

MAPPING CSR, HOSPITALITY AND EMPLOYEE WELLBEING RESEARCH: A BIBLIOMETRIC ANALYSIS

*Bonifacio Martín Sierra**

Universidad de Málaga
<https://orcid.org/0009-0006-0163-2159>

*Pere Mercadé Melé**

Universidad de Málaga
<https://orcid.org/0000-0002-6002-0930>

*Jesús Molina Gómez**

Universidad de Málaga
<https://orcid.org/0000-0002-6458-862X>

*José Manuel Núñez Sánchez**

Universidad de Málaga
<https://orcid.org/0000-0002-0766-8551>

ABSTRACT

This study conducts a bibliometric analysis of the relationship between Corporate Social Responsibility (CSR), employee well-being and the hotel and tourism sector. Our objective is to analyze the current state of research, identify trends and propose future lines of study. The methodology follows the PRISMA 2020 protocol and analyzes 60 articles published between 2009 and 2025 in Web of Science. Research areas, prominent authors, geographic distribution, thematic clusters and emerging trends are examined. The results show a growing interest in the relationship between CSR and well-being at work since 2019. Three key axes are identified: (1) impact of CSR on employees, (2) sustainability and human resource management, and (3) well-being at work as a mediator of organizational performance. It highlights the importance of trust and organizational identification in the perception of CSR. The study highlights the need to integrate CSR into business strategy and to communicate CSR initiatives effectively. Its contribution lies in providing a structured view of the field,

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*Universidad de Málaga. Avenida de Cervantes, 2. 29071 MÁLAGA (España). E-mail: bmsierra@uma.es, pmrcade@uma.es, jmolinag@uma.es, josemanuel.nunez@uma.es

facilitating future research that delves deeper into the effects of CSR on the well-being and sustainability of the hotel sector.

Keywords: Corporate Social Responsibility; sustainability; tourism; hospitality industry; employees; well-being.

Cartografía de la Responsabilidad Social Corporativa, la hospitalidad y el bienestar laboral: un análisis bibliométrico

RESUMEN

Este estudio realiza un análisis bibliométrico sobre la relación entre la Responsabilidad Social Corporativa (RSC), el bienestar de los empleados y el sector hotelero y turístico. Nuestro objetivo es analizar el estado actual de la investigación, identificar tendencias y proponer futuras líneas de estudio. La metodología sigue el protocolo PRISMA 2020 y analiza 60 artículos publicados entre 2009 y 2025 en Web of Science. Se examinan áreas de investigación, autores destacados, distribución geográfica, clústeres temáticos y tendencias emergentes. Los resultados muestran un creciente interés en la relación entre RSC y bienestar laboral desde 2019. Se identifican tres ejes clave: (1) impacto de la RSC en los empleados, (2) sostenibilidad y gestión de recursos humanos y (3) bienestar laboral como mediador del desempeño organizacional. Destaca la importancia de la confianza y la identificación organizacional en la percepción de la RSC. El estudio resalta la necesidad de integrar la RSC en la estrategia empresarial y de comunicar eficazmente sus iniciativas. Su contribución radica en ofrecer una visión estructurada del campo, facilitando futuras investigaciones que profundicen en los efectos de la RSC en el bienestar y la sostenibilidad del sector hotelero.

Palabras clave: Responsabilidad Social Corporativa; sostenibilidad; turismo; sector hotelero; empleados; bienestar.

1. INTRODUCTION

In a business environment as competitive as the hotel industry, integrating ethical and sustainable practices is key to strengthening organizational reputation and success. Corporate Social Responsibility (CSR) has emerged as a fundamental framework for organizations seeking to balance economic performance with social and environmental management. Over the past decades, the concept of CSR has evolved from a peripheral concern to a central strategy for sustainable business practices (Mercadé *et al.*, 2020), particularly in industries with significant social and environmental footprints, such as tourism, hospitality, and the hotel sector (Carroll & Shabana, 2010). The growing emphasis on CSR is driven by increasing stakeholder demands for ethical business conduct, environmental sustainability, and social equity. In this context, the role of employees as key stakeholders has gained importance, as their well-being is increasingly recognized as a vital component of organizational success and sustainability (Aguinis & Glavas, 2012). This study explores the intersection of CSR, employee well-being, and the tourism and hospitality industry, aiming to provide a comprehensive bibliometric analysis of the existing literature.

The term Corporate Social Responsibility (CSR) refers to the voluntary integration of social and environmental concerns into business operations and interactions with stakeholders (European Commission, 2011). CSR encompasses a wide range of practices, including ethical labor standards, environmental conservation, community engagement, and transparent governance. In the tourism and hospitality sector, CSR initiatives often focus on reducing environmental impact (Fandos *et al.*, 2025), promoting cultural conservation, and ensuring fair treatment of employees (Bohdanowicz & Zientara, 2008). However, implementing CSR in this industry presents unique challenges due to its labor-intensive nature, seasonal employment patterns, and dependence on natural and cultural resources (Font & Lynes, 2018).

The concept of sustainability is closely interlinked with CSR, as both aim to achieve a long-term balance between economic, social, and environmental factors. Sustainability in the tourism and hospitality sector involves adopting practices that minimize negative environmental impacts, support local communities, and ensure employee well-being (Elkington, 1997). For instance, hotels and resorts are increasingly implementing energy-efficient technologies, waste reduction programs, and sustainable sourcing practices to align with global sustainability goals (Chan & Wong, 2006; Mercadé *et al.*, 2021). However, the success of these initiatives often depends on employee proactivity and commitment, highlighting the importance of integrating employee well-being into sustainability strategies.

Employee well-being has become a central aspect of CSR and sustainability efforts, as organizations recognize that healthy, satisfied, and engaged employees are essential for long-term success. Employee well-being encompasses physical, mental, and emotional health, as well as job satisfaction and work-life balance (Grant *et al.*, 2007). In the tourism and hospitality sector, where employees frequently face high stress levels, long working hours, and low wages, promoting well-being is particularly challenging yet crucial (Karatepe, 2013). CSR initiatives that prioritize employee well-being can enhance job performance, reduce turnover rates, and improve organizational reputation (Lee & Heo, 2009).

The relationship between CSR and employee well-being is particularly relevant in the context of tourism, hospitality, and lodging. These industries rely heavily on human capital, as employees play a crucial role in delivering high-quality services and creating memorable guest experiences (Baum, 2006). However, the demanding nature of work in these sectors often leads to burnout, job dissatisfaction, and high turnover rates, which can undermine organizational performance and sustainability (Deery & Jago, 2015). CSR initiatives that address these challenges—such as promoting fair wages, offering training and development opportunities, and fostering a supportive work environment—can significantly improve employee well-being and organizational outcomes (Kim *et al.*, 2017). These initiatives also improve employee commitment and engagement (Núñez-Sánchez *et al.*, 2024).

The concept of workplace well-being has been widely studied across various disciplines, including psychology, management, and organizational behavior. Well-being is often conceptualized as a multidimensional construct, incorporating hedonic dimensions (e.g., happiness, job satisfaction) and eudaimonic dimensions (e.g., personal growth) (Ryan & Deci, 2001). In the context of CSR, employee well-being is increasingly regarded as a key indicator of an organization's social performance and a critical factor in achieving sustainable business practices (Pfeffer, 2010). For example, organizations that prioritize employee well-being through CSR initiatives are more likely to attract and retain talented

employees, enhance their reputation, and gain a competitive advantage (Glavas & Kelley, 2014; Núñez-Sánchez *et al.*, 2024).

The tourism and hospitality sector provides a unique context for examining the relationship between CSR, employee well-being, and sustainability. This industry heavily depends on the quality of human interactions, as employees are often the primary point of contact between organizations and customers (Lashley, 2001). Consequently, employee well-being directly impacts customer satisfaction, loyalty, and overall business performance (Heskett *et al.*, 1997). Furthermore, the industry's reliance on natural and cultural resources underscores the importance of integrating sustainability into CSR strategies, as environmental degradation and cultural exploitation can have long-term negative consequences for both employees and communities (Holden, 2008).

Despite the growing literature on CSR, employee well-being and sustainability, it is necessary to study their interrelationships as a whole, which is why a comprehensive bibliometric analysis is essential to map the intellectual structure of this field and identify key trends, gaps and future research directions. This study aims to address this gap by analyzing 60 articles from the Web of Science Core Collection, using the keywords: (“CSR” or “Corporate Social Responsibility” or “Sustainability”) and “Employee”, and (“tourism” or “hotel” or “hospitality”) and (“well-being” or “well being”). By examining the relationships among these concepts, this study seeks to provide valuable insights for researchers, practitioners, and policymakers interested in promoting CSR and sustainability in the tourism and hospitality sector.

Although this study relies exclusively on the Web of Science (WoS) database, this choice is justified by its recognized quality, comprehensive coverage, and rigorous indexing standards. However, we acknowledge that restricting the analysis to a single source may limit the representativeness of the bibliographic corpus. Future research may consider complementing WoS with other databases, such as Scopus or Dimensions, to broaden the scope and mitigate potential thematic or geographical biases.

Bibliometric analysis enables the identification of research patterns, influential authors, and emerging trends within a field of study, providing a structured overview of academic developments (Selva-Pareja *et al.*, 2022). Additionally, it facilitates the detection of gaps in the literature and areas with potential for future research. In the context of CSR in the hospitality industry, this approach helps to understand how the relationship between sustainability, employee well-being, and organizational performance has evolved, offering key insights for researchers and industry leaders.

2. RESEARCH METHOD

2.1. Unit of Analysis

In this study, we present the results of a retrospective bibliometric study. Focusing on Corporate Social Responsibility (CSR), we analyze articles published between 2009 and 2025—a fifteen-year period that, without applying specific search filters in this regard, is considered sufficient for this study. The bibliometric method is employed due to its emphasis on statistical procedures applied to scientific reviews and their authors.

We have classified the results obtained into six key thematic axes:

1. **Research areas and key journals.** Identifying the most explored disciplines and the academic journals that concentrate studies on CSR, hospitality tourism, and employee well-being is crucial for mapping the research ecosystem. This helps guide academics towards priority topics and specialized dissemination channels.
2. **Publications and citations.** This axis analyzes fluctuations in academic production over time, examining emerging theories. Additionally, citation analysis highlights seminal research and its progressive influence on the field.
3. **Leading authors.** This section focuses on recognizing researchers whose contributions have set an academic precedent, evaluating both the quality of their work and the adoption of their theoretical or methodological proposals. It includes an analysis of the six most-cited articles.
4. **Geographical distribution.** This analysis explores the geographical diversity of studies, revealing how different regions contribute perspectives to the research field. Additionally, it highlights the role of cultural and contextual factors in shaping the generated knowledge.
5. **Thematic clusters.** Identifying conceptual groupings helps unravel the intellectual structure of the field, detecting connections between ideas and emerging themes that are redefining research agendas.
6. **Trends and future research directions.** Exploring current dynamics and new research avenues allows for anticipating challenges and opportunities in the field, facilitating the planning of future studies aligned with the sector's demands.

2.2. Procedure

In academic research, transparency, reproducibility, and systematicity are fundamental principles that ensure the quality and rigor of studies. In this regard, the PRISMA 2020 protocol (*Preferred Reporting Items for Systematic Reviews and Meta-Analyses*) has become an essential tool for conducting systematic reviews and bibliometric studies, as it provides a structured and standardized methodological framework for identifying, selecting, evaluating, and synthesizing scientific literature (Page *et al.*, 2021). Its application in this bibliometric study on the relationship between Corporate Social Responsibility (CSR), sustainability, employee well-being, and the tourism and hospitality industry is justified for several reasons.

First, the PRISMA 2020 protocol offers a detailed guide for conducting systematic reviews and bibliometric studies, ensuring that all steps of the research process are clearly and comprehensively documented. This is particularly relevant in the present study, where 60 articles from the prestigious and extensive Web of Science Core Collection database are analyzed using a combination of specific keywords: TS: (“CSR” or “Corporate Social Responsibility” or “Sustainability”) and “Employee” and (“tourism” or “hotel” or “hospitality”) and (“well-being” or “well being”). The application of PRISMA 2020 ensures that article selection is conducted systematically and without bias, contributing to the study's internal validity (Moher *et al.*, 2009).

Second, the PRISMA 2020 protocol facilitates the identification of gaps in the literature and the structured synthesis of findings. In the context of this study, which aims

to explore the intersection between CSR, sustainability, and employee well-being in the tourism and hospitality industry, it is crucial to have a methodological framework that allows for the coherent organization and analysis of information. PRISMA 2020 provides a framework for data extraction and synthesis, enabling the identification of trends, patterns, and emerging research areas (Page *et al.*, 2021).

Additionally, the use of PRISMA 2020 ensures the transparency and reproducibility of the study—key aspects of scientific research. By following the protocol’s established phases, every step of the research process is documented, from the initial literature search to the final selection of articles, allowing other researchers to replicate the study or verify its results (Liberati *et al.*, 2009). This is especially important in bibliometric studies, where source selection and analysis methodology can significantly influence results.

We identified 70 publications from the Web of Science Core Collection (as of January 27, 2025). Subsequently, a series of filters were applied based on document type, selecting only journal articles published between 2009 and 2025 in English. After applying the inclusion and exclusion criteria, a final total of 60 articles was established. The quality of the journal and the number of citations were not considered as additional filtering criteria.

Table 1
SEARCH PROTOCOL

Observation Period	2009-2025
Data Base	Web of Science
Search Terms	(“CSR” or “Corporate Social Responsibility” or “Sustainability”) and “Employee”, and (“tourism” or “hotel” or “hospitality”) and (“well-being” or “well being”)
Inclusion Criteria	Journal Articles Publications for the years 2009-2025 In English Web of Science core collection
Exclusion Criteria	Publications other than journal articles Restricted Access to the publication Duplicate articles Articles in languages other than English
Last Consultation Date	27/01/2025

The PRISMA 2020 protocol consists of four main phases, which have been adapted to the context of this bibliometric study as follows:

1. Identification: In this phase, an exhaustive search was conducted in the *Web of Science Core Collection* database using the previously mentioned keywords. The search was designed to capture all relevant articles published up to the study’s cutoff date. Boolean operators and filters were applied to refine the results, ensuring the search was as comprehensive as possible. This phase also included the identification of additional articles through a review of the reference lists of the selected studies.

2. **Screening:** Once the articles were identified, an initial review was conducted to remove duplicates and those that did not meet the inclusion criteria. These criteria were based on thematic relevance (articles addressing CSR, sustainability, employee well-being, and the tourism and hospitality industry) and methodological quality (articles published in peer-reviewed journals). A reference management tool was used in this phase to organize and filter the studies.
3. **Eligibility:** At this stage, the remaining articles were assessed for eligibility through a detailed review of their titles, abstracts, and, in cases of uncertainty, the full text. Specific exclusion criteria were applied, such as studies that did not directly address the relationship between the variables of interest or did not belong to the tourism and hospitality field. This phase ensured that only the most relevant and high-quality articles were included in the final analysis.
4. **Inclusion:** Finally, articles that met all eligibility criteria were included in the bibliometric study. Key data were extracted from each article, including publication year, author, title, journal, keywords, and main findings. These data were used to perform a bibliometric analysis, which included the identification of thematic trends, the construction of co-citation networks, and the mapping of the intellectual structure of the research field.

By following the identification, screening, eligibility, and inclusion phases, the study’s results are ensured to be reliable, reproducible, and relevant to the academic and professional community (Olondriz *et al.*, 2024). This methodological approach is particularly valuable in a dynamic and multifaceted research field such as CSR, sustainability, and employee well-being in the tourism and hospitality industry.

Figure 1 presents the flowchart of our systematic review, created using the PRISMA 2020 flow diagram template for bibliometric reviews (Page *et al.*, 2021).

Figure 1
FLOWCHART OF THE SEARCH PROCESS ((“CSR” OR “CORPORATE SOCIAL RESPONSIBILITY” OR “SUSTAINABILITY”) AND “EMPLOYEE”, AND (“TOURISM” OR “HOTEL” OR “HOSPITALITY”) AND (“WELL-BEING” OR “WELL BEING”))

Identification of New Studies	
Identification	Phase 1. Initial Search Number of records identified in WOS (n = 70)
Screening	Phase 2. Screening Inclusion and exclusion criteria (n = 60)
Eligibility and Inclusion	Phases 3 and 4 Total numbers of studies included for bibliometric analysis (n = 60)

3. RESULTS

3.1. Research Areas and Prominent Journals

An analysis of research areas clearly highlights *Hospitality, Leisure, Sport & Tourism*, accounting for 56.67% of publications. Next, *Management* is the category chosen by researchers, representing 31.67%. The following three categories fall within the environmental and sustainability fields: *Green & Sustainable Science & Technology*, *Environmental Sciences*, and *Environmental Studies*.

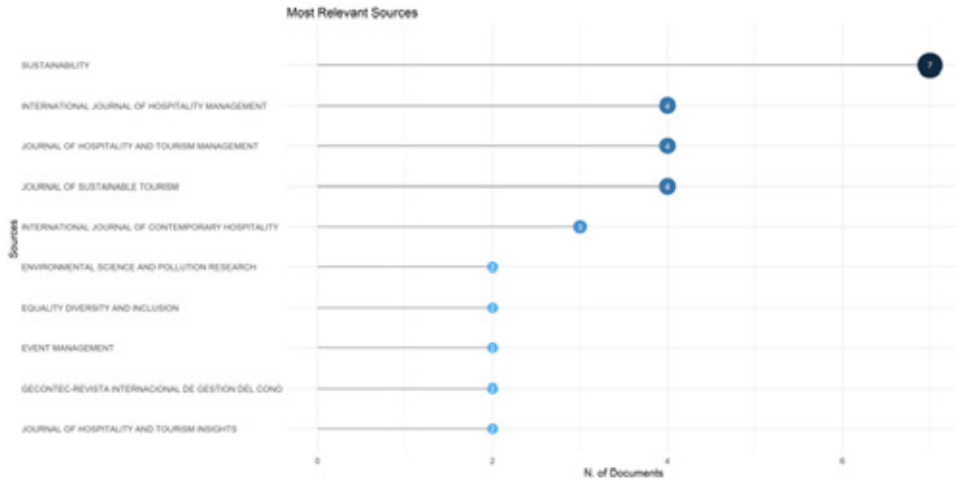
The least represented categories vary significantly, with some having only a single publication.

Table 2
MAIN RESEARCH AREAS OR CATEGORIES

Web of Science Categories	Number of Records	% of 60
Hospitality Leisure Sport Tourism	34	56,67%
Management	19	31,67%
Green Sustainable Science Technology	11	18,33%
Environmental Sciences	10	16,67%
Environmental Studies	10	16,67%
Business	5	8,33%
Industrial Relations Labor	2	3,33%
Psychology Applied	2	3,33%
Sociology	2	3,33%
Agricultural Economics Policy	1	1,67%
Biodiversity Conservation	1	1,67%
Development Studies	1	1,67%
Ecology	1	1,67%
Energy Fuels	1	1,67%
Ethics	1	1,67%
Food Science Technology	1	1,67%
Psychiatry	1	1,67%
Psychology Multidisciplinary	1	1,67%
Public Environmental Occupational Health	1	1,67%
Regional Urban Planning	1	1,67%

In line with these findings, the journal *Sustainability* stands out above the rest, with seven publications. The next three most prominent journals are the *International Journal of Hospitality Management*, the *Journal of Hospitality and Tourism Management*, and the *Journal of Sustainable Tourism*, each with four publications. These journals focus on sustainability, management, and tourism.

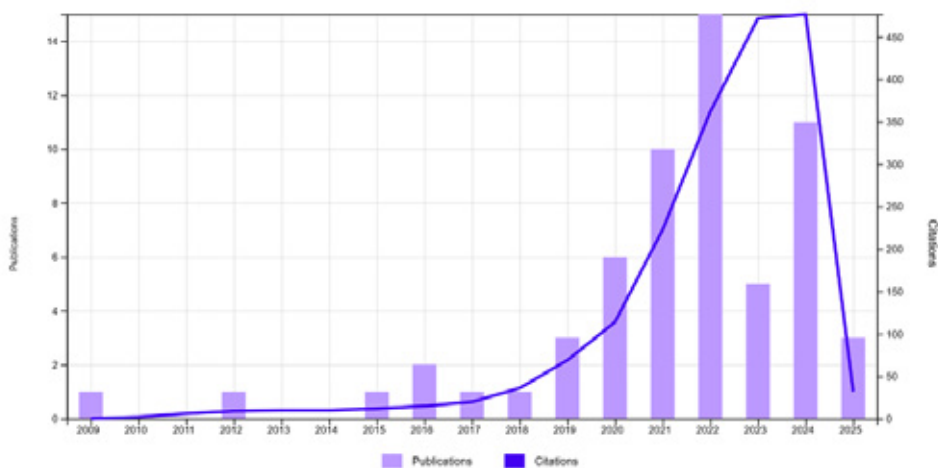
Figure 2
JOURNALS WITH THE HIGHEST NUMBER OF PUBLICATIONS ON CSR, SUSTAINABILITY, AND THE HOTEL SECTOR



3.2. Publications and Citations

The following figure illustrates the evolution of both publications and citations within the scope of our analysis.

Figure 3
NUMBER OF PUBLICATIONS AND CITATIONS (2009–2025)



A rapid increase in both publications and citations is evident from 2019 onward. Although there is a considerable decline in the number of publications in 2023, citation levels remain steady. The surge in publications and citations from 2019 onwards may be attributed, among other factors, to the study of COVID-19's effects on human health. The decrease in 2023 may indicate a saturation of research in previous years, leading to a period of new investigations with different approaches, which could explain the resurgence in 2024.

Table 3
EVOLUTION OF THE NUMBER OF PUBLICATIONS AND CITATIONS
(2009–2025)

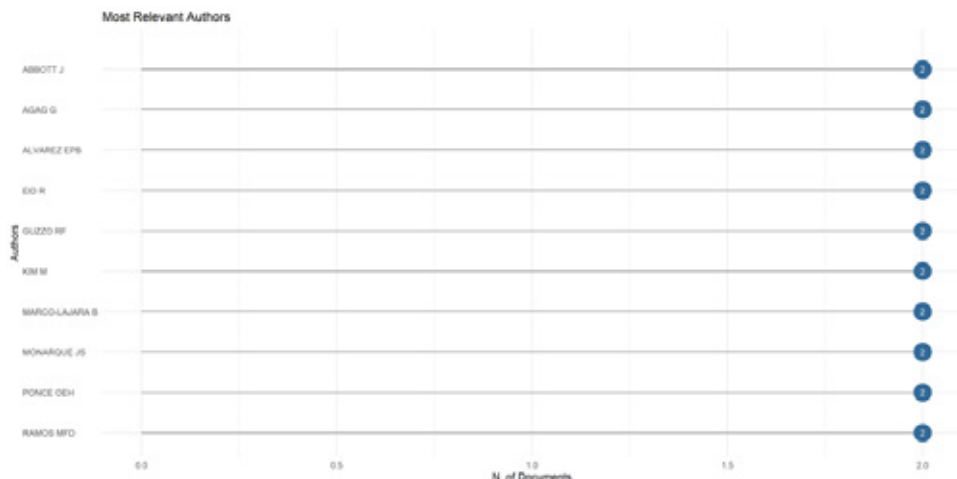
Year of publication	Number of publications	Number of citations
2025	3	32
2024	11	477
2023	5	472
2022	15	362
2021	10	223
2020	6	114
2019	3	69
2018	1	36
2017	1	20
2016	2	15
2015	1	12
2014	0	10
2013	0	10
2012	1	9
2011	0	6
2010	0	2
2009	1	0

Despite only a month having passed since the beginning of 2025, the number of publications appears to be equal to or greater than in previous years.

3.3. Key Authors

The most relevant authors in this study are illustrated in Figure 4.

Figure 4
AUTHORS WITH THE HIGHEST NUMBER OF ARTICLES IN THIS ANALYSIS



The following table provides a detailed analysis of the articles that have had the greatest impact on the subject.

Table 4
ANALYSIS OF THE FIVE MOST CITED ARTICLES ACROSS ALL DATABASES

Article, Author and Year	Journal and Number of Citations	Methodology	Theories and Contributions
“Perceived corporate social responsibility’s impact on the well-being and supportive green behaviors of hotel employees” Su y Swanson (2019)	Tourism Management 266	Survey of 441 employees of 8 hotels in Changsha, China. Structural Equation Modeling (SEM) to validate causal relationships. Multiple mediation analysis to assess the role of trust and organizational identification. Reliability and confirmatory validity using Cronbach’s Alpha, CR and AVE.	S-O-R (Stimulus-Organism-Response) model (Mehrabian and Russell, 1974). Social Exchange (Blau, 1964) Social Identity (Tajfel and Turner, 1979). Organizational trust and identification mediate the impact of CSR on employee well-being and green behaviors, highlighting the direct influence of perceived CSR and the importance of clearly communicating these initiatives.

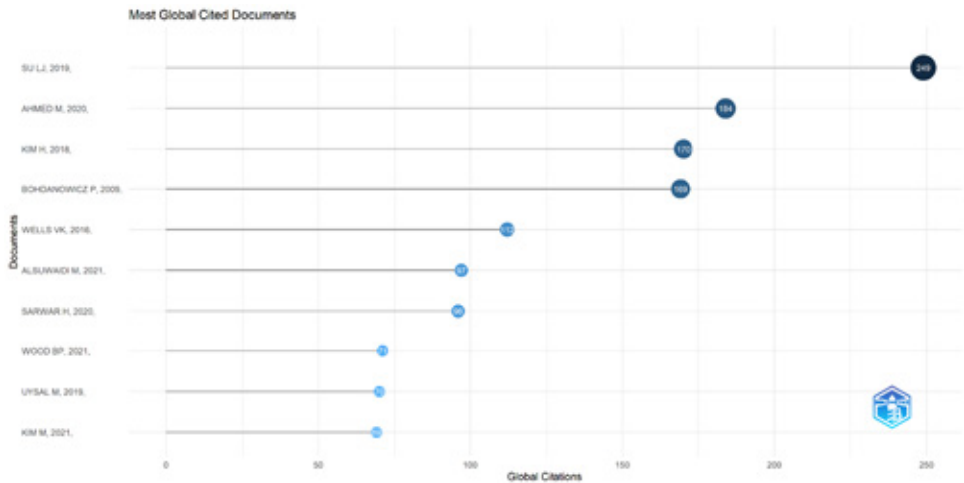
Article, Author and Year	Journal and Number of Citations	Methodology	Theories and Contributions
<p>“Impact of CSR and environmental triggers on employee green behavior: The mediating effect of employee well-being” Ahmed <i>et al.</i> (2020)</p>	<p>Corporate Social Responsibility and Environmental Management 188</p>	<p>Survey of 509 hotel employees in Karachi, Pakistan. PLS-SEM (Partial Least Squares Structural Equation Modeling) Bootstrap (5,000 subsamples) Validation using Cronbach’s Alpha, CR, AVE and Fornell-Larcker criteria.</p>	<p>S-O-R (Stimulus-Organism-Response) model (Mehrabian and Russell, 1974). Social Exchange Theory (Blau, 1964). Social Information Processing Theory. Perceived CSR, together with trust and organizational identification, drives well-being and green behaviors, strengthening employee loyalty and commitment, highlighting the importance of clearly communicating these initiatives to maximize their impact.</p>
<p>“The effects of corporate social responsibility (CSR) on employee well-being in the hospitality industry” Kim <i>et al.</i> (2018)</p>	<p>International Journal of Contemporary Hospitality Management 188</p>	<p>Survey of 442 employees of 5 hotels in Seoul, South Korea. Confirmatory factor analysis (CFA), structural equation modeling (SEM). Maximum likelihood (ML) technique, AMO 20.0.</p>	<p>Theory of Needs Satisfaction (Sirgy <i>et al.</i>, 2001) Indirect Effects Theory (Sirgy <i>et al.</i>, 2001) Philanthropic and economic CSR improves the quality of work life and employee satisfaction, raising their overall quality of life. Legal and ethical CSR showed no significant impact, highlighting the importance of aligning CSR with employees’ needs to maximize their well-being.</p>

Article, Author and Year	Journal and Number of Citations	Methodology	Theories and Contributions
<p>“Hotel companies’ contribution to improving the quality of life of local communities and the well-being of their employees” Bohdanowicz y Zientara (2009)</p>	<p>Tourism and Hospitality Research 201</p>	<p>. Analysis of 400 websites. 13 surveys. Descriptive research with analysis of real practices. Combination of qualitative (interviews, observation) and quantitative (surveys) techniques at Scandic Hotels</p>	<p>Corporate Social Responsibility (CSR) Sustainable tourism approach Hotel companies improve the quality of life locally and for their employees through CSR, with education, health and fair working conditions, highlighting the need to integrate it into their business model for a sustainable impact.</p>
<p>“The role of generativity and attitudes on employees’ home and workplace water and energy saving behaviours” Wells <i>et al.</i> (2016)</p>	<p>Tourism Management 119</p>	<p>Survey of 447 hotel employees in Iran. Structural equation modeling (PLS-SEM). Reliability (Cronbach’s α, AVE) and discriminant validity (HTMT) tests. Common method variance control (Harman’s test).</p>	<p>Generativity Theory (McAdams and de St. Aubin, 1992) Environmental behavior Spillover theory Concern for future generations drives environmental attitudes at home and at work, highlighting the importance of internal social marketing campaigns to promote CSR in tourism organizations.</p>

The themes of these five articles are highly similar. The studies analyze CSR in the hotel tourism sector, focusing on its impact on employees, communities, and environmental practices. All studies agree that CSR initiatives improve workplace well-being, though their impact varies depending on the type of actions and cultural context. These articles emphasize CSR as a key factor in enhancing employee well-being and behavior. Additionally, they highlight workplace well-being as a central variable in the relationship between CSR and employee performance. Workplace environmental behavior also emerges as a recurring theme, closely linked to CSR and employee well-being.

Most studies utilize theoretical models and quantitative analyses to examine these relationships. Some differentiate between three types of CSR—philanthropic, economic, legal, and ethical—while others consider CSR more broadly. Additionally, Su and Swanson (2019) emphasize the role of trust and organizational identification as mediating variables, while other authors highlight factors such as well-being (Ahmed *et al.*, 2020) or generativity (Wells *et al.*, 2016). Finally, research has been conducted across different geographical regions, which may influence the perception and effects of CSR.

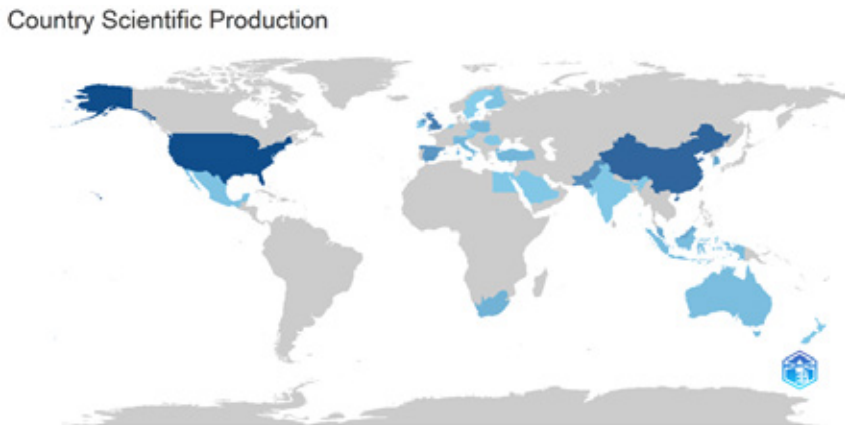
Figure 5
MOST CITED AUTHORS IN THE WEB OF SCIENCE DATABASE



Su and Swanson (2019) emerge as the most cited authors, followed by Ahmed *et al.* (2020). Kim *et al.* (2018), Bohdanowicz and Zientara (2009), and Wells *et al.* (2016) complete the group of most cited authors. Notably, the most cited articles date from 2018, 2019, and 2020, aligning with the increase in published articles and citations from those years onward.

3.4. Geographical Distribution

Figure 6
COUNTRIES WITH THE MOST PUBLICATIONS ON CSR, THE HOTEL SECTOR, AND EMPLOYEE WELL-BEING



The United Kingdom, China, and the United States stand out as the countries with the highest interest in publishing research on CSR, the hotel sector, and employee well-being—three highly populated and geographically extensive nations from different continents. Other countries, such as Pakistan, Spain, Malaysia, and South Korea, also demonstrate significant interest. Within Europe, Italy and Poland, in addition to Spain, are particularly noteworthy.

Regarding citation frequency, the United States and China again appear, this time alongside South Korea. This distribution is detailed in the following table:

Table 5
COUNTRIES WITH THE MOST CITATIONS ON CSR, THE HOTEL SECTOR, AND EMPLOYEE WELL-BEING

Country	TC	Average Article Citations
USA	479	53,20
CHINA	268	33,50
KOREA	204	40,80
SWEDEN	169	169,00
U ARAB EMIRATES	168	56,00
UNITED KINGDOM	127	31,80
PAKISTAN	105	52,50
SPAIN	84	16,80
SOUTH AFRICA	67	33,50
FINLAND	54	54,00

It is noteworthy that the two leading countries in citations also have the highest number of publications. These are highly populated nations with significant geographical, economic, and sociocultural importance, underscoring the relevance of this research field. The remaining countries are distributed across all continents relatively evenly.

3.5. Thematic Clusters

A bibliometric analysis was performed using VOSviewer to assess term co-occurrence and author keywords. The frequency distribution of specific keywords within the analyzed articles was examined. A total of 25 keywords were identified, applying a minimum occurrence threshold of four, a criterion considered standard for this type of analysis.

Table 6
KEYWORD USAGE FREQUENCIES IN CSR ARTICLES

Terms	Frequency
corporate social-responsibility	14
performance	12
impact	11
mediating role	11
satisfaction	11
job-satisfaction	10
management	10
tourism	9
csr	8
behavior	7
human-resource management	7
moderating role	7
quality	7
work	7
industry	6
commitment	5
conservation	5
employees	5
happiness	5
hotel employees	5
sustainability	5
workplace	5
antecedents	4
citizenship behavior	4
consequences	4

The most frequent keyword is *corporate social responsibility*, alongside its synonyms *CSR* and *sustainability*. Next, a series of complementary keywords appear as a consequence of the main ones, including *impact*, *performance*, *management*, *human resource management*, *satisfaction*, and *job satisfaction*. Additional keywords include *tourism*, *work*, and *industry*, referring to CSR's application domains. Lastly, terms such as *employees*, *hotel employees*, and *citizenship behavior* emerge as key recipients of CSR initiatives.

The three visible clusters represent groups of terms that share similar characteristics but differ from other clusters:

- **Blue Cluster:** CSR-Driven Hospitality (*corporate social responsibility*, *tourism*, *hospitality*, *employees*, *hotel employees*, *mediating role*, *impact*).
- **Red Cluster:** Sustainable Performance Leadership (*industry*, *management*, *performance*, *hotels*, *human-resource management*, *moderating role*, *sustainability*, *conservation*, *commitment*, *behavior*, *job satisfaction*, *employee well-being*).
- **Green Cluster:** Well-Being at Work (*workplace*, *work*, *quality*, *happiness*, *satisfaction*, *well-being*, *health*).

Figure 8
CONCEPTUAL STRUCTURE MAP OF KEYWORDS (MULTIPLE CORRESPONDENCE ANALYSIS)



Through Multiple Correspondence Analysis (MCA), three distinct groups were identified:

- **Green:** Terms related to human resources and sustainability (*human resource management, workplace, quality, conservation, behavior, sustainability*).
- **Red:** Employee-related terms (*job satisfaction, work, happiness, commitment*).
- **Blue:** Business-related terms (*management, tourism, industry*).

On the other hand, another graph was created displaying the authors' keywords by year, allowing us to observe the temporal evolution and trends. A maximum of three keywords per year were selected. This visualization illustrates the terms that have been used most recently as well as those that appeared in the early stages of research related to CSR, the hotel industry, and employee well-being.

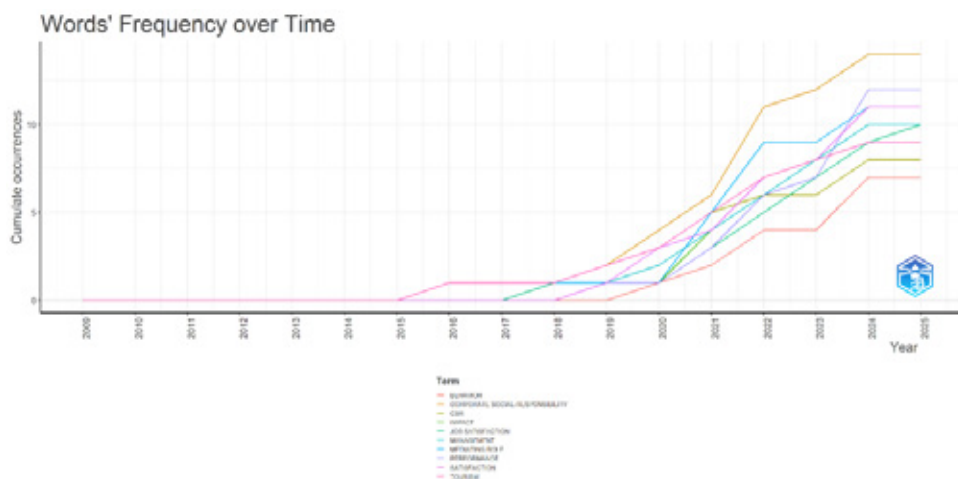
In 2022, the most frequently used terms were “corporate social responsibility,” “performance,” and “impact.” By 2023, the terms “sustainability” and “quality” emerged, followed in 2024 by the addition of “human resources management,” a term from the field of management.

Finally, we include a graph (Figure 10) illustrating the most frequently used keywords in our bibliometric analysis, closely related to “corporate social responsibility.” Terms such as “tourism,” “management,” “impact,” and “performance” appear in close proximity within the field of business management. Meanwhile, words such as “health,” “behavior,” “trust,” and “commitment” are associated with the outcomes of corporate social responsibility (CSR).

3.6. Trends and Future Research Directions

Figure 11 shows the cumulative use of keywords from 2009 to 2025.

Figure 11
CUMULATIVE GROWTH OF KEYWORDS (2009–2025)



The general increase in usage becomes particularly noticeable from 2019 onward, coinciding with the growth in scientific production related to our research field. “Corporate social responsibility” stands out as the term with the highest growth in usage between 2019 and 2025, followed by “performance” and “management,” which, along with “satisfaction,” appear to shape the future research trends in this field.

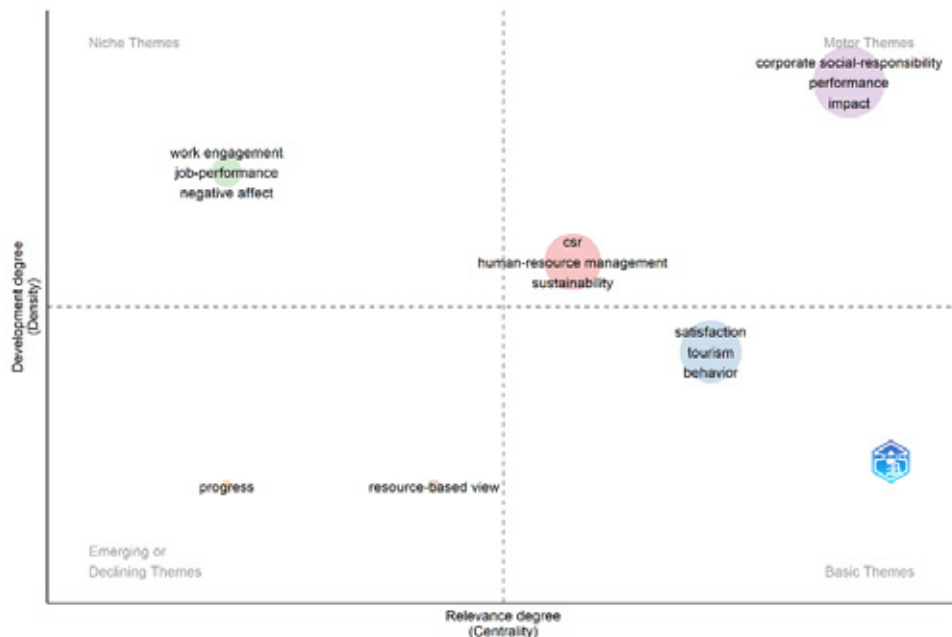
To gain further insight into potential emerging research trends, we conducted a study on both fundamental and emerging topics. Using Bibliometrix in R, we identified *motor themes*, which represent the most general research topics. Meanwhile, *gap themes* correspond to more specific and specialized topics. Additionally, Figure 12 illustrates the *relevance degree*, which indicates the importance of a given topic in relation to our analysis, and the *development degree*, which reflects the level of development of a particular topic.

In our analysis, the most general *motor themes* are represented in the red cluster, which highlights the relationship between human resources, CSR, and sustainability (“CSR,” “human resource management,” “sustainability”), and in the purple cluster, which links business-related topics to CSR (“corporate social responsibility,” “performance,” “impact”).

The more specific *gap themes* are primarily represented by the green cluster, which connects CSR with work and employee-related aspects (“work engagement,” “job performance,” “negative affect”).

Future research trends may shift towards topics related to the tourism sector and well-being, integrated with the *motor themes* identified in our analysis.

Figure 12
CORE AND EMERGING RESEARCH TOPICS (RELEVANCE AND DEVELOPMENT DEGREE)



Finally, we have analyzed five bibliometric review articles related to CSR, employee well-being, and the hotel and tourism sector, identifying several points of convergence with our study in terms of conclusions and underlying themes. These are presented in the following table:

Table 7
ANALYSIS AND COMPARISON OF BIBLIOMETRIC STUDIES IN THE FIELD OF CSR, EMPLOYEE WELL-BEING, AND THE HOTEL SECTOR

Reference & Data Base	Similarities and Differences with our study
Yoopetch, C., Nimsai, S., & Kongarchapatara, B. (2023). Bibliometric analysis of corporate social responsibility in tourism. <i>Sustainability</i> , 15(1), 668. SCOPUS	Emphasizes tourism behavior and the strategic approach to CSR, although without going into employee welfare. Indicates key trends and a clear evolution in this area, with a growing role for countries such as China and India.

Reference & Data Base	Similarities and Differences with our study
<p>Dzage, E. J., & Szabados, G. N. (2024). <i>The relationship of corporate social responsibility with business performance—A bibliometric literature review. Sustainability, 16</i>(7), 2637</p> <p>SCOPUS</p>	<p>It highlights the exponential growth in publications on CSR, although with little study in developing countries.</p> <p>Like the previous article, it emphasizes more the study on corporate performance than on employee welfare.</p> <p>They coincide with our study with the growth of publications from 2019, but giving more relevance to corporate strategies.</p> <p>The predominance of publications appears in the United States and China, similar to our analysis.</p>
<p>Maneethai, D., Beiza, A., Torres, F. J., & Madera, J. M. (2024). The impact of corporate social responsibility on employee outcomes in the hospitality industry: A multi-motive and cross-cultural meta-analysis. <i>Journal of Hospitality and Tourism Management, 61</i>, 45-56</p> <p>WOS</p>	<p>Like the next two articles, it highlights the importance of the employee in sustainability and organizational performance.</p> <p>It coincides with our study in highlighting that CSR impacts employee well-being and that organizational culture modulates this impact.</p> <p>On the other hand, these authors perform a quantitative meta-analysis, our study focuses on the intellectual structure of the research.</p>
<p>Lee, J., Park, J., Park, J.-Y., & Back, R. M. (2025). Tracing the impact of COVID-19 on hospitality and tourism: A comprehensive bibliometric analysis across pandemic phases. <i>Journal of Hospitality and Tourism Insights.</i></p> <p>WOS</p>	<p>Lee <i>et al.</i> (2025) concur in highlighting occupational wellbeing, but from a different perspective, taking into account the different phases of COVID-19.</p> <p>One of their conclusions is that COVID-19 changed the priorities of tourism and wellness research.</p> <p>They identify trends in post-pandemic tourism and wellness.</p>
<p>Lasisi, T.T., Constanta, E., & Eluwole, K. K. (2022). Workplace favoritism and workforce sustainability: An analysis of employees' well-being. <i>Sustainability, 14</i>(22), 14991</p> <p>WOS</p>	<p>They examine employee well-being from a Human Resources and Sustainability angle.</p> <p>They explore employee well-being and sustainability from an organizational factor, favoritism, rather than CSR.</p>

In contrast to the bibliometric studies reviewed above, our research makes an original contribution in three key aspects. First, it simultaneously integrates CSR, employee well-being, and sustainability in the hospitality sector, whereas previous studies often address these dimensions separately. Second, it employs structural analysis through keyword co-occurrence and multiple correspondence analysis, providing a more comprehensive mapping of the intellectual field. Lastly, it offers a temporal systematization of

trends and emerging topics that helps anticipate future research lines, particularly relevant in post-pandemic contexts and the digitalization era.

4. CONCLUSIONS

This bibliometric review on the intersection between Corporate Social Responsibility (CSR), sustainability, and employee well-being in the hotel and tourism sector has allowed us to identify trends, research gaps, and potential future directions in this field. Based on the analysis of 60 articles published between 2009 and 2025 in the Web of Science Core Collection, several key findings have been extracted.

First, the evolution of publications reflects a substantial increase in academic interest in this topic starting in 2019, suggesting a growing recognition of CSR as a fundamental component of hotel management. This rise may be linked to the need for companies to adapt to stricter environmental regulations and societal expectations (Carroll & Shabana, 2010), as well as the increasing awareness of the impact of business practices on employees' quality of life (Aguinis & Glavas, 2012). Additionally, the influence of COVID-19 should not be overlooked, as it has heightened interest and concern for worker health.

The leading journals in which these studies have been published include Sustainability, International Journal of Hospitality Management, Journal of Hospitality and Tourism Management, and Journal of Sustainable Tourism. This suggests a multidisciplinary interest in the subject, encompassing management, tourism, and sustainability fields. The most frequently researched categories have been "Hospitality Leisure Sport Tourism" and "Management," confirming the close relationship between CSR and people management within the hotel sector.

From a geographical perspective, the countries with the highest scientific production in this area are the United Kingdom, China, and the United States, followed by Spain, Pakistan, and Malaysia. This distribution highlights the global relevance of CSR in the hotel industry and the diversity of regional approaches to its implementation. Moreover, the countries generating the highest number of citations in the literature include the United States and China, underscoring their influence in the creation and dissemination of knowledge in this field.

The most cited studies emphasize the importance of employee well-being as a key mediator between CSR and organizational performance. In particular, research such as that by Su and Swanson (2019) highlights that organizational trust and identification with the company enhance CSR's positive effects on job satisfaction and employees' pro-environmental behaviors. Similarly, studies like Kim *et al.* (2018) indicate that CSR contributes to employee loyalty and commitment, reinforcing the significance of effective communication about sustainability initiatives within organizations.

The thematic cluster analysis has revealed three major areas of academic interest in the reviewed literature:

1. The relationship between CSR and employees.
2. The influence of human resource management on sustainability implementation.
3. The impact of employee well-being on organizational performance and sustainability in tourism.

In this regard, employee well-being is not only a consequence of CSR but also a key factor that can amplify its positive effects at both the organizational and societal levels (Glavas & Kelley, 2014).

There are several limitations to consider in this study. First, the selection of keywords in the search process, while aimed at refining and specializing the study, may introduce a certain bias. Likewise, the choice of Web of Science as the sole database represents a limitation in terms of the range of articles included. Finally, the filters applied may have significantly restricted the number of analyzed articles.

Future research directions could focus on several critical aspects. First, it is essential to delve deeper into the mechanisms through which CSR impacts employee well-being and quality of work life, exploring moderating variables such as organizational culture, leadership, and perceptions of workplace justice, as well as the role of employee engagement. Additionally, future studies could expand their scope by including terms related to the emotional health of workers in the hotel and tourism industry.

Second, more attention is needed on the differential impacts of CSR across geographic and cultural contexts, given that priorities and expectations may vary significantly between regions (Lee & Heo, 2009). An interesting line could be the inclusion in this study of family businesses in the hotel tourism sector, which do not appear in this review.

Finally, future research could examine the relationship between digitalization and CSR in the hospitality sector, investigating how emerging technologies can enhance both sustainability and employee well-being.

Regarding the methodology used, we consider it highly appropriate; however, alternative methodologies, such as SPAR-4-SLR (Paul *et al.*, 2021), could also be applied in future studies.

This bibliometric review has provided a detailed overview of the current state and interconnection between CSR, sustainability, and employee well-being in the hospitality industry. The reviewed literature suggests that the effective implementation of CSR strategies not only enhances organizational reputation and performance but also fosters a more equitable and sustainable work environment.

Nevertheless, knowledge gaps remain, requiring further attention from the academic community, particularly regarding the long-term impacts of CSR on employee health and well-being.

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