





## A Decade of Corporate Social Responsibility Research for Sustainable Hotels: Bibliometric Insights and Review into Climate Action



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### ABSTRACT

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The hotel industry contributes to climate change through carbon emissions generated from hotel operations. To minimize these negative impacts, a sustainable tourism agenda with corporate social responsibility (CSR) initiatives has been prioritized as a direction for hotel transformation in line with the SDGs. Therefore, this study was conducted to provide research insights related to CSR for sustainable hotels that address climate action issues. Generally, this study conducted a bibliometric analysis of the 56 articles from the Scopus database that met the inclusion criteria, then further examined 10 articles discussing climate issues, using a Systematic Literature Review (SLR). The results present a decade of research trends in CSR for sustainable hotels, showing 2025 as the year with the highest number of publications, China as the most productive country, and identifying the 10 most influential articles. It also presents the results of a co-occurrence analysis and a mapping of four research themes: (1) employee behavioural analysis in tourism and hospitality, (2) stakeholder engagement and sustainable business development in the hotel sector, (3) CSR and environmental sustainability, (4) Sustainable Development Goal (SDG) in hospitality. Furthermore, the study reviews the findings of the 10 articles and suggests future research directions. This research's novelty lies in examining the CSR research landscape for sustainable hotels by exploring SDG 13, which is rarely discussed in CSR research for sustainable hotels.

## 1. INTRODUCTION

The United Nations (UN) established Sustainable Development Goal (SDG) 13, which addresses climate action, directing the adoption of sustainable business models that minimize negative environmental impacts and use resources efficiently [1-3]. In line with the Paris Agreement COP 21 and the UN SDGs, adaptation to global climate change, carbon emission reduction, and promotion of global sustainability have emerged as important international issues [4].

Moreover, the United Nations Development Programme (UNDP) and the World Tourism Organization (UNWTO) have established a joint roadmap for the tourism sector and its contribution to the 17 SDGs, to support the sustainable tourism agenda by 2030 [3]. It is undeniable that activities in the tourism sector tend to exploit natural resources and energy consumption, thus increasing carbon dioxide emissions and exacerbating climate change [5]. The tourism and hospitality sectors contribute significantly to global carbon emissions, accounting for 1% of total global emissions [6]. Meanwhile, stated that the tourism sector is one of the least prepared to face the risks of climate change. The proactive role of corporate management is crucial to harnessing the potential of energy management practices in fostering sustainable tourism development [7].

Corporate social responsibility (CSR) is a company's commitment to environmental, economic, and welfare improvements, along with business development that strengthens the company's image, existence, and social sustainability [8, 9]. CSR plays a role in driving tourism towards climate change mitigation and adaptation, as well as sustainability [10]. An analysis of CSR reports from 60 global companies shows that CSR activities in the tourism sector contribute to all 17 SDGs [3]. CSR initiatives can help reduce carbon emissions from climate change in the hospitality industry [11, 12], as well as create shared value for society and contribute to inclusive economic development [13]. Although the hospitality industry contributes significantly to global carbon emissions, the literature addressing climate change in this sector remains limited. Therefore, the concept of CSR in the hospitality industry must align with an energy efficiency perspective [14].

Meanwhile, research by Peeters et al. [15] revealed that even influential articles do not provide policymakers and industry leaders with sufficient insight to take practical mitigation actions. Peng et al. [16] used the term hospitality corporate social responsibility (HCSR) and categorized HCSR research into three main themes: company-level, employee-level, and customer-level. Although CSR practices are recognized as important to address environmental

degradation, there is still a gap in the explicit linkage between CSR initiatives and climate change mitigation in the tourism sector, particularly the hospitality industry [17, 18]. Helfaya and Bui [19] emphasized that companies in the hospitality and travel industry remain less concerned about environmental SDGs and stress the need for CSR aligned with governance to influence the adoption of SDGs.

Moreover, bibliometric methods have been widely used to observe research trends in a field and help map future research directions, including in tourism. A decade ago, Farid et al. [20] highlighted the development of sustainable tourism research related to climate change, while Santos et al. [21] also recommended the need for further research on the most relevant dimensions of sustainability as factors in the success of tourist destinations. On the other hand, several studies have discussed CSR in the hotel industry and linked it to sustainability and the SDGs. Blanco-Moreno et al. [22] conducted a bibliometric analysis of literature on hotels, restaurants, and sustainability in the Web of Science (WoS) database. Putzer and Posza [2] used Publish or Perish (PoP) with Google Scholar to map ESG and CSR in sustainable tourism. Kapoor and Jain [23] also provided a science map and performance analysis of sustainable tourism, specifically using the Scopus database. Molina-Collado et al. [24] analyzed sustainability in the hospitality and tourism industry using the WoS database. Moyeen and Mehjabeen [25] also highlighted the development of research on CSR initiatives in the hospitality industry that align with the SDGs and underscored that research on CSR to contribute to SDGs and sustainability in the hospitality industry is still limited. Integrating CSR strategies can significantly enhance the hospitality industry's contribution to the SDGs by addressing socio-cultural and environmental impacts [26].

Thus, further research is needed to examine the challenges of climate change for the hospitality industry. To the author's knowledge, no study has systematically mapped the growth of the literature over the past 10 years in the research landscape regarding CSR in the hospitality industry related to SDG 13, climate action. This study not only maps the main themes resulting from the content analysis but also reviews articles that explicitly address this climate issue. This study is expected to provide recommendations for further research and generate proposed policy implications for stakeholders. Therefore, the research questions (RQs) to be answered in this study include:

RQ1. How has research progressed throughout this decade

in CSR Research for Sustainable Hotels?

RQ2. What research has addressed climate change issues explicitly?

RQ3. What research opportunities exist for climate change adaptation in Sustainable Hotels?

## 2. METHODOLOGY

This study employed two primary bibliometric analysis techniques: performance analysis to observe research trends and science mapping to map the literature [27]. Moreover, the article selection process generally follows the PRISMA approach, which establishes identification, screening, and eligibility criteria before determining which articles are included for review [28]. However, this study modifies this approach by incorporating the latest concepts developed by Eftimov et al. [29], Timur et al. [30], Kapoor and Jain [23], Santos et al. [21], and Molina-Collado et al. [24] in applying the SLR method and bibliometric analysis. Most previous studies have used the WoS database, while only a few have used Scopus.

This study uses the Scopus database because its credibility ensures that only high-quality, curated content is indexed, as is the routine monitoring and evaluation used to exclude low-quality or predatory journals [31, 32]. Compared to WoS, the Scopus database is more suitable for evaluating research results due to several advantages over other databases, such as broader and more inclusive content coverage, impact indicators that are considered more resistant to manipulation, Scopus's single subscription model, and the provision of free access to author and source information [33].

As shown in Table 1, articles were selected according to the inclusion criteria. Information obtained from Scopus data was then imported into PoP to ensure there were no data-entry errors, and the data were ready for processing. A bibliometric analysis was conducted using VOSviewer to provide an overview of research trends over a decade (2015–2025). The selected articles were then screened using titles and abstracts, including keywords, to identify articles discussing ("sdg 13" OR "climate action" OR "climate change" OR "carbon footprint" OR "decarbonization" OR "GHG" OR "net zero" OR "energy efficiency"). Following this, full content of 56 articles was screened to check whether climate issues were actually addressed or mentioned, and not included in the analysis. Ultimately, only ten articles were selected for further review.

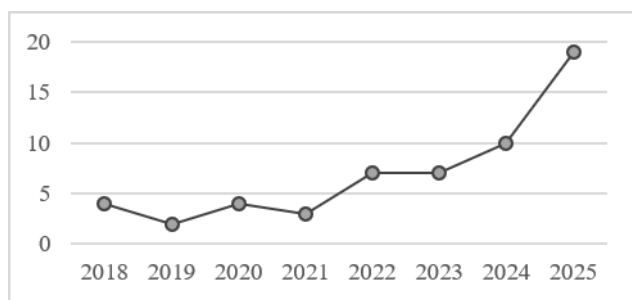
**Table 1.** Article selection stages

Criteria	Inclusion Criteria	Results Obtained	Exclusion Criteria
Scopus Database Search	TITLE-ABS-KEY ("CSR" AND ("hotel" OR "hospitality")) AND ("Sustain*" OR "SDG*")	334	General CSR studies without specific mention of hotels, hospitality, or sustainability/SDGs.
Search Within Results (Climate Terms)	("sdg 13" OR "climate action" OR "climate change" OR "carbon footprint" OR "decarbonization" OR "GHG" OR "net zero" OR "energy efficiency")	100	Articles focusing only on social or economic CSR without climate-related variables or environmental mitigation data.
Years	2015 – 2025 (Updated April 23, 2026)	86	Articles published before 2015.
Document Type	Article	59	Conference papers, book chapters, editorials, reports, and review papers.
Publication Stage & Source	Final; Journal	56	Articles in press
Language	English	56	Articles written in Portuguese
Selection Process	Articles that specifically address how CSR initiatives contribute to climate action-related sustainability in the hotel sector	10	Articles that lack focus on the nexus between CSR initiatives and climate action-related sustainability in the hotel sector Duplicate records or inaccessible full-texts.

### 3. RESULTS AND DISCUSSIONS

#### 3.1 Bibliometric analysis

Among the 56 articles screened, no publications were found from 2015 to 2017. The reason for this can be attributed to the fact that the UN Sustainable Development Agenda was initiated at the end of 2015. As a result, research on climate action through CSR in hotels only began a few years later. In general, publications on CSR research in sustainable hotels from 2018 to 2025 showed a positive trend, as illustrated in Figure 1. This achievement indicates that CSR research on sustainable hotels is increasingly attracting researchers. In 2022, the number of publications increased sharply compared to previous years. Then, in 2025, the number of published articles reached its highest peak. The sharp increase in 2025 reflects the hospitality industry's urgent need to respond to global pressures related to climate change and the need to align business operations to achieve SDGs, particularly the implementation of SDG 13.

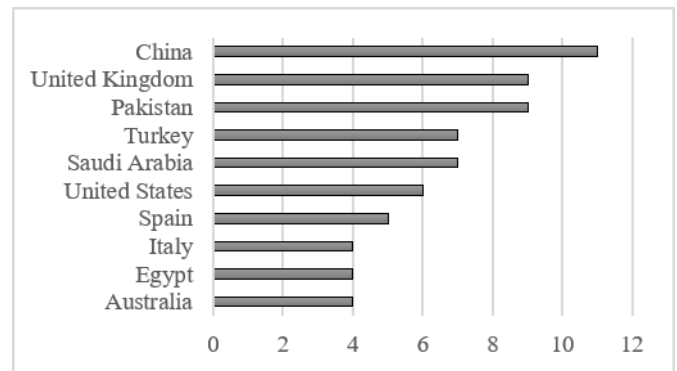


**Figure 1.** Trends in the number of publications in the last decade (2015-2025) corporate social responsibility (CSR) research for sustainable hotels  
Source: Author's own creation

Meanwhile, Figure 2 compares the total number of publications on CSR research in sustainable hotels across various countries over the past 10 years. The bar chart shows that China and United Kingdom are the most productive, with the highest number of related research publications. Pakistan follows in third place. This indicates that the issues addressed in this topic are not limited to a particular region but span across continents, indicating a global issue.

Furthermore, citation analysis is a bibliometric technique that measures the impact of research by counting the number of references an article receives, making it easier to identify the most influential articles over time [34]. Table 2 displays the 10 most influential articles over the past decade among 56 others, showing a rapidly growing dynamic that shifts from general discussions to in-depth technical and psychological aspects. The studies by D'Acunto et al. [35] and Ettinger et al. [36] were the most cited. Both articles focus on the hotel guest perspective (online reviews and CSR communications). Interestingly, articles from the upcoming years (2024–2025) have already been cited extensively, such as the work by Ahmad et al. [37], with 54 citations analyzed altruistic values and human emotions as primary drivers of brand advocacy through CSR initiatives. Liu et al. [38], with 50 citations, observed that the transition "from boardroom to breakroom" involves shaping sustainable behavior through green self-efficacy and employee happiness. These demonstrate that topics regarding human behavior, altruistic values, and emotions within the CSR framework are currently the hottest

trends and most frequently referenced in the latest hospitality literature.



**Figure 2.** Top 10 countries with the largest number of corporate social responsibility (CSR) research for sustainable hotels  
Source: Author's Own Creation

Meanwhile, Xu et al. [39] emphasized a leadership perspective on using CSR for decarbonization through employee engagement, a concept further expanded by Tanveer et al. [40], who mapped the link between CSR and sustainability performance through Green Human Resource Management (GHRM) practices. Furthermore, Ramkissoon et al. [41] demonstrated that CSR positively impacts satisfaction and loyalty for both employees and customers. On a structural level, Chen [4] identified hotel chain affiliation as a significant strategy for improving environmental performance in luxury hotels, though Ertuna et al. [42] noted that the diffusion of this CSR discourse is often shaped by the dynamics of the local context. Finally, Acampora et al. [43] provided a systematic review of the theoretical and methodological developments that continue to define the landscape of green hotel research. The integration of CSR in the hospitality industry has evolved into a multi-faceted strategic priority that influences both consumer perceptions and internal organizational behavior.

Meanwhile, data cleaning was performed to remove duplicate or erroneous entries, as the downloaded database was not designed for bibliometrics but rather contained a collection of information [27]. This study conducted a co-occurrence analysis of keywords using the 'All keywords' analysis unit and the 'Full counting' method, as configured in the VOSviewer software, to generate accurate network visualizations. To ensure consistency and clarity in the data visualization, several duplicate or synonymous terms were merged into single representative terms using the VOSviewer thesaurus file feature. In this process, the labels "corporate social responsibility (CSR)" and "CSR" were replaced with the term "corporate social responsibility". Similarly, "hotels" and "hotel industry" were unified under the term "hotel", while "hospitality industry" and "hospitality sector" were merged into "hospitality". Furthermore, "humans" was adjusted to "human", "sustainable development goals" to "sustainable development goal", while "stakeholders" was replaced by "stakeholder engagement".

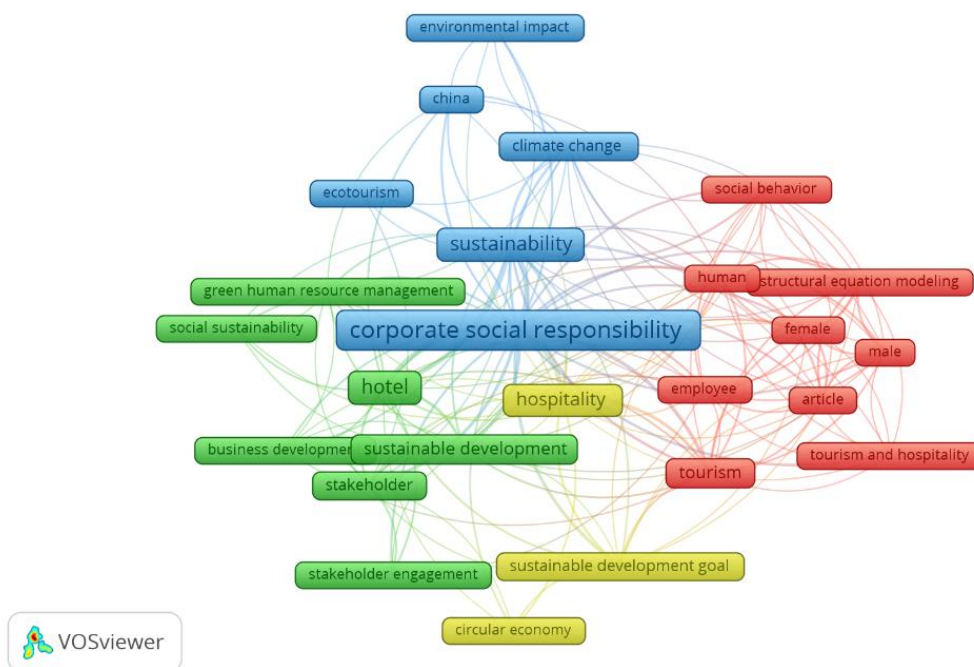
Then, co-occurrence analysis yielded 25 of the 359 keywords that appeared at least three times. This analysis resulted in four clusters. The keywords with the highest co-occurrence frequencies were corporate social responsibility (45), hotel (21), sustainability (19), and hospitality (15). The keyword "Climate Change" appeared 5 times with a Total

Link Strength (TLS) of 24, indicating that discussions of climate change have not been widespread in CSR and sustainable hotel research over the past 10 years. Figure 3

shows the results of the co-occurrence analysis processed with VOSviewer, while Table 3 shows the mapping of research clusters.

**Table 2.** Most cited articles of corporate social responsibility (CSR) research for sustainable hotels

No.	Citation	Title	Total Citation	Citation per Year
1	D’Acunto et al. [35]	Do Consumers Care about CSR in Their Online Reviews? An Empirical Analysis	118	19.67
2	Ettinger et al. [36]	Online CSR Communication in the Hotel Industry: Evidence from Small Hotels	93	18.60
3	Xu et al. [39]	The Role of CSR for De-Carbonization of Hospitality Sector through Employees: A Leadership Perspective	89	22.25
4	Chen, L.F [4]	Hotel Chain Affiliation as an Environmental Performance Strategy for Luxury Hotels	70	10.00
5	Acampora et al. [43]	The Theoretical Development and Research Methodology in Green Hotels Research: A Systematic Literature Review	68	17.00
6	Ertuna et al. [42]	Diffusion of Sustainability and CSR Discourse in Hospitality Industry: Dynamics of Local Context	68	9.71
7	Ahmad et al. [37]	Beyond Self-Interest: How Altruistic Values and Human Emotions Drive Brand Advocacy in Hospitality Consumers through Corporate Social Responsibility	54	27.00
8	Liu et al. [38]	From Boardroom to Breakroom: Corporate Social Responsibility, Happiness, Green Self-Efficacy, and Altruistic Values Shape Sustainable Behavior	50	25.00
9	Ramkissoon et al. [41]	Corporate Social Responsibility at lux* Resorts and Hotels: Satisfaction and Loyalty Implications for Employee and Customer Social Responsibility	47	7.83
10	Tanveer et al. [40]	Mapping the Link between CSR and Sustainability Performance through GHRM Practices in Hotel Industry	36	12.00



**Figure 3.** Network visualization of keyword occurrences  
Source: Visualization by VOSviewer

**Table 3.** Cluster themes of corporate social responsibility (CSR) research for sustainable hotels

Cluster	Keywords Co-occurrence	Theme
Cluster 1 (Red)	article (3), employee (3), female (3), human (4), male (3), social behavior (3), structural equation modeling (3), tourism (8), tourism and hospitality (4).	Employee Behavioral Analysis in Tourism and Hospitality
Cluster 2 (Green)	business development (3), green human resource management (3), hotel (21), social sustainability (3), stakeholder (6), stakeholder engagement (3), sustainable development (9).	Stakeholder Engagement and Sustainable Business Development in the Hotel Sector
Cluster 3 (Blue)	China (3), climate change (5), corporate social responsibility (45), ecotourism (3), environmental impact (3), sustainability (19).	CSR and Environmental Sustainability
Cluster 4 (Yellow)	circular economy (3), hospitality (15), Sustainable Development Goal (6).	Sustainable Development Goal in Hospitality

Cluster 1 comprises nine keywords that reflect a more specific research focus on behavioral aspects within the tourism industry. Keywords such as “tourism”, “employee”, and “human” along with gender distinctions indicated by “male” and “female”, suggest that this cluster centers on humans as the primary actors. The inclusion of “structural equation modelling (SEM)” as one of the keywords further indicates that the majority of studies within this cluster are empirical in nature. Therefore, this cluster can be thematically categorized as employee behavioral analysis in tourism and hospitality.

The primary focus of this cluster is to understand organizational initiatives, often discussed within the context of CSR, are translated into actual employee actions. Findings across various studies suggest that organizational policies do not automatically lead to sustainability outcomes without employees’ psychological engagement, as reflected in the emphasis on Pro-Environmental Behaviour (PEB) and green employee behaviour. Xu et al. [39] found that hotel CSR activities promote employees’ PEB both directly and through the mediating role of transformational leadership. Similarly, Truong et al. [44] demonstrated that green employee behaviour positively contributes to sustainable business performance, while Ludigdo et al. [45] identified PEB as a key psychological mechanism mediating the relationship between executive orientation and business performance. Furthermore, this cluster highlights employee behaviours that directly affect hotel operational efficiency, particularly in relation to energy and waste management. Several studies indicate that CSR encourages PEB, which in turn enhances operational efficiency, especially in terms of energy efficiency [6, 14, 38, 46] and waste reduction [47], ultimately contributing to climate change mitigation. In addition, CSR is also associated with green innovative behaviour and employee performance [48, 49], as well as overall organizational sustainability performance [50]. On the other hand, aspects of employee resilience and social dynamics are also emphasized in this cluster. Research shows that the combination of employee, team, and leadership resilience, along with CSR activities, contributes to hotel growth [51]. Meanwhile, Ramkissoon et al. [41] highlighted the relationship between employees’ social responsibility and customer satisfaction and loyalty. Overall, this cluster demonstrates that the success of CSR implementation and sustainability increasingly depends on employees’ behavioral and psychological dimensions, which serve as a bridge between organizational policies and actual practices, while simultaneously supporting organizational performance and climate change mitigation.

Cluster 2 consists of seven keywords that focus on stakeholder engagement and sustainable business development in the hotel sector. Keywords such as “hotel”, “stakeholder”, “stakeholder engagement”, and “sustainable development” indicate that this cluster emphasizes the importance of interactions between firms and various stakeholders in driving sustainability. In addition, the presence of keywords such as “green human resource management” and “green business development” suggests that sustainability strategies are not only externally oriented but also embedded within internal organizational practices. Thus, the emerging theme can be identified as stakeholder engagement and sustainable business development in the hotel sector. Unlike Cluster 1, which focuses on employee behavioral dynamics, Cluster 2 highlights that sustainability in the hospitality sector cannot be achieved individually by firms, but rather through

the active involvement of multiple stakeholders.

In this context, a multi-stakeholder approach emerges as a key mechanism. Ramkissoon et al. [41] developed an integrative model linking managers, employees, and customers in CSR initiatives, emphasizing the importance of aligning sustainability strategies with stakeholder orientation to create value [52]. Furthermore, the involvement of technical and managerial actors plays a role in resource-based decision-making, such as in water management within sustainable tourism destinations [53]. Stakeholder engagement also functions not only as a coordination mechanism but as a source of competitive advantage through the implementation of CSR practices. Several studies indicate that CSR practices, including environmental performance, are associated with enhanced brand value [4], customer trust [54], and firm competitiveness [55]. Moreover, this cluster underscores the importance of cross-actor collaboration in implementing sustainable practices. Research shows that interactions between multinational enterprises and local actors influence the adoption of sustainability practices, including CSR and sustainable tourism [42]. Overall, this cluster suggests that the success of sustainable business development in the hospitality sector largely depends on firms’ ability to strategically manage relationships and interests among diverse stakeholders.

Cluster 3 represents the core relationship between CSR and environmental sustainability in the hospitality industry. This cluster explicitly positions CSR as the primary framework for addressing environmental challenges, particularly climate change. This is reflected in the dominance of keywords such as “corporate social responsibility,” “climate change,” “sustainability,” and “environmental impact.” Accordingly, the theme can be defined as “CSR and Environmental Sustainability”.

The literature within this cluster indicates that CSR is not only positioned as a normative responsibility but also plays a significant role in promoting environmental sustainability practices. Several studies emphasize the role of CSR in encouraging hotel guests’ engagement with climate change issues [12]. Other studies suggest that CSR initiatives act as key drivers in reducing the carbon footprint in the hospitality sector, alongside cost efficiency and competitive advantage considerations [11]. In addition, China emerges as one of the major contributors to the development of CSR research in the tourism and hospitality sector [54]. In this context, Sun et al. [56] highlighted the integration of green practices, such as green human resource management and green CSR, within China. Meanwhile, Ma et al. [47] demonstrated that CSR contributes to food waste reduction through increased environmental awareness and behavioural change among employees, particularly in response to climate change issues. This cluster also addresses environmental impact management and sustainable tourism practices, including aspects related to ecotourism. Studies by Gil-Delgado et al. [57] and Vila et al. [53] emphasize the importance of resource management and local development in minimizing environmental impacts in tourism destinations. Overall, this cluster confirms that CSR serves as a key instrument in integrating business objectives with environmental sustainability agendas, particularly in addressing climate change challenges within the hospitality industry.

Cluster 4 represents a shift in the literature toward integrating sustainability practices in the hospitality industry with the global framework of the SDGs. The literature indicates that the hospitality sector is increasingly adopting

SDGs as a strategic guideline for implementing sustainability practices. This is reflected in the dominance of keywords such as “hospitality,” “sustainable development goal,” and “circular economy.”

Several studies suggest that CSR, particularly when supported by corporate governance, green organizational culture, and regulatory pressures, plays a role in facilitating the adoption of SDGs, especially SDG 8 (decent work and economic growth), SDG 12 (responsible consumption and production), and SDG 13 (climate action) [19]. In addition, customer engagement—through empowerment, environmental CSR, and digital co-creation processes—also contributes to achieving broader SDGs, including SDG 5 (gender equality), SDG 9 (industry innovation), SDG 11 (sustainable cities), SDG 13 (climate action), and SDG 17 (partnerships for the goals) [58]. This suggests that sustainability in the hospitality industry is shaped not only by corporate strategies but also by the active involvement of customers within the service ecosystem. Other studies indicate that CSR practices in the hospitality sector, particularly in the post-pandemic context, contribute to sustainability across economic, social, and environmental dimensions, collectively reflecting alignment with SDGs [59]. Furthermore, this cluster highlights the potential of the circular economy as an approach to supporting sustainability in the hospitality sector, characterized by efforts to reduce waste and promote reuse, repair, and recycling of resources [60]. This reflects a shift in hospitality business practices toward more sustainable and resource-efficient models. Moreover, aligning business strategies with SDGs is associated with improved firm performance. Studies indicate that integrating SDGs into corporate strategies can enhance financial performance, such as reducing the cost of capital [61], while also generating non-financial value, including strengthened social legitimacy and brand equity [52]. On the other hand, bibliometric analysis reveals that SDGs have become a prominent theme in the development of sustainability research within the hospitality sector [22]. Overall, this cluster demonstrates that the hospitality industry is transitioning from practice-based sustainability approaches toward a more structured alignment with the global SDG framework, supported by instruments such as CSR and the circular economy to achieve more measurable and systematic impacts.

### **3.2 Review of literature on corporate social responsibility research for sustainable hotels: Capturing climate action and further research direction**

In this section, a SLR was conducted to generate reliable findings through predetermined inclusion and exclusion criteria in data selection that minimized bias in response to the research questions [62]. This study reviews the relevant literature on SDG 13, climate action. Addressing climate change in hotels that adhere to sustainability principles can provide important insights for other hotels to adopt.

Based on the analysis in Table 4, all stakeholders, including business actors, employees, and hotel customers, contribute to addressing climate challenges in the hospitality industry through CSR initiatives. At the leadership level, managers can harmonize CSR with governance through sustainability strategies by holistic adoption of SDGs to mitigate environmental risks and strengthen corporate legitimacy, which enhances ESG performance and stakeholder trust [19]. Managers can also develop environmental CSR promotion

strategies that empower customers to actively engage online and in person with climate action, thereby increasing return visits [58]. Leadership styles such as Environmental-Specific Transformational Leadership (ESTFL) help embed green values into the workplace culture [39]. The role of managers and leaders is crucial in providing resources, motivation, and serving as role models for staff.

In addition, CSR programs can also encourage energy-related pro-environmental behavior (EPB) among hotel employees [14]. Many studies have focused on how perceptions of CSR influence employees' PEB [6, 38, 50]. Green employee engagement acts as a mediator that translates CSR policies into concrete actions such as energy savings. However, employees' personal awareness of climate change can strengthen the positive impact of CSR programs on their behavior, such as reducing food waste [47].

Ultimately, all these internal efforts will face major challenges if unsupported by external conditions. The implementation of low-carbon strategies can be hampered by real constraints, such as limited funding, a shortage of experts, and weak government policy support [11]. External stakeholders, such as policymakers, not only enforce regulations that drive companies to focus on long-term sustainability goals and ensure ESG in sustainability reports, but can also reward companies that comply with regulations for their CSR initiatives [19]. From the service user's perspective, CSR communication is more persuasive when it aligns with regulatory fit, thereby increasing green word-of-mouth intentions and willingness to pay for environmentally friendly products [12].

These articles construct a discourse that the sustainability of hotels amid the challenges of climate change can be achieved through the incorporation of CSR into organizational culture, supported by environmentally conscious leadership, and effectively communicated to change energy consumption and waste management practices among both employees and customers. Overall, the entire research underscores the significant contribution of the hospitality sector's carbon footprint to global greenhouse gas emissions and highlight CSR as a strategic instrument for achieving SDG 13 (Climate Action).

Moreover, across the ten literatures reviewed, several common views emerge that encourage further research to be more comprehensive and relevant to actual conditions, through methodological strengthening, broadening the scope, and deepening the concepts. One of the most frequently raised recommendations is to employ a longitudinal research design to observe changes in behavior or conditions over time, particularly after policy implementation or intervention. This idea needs to be supported by broader research, covering both cities and cross-cultural contexts, to make the findings more generally applicable. Probability sampling is also highly recommended for obtaining more accurate results. On the other hand, more in-depth studies at the local level are also considered crucial as a foundation for effective policy formulation. Conceptually, further research is expected to enrich the existing model by adding objective CSR metrics, new psychological variables and exploring the role of digital transitions and latest technologies in supporting climate action.

However, research that incorporates climate change into the analysis remains limited. This is despite the fact that the tourism industry, particularly hotels, is one of the industries that contribute most to climate disruption, with a significant

greenhouse gas footprint. Therefore, further research is expected to explore CSR initiatives for hotel sustainability,

particularly from the perspective of climate action in addressing climate challenges.

**Table 4.** Corporate social responsibility (CSR) research for sustainable hotels: Addressing climate action

No.	Citation	How is Climate Action Addressed in the Article?	Future Research Directions
1	Helfaya and Bui [19]	This study identified SDG priorities based on three pillars: Social, Economic, and Environmental. In the environmental aspect, there are SDGs 13, 14, and 15. SDG 13 received the highest adaptation priority score from companies (1) airlines and (2) hotels, resorts, and cruise lines.	<ul style="list-style-type: none"> <li>• Incorporate Hofstede's cultural dimensions theory or examining country-level variables.</li> <li>• Develop a mixed-methods approach to offer a more nuanced understanding of the relationships between the variables explored.</li> </ul>
2	Badar (Imran) et al. [58]	This study used corporate climate responsibility as an indicator to measure the environmental dimension of CSR. Hotels' commitment to the SDGs, including the implementation of SDG 13, which is part of environmental CSR, positively influence customer re-patronage intention, including through Online Customer Value Co-creation.	<ul style="list-style-type: none"> <li>• Develop new indicators on environmental product/service innovation, customer citizenship behavior, social and ethical responsibility as mediators between Environmental CSR and repurchase intention to construct deeper results.</li> <li>• Expand the geographical scope beyond the Egyptian context or on a regional level.</li> </ul>
3	Ahmed et al. [50]	This study explicitly links CSR practices to the achievement of SDG 13—Climate Action. This article analyzed how CSR promotes climate-conscious practices in Egypt's hotel sector. The author defined CSR as an external stimulus that triggers internal organizational mechanisms—such as a green organizational culture and employee engagement—to drive sustainable performance.	<ul style="list-style-type: none"> <li>• Adopt a mixed-methods approach to gain deeper insights.</li> <li>• Test alternative frameworks beyond the Stimulus–Organism–Response (SOR) model.</li> <li>• Integrate comprehensive CSR dimensions, such as the economic and social dimensions of CSR alongside environmental factors.</li> <li>• Develop a conceptual model with new experimental data collected across countries and cultures.</li> </ul>
4	Tao et al. [12]	This study examined hotel guest engagement in climate change issues through CSR communication strategies. CSR communication is more persuasive when there is regulatory fit, thus encouraging guest engagement in climate action.	<ul style="list-style-type: none"> <li>• Examine the compatibility between different types of regulatory frameworks and focuses, as well as psychological distance.</li> <li>• Explore other factors influencing willingness to engage on climate change and factors that might mediate the effects of regulatory framework fit and psychological distance.</li> <li>• Expand the context across geographic and cultural boundaries.</li> </ul>
5	Ma et al. [47]	This research filled a gap in previous studies that have not considered climate change awareness as a moderating factor between CSR and employee behavior in reducing food waste. Employee awareness of climate change strengthens the relationship between CSR and employee morale/foundation, which in turn drives food waste reduction behavior.	<ul style="list-style-type: none"> <li>• Expand the object of study (beyond food waste).</li> <li>• Add psychological variables.</li> <li>• Use a longitudinal approach.</li> <li>• Involve new technologies to support climate mitigation.</li> </ul>
6	Liu et al. [38]	This study identified climate change as the primary environmental challenge. Furthermore, this research examined CSR as a tool to influence employees' energy-specific pro-environmental behavior in the hospitality sector. The results found that CSR initiatives designed in alignment with social behavior and personality can effectively promote sustainable energy consumption among employees. CSR helps achieve sustainability goals by increasing employees' green self-efficacy and happiness.	<ul style="list-style-type: none"> <li>• Recommend the use of probability sampling techniques to improve accuracy.</li> <li>• Expand the geographical scope of the research.</li> <li>• Use objective CSR metrics in the assessment, rather than relying solely on employee perceptions through surveys.</li> </ul>
7	Shereni and Rogerson [11]	This research analyzed the drivers and challenges of implementing carbon footprint reduction strategies in the hospitality sector within the context of the Global South. The key drivers for carbon footprint reduction are a positive public image, compliance with industry best practices, CSR initiatives, reduced operational costs, and obtaining a competitive advantage.	<ul style="list-style-type: none"> <li>• Conduct local research to provide the basis for a policy framework for climate action.</li> </ul>
8	Yang et al. [14]	This study highlighted the issue of excessive energy use that triggers climate challenges. CSR activities in the hospitality industry influence employee sustainability behavior, particularly in energy conservation. The study also noted the lack of studies on climate change in this sector.	<ul style="list-style-type: none"> <li>• Expand the scope of the study to include more cities to improve the generalizability of the results.</li> <li>• Use a longitudinal data design in future studies.</li> <li>• Utilize probability sampling methods to address the limitations of non-probability sampling in this study.</li> <li>• Integrate the potential role of digital</li> </ul>

No.	Citation	How is Climate Action Addressed in the Article?	Future Research Directions
9	Xu et al. [39]	This study highlighted the hotel industry's contribution to global greenhouse gas emissions, thereby emphasizing the need for mitigation through leadership in implementing CSR strategies for decarbonization. Climate action is carried out through Environmental-Specific Transformational Leadership (ESTFL), in which leaders motivate employees to adopt the company's environmental values. CSR creates the perception that the organization supports employees' environmental contributions, which moderately strengthens the relationship between leadership and PEB.	<ul style="list-style-type: none"> <li>• Apply probability sampling methods to achieve more accurate results.</li> <li>• Utilize objective CSR metrics rather than relying solely on employee perceptions in surveys.</li> <li>• Implement a longitudinal data design to strengthen claims of causal relationships between variables.</li> <li>• Broaden the regional scope.</li> <li>• Employ probability sampling techniques to yield more accurate and reliable results.</li> </ul>
10	Zhang et al. [6]	This study examined energy-related pro-environmental behavior (EPB) as a manifestation of climate action within the hospitality sector. Unlike prior research that emphasized the supply side (clean energy production), this study addressed the gap in individual energy consumption among employees. Within this framework, CSR serves as a mechanism to encourage employees to adopt practices such as power conservation and efficient temperature regulation. Furthermore, CSR elicits Green Intrinsic Motivation (GIM), which is reinforced by employees' admiring emotions (ADM) toward the hotel's ethics, ultimately fostering a robust social identity in support of environmental sustainability.	<ul style="list-style-type: none"> <li>• Expand to more cities to enhance the generalizability of the results.</li> <li>• Incorporate objective CSR measures to foster employee creativity.</li> <li>• Utilize a longitudinal data design to replace the current cross-sectional design.</li> <li>• Investigate the influence of hotel's CSR actions to energy-related pro-environmental behavior (EPB) from the customer's perspective.</li> <li>• Suggest comparing responses from various groups of interviewees to enrich the research findings.</li> </ul>

#### 4. CONCLUSIONS

This study combines bibliometric and SLR methods. Inclusion criteria were applied to select documents published in the last decade (2015–2025) on CSR research for sustainable hotels. Furthermore, this study analyzed the literature review of ten articles that successfully passed the full-text screening process to examine whether climate-related issues were discussed. This study also displays the growth in the number of publications, the most productive countries, and the most influential articles. A bibliometric analysis was conducted to provide an overview of the research landscape over the last decade, generating four research themes from each cluster formed around common keywords. This is expected to facilitate future researchers in determining the focus of research on CSR in sustainable hotels. Based on the review of ten articles on climate action, several recommendations for further research were identified. These findings can provide direction for future researchers to fill the literature gap, particularly in addressing climate issues.

It is hoped that the issue of climate change mitigation can be further examined in a cross-national context and in specific hotel cases to provide appropriate solutions tailored to the climate challenges faced by hotels. As a first step, tourism businesses, particularly hotels, can use this research as a reference to gain a general overview of CSR strategies with climate action behaviors from the perspective of hotel managers, employees, and customers. Ultimately, this study focuses on SDG 13, climate action, aiming to support the hotel industry in realizing sustainable tourism.

However, this study examined only ten studies on climate action out of 56 that met the inclusion criteria. Undeniably, the use of insufficiently varied keywords related to CSR, hotels, and sustainability might contributed to this study's limitations. Meanwhile, climate action is a significant concern in research on CSR and sustainability in the hotel industry. Future research could add several databases to complement the

Scopus and obtain a broader literature review. Moreover, future research could explore CSR initiatives by focusing on the implementation of SDG 13 in hotels to support sustainability. Cross-regional empirical research is highly recommended to gain a broader perspective. However, the adoption of probability sampling and a longitudinal approach is also recommended to provide a more in-depth and robust analysis of CSR initiatives, climate action and hotel sustainability.

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