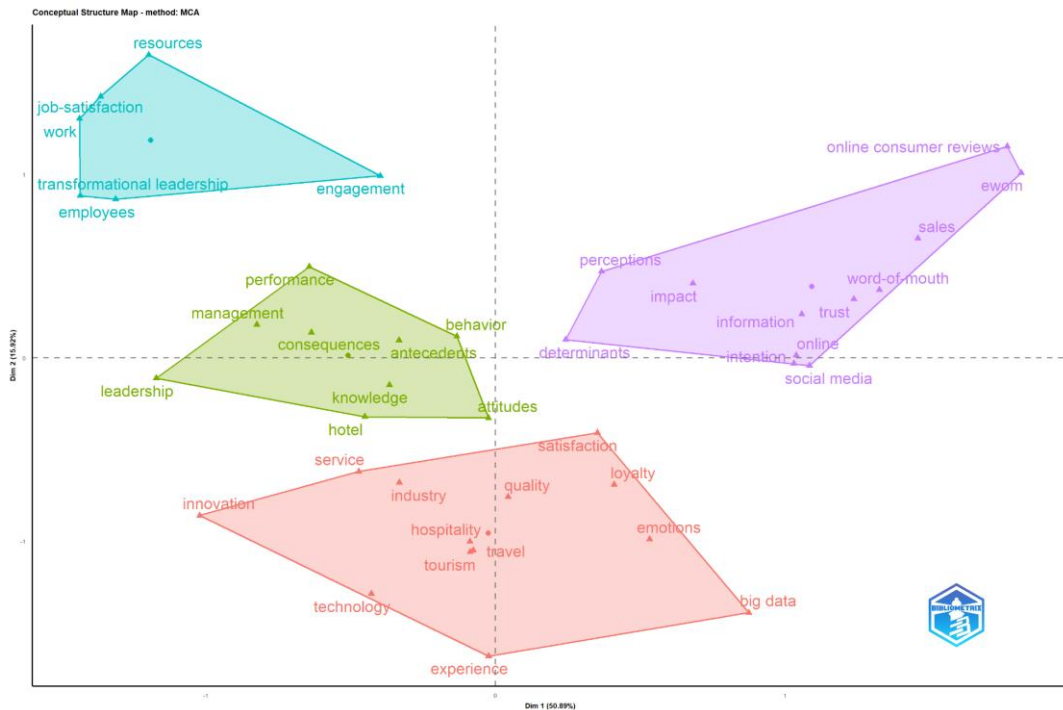


Figure 3. Conceptual structure map

Source: Biblioshiny

The VOSviewer co-word network (Figure 4) provides a granular, relational view, validating and elaborating these macro themes through five distinct, interconnected clusters:

Online Reviews & Consumer Behavior (Red): Directly aligns with previous cluster 4 "External Perceptions & Digital Influence," detailing consumer-generated content's role.

Tourism, Technology & Policy (Blue): Corresponds to broader aspects cluster 3 "Customer Experience & Industry Innovation," focusing on industry-level and technological drivers.

Employee, HR & Organizational Context (Green): Directly mirrors cluster 1 "Internal Organizational Effectiveness," emphasizing human capital and workplace dynamics.

Operational & Contextual Factors (Yellow): Acts as a bridge, linking consumer intentions and service operations, providing detailed operational context to the broader MCA themes.

Impact & Effectiveness (Light Green): A cross-cutting theme indicating evaluative research.

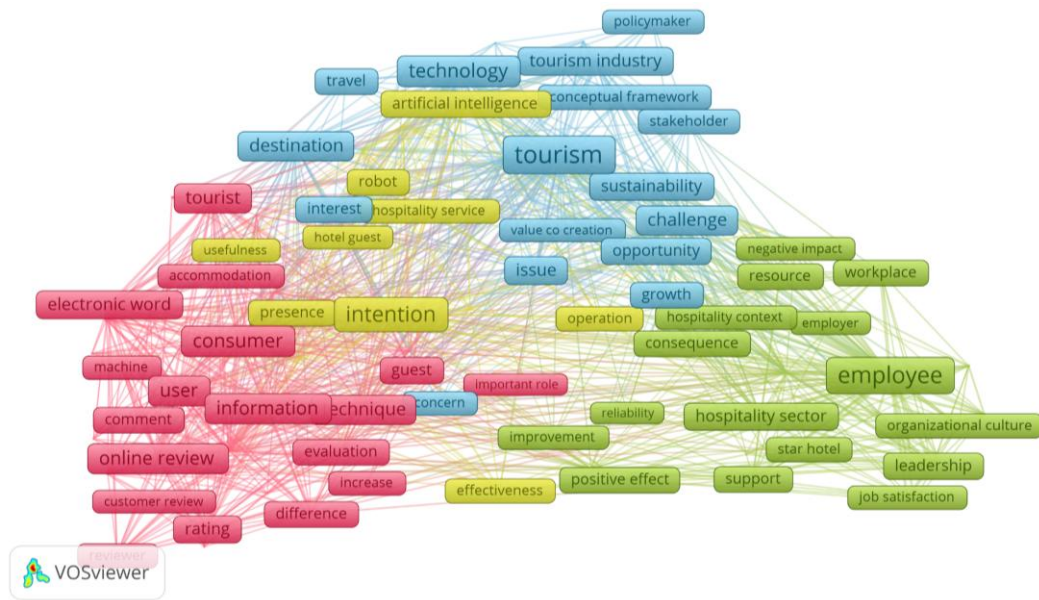


Figure 4. Co-words analysis
Source: VOSviewer

The co-word network offers a higher level of detail and specificity regarding the key terms and their immediate conceptual neighbors. For example, while MCA showed "technology" as broadly associated with "experience" (Cluster 3), the co-word network elaborates on this by showing "technology" linking to "artificial intelligence," "robot," and "tourism industry," suggesting specific technological applications.

The co-word network clearly illustrates bridging concepts that connect different thematic clusters, such as "intention" and "information" linking consumer behavior (red) with operational aspects (yellow). Similarly, "hospitality sector" acts as a bridge between employee-focused research (green) and operational contexts (yellow).

The density and size of nodes in the co-word network directly indicate the prevalence and intensity of research on particular topics (e.g., "tourism," "employee," "consumer," "online review"). This can highlight emerging areas or established pillars of knowledge within the domain more clearly than the abstract dimensional placement of MCA.

While not exclusively, emerging areas can often be identified by smaller, but newly appearing or rapidly growing nodes. The presence of terms like "artificial intelligence" or "robot" (though currently not the largest nodes) and their connections to "tourism" and "hospitality service" could suggest emerging applications of technology in these sectors.

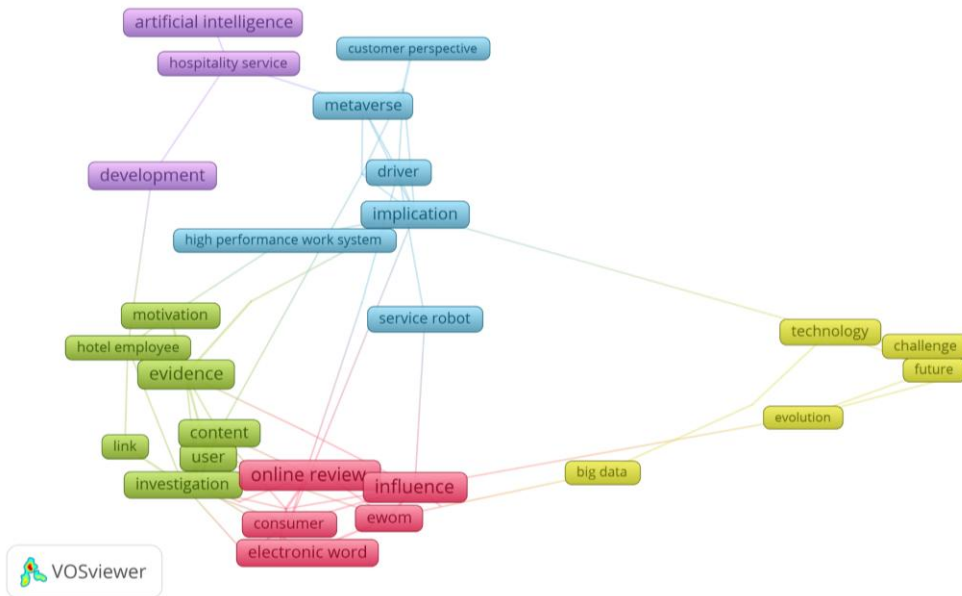


Figure 5. Titles network
Source: VOSviewer

Figure 5 highlighting the convergence of artificial intelligence, hospitality, and digital consumer behavior. Central to this network is the concept of "metaverse" as a key "driver" and its "implication" for "high performance work systems" and the evolving role of "service robots" in the "hospitality service" sector. The title's diagram further emphasizes the significance of "online reviews" and "electronic word-of-mouth (eWOM)" as influential factors, linking "consumer" behavior with "hotel employee" motivation and the overall "development" of "customer perspective." Moreover, the visualization reveals a strong connection between "big data," "technology," and the "future" evolution of these fields, indicating areas of ongoing "challenge" and research. Ultimately, this map provides a comprehensive overview of the current intellectual structure and emerging trends within the domain of AI-driven hospitality and consumer experience.

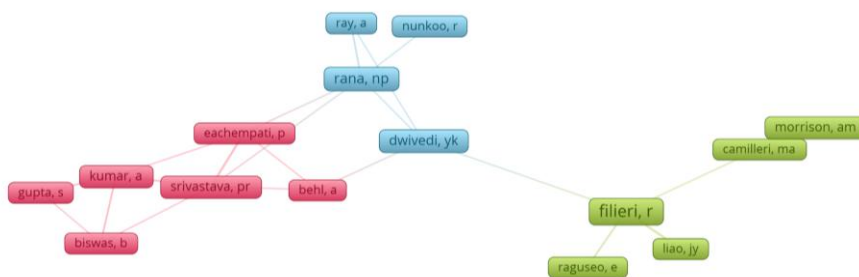


Figure 6. Co-citation network of authors for documents
Source: VOSviewer

The social structure analysis shows how authors relate to each other. Figure 6 delineates three primary author collaboration clusters, suggesting distinct research interests. The red cluster explores the adoption (Chatterjee et al., 2022) and impact of emerging technologies (Kumar et al., 2023) and denotes a highly interconnected group. The blue cluster acts as a bridging entity to other research areas and is heavily oriented towards digital transformation (Wong et al., 2023), technology adoption (Begum et al., 2024) and diffusion (Verma et al., 2023), particularly in the context of marketing with a significant emphasis on artificial intelligence (Chi et al., 2023) and consumer behavior (Ray et al., 2021). The green cluster represents a separate, specialized research community. It seems to concentrate on online consumer behavior, digital marketing, and the impact of technology in the hospitality and tourism industries (Raffaele Filieri et al., 2020), with a strong focus on aspects like online reviews, user-generated content, and AI in consumer contexts (Raffaele Filieri et al., 2021).

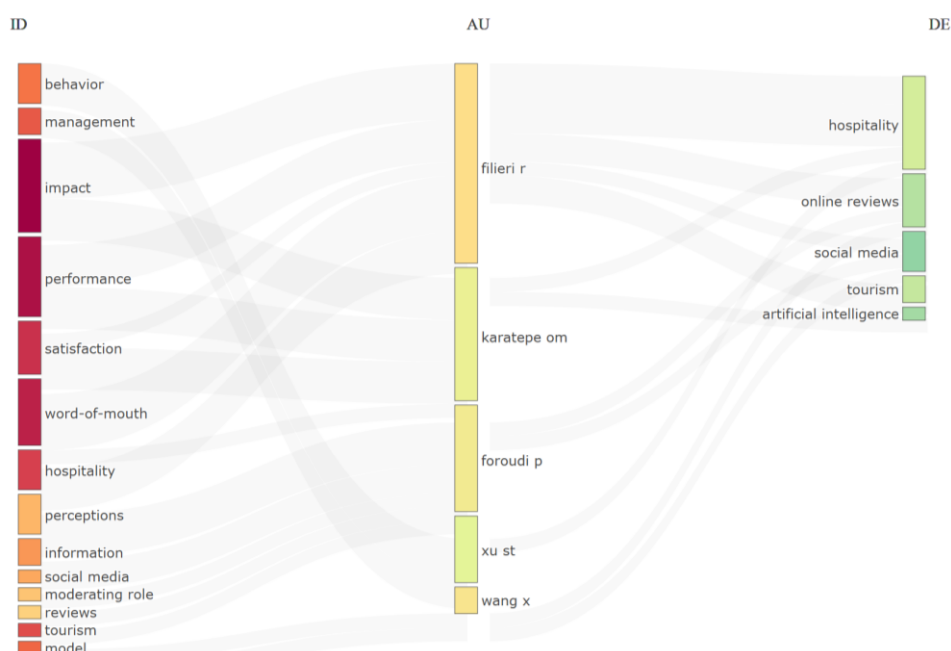


Figure 7. Thematic evolution

Source: Biblioshiny

Figure 7 shows which topics have gained prominence or sustained relevance from 2021 to 2024. It reveals consistent and growing relevance for "social media," "customer," "culture," "hospitality," "tourism," and "artificial intelligence" from 2021 to 2024, underscoring their enduring importance across all research clusters. "Online review," "hotels," "eWOM," and "big data" exhibited early prominence (2021-2022) with sustained interest, particularly aligning with the green cluster's foundational work on online reviews and eWOM, and the blue cluster's broader digital transformation analysis. A consistent,

albeit smaller, niche for "frontline employees" directly correlates with the red cluster's focus on hotel employees and high-performance work systems

5. Discussions

The dynamic interplay between digital consumer feedback and organizational ethos profoundly shapes the operational landscape within the tourism industry. This intricate relationship underscores how online reviews not only mold external perceptions but also intrinsically influence and reflect the internal cultural fabric and operational methodologies of tourism-centric entities. The capacity of organizations to adeptly navigate and respond to the influx of online commentary is paramount, serving as a critical determinant of both market perception and the ongoing evolution of their internal practices. Online reviews significantly impact an organization's culture by promoting an environment where excellent customer service and timely responses are prioritized (None M. Rasyidi Hasibuan et al., 2025). As numerous studies have indicated (Song & Wei, 2024), a robust organizational culture is important and relevant for the development of tourism, fostering participation and creating conditions conducive to responsiveness and improvement based on community input (Aahed Khliefat et al., 2025). The continuous flow of reviews compels organizations to embrace a culture of ongoing learning, where feedback is actively sought out and integrated into strategies for enhancing services. This aspect of organizational culture is especially vital, given that the tourism sector heavily relies on its reputation and the quality of its services, both of which are directly influenced by customer reviews on platforms like TripAdvisor or Google. Effectively harnessing this vast, unstructured dataset necessitates sophisticated big data analytics. Tourism organizations must implement advanced natural language processing (NLP) techniques and machine learning algorithms to systematically process the immense volume of online feedback. This analytical approach extracts actionable insights into service deficiencies, identifies nascent trends, and highlights opportunities for cultural reinforcement.

Furthermore, the contemporary shift towards more networked organizational structures emphasizes the importance of self-management and empowering stakeholders within the tourism industry. The ability of a business to adapt to the feedback presented in online reviews can enhance the involvement of all parties, leading to more productive collaborative efforts in tourism development. This adaptability demonstrates a forward-thinking organizational culture that values transparency and stakeholder contributions, enabling businesses to better meet customer needs and expectations.

The direct link between online reviews and employee motivation and performance is also noteworthy. Research consistently shows that a positive organizational culture fosters greater employee engagement and satisfaction, which in turn directly influences the quality of customer service (Yan et al., 2024). Specifically in tourism, when employees feel valued and motivated, they are more likely to deliver superior service, resulting in favorable online reviews (Gil-Cordero et al., 2023). Consequently, organizations that cultivate a supportive and positive culture tend to experience better customer interactions and

reviews, creating a beneficial cycle that improves both service quality (Loedphacharakamon & Worakittikul, 2025) and overall organizational performance.

Additionally, various studies (Ayman, 2024) have demonstrated that organizational culture influences the adoption of technology and digital transformation initiatives within the tourism sector. The rise of e-tourism platforms – where reviews are a primary feature – necessitates a culture that embraces innovation and change. Businesses that adapt to new technologies to manage and respond to online feedback more efficiently are likely to see improved operational effectiveness and customer satisfaction, thereby reinforcing a positive organizational culture that values flexibility and responsiveness.

6. Conclusions

This bibliometric study aimed to systematically explore and delineate the complex relationship between digital consumer feedback and the internal cultural dynamics of tourism organizations. Through a comprehensive analysis encompassing publication trends, co-citation networks, and the thematic clustering of research, this investigation provides significant insights into this evolving domain.

The findings underscore a highly collaborative and progressively expanding research field, marked by substantial international co-authorship. Key intellectual contributions are predominantly from Spain, the United Kingdom, and the United States, with the latter demonstrating a particularly high degree of global collaborative engagement. The analysis of highly cited works emphasizes the transformative influence of emerging technologies, such as the metaverse, artificial intelligence, and social media, in shaping both customer experience and employee dynamics within the hospitality and tourism sectors.

Critically, the study identified four distinct conceptual clusters that collectively illustrate the multifaceted impact of online reviews: internal organizational health (encompassing aspects like job satisfaction and leadership), operational efficiencies (including management practices and performance metrics), customer-centricity driven by experiential factors (such as satisfaction, technology integration, and big data utilization), and the pervasive influence of external market perceptions mediated by digital communication platforms (e.g., online reviews, eWOM, and social media). The observed thematic evolution further corroborates the enduring significance of social media, customer experience, organizational culture, hospitality, tourism, and artificial intelligence across these clusters.

In conclusion, this research unequivocally demonstrates that the interaction between online reviews and organizational culture in tourism is profoundly intricate and influential. Digital feedback transcends its role as a mere external barometer; it functions as a potent catalyst for internal organizational transformation, directly impacting employee behavior, fostering a culture of responsiveness and continuous improvement, and guiding strategic decisions, particularly concerning technological adoption. Consequently, for entities operating within the tourism landscape, a nuanced understanding and proactive management of their digital reputation are paramount. Such strategic engagement is important for cultivating a positive internal culture that robustly supports employee

commitment, optimizes customer satisfaction, and ultimately fortifies competitive advantage. While the broader implications of digital reviews are extensively documented, the precise and nuanced mechanisms through which they modulate the internal dynamics and core values of tourism organizations present a fertile ground for continued academic inquiry.

Limitations of this research include its reliance on a single database (Web of Science), which may not fully capture the breadth of relevant literature from other indexers and limits the contextualization of citation structures across the broader academic landscape. Another limitation of this study is its exclusive focus on English-language articles and predefined subject areas (Management, Hospitality, Leisure, Sport & Tourism; Consumer Behavior, Tourism Impacts, Organizational Behavior). This narrow scope might exclude valuable research published in other languages or in related disciplines not covered by these specific categories.

Future direction of research should include studies that broaden their scope beyond tourism to other service industries, investigate more deeply, using qualitative methods, how tourism organizations truly convert online feedback into cultural changes, and specifically examine the impact of new technologies like the Metaverse and advanced AI on both external perceptions and internal practices related to online reviews.

7. References

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