CORPORATE SOCIAL RESPONSIBILITY IN HOSPITALITY:
A BIBLIOMETRIC OVERVIEW AND ANALYSIS

Thi Ha TRINH[ID]
Hue University, School of Hospitality and Tourism, Hue,Vietnam, e-mail: ttha.dl24@hueuni.edu.vn

Khac Hoang Lam NGUYEN[ID]
Dalat University, Faculty of Economics & Business Administration, Dalat, Vietnam, e-mail: nguyenkhachoanglamdl@gmail.com

Thi Phuong Thao NGUYEN[ID]
Dalat University, Faculty of Economics & Business Administration, Dalat, Vietnam, e-mail: thaontp@dlu.edu.vn

Van Anh NGUYEN[*][ID]
Dalat University, Faculty of Tourism, Dalat, Vietnam, e-mail: anhnv@dlu.edu.vn

Abstract: This study aims to systematically review the literature on Corporate Social Responsibility (CSR) in the hospitality sector over the period 2013–2023. To achieve this objective, the research employs a Systematic Literature Review (SLR) method combined with bibliometric analysis to synthesize and evaluate studies related to CSR in the hospitality industry. The data for this study were collected from two major academic databases, Scopus and Web of Science (WOS), resulting in a total of 64 selected articles for detailed analysis. The findings indicate a significant increase in CSR-related research in the hospitality sector over the past five years. Geographically, the most active research areas include Spain, China, the United States, the United Kingdom, and several Asian countries. Additionally, quantitative research methods dominate the field. Bibliometric analysis identifies seven research clusters grouped into four major themes: (1) CSR related to employees; (2) CSR related to customers; (3) CSR communication; and (4) CSR and sustainability. Among these themes, CSR related to employees has garnered the most attention from researchers, reflecting its importance in the hospitality sector. Finally, most of the research focuses on the high-end hotel segment and ignores the small-scale hotel segment. This can be explained by the fact that upscale hotels prioritize corporate image, reputation diffusion, and business performance when implementing CSR strategies. However, small-scale hotels account for a significant proportion of the industry and play an essential role in economic, social, and environmental sustainability. Given their impact on various stakeholders, future research should pay more attention to small-scale hotels to assess their willingness to engage in CSR, the effectiveness of CSR initiatives on business performance, and the broader implications of CSR in this segment. This study not only synthesizes CSR-related research in the hotel industry over the past decade but also highlights research gaps and future directions. The findings provide valuable insights for researchers in identifying key areas for further exploration. Notably, this study is the first to apply a systematic literature review (SLR) combined with bibliometric analysis to identify key literature sources and research themes in the domain of CSR in hospitality. By doing so, it offers significant contributions to both academia and industry practitioners, providing a comprehensive overview of the current state of CSR research in hospitality and its potential future developments.

Keywords: corporate social responsibility (CSR), hotel, systematic literature review (SLR), bibliometric

* * * * * *

INTRODUCTION

In recent decades, the CSR topic has received great attention from firms and researchers. Because firms are aware that CSR activities not only have positive social effects but are also financially effective, they help businesses achieve legitimate goals and gain competitive advantages in the market (Serra-Cantallops et al., 2017). CSR is considered a way to legally increase economic profits for firms, along with moral responsibility and charity (Carroll, 1979). Businesses make voluntary contributions to a cleaner environment and a better society through CSR efforts (Michael, 2003).

The main purpose of CSR activities is to maximize positive effects on the company and minimize negative effects on society (Su & Swanson, 2019). Globally, CSR is used in many different businesses, one of which is the hotel sector. Studies on CSR in the hotel sector have shown that CSR is an important factor contributing to success and sustainable performance (Guzzo et al., 2020; Madanaguli et al., 2023; Serra-Cantallops et al., 2017). In addition to being the world's largest industry, the hotels sector also cause issues like the environmental catastrophes (global warming and depletion of water resources) and other global issues (Bohdanowicz, 2007). The impact of hotel business activities on environmental and social issues is becoming increasingly serious, so hotel leaders are paying more attention to CSR initiatives to reduce negative impacts and bring benefits to society as a whole (Hervani et al., 2005). Previous studies have shown the benefits that CSR practices in the hospitality sector bring to hotels. The benefits can be listed as follows: First, CSR brings intangible values to hotels; for example, CSR creates goodwill, increases brand awareness, provides reputation, creates

---

[*] Corresponding author

satisfaction, and improves customer loyalty (Ahn et al., 2020; Akbari et al., 2021; Boronat-Navarro & Pérez-Aranda, 2020; Lo, 2020; Jiddi et al., 2023). Second, CSR activities improve employee behavior, enhance satisfaction, and promote engagement with the business (Bibi et al., 2022; Farmaki et al., 2022; González-De-la-Rosa et al., 2023; Kim et al., 2020). Third, CSR activities bring sustainable efficiency and competitive advantage to businesses (Guzzo et al., 2020; Ishaq et al., 2023; Sarwar et al., 2022), while improving company performance. employee work (Ishaq et al., 2023; Moin et al., 2023; Nazir et al., 2021; Ubeda et al., 2021; Wood et al., 2021), positively affects identification and organizational commitment while promoting organizational citizenship behavior among employees (Guzzo et al., 2020; Wong & Kim., 2023).

CSR awareness in the hotel sector has received great attention from researchers (Madanaguli et al., 2023). However, research on CSR in the hotel industry is considered to be slower than other industries and has not been fully researched (Eid et al., 2021; Opoku-Dakwa et al., 2018). Additionally, there are few studies that comprehensively review the literature on the topic of CSR in the hotel sector (Kaur et al., 2022). Some comprehensive studies on CSR in the hotel sector have been conducted in recent years, but there are some limitations. For example, Serra-Cantallops et al. (2017) reviewed the literature on CSR in the hotel sector from 2006 to 2015, but the research framework was not clearly stated. Wut et al. (2022) synthesized research on CSR both in the hotel and tourism sectors from 2004 to 2019. This research has not focused primarily on the hotel industry. Kaur et al. (2022) reviewed studies on CSR in the restaurant industry. Most recently, Madanaguli et al. (2023) conducted a review of studies on CSR initiatives in the hotel sector between 2009 and 2022; however, the study excluded some "responsible practices" concepts, "green practice," and "sustainability" from the search list, so there may be an undercount of published studies. Previous studies mainly used the SLR method in document analysis. Therefore, this study will focus on a comprehensive review of the research literature on CRS in the hotel sector using the SLR method combined with bibliometric methods to get more objective results.

To achieve the above goal, the research questions are posed as follows: (RQ1): What is the distribution of the number of articles, research locations, and main research methods for research on CSR in the hotel industry in 2013–2023? (RQ2): What are the main themes related to CSR activities in the hospitality sector over the past 10 years? (RQ3): What are the current research gaps in the field of hotel CSR?

METHOD
Systematic literature review method
This study uses the systematic literature review (SLR) method to comprehensively review the research literature on the CSR topic in the hotel sector. SLR is a widely used method for finding, evaluating, and examining earlier studies on a specific topic (Liberati et al., 2009; Talwar et al., 2023). It is effectively used in the hotel sector (Dhir et al., 2020; Kaur et al., 2022; Madanaguli et al., 2023). This method uses a clearly outlined process to identify and evaluate proposed documents (Bavik, 2019). The SLR process includes four steps, as follows:
Step 1: Plan your review including finding databases and keywords.
Step 2: Determine selection criteria
Step 3: Extract data
Step 4: Present data

Bibliometric methods
Following data extraction, CSR issues in the documents were reviewed using bibliometric approaches. The bibliometric method relies on objective quantitative techniques to derive results (Donthu et al., 2021; Kraus et al., 2022; Kifworo & Dube, 2024). Bibliometric analysis recommends the use of scientific mapping analysis techniques that reveal the main themes of the research field (Mukherjee et al., 2022; Ayaviri-Nina et al., 2024). The bibliometric method allows us to explore the nomological network of the main topics in the research field (Kraus et al., 2022).

The broad source of data will form clusters that can represent common themes. Articles with similar reference patterns can form a cluster, and keywords that the research authors assign to represent the nature of the article can form different clusters when they appear together. According to Lee et al. (2023), analyzing the occurrence of keywords is the most practical, so this study uses keywords to draw out the main research topics in the field of hotel CSR. Methods for cluster analysis are essential to bibliometric research (Eck & Waltman, 2017). Cluster solutions can be aggregated and analyzed using visualizations that are supported by VOSviewer. Important visualizations may be created with VOSviewer, including term map visualizations that draw attention to the themes that each cluster covers and the cluster visualizations themselves. Term relationships are commonly used in bibliometric approaches to evaluate the importance of publications that are shared in the title, abstract, or full text.

Identify keywords and databases
The initial list of identified keywords included "corporate social responsibility" or "CSR" and "hotel" or "hospitality". To determine the completeness of keywords, the study examined the first 100 articles appearing on the Google Scholar page. The results showed that the article titles appearing on this page were mainly "corporate social responsibility (CSR)", "hotel" or "hotel industry", "hospitality" or "hospitality industry". Therefore, this study retains the initially identified keywords. Next, the study consulted two experts, a researcher and a management in the tourism field to refine keywords and test the popularity of keywords. Two sizable databases, Scopus and Web of Science (WOS), were chosen for the literature search because the majority of the literature on this subject can be found in these two databases, as shown by several earlier studies on CSR in the hotel sector (Madanaguli et al., 2023; Pahlevan-Sharif et al., 2019; Wut et al., 2022). We chose the research period from 2013 to December 2023 to update the latest research documents on CSR activities in the hotel sector.

Extract data

This study applied boolean operators to search data such as "OR" and "AND". The search syntax is as follows: ("Corporate social responsibility" OR "CSR") AND ("hotel" OR "hotel"). The study used several screening criteria. We only accept articles in English and open access; articles published in peer-reviewed and highly reputable journals (only articles belonging to Q1, Q2, or SSCI, ESCI, or SCI-Expanded were selected). In the opinion of experts, some articles that do not focus on the hotel sector will be eliminated such as articles about CSR in the restaurant, food, real estate, and tourism sectors. Although these sectors are closely related to the hotel industry, they do not have all the unique characteristics of this sector. We remove CSR articles with content related to disability, pandemic, or COVID-19 disasters because CSR activities in this situation are special and urgent. They may not be suitable in all cases.

The total number of articles from the 2 databases is 433, of which 279 are from WOS and 154 are from Scopus. By using Excel software, we removed 295 duplicate articles. 74 articles did not meet the criteria, so we retained 64 for in-depth analysis. A summary of the research process is shown in Figure 1.
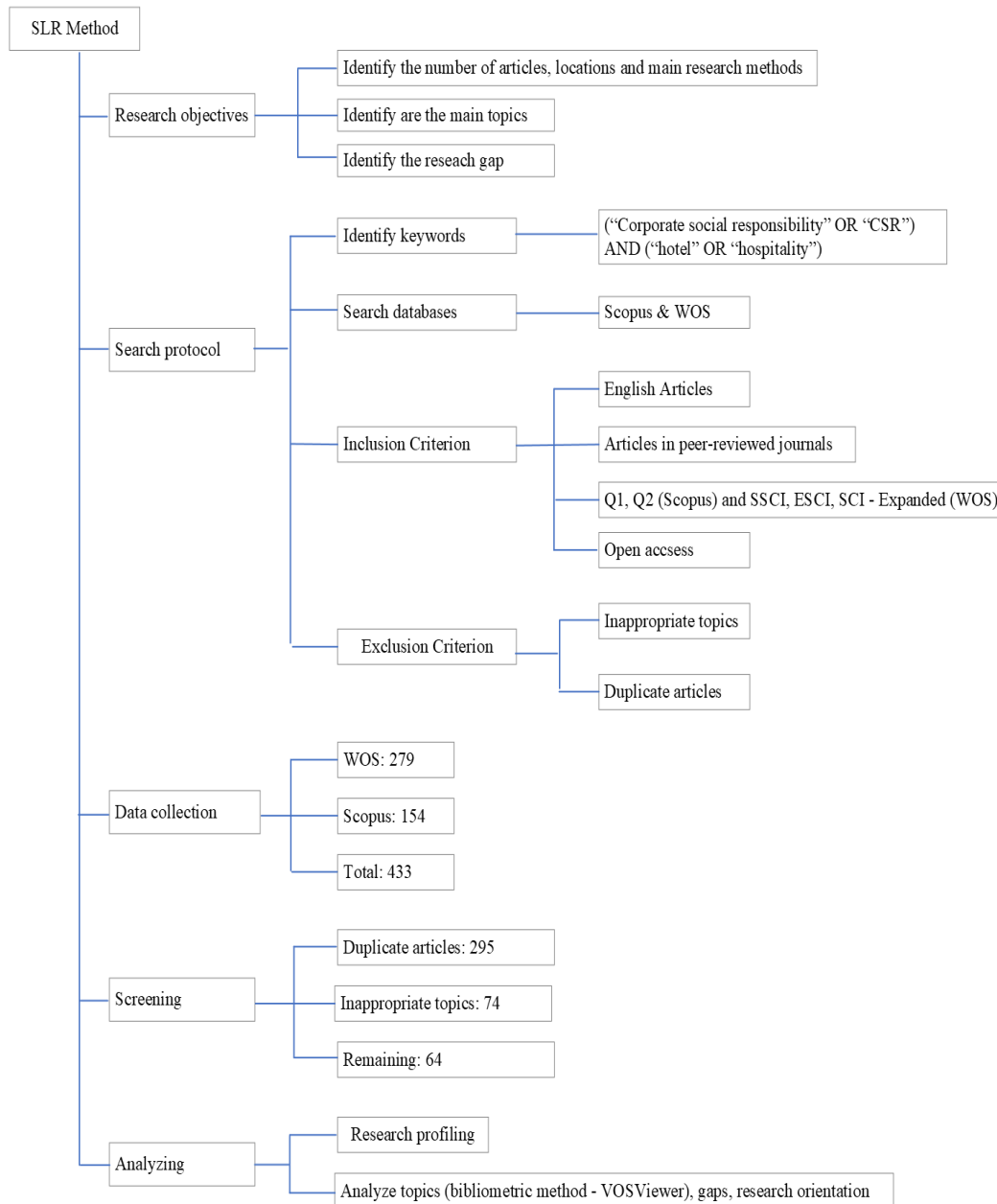

Figure 1. A summary of the research process

RESULTS

The quantity of publications

We notice that the number of publications has increased in the past 10 years; there were 3 articles in 2013 and 2 articles in 2014. Publications increased rapidly in 2019 (n = 10), 2020 (n = 13), 2021 (n = 11), 2023 (n=10) (Figure 2). This shows that CSR in the hotel sector is receiving great attention from researchers. However, we did not find any studies published in 2015 and 2016, which may be due to criteria limitations in our study.
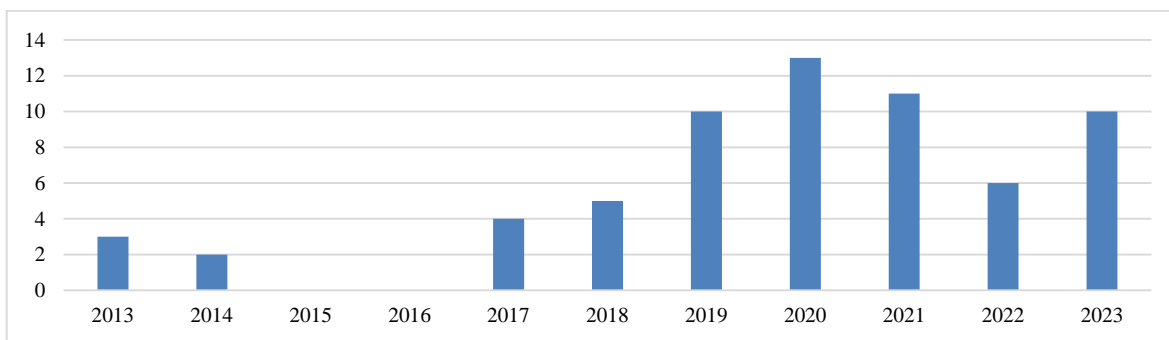
Figure 2. Publishing trends by year

The magazines mainly publish publications on CSR in hotels. The International Journal of Hospitality Management and the International Journal of Contemporary Hospitality Management have the highest number of articles published (8 articles each), followed by Tourism Management with 6 articles, and the remaining are other journals in the field of tourism (Figure 3).

Figure 3. The magazines mainly publish publications on CSR in hotels

Regarding research location allocation. The most researched location is in Spain (9 articles). The next areas are China (8 articles), the United Kingdom (7 articles), the United States (6 articles), and other Asian countries such as Pakistan, India, and Hong Kong. In general, research on CSR in the hotel sector focuses on Europe, the United States, and Asian countries (Figure 4).
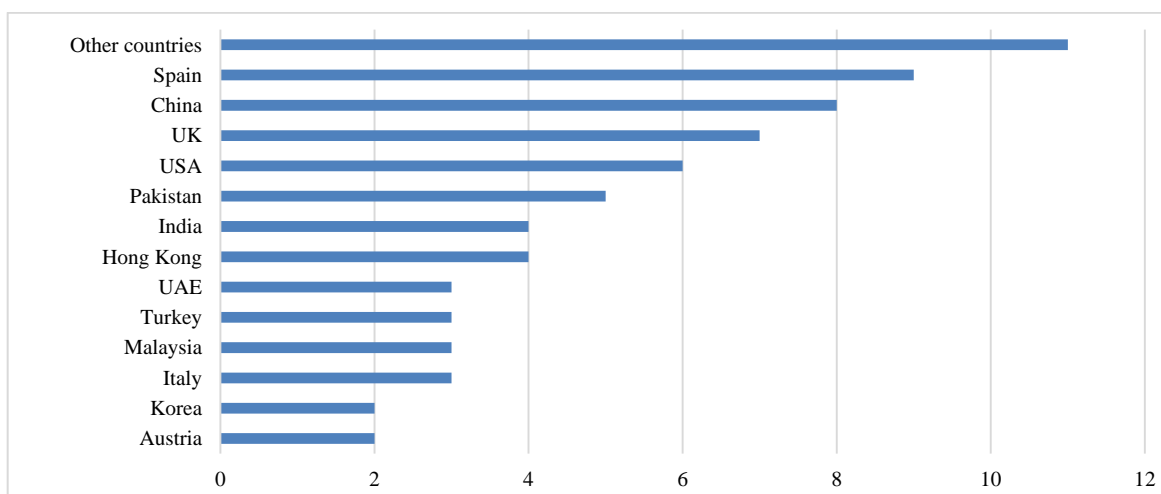

Figure 4. Research location distribution

Influential research on CSR in the hospitality sector. The study by Park & Levy (2014) has the highest number of citations, with 132 citations and a citation rate per year of 14.7, while the study by Ubeda et al. (2021) has the highest citation per year (C/Y = 52,0). The most influential studies are shown in Table 1.

Table 1. The most influential studies

Article Title	Authors	Times Cited	C/Y
Corporate social responsibility: Perspectives of hotel frontline employees	Park & E. Levy (2014)	132	14.7
Progress in Research on CSR and the Hotel Industry (2006-2015)	Serra-Cantallops et al. (2017)	119	23.8
Corporate social responsibility and firm performance in the hotel industry. The mediating role of green human resource management and environmental outcomes	Úbeda-García et al. (2021)	104	52.0
Measuring Corporate Social Responsibility in tourism: Development and validation of an efficient measurement scale in the hospitality industry	Martínez et al. (2013)	100	10.0
Online CSR communication in the hotel industry: Evidence from small hotels	Ettinger et al. (2018)	85	17.0
CSR reporting among Zimbabwe's hotel groups: A content analysis	Kennedy Nyahunzvi (2013)	84	8.4
Corporate social responsibility (CSR) and customer loyalty in the hotel industry: A cross-country study	Latif et al. (2020)	82	27.3
Political connections, guanxi and adoption of CSR policies in the Chinese hotel industry: Is there a link?	Gu et al. (2013)	81	8.1
The impacts of corporate social responsibility on organization citizenship behaviour and task performance in hospitality A sequential mediation model	He et al. (2019)	68	17.0
Do consumers care about CSR in their online reviews? An empirical analysis	D'Acunto et al. (2020)	65	21.7
Understanding the link between CSR and employee green behaviour	AlSuwaidi et al. (2021)	63	31.5
Effect of CSR participation on employee sense of purpose and experienced meaningfulness: A self-determination theory perspective	Nazir et al. (2021)	58	29.0
Being sustainable: The three-way interactive effects of CSR, green human resource management, and responsible leadership on employee green behavior and task performance	He et al. (2021)	57	28.5
Why hotel employees care about Corporate Social Responsibility (CSR): Using need satisfaction theory	Kim et al. (2020)	51	17.0
Enhancing customer-based brand equity through CSR in the hospitality sector	Martínez & Nishiyama (2019)	50	8.3

RESEARCH METHODS

Research methods on the topic of CSR in hotels are quite diverse. However, quantitative research methods are the most popular with 42 articles, accounting for 65%, followed by qualitative research methods with 12 articles, corresponding to 19%; experimental and mixed research methods are in small proportion (Figure 5).

Theoretical perspectives. The issue of CSR in hotels is multi-theoretical, allowing scholars to use a variety of theoretical frameworks to investigate related aspects. However, stakeholder theory, social exchange theory (SET), and social identity theory (SIT) are the three most used theories for research on CSR in hotels (Figure 6).
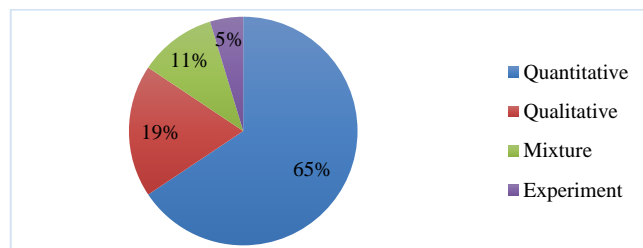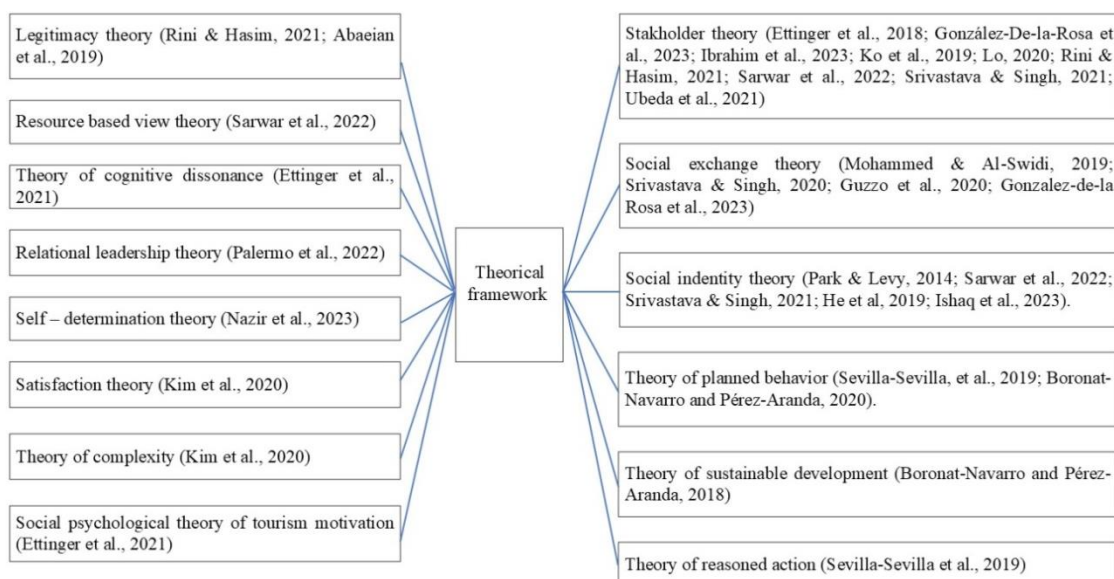

Figure 5. Research method

Figure 6. Theoretical perspectives

Main research topics

The main research topics are identified based on data analysis from VOSviewer software. We analyzed keywords from titles and abstracts of 64 related articles, with the minimum number of occurrences of each term being 5. There were 118 terms that met the threshold; however, only 61 keywords were connected through the nominal network, forming 7 main topic clusters. The size of the circle reflects the frequency of the keywords. The larger the circle, the more frequently the keyword appears. The visualization from the VOSviewer shows that the main keywords (words with large circles) (as Figure 7) have received the most attention in research on CSR in the hotel industry during the past ten years. They are the following terms: employee, customer, practice, intention, CSR communication, organization, ….
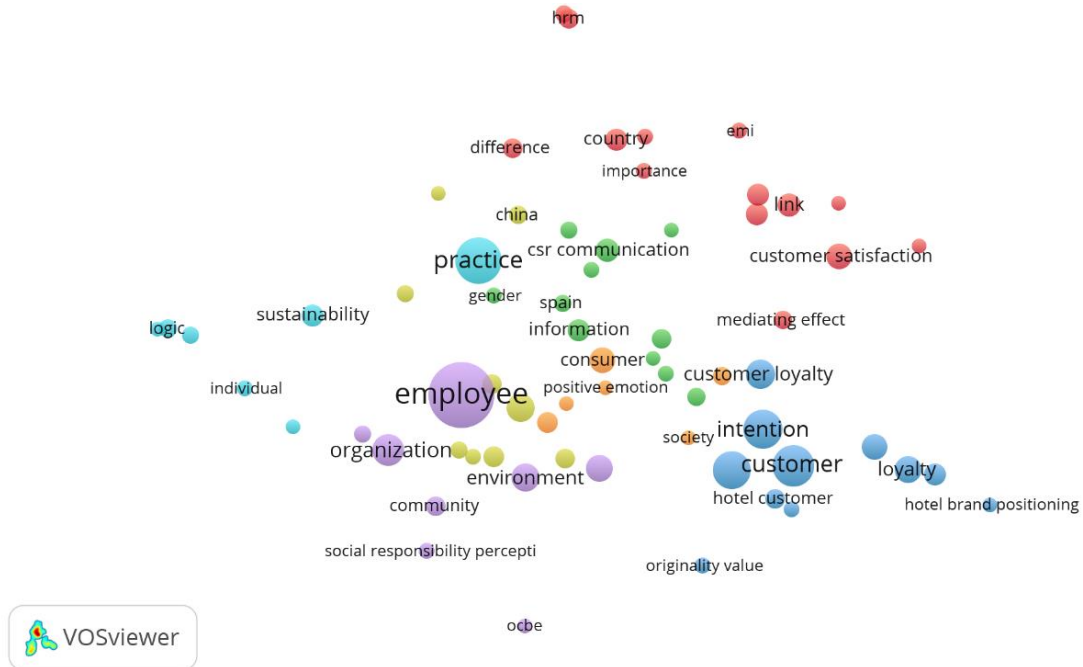

Figure 7. The main keywords

The thickness of the line is proportional to the closeness of the connection between the two keywords. A thicker line between two words means a closer relationship. For example, employee has a strong association with task performance, social responsibility perception, and trust; customer has a strong association with loyalty, satisfaction, and intention; practice connects with company, employee, and sustainability (Figure 8). Circles that are the same color suggest a similar theme for the studies. The visualization shows 7 color clusters, which suggests 7 topics in CSR research over the past 10 years. Based on suggested keywords, studies were classified into each relevant topic for content analysis.
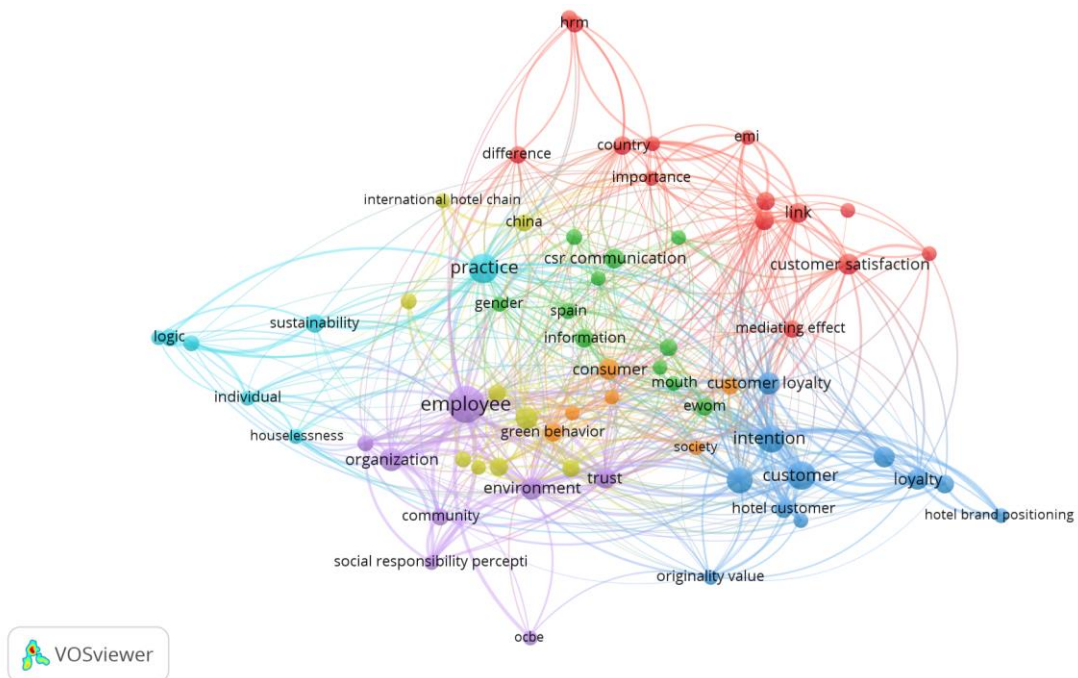

Figure 8. The visual image of research clusters

Cluster 1. This cluster includes main keywords such as HRM, firm performance, sustainable performance, and customer satisfaction, with a red color in the image. These keywords suggest topics about the relationship between CSR, human resource management (HRM), and corporate performance in the hotel sector.

In the connection between HRM, CSR, and sustainable performance, scholars emphasize that HRM plays an important role in how hotels' CSR activities are understood and developed. HRM can inform employees about CSR issues, educating them to become more environmentally and socially responsible. Therefore, HRM is the premise for promoting CSR (Ishaq et al., 2023; Sarwar et al., 2022). In another study by Úbeda-García et al. (2021), CSR is considered a premise, contributing to promoting green human resource management (GHRM). Besides, GHRM, HRM, and CSR are also considered important resources to help increase sustainable performance and create long-term competitive advantages for hotels (Ishaq et al., 2023; Sarwar et al., 2022; Tjahjono et al., 2022; Úbeda-García et al., 2021). This topic is quite interesting, but there is still very little research on the relationship between HRM, CSR, and the sustainable performance of firms.

Cluster 2 includes main keywords such as CSR communication, eWOM, Facebook, and corporate reputation. Cluster 2 corresponds to the green color in the visual image. These keywords suggest CSR communication topic in the hotel sector.

Recent studies have determined that customers are significantly interested in CSR information communicated by hotels in the mass media (D'Acunto et al., 2020). Posts about CSR activities on the hotel's website and Facebook receive a high level of interaction and willingness to respond from customers (Castillo & Villagra, 2019; Ettinger et al., 2018; Kucukusta et al., 2019). In the information about CSR aspects posted, customers are most interested in environmental and social factors (Castillo &Villagra, 2019). These studies show that multimedia communication activities in CSR play an important role in improving communication with customers and help increase communication efficiency for hotels.

Besides, Martínez et al. (2020) also confirmed the important role of the media in CSR practices because the news media helps realize corporate goals related to CSR issues. CSR communication in mass media can influence customers' attitudes and behaviors. Specifically, customers' trust in CSR posts on Facebook can positively influence electronic word-of-mouth (eWOM). CSR communication activities can have a significant direct and indirect impact on Electronic Word of Mouth (eWOM) (Mohammed & Al-Swidi, 2020); improve their attitudes toward hotel CSR communications and reduce their intention to behave unethically (Ettinger et al., 2021); and increase their intention to share posts on Facebook (Garcia-De los Salmones et al., 2021).

The results of the above studies have confirmed that communication about CSR activities plays an important role for companies. Information about CSR helps companies receive feedback from customers and improve their attitudes and behaviors towards the hotel brand, so this topic receives quite a lot of attention from researchers.

Cluster 3 includes main keywords such as CSR activity, customer loyalty, and satisfaction intention, corresponding to the dark blue color in the visual image. The above keywords relate to customers in hotel CSR practices.

In 2014, Qu emphasized the important effect of CSR on customer satisfaction and corporate performance for hotels (Qu, 2014). In the following years, many studies on CSR activities related to customers's attitudes and behaviors were conducted. Studies have proven that CSR activities have a strong positive impact on perceived quality, brand image, brand awareness, and brand loyalty (Ahn et al., 2020; Martínez & Nishiyama, 2019). Not only that, the hotel's CSR activities also have a positive impact on hotel reputation, customers' ability to choose, and purchase intention (Boronat-Navarro & Pérez-Aranda, 2019), contributing to the positioning of the hotel brand and increasing visitors' intention to return (Akbari et al., 2021).

Some studies have confirmed a positive relationship between CSR and customer loyalty (Latif et al., 2020). For example, Mohammed & Al-Swidi (2019) showed that customer perceptions of environmental, social, and stakeholder-related CSR activities were a significant predictor of customer perceived value and social media engagement for the hotel industry. Besides, customers' CSR experiences increase the quality of their relationship with the brand, promoting brand loyalty and commitment to engage in future CSR activities (Lo, 2020). Customer-company identification, company reputation, and satisfaction are also mediators in the relationship between CSR, loyalty, and retention (Jiddi, 2023; Srivastava & Singh, 2021). Several later studies have expanded the connection between CSR and customer behavior. These studies confirmed that customers' awareness of CSR compulsion had a positive influence on their engagement and behavioral intention (Ahn, 2021). The intrinsic and extrinsic attributes of hotel CSR activities increase customers' purchase intentions by improving their perceived authenticity (Ahn & Dias Soeiro, 2022). Cluster 4 has main keywords such as job satisfaction and task performance, which correspond to the yellow color on the visual image. These keywords suggest CSR related to employees in hotel sector.

This topic attracts the interest of many scholars. Studies have confirmed that employee awareness of CSR can positively influence many aspects of their work, such as quality of working life, organizational identification, affective commitment, job satisfaction, and organizational citizenship behavior, and ultimately contribute to enhanced job performance (He et al., 2019; Kim et al., 2017; Kim et al., 2020). Employee well-being is also considered a meaningful result of CSR activities (Guzzo et al., 2020; Kim et al., 2020). Employee participation in CSR initiatives brings positive values such as making them feel motivated and more engaged in their work, driving customer behavior, and ultimately delivering positive performance for the organization (Sharma & Mishra, 2019).

Some studies have expanded the investigation of the mediating role of factors in the relationship between CSR and employee task performance. He et al. (2021) examined the mediating role of green behavior and the moderating role of green HRM, and responsible leadership. Nazir et al. (2021) demonstrated employee engagement in CSR activities positively influences a sense of purpose and experiential meaning, ultimately leading to work engagement and performance. The diverse combination of hotel employees' CSR awareness with moral identity, subjective norms and work engagement is the basis for job satisfaction (Farmaki et al., 2022). CSR is also an antecedent that promotes

employee creativity through their satisfaction and perceived happiness. If employees perceive that CSR activities benefit society, they are more likely to exhibit higher job satisfaction and work engagement (Bibi et al., 2022). Finally, supervisors' green transformational leadership style helps companies engage in social responsibility activities and improve their task performance (Moin et al., 2023).

Cluster 5 includes keywords such as employee, trust, social responsibility perception, OCBE, and environment. These keywords suggest studies related to employees in hotels, respectively with purple clusters in the visualization.

Many CSR studies mention the impact of CSR awareness and outcomes. Employees' CSR awareness is a prerequisite for creating intrinsic motivation, contributing to organizational identification (Park & Levy, 2014), and increasing organizational citizenship behavior (Luu, 2017). Employees' organizational trust is also considered an important result of awareness of CSR activities (Boğan & Dedeoğlu, 2019). In addition, CSR contributes to increasing commitment, devotion, satisfaction, and organizational citizenship behavior (Wang et al., 2020).

Recently, CSR is also considered a factor that positively impacts employee happiness and promotes their green behavior (AlSuwaidi et al., 2021; Wood et al., 2021). Wong et al. (2022) emphasize that understanding employees' reactions and perceptions of hotel CSR is essential before implementing effective CSR activities with customers. The study further confirms that the social/philanthropic and ethical aspects of CSR contribute to enhancing attitudes towards CSR activities and thereby increasing employee satisfaction. This outcome promotes organizational citizenship and pro-social behavior. Other studies also demonstrate that employee awareness of CSR positively impacts employment, turnover intention, and pro-social behavior (Vila-Vázquez et al., 2023; Wong & Kim, 2023).

Factors such as job satisfaction, organizational commitment, working conditions, task meaning, intrinsic quality, and turnover intention are also considered mediators in the relationship between CSR awareness and consequences (González-De-la-Rosa et al., 2023; Wong & Kim, 2023). Cluster 6 includes main keywords such as CSR manager, practice, and sustainability that correspond to the bright blue cluster in the visualization. These keywords suggest related studies on CSR practices in hotels and their sustainable effects.

CSR practices in hotels are considered an interesting topic and worthy of consideration by hotel management (Cherapanukorn & Focken, 2014). When hotels realize that they have higher business interests, managers will practice more institutional CSR. Frame of reference and CSR practices are interrelated. Organizations apply CSR to their business strategies based on their awareness and understanding of the environment. CSR practices have proven that they have a positive influence on organizational performance (Abu Farha et al., 2018; Ertuna et al., 2019).

Cluster 7 corresponds to the orange color on the visual image, with main terms such as consumer, green behavior, and positive emotion.

These terms suggest studies related to the green behavior of customers. For example, the study by (Raza et al., 2023) studied the influence of CSR initiatives on green consumer behavior. The study examines the role of consumer involvement, positive emotions, and altruistic values. The results show that consumers' positive emotions and engagement mediate the impact of hotels' perceived CSR initiatives on consumers' green behavior.

In addition to the studies on some of the topics mentioned above, there are still a few studies on CSR in other fields. For example, some studies summarize the research progress on CSR in the hotel sector (Serra-Cantallops et al., 2017), developing a CSR scale (Fung Wong & Kim, 2020; Ko et al., 2019). An interesting topic in hotel CSR research is learning about feedback bias in CSR activities. Research by authors Kuokkanen and Sun (2020) analyzed social desirability and skepticism bias on reported purchase intentions. However, this topic has not received much attention from researchers. In summary, the research content on CSR in the hotel sector in the period 2013–2023 is divided into 7 main clusters, with 4 main subjects: CSR and employees, CSR and customers, CSR communication, and CSR performance. Among them, the impact of CSR on employee attitudes and behaviors has received the most attention.

Research gaps and directions

After reviewing the literature on CSR in the hotel sector from 2013 to 2023, we consider the gaps and propose some research directions as follows:

Research content

The research topic exploring the relationship between HRM, GHRM, CSR, and sustainability is quite interesting. However, there are not many studies confirming the relationship between the above factors. Future research can approach this topic with new research directions, adding to existing research results such as: (1) examining the mediating role of HRM, GHRM, or CSR in the relationship between them and sustainable performance; (2) expanding the attributes of human resource management in relation to CSR and sustainable performance; (3) considering the relationship of factors in small-scale hotels (1-2 stars); and (4) considering differences in hotel scale and ranking in evaluating performance under the impact of HRM and CSR. CSR communication activities were investigated mainly on the hotel's website or Facebook. There are many other social media platforms that have not been evaluated for their communication effectiveness or customer reactions to CSR posts on these platforms. Future studies could further explore the effectiveness of CSR communication in other media. A study on customer feedback on CSR information posted using emoticons is being ignored, which can also be considered an interesting future research direction. Besides, reports on hotels' CSR activities are sometimes perceived to be for marketing purposes only or to raise skepticism among stakeholders. CSR communication and the authenticity of information will be added in the future.

The impact of hotel CSR on customer attitudes and behavior is obvious. However, are different types of customers reacting differently to hotels' CSR activities? This issue should be further clarified in future studies.

When exploring the relationship between CSR and employee task performance, many factors play a mediating role in this relationship, but not many studies have paid attention to the role of moderating variables. Future studies can add moderating variables to more thoroughly explain the variation in the relationship between CSR and task performance. In addition, it is necessary to add more studies investigating hotel management to increase the representativeness of the research problem. The relationship between employees' awareness of CSR and trust, environment, and green behavior has been confirmed. However, the outcomes of employees' green beliefs or behaviors under the influence of CSR have not been thoroughly explored. Therefore, more research is needed to deepen this issue, such as examining task performance as an outcome of organizational trust or green behavior. CSR practices and their impact on hotel sustainability have been proven by a number of studies; however, the research number is still limited. Future studies could explore in more detail the dynamics influencing the above relationship to clarify the role of CSR practices and sustainability.

Although many studies focus on the benefits of CSR, there are a few that examine barriers to participating in CSR and the risks of CSR activities. So, future research should investigate the barriers to participating in CSR for managers, employees, and customers and the risks associated with implementing CSR activities.

Finally, most studies focus on the microlevel, with very few studies combining organizational and individual outcomes in one model. Therefore, it is necessary to combine the CSR results of organizations and individuals in one model to provide a comprehensive assessment of CSR activities in businesses.

Methodology

First, the studies are mainly cross-sectional. Developing a time series database and examining the market orientation relationship with those variables in a longitudinal framework would provide further insight into possible causal relationships. Adding longitudinal studies brings more comprehensive and in-depth assessments of the effectiveness of CSR activities.

Second, the majority of studies are quantitative. Studies using mixed methods are limited. Further research can be carried out using mixed methods. According to Dawadi et al. (2021), mixed research methods help take full advantage of the advantages of both qualitative and quantitative methods, helping to produce more reliable results and expanding the breadth and scope of investigation.

Third, research focuses mainly on Europe, the United States, and some countries in Asia, such as China, India, and Pakistan. Research is still very limited in other regions of the world. Therefore, it is necessary to expand the research area, especially in developing countries. Research in many countries with cultural and economic differences will reveal a comprehensive picture of the level of awareness and implementation of CSR activities in the hotel sector worldwide.

Finally, most of the research focuses on the high-end hotel segment and ignores the small-scale hotel segment. It can be explained that upscale hotels care about corporate image, reputation diffusion, and corporate performance when implementing CSR strategies. However, in the hotel industry, small-scale hotels account for a large number and have important impacts on the economy, society, environment, and other stakeholders. Therefore, future research needs to focus more on small-scale hotels to evaluate the level of willingness to participate in CSR, the effectiveness of implementing CSR activities on business performance, and other impacts.

CONCLUSION AND LIMITATIONS

Social responsibility is increasingly being raised by businesses and society and has attracted the attention of many researchers in the hotel sector. Our research aims to comprehensively systematize research on this topic in the period from 2013 to 2013. By using the systematic literature review (SLR) method and bibliometric analysis, we have statistically described the number of relevant articles, published journals, influential articles, research methods, popular research locations, and main research topics.

After synthesizing and analyzing the literature, we identified 64 articles that fit the evaluation criteria. The research results determine some issues, as follows: (1) The main research method is quantitative research; (2) the majority of research locations are in Europe, America, China, and Pakistan; (3) the most studies are from 2018 to 2023; (4) seven thematic clusters are displayed. We identified seven topic clusters targeting four key stakeholders, including employees, customers, sustainability, and CSR communications. Among them, research on CSR targeting customers is of the utmost interest. Although literature review research on CSR in the hotel sector has been conducted by some authors, such as Serra-Cantallops et al. (2017) conducted from 2006–2015 and Madanaguli et al. (2023) conducted in the period from 2009–2022. However, both of these studies have not used bibliometric methods to vividly visualize the research topic. Our research has overcome the above limitations to present research topics in a more objective way.

Our research results can make a significant theoretical contribution to future research by identifying research topics and directions while also providing valuable information for business practice. Although our study brings certain theoretical and practical values to CSR in the hotel industry, it still has some limitations. First, we ignore research on special subjects, including casino hotels, hotels for the disabled, etc. Our research also only included open-access articles in English, so future studies could consider additional studies in our exclusion criteria. Besides, our research only focuses on the past 10 years, which may not cover all longitudinal CSR research issues, so future studies can add a research period of time to more closely compare the changes in research content on hotel CSR over time.

Author Contributions: Conceptualization, N.V.A and T.T.H.; methodology, T.T.H. and N.T.P.T; software, N.V.A. and T.T.H.; validation, N.V.A. and N.T.P.T.; formal analysis, N.K.H.L. and T.T.H.; investigation, T.T.H. and N.K.H.L.; data curation, N.T.P.T. and T.T.H.; writing - original draft preparation, N.T.P.T. and T.T.H.; writing - review and editing,

REFERENCES

Abu Farha, A. K., Al-Kwifi, O. S., & Ahmed, Z. U. (2018). Deploying partial least squares to investigate the influence of managerial assumptions on corporate social responsibility in the hotel industry. *Journal of Hospitality and Tourism Technology*, *9*(3), 471–486. https://doi.org/10.1108/JHTT-09-2017-0099

Ahn, J. (2021). Role of hope and compulsion for CSR activities in hotel customers' engagement. *Current Issues in Tourism*, *24*(14), 1958–1964. https://doi.org/10.1080/13683500.2020.1806797

Ahn, J., & Dias Soeiro, J. (2022). Exploring the role of intrinsic and extrinsic CSR attributes for customers' positive behavioural intention in the hotel industry. *Social Responsibility Journal*, *18*(3), 663–678. https://doi.org/10.1108/SRJ-06-2020-0246

Ahn, J., Wong, M. L., & Kwon, J. (2020). Different role of hotel CSR activities in the formation of customers' brand loyalty. *International Journal of Quality and Service Sciences*, *12*(3), 337–353. https://doi.org/10.1108/IJQSS-02-2020-0028

Akbari, M., Nazarian, A., Foroudi, P., Seyyed Amiri, N., & Ezatabadipoor, E. (2021). How corporate social responsibility contributes to strengthening brand loyalty, hotel positioning and intention to revisit? *Current Issues in Tourism*, *24*(13), 1897–1917. https://doi.org/10.1080/13683500.2020.1800601

AlSuwaidi, M., Eid, R., & Agag, G. (2021). Understanding the link between CSR and employee green behaviour. *Journal of Hospitality and Tourism Management*, *46*(January), 50–61. https://doi.org/10.1016/j.jhtm.2020.11.008

Ayaviri-Nina, V. D., Matos Aroca, S. A., Quispe Fernandez, G. M., Rodríguez, E. A., Flores Ruiz, D., & Zurita Vaca, G. M. (2024). Bibliometric analysis of innovation in the social economy. Its theoretical implications. *Geojournal of Tourism and Geosites,* *56*(4), 1576–1588. https://doi.org/10.30892/gtg.56414-1328

Bavik, A. (2019). Corporate social responsibility and service-oriented citizenship behavior: A test of dual explanatory paths. *International Journal of Hospitality Management*, *80*, 173–182. https://doi.org/10.1016/j.ijhm.2018.11.014

Bibi, S., Khan, A., Hayat, H., Panniello, U., Alam, M., & Farid, T. (2022). Do hotel employees really care for corporate social responsibility (CSR): a happiness approach to employee innovativeness. *Current Issues in Tourism*, *25*(4), 541–558. https://doi.org/10.1080/13683500.2021.1889482

Boğan, E., & Dedeoğlu, B. B. (2019). The effects of hotel employees' CSR perceptions on trust in organization: Moderating role of employees' self-experienced CSR perceptions. *Journal of Hospitality and Tourism Insights*, *2*(4), 391–408. https://doi.org/10.1108/JHTI-12-2018-0089

Bohdanowicz, P. (2007). A case study of Hilton environmental reporting as a tool of corporate social responsibility. *Tourism Review International*, *11*(2), 115–131. https://doi.org/10.3727/154427207783948937

Boronat-Navarro, M., & Pérez-Aranda, J. A. (2019). Consumers' perceived corporate social responsibility evaluation and support: The moderating role of consumer information. *Tourism Economics*, *25*(4), 613–638. https://doi.org/10.1177/1354816618812297

Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *Academy of Management Review*, *4*(4), 497–505. https://doi.org/10.5465/amr.1979.4498296

Castillo, I., & Villagra, N. (2019). The communication of CSR. Analysis of the hotel sector. *Revista Latina de Comunicacion Social*, *74*, 1580–1609. https://doi.org/10.4185/RLCS-2019-1400en

Cherapanukorn, V., & Focken, K. (2014). Corporate social responsibility (CSR) and sustainability in asian luxury hotels: Policies, practices and standards. *Asian Social Science*, *10*(8), 198–209. https://doi.org/10.5539/ass.v10n8p198

D'Acunto, D., Tuan, A., Dalli, D., Viglia, G., & Okumus, F. (2020). Do consumers care about CSR in their online reviews? An empirical analysis. *International Journal of Hospitality Management*, *85*. https://doi.org/10.1016/j.ijhm.2019.102342

Dawadi, S., Shrestha, S., & Giri, R. A. (2021). Mixed-methods research: A discussion on its types, challenges, and criticisms. *Journal of Practical Studies in Education*, *2*(2), 25–36. https://doi.org/10.46809/jpse.v2i2.20

Dhir, A., Talwar, S., Kaur, P., & Malibari, A. (2020). Food waste in hospitality and food services: A systematic literature review and framework development approach. *Journal of Cleaner Production*, *270*, 122861. https://doi.org/10.1016/j.jclepro.2020.122861

Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, *133*, 285–296. https://doi.org/10.1016/j.jbusres.2021.04.070

Eck, N., & Waltman, L. (2017). Citation-based clustering of publications using CitNetExplorer and VOSviewer. *Scientometrics*, *111*(2), 1053-1070. https://doi.org/10.1007/s11192-017-2300-7

Eid, R., Agag, G., & Shehawy, Y. M. (2021). Understanding guests' intention to visit green hotels. *Journal of Hospitality & Tourism Research*, *45*(3), 494–528. https://doi.org/10.1177/1096348020947800

Ertuna, B., Karatas-Ozkan, M., & Yamak, S. (2019). Diffusion of sustainability and CSR discourse in hospitality industry: Dynamics of local context. *International Journal of Contemporary Hospitality Management*, *31*(6), 2564–2581. https://doi.org/10.1108/IJCHM-06-2018-0464

Ettinger, A., Grabner-Kräuter, S., Okazaki, S., & Terlutter, R. (2021). The Desirability of CSR Communication versus Greenhushing in the Hospitality Industry: The Customers' Perspective. *Journal of Travel Research*, *60*(3), 618–638. https://doi.org/10.1177/0047287520930087

Ettinger, A., Grabner-Kräuter, S., & Terlutter, R. (2018). Online CSR communication in the hotel industry: Evidence from small hotels. *International Journal of Hospitality Management*, *68*, 94–104. https://doi.org/10.1016/j.ijhm.2017.09.002

Farmaki, A., Pappas, N., Kvasova, O., & Stergiou, D. P. (2022). Hotel CSR and job satisfaction: A chaordic perspective. *Tourism Management*, *91*, 104526. https://doi.org/10.1016/j.tourman.2022.104526

Fung Wong, A. K., & Kim, S. (Sam). (2020). Development and validation of standard hotel corporate social responsibility (CSR) scale from the employee perspective. *International Journal of Hospitality Management*, 87, 102507. https://doi.org/10.1016/j.ijhm.2020.102507

Garcia-De los Salmones, M. D. M., Herrero, A., & Martinez, P. (2021). CSR communication on Facebook: attitude towards the company and intention to share. *International Journal of Contemporary Hospitality Management*, 33(4), 1391–1411. https://doi.org/10.1108/IJCHM-09-2020-1054

González-De-la-Rosa, M., Armas-Cruz, Y., Dorta-Afonso, D., & García-Rodríguez, F. J. (2023). The impact of employee-oriented CSR on quality of life: Evidence from the hospitality industry. *Tourism Management*, 97, 104740. https://doi.org/10.1016/j.tourman.2023.104740

Gu, H., Ryan, C., Bin, L., & Wei, G. (2013). Political connections, guanxi and adoption of CSR policies in the Chinese hotel industry: Is there a link? *Tourism Management*, 34, 231–235. https://doi.org/10.1016/j.tourman.2012.01.017

Guzzo, R. F., Wang, X., & Abbott, J. (2020). Corporate Social Responsibility and Individual Outcomes: The Mediating Role of Gratitude and Compassion at Work. *Cornell Hospitality Quarterly*, 63(3), 350–368. https://doi.org/10.1177/1938965520981069

He, J., Morrison, A. M., & Zhang, H. (2021). Being sustainable: The three-way interactive effects of CSR, green human resource management, and responsible leadership on employee green behavior and task performance. *Corporate Social Responsibility and Environmental Management*, 28(3), 1043–1054. https://doi.org/10.1002/csr.2104

He, J., Zhang, H., & Morrison, A. M. (2019). The impacts of corporate social responsibility on organization citizenship behavior and task performance in hospitality: A sequential mediation model. *International Journal of Contemporary Hospitality Management*, 31(6), 2582–2598. https://doi.org/10.1108/IJCHM-05-2018-0378

Hervani, A. A., Helms, M. M., & Sarkis, J. (2005). Performance measurement for green supply chain management. *Benchmarking: An International Journal*, 12(4), 330–353. https://doi.org/10.1108/14635770510609015

Ishaq, M. I., Sarwar, H., Franzoni, S., & Palermo, O. (2023). The nexus of human resource management, corporate social responsibility and sustainable performance in upscale hotels: a mixed-method study. *International Journal of Emerging Markets*, *ahead-of-p*(ahead-of-print). https://doi.org/10.1108/IJOEM-04-2022-0714

Jiddi, F. E. (2023). Does corporate social responsibility result in better hotel guest attitudinal and behavioral loyalty? *Heliyon*, 9(8), e18669. https://doi.org/10.1016/j.heliyon.2023.e18669

Kaur, P., Talwar, S., Madanaguli, A., Srivastava, S., & Dhir, A. (2022). Corporate social responsibility (CSR) and hospitality sector: Charting new frontiers for restaurant businesses. *Journal of Business Research*, 144, 1234–1248. https://doi.org/10.1016/j.jbusres.2022.01.067

Kennedy Nyahunzvi, D. (2013). CSR reporting among Zimbabwe's hotel groups: a content analysis. *International Journal of Contemporary Hospitality Management*, 25(4), 595–613. https://doi.org/10.1108/09596111311322943

Kifworo, C., & Dube, K. (2024). A Bibliometric analysis of Tourism Policy Implementation Research. *Geojournal of Tourism and Geosites*, 55(3), 1004–1011. https://doi.org/10.30892/gtg.55302-1274.

Kim, H. L., Rhou, Y., Uysal, M., & Kwon, N. (2017). An examination of the links between corporate social responsibility (CSR) and its internal consequences. *International Journal of Hospitality Management*, 61, 26–34. https://doi.org/10.1016/j.ijhm.2016.10.011

Kim, H., Rhou, Y., Topcuoglu, E., & Kim, Y. G. (2020). Why hotel employees care about Corporate Social Responsibility (CSR): Using need satisfaction theory. *International Journal of Hospitality Management*, 87, 102505. https://doi.org/10.1016/j.ijhm.2020.102505

Ko, A., Chan, A., & Wong, S. C. K. (2019). A scale development study of CSR: hotel employees' perceptions. *International Journal of Contemporary Hospitality Management*, 31(4), 1857–1884. https://doi.org/10.1108/IJCHM-09-2017-0560

Kraus, S., Breier, M., Lim, W. M., Dabić, M., Kumar, S., Kanbach, D., Mukherjee, D., Corvello, V., Piñeiro-Chousa, J., & Liguori, E. (2022). Literature reviews as independent studies: guidelines for academic practice. *Review of Managerial Science*, 16(8), 2577–2595. https://doi.org/10.1007/s11846-022-00588-8

Kucukusta, D., Perelygina, M., & Lam, W. S. (2019). CSR communication strategies and stakeholder engagement of upscale hotels in social media. *International Journal of Contemporary Hospitality Management*, 31(5), 2129–2148. https://doi.org/10.1108/IJCHM-06-2018-0484

Kuokkanen, H., & Sun, W. (2020). Social desirability and cynicism biases in CSR surveys: an empirical study of hotels. *Journal of Hospitality and Tourism Insights*, 3(5), 567–588. https://doi.org/10.1108/JHTI-01-2020-0006

Latif, K. F., Pérez, A., & Sahibzada, U. F. (2020). Corporate social responsibility (CSR) and customer loyalty in the hotel industry: A cross-country study. *International Journal of Hospitality Management*, 89(March), 102565. https://doi.org/10.1016/j.ijhm.2020.102565

Lee, Y., Kumar, S., Cortes, A. F., Sureka, R., & Lim, W. M. (2023). Twenty-five years of new England journal of entrepreneurship: a bibliometric review. *New England Journal of Entrepreneurship*, 26(1), 2–19. https://doi.org/10.1108/NEJE-03-2023-0010

Liberati, A., Altman, D. G., Tetzlaff, J., Mulrow, C., Gøtzsche, P. C., Ioannidis, J. P. A., Clarke, M., Devereaux, P. J., Kleijnen, J., & Moher, D. (2009). The PRISMA statement for reporting systematic reviews and meta-analyses of studies that evaluate health care interventions: explanation and elaboration. *Annals of Internal Medicine*, 151(4), W. https://doi.org/10.7326/0003-4819-151-4-200908180-00136

Lo, A. (2020). Effects of customer experience in engaging in hotels' CSR activities on brand relationship quality and behavioural intention. *Journal of Travel and Tourism Marketing*, 37(2), 185–199. https://doi.org/10.1080/10548408.2020.1740140

Luu, T. T. (2017). CSR and organizational citizenship behavior for the environment in hotel industry. *International Journal of Contemporary Hospitality Management*, 29(11), 2867–2900. https://doi.org/10.1108/IJCHM-02-2016-0080

Madanaguli, A. T., Dhir, A., Kaur, P., Mishra, S., & Srivastava, S. (2023). A systematic literature review on corporate social responsibility (CSR) and hotels: past achievements and future promises in the hospitality sector. *Scandinavian Journal of Hospitality and Tourism*, 1–35. https://doi.org/10.1080/15022250.2023.2221214

Martínez, P., Herrero, Á., & García-de los Salmones, M. D. M. (2020). Determinants of eWOM on hospitality CSR issues. In Facebook we trust? *Journal of Sustainable Tourism*, 28(10), 1479–1497. https://doi.org/10.1080/09669582.2020.1742133

Martínez, P., & Nishiyama, N. (2019). Enhancing customer-based brand equity through CSR in the hospitality sector. *International Journal of Hospitality and Tourism Administration*, 20(3), 329–353. https://doi.org/10.1080/15256480.2017.1397581

Martínez, P., Pérez, A., & Rodríguez del Bosque, I. (2013). Measuring Corporate Social Responsibility in tourism: Development and validation of an efficient measurement scale in the hospitality industry. *Journal of Travel and Tourism Marketing*, 30(4), 365–385. https://doi.org/10.1080/10548408.2013.784154

Michael, B. (2003). Corporate social responsibility in international development: an overview and critique1. *Corporate Social Responsibility and Environmental Management*, 10(3), 115–128. https://doi.org/10.1002/csr.41

Mohammed, A., & Al-Swidi, A. (2019). The influence of CSR on perceived value, social media and loyalty in the hotel industry. *Spanish Journal of Marketing - ESIC*, 23(3), 373–396. https://doi.org/10.1108/SJME-06-2019-0029

Mohammed, A., & Al-Swidi, A. (2020). The mediating role of affective commitment between corporate social responsibility and eWOM in the hospitality industry. *Journal of Sustainable Tourism*, *29*(4), 570–594. https://doi.org/10.1080/09669582.2020.1818086

Moin, M. F., Ikhide, J. E., & Li, Y. (2023). The relationship between green transformational leadership, corporate social responsibility, and task performance. *Corporate Social Responsibility and Environmental Management*, *n/a*(n/a). https://doi.org/10.1002/csr.2606

Mukherjee, D., Lim, W. M., Kumar, S., & Donthu, N. (2022). Guidelines for advancing theory and practice through bibliometric research. *Journal of Business Research*, *148*, 101–115.

Nazir, O., Islam, J. U., & Rahman, Z. (2021). Effect of CSR participation on employee sense of purpose and experienced meaningfulness: A self-determination theory perspective. *Journal of Hospitality and Tourism Management*, *46*, 123–133. https://doi.org/10.1016/j.jhtm.2020.12.002

Opoku-Dakwa, A., Chen, C. C., & Rupp, D. E. (2018). CSR initiative characteristics and employee engagement: An impact-based perspective. *Journal of Organizational Behavior*, *39*(5), 580–593. https://doi.org/10.1002/job.2281

Pahlevan-Sharif, S., Mura, P., & Wijesinghe, S. N. R. (2019). A systematic review of systematic reviews in tourism. *Journal of Hospitality and Tourism Management*, *39*, 158–165. https://doi.org/10.1016/j.jhtm.2019.04.001

Park, S. Y., & Levy, S. E. (2014). Corporate social responsibility: perspectives of hotel frontline employees. *International Journal of Contemporary Hospitality Management*, *26*(3), 332–348. https://doi.org/10.1108/IJCHM-01-2013-0034

Qu, R. (2014). Market Orientation and Organizational Performance Linkage in Chinese Hotels: The Mediating Roles of Corporate Social Responsibility and Customer Satisfaction. *Asia Pacific Journal of Tourism Research*, *19*(12), 1399–1416. https://doi.org/10.1080/10941665.2013.866580

Raza, A., Farrukh, M., Wang, G., Iqbal, M. K., & Farhan, M. (2023). Effects of hotels' corporate social responsibility (CSR) initiatives on green consumer behavior: Investigating the roles of consumer engagement, positive emotions, and altruistic values. *Journal of Hospitality Marketing & Management*, *32*(7), 870–892. https://doi.org/10.1080/19368623.2023.2223571

Sarwar, H., Ishaq, M. I., & Franzoni, S. (2022). Influence of HRM on CSR and performance of upscale hotels in developed and developing countries. *Environment, Development and Sustainability*. https://doi.org/10.1007/s10668-022-02711-x

Serra-Cantallops, A., Peña-Miranda, D. D., Ramón-Cardona, J., & Martorell-Cunill, O. (2017). Progress in Research on CSR and the Hotel Industry (2006-2015). *Cornell Hospitality Quarterly*, *59*(1), 15–38. https://doi.org/10.1177/1938965517719267

Sharma, S., & Mishra, P. (2019). Hotel employees' perceptions about CSR initiatives and there potential to support the skill India initiative. *Worldwide Hospitality and Tourism Themes*, *11*(1), 78–86. https://doi.org/10.1108/WHATT-10-2018-0064

Srivastava, S., & Singh, N. (2021). Do Corporate Social Responsibility (CSR) initiatives boost customer retention in the hotel industry? A moderation-mediation approach. *Journal of Hospitality Marketing and Management*, *30*(4), 459–485. https://doi.org/10.1080/19368623.2021.1841705

Su, L., & Swanson, S. R. (2019). Perceived corporate social responsibility ' s impact on the well-being and supportive green behaviors of hotel employees : The mediating role of the employee-corporate relationship. *Tourism Management*, *72*, 437-450. https://doi.org/10.1016/j.tourman.2019.01.009

Talwar, S., Kaur, P., Nunkoo, R., & Dhir, A. (2023). Digitalization and sustainability: Virtual reality tourism in a post pandemic world. *Journal of Sustainable Tourism*, *31*(11), 2564–2591. https://doi.org/10.1080/09669582.2022.2029870

Tjahjono, A., Adi Intyas, C., & Fattah, M. (2022). Mangrove Management Strategy for Sustainable Business Based On Indonesian Ecological Products. *GeoJournal of Tourism and Geosites, 43*(3), 1045–1055. https://doi.org/10.30892/gtg.43325-919

Úbeda-García, M., Claver-Cortés, E., Marco-Lajara, B., & Zaragoza-Sáez, P. (2021). Corporate social responsibility and firm performance in the hotel industry. The mediating role of green human resource management and environmental outcomes. *Journal of Business Research*, *123*, 57–69. https://doi.org/10.1016/j.jbusres.2020.09.055

Vila-Vázquez, G., Castro-Casal, C., & Carballo-Penela, A. (2023). Employees' CSR attributions and pro-environmental behaviors in the hotel industry: the key role of female supervisors. *The Service Industries Journal*, *43*(1–2), 24–42. https://doi.org/10.1080/02642069.2022.2041604

Wang, C., Hu, R., & Zhang, T. C. (2020). Corporate social responsibility in international hotel chains and its effects on local employees: Scale development and empirical testing in China. *International Journal of Hospitality Management*, *90*, 102598. https://doi.org/10.1016/j.ijhm.2020.102598

Wong, A. K. F., & Kim, S. (2023). Corporate Social Responsibility (CSR) and Internal Consequences: The Moderating Role of Employees' Position Levels. *SAGE Open*, *13*(1), 21582440231151564. https://doi.org/10.1177/21582440231151565

Wong, A. K. F., Kim, S., & Hwang, Y. (2022). Effects of Perceived Corporate Social Responsibility (CSR) Performance on Hotel Employees' Behavior. *International Journal of Hospitality & Tourism Administration*, *23*(6), 1145–1173. https://doi.org/10.1080/15256480.2021.1935390

Wood, B. P., Eid, R., & Agag, G. (2021). A multilevel investigation of the link between ethical leadership behaviour and employees green behaviour in the hospitality industry. *International Journal of Hospitality Management*, *97*(May), 102993. https://doi.org/10.1016/j.ijhm.2021.102993

Wut, T. M., Xu, B., & Wong, H. S. M. (2022). A 15-year review of "corporate social responsibility practices" research in the hospitality and tourism industry. *Journal of Quality Assurance in Hospitality & Tourism*, *23*(1), 240–274. https://doi.org/10.1080/1528008X.2020.1864566