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Review

Responsible Management in the Hotel Industry: An Integrative Review and Future Research Directions

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Abstract: In this study, we map the fast-growing body of knowledge on responsible management in the hotel industry. We aimed to provide scholars with guidance on navigating the rich and diverse scholarship on this topic, and where to engage to develop it further. Using a mixed-method review approach encompassing quantitative and qualitative elements, we reviewed the last decade of publications in journals specializing in research on hotels. On this basis, we identify critical areas as well as potential gaps in research on responsible management in the hotel industry. By scrutinizing research contexts, methods, theoretical approaches, levels of analysis, and findings, we synthesize and profile current scholarship, identify established and emerging trends, and discuss implications for scholarship and management practice, with critical or even provocative observations to guide possible theoretical and empirical extensions as well as fruitful avenues for future research.

Keywords: tourism; hotels; responsible management; sustainability; review; corporate social responsibility (CSR); organizational practices; hospitality industry



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1. Introduction

While driving or adapting to technological development is crucial for competitiveness and even the survival of firms [1], another current trend is a transformation of management practices to embrace responsible business conduct. Within the hotel industry, many entities are gradually changing their strategies towards more responsible practices. Responsible practices are, however, largely heterogeneous with diverse forms within the organizations, so no one-size-fits-all perspective can portray them. Their motivations, organizational identities, and the ways they lead their businesses vary greatly and result in different business scales, capitalization of resources, and growth orientations. The most common responsible management practices implemented within hotels are an environment-friendly strategy, and ecosystem application [2–4]. Through these practices, hotels can reduce energy consumption and waste of material, consequently lowering the cost of operations [5] to improve hotel performance [6], and ameliorating brand reputation [7]. As such, sustainable development appears to be a by-product of rational business decisions, rather than a goal in itself. However, the introduction of responsible management practices in hotels is crucial for society, given the impact of hotel operations on the well-being and prosperity of local communities [8]. In addition, since the hotel is a place offering services to guests through guest rooms, catering, entertainment and other facilities and related services, it holds a potential to implement a great variety of responsible management practices in multiple areas. In other words, the hotel is an economic entity that uses space, equipment, places and certain consumer materials to meet the needs of guests' accommodation, diet, entertainment, shopping and recreation, in order to obtain economic and social benefit, and at the same time make a positive impact on large numbers of people.

Research on responsible practices within the hotel industry has been gradually gaining popularity among scholars in recent years. However, as Khatter et al. [9] observed, there

remain under-researched areas, and in general, despite an increased number of publications, this stream of research is still underdeveloped and remains fragmented [10]. To address this problem and help to fill in existing research gaps, this study aimed to critically review literature on responsible management in the hotel industry and “map the territory” to provide guidance for future research. Specifically, the threefold overarching research question this study aims to answer is:

How have responsible management practices been examined in the industry-specific literature, which areas of scholarship on this industry remain under-researched, and what are the criteria of responsibility examined in studies on management of hotels?

The paper is structured as follows. In the next section, the research design, collected materials and analytical techniques are presented, and in the following section, a critical summary and synthesis are offered. In the final section, implications are identified and discussed along with directions for future research.

2. Materials and Methods

2.1. Process of the Literature Review

There are numerous potentially useful approaches to reviewing literature. Given the objectives of our study and the scope of the envisioned review, we followed an approach similar to the work of Sinkovics and Reuber [11] and started with a keywords-based search, but limited it to the leading journals in this field of research. To ensure that no relevant studies were overlooked, the initial state of the review process was as inclusive as possible. Therefore, we started with a structured search using such keywords which would allow us to collect all possibly related papers. These keywords and further technical details are presented in the following. We were, however, aware that such a method may provide results including substantial material not relevant for our own study, and we subsequently used more qualitative analysis of the content of collected papers to judge on their relevance to the subject of our study and classify their themes. Such an approach to review literature is used to recognize, assess, and elaborate all extant research that is relevant to a particular research problem, subject area, or phenomenon of interests [12,13]. It has been used in recent studies [14] and found to be useful in assisting researchers in recognizing and categorizing research problems and scholarly trends, and in identifying limitations and gaps in knowledge. Specific procedures and techniques used at this stage in our study are detailed in the next section, while in the following we proceed with a more qualitative analysis.

2.2. Journal Selection

First, to identify the most relevant content to analyze, the top ten journals in “Tourism & Hospitality” were selected based on their citations in Google Scholar in June of 2021. This way, the most impactful works are included [15]. Papers in this category focus on the hospitality context, allowing the researchers to identify trends in the extant literature. In order to focus on the most relevant works and due to availability of resources for analysis, researchers selected the top ten journals in this ranking. The list of selected journals is provided below in alphabetical order:

1. Annals of Tourism Research
2. Cornell Hospitality Quarterly
3. Current Issues in Tourism
4. International Journal of Contemporary Hospitality Management
5. International Journal of Hospitality Management
6. Journal of Destination Marketing & Management
7. Journal of Sustainable Tourism
8. Journal of Travel Research
9. Tourism Management
10. Tourism Management Perspective

2.3. Reviewing Process

At the beginning of the reviewing process, the time range was set from January 2011 to June 2021, in order to record the current status of scholarship and identify both mature and emerging streams of research as well as potential gaps. Although it was a ten-year study, the six-month extension to June of 2021 was made to account for delays in publication experienced by many journals in 2020 due to the global pandemic. Next, in order to receive a focused yet inclusive set of articles, the search was set on terms related to responsible management and variations of the term, as well as similar terms: corporate social responsibility, green hotel, environmental strategy, responsible practices/management, forms of the term sustainability (including sustainable, sustainability and sustainable development), morals and ethics, and their synonyms in the articles' titles, abstracts, and keywords, all in the context of hotels.

The first search returned 8524 journal articles. Then, the following criteria were applied to find publications with evidence required to answer the set research questions. The excluded articles were (a) non-articles, such as editorial letters, book reviews, commentaries, etc.; (b) review papers, including systematic literature reviews and bibliometric methods; (c) articles that only mentioned responsible practice somewhere in the text, but after reading the abstract turned out to be not relevant; (d) findings of articles not covering responsible practices; and (e) articles that were not accessible. Application of these exclusion criteria reduced the set of articles to 964.

The second round of review began by removing duplicates and was followed immediately by a review of papers' full texts to qualitatively assess and eliminate articles not relevant for the purpose of this study. At this stage, 191 articles remained, and these constitute the basis for analyses reported in the following sections. The whole process of reviewing is illustrated in Figure 1.

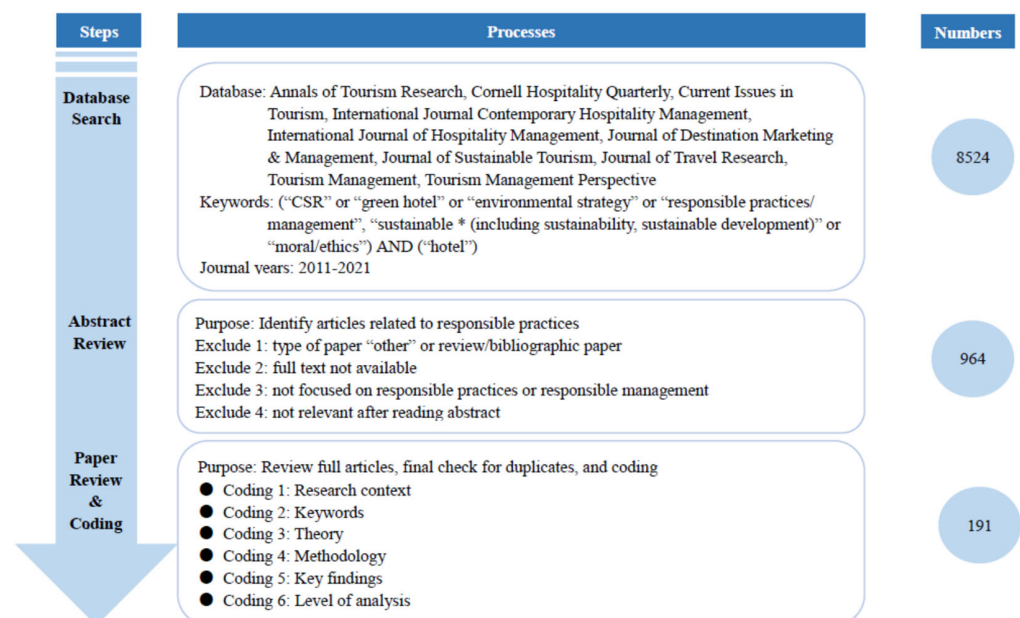


Figure 1. Process of Reviewing the Literature.

This final set of articles was then content-analyzed with NVivo (version 12), a popular software package often used in qualitative studies of textual data. In this step, articles were manually classified into various themes. These themes were coded to let researchers identify research context, domains of inquiry with keywords, theories used in the article, research methods, research findings, and the level of analysis.

3. Results

3.1. Annual Publications in the Top 10 Journals

Based on the selected articles, we demonstrate that articles concerning responsible practice maintain an upward trend, as a whole, from 2011 to 2021, as shown in Figure 2. This demonstrates increased attention among scholars on the topic of responsible practices within the hotel industry.

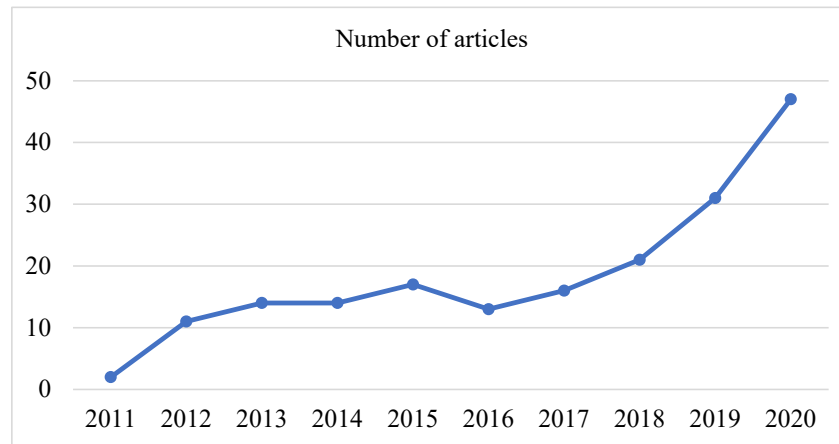


Figure 2. Number of Articles on Responsible Practices by Year.

Meanwhile, we note the number of articles published in the ten selected hospitality and tourism journals, shown in Figure 3. The findings show that the International Journal of Contemporary Hospitality Management and International Journal of Hospitality Management publish nearly half the articles on sustainable practice in the hotel industry. Other journals, including Annals of Tourism Research, Cornell Hospitality Quarterly, Journal of Travel Research, and the Journal of Destination Marketing & Management remain comparatively low due to a broader scope of article topics across the tourism industries.

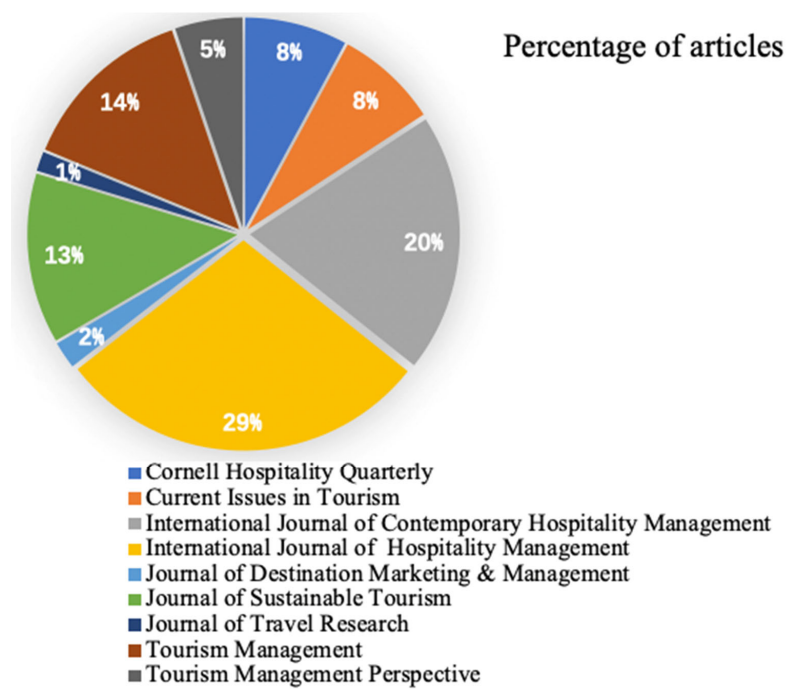


Figure 3. Percentage of Articles Published in Ten Journals.

3.2. Research Region

Although there is a rising number of published articles on the topic, the research context primarily centers on Western (European and North American) countries, and few focus on Oceania and Africa, indicating that most prominent research on responsible management is dominated by developed countries. Meanwhile, Asia has become a popular region to explore responsible practices. An overview is shown in the following Figure 4.

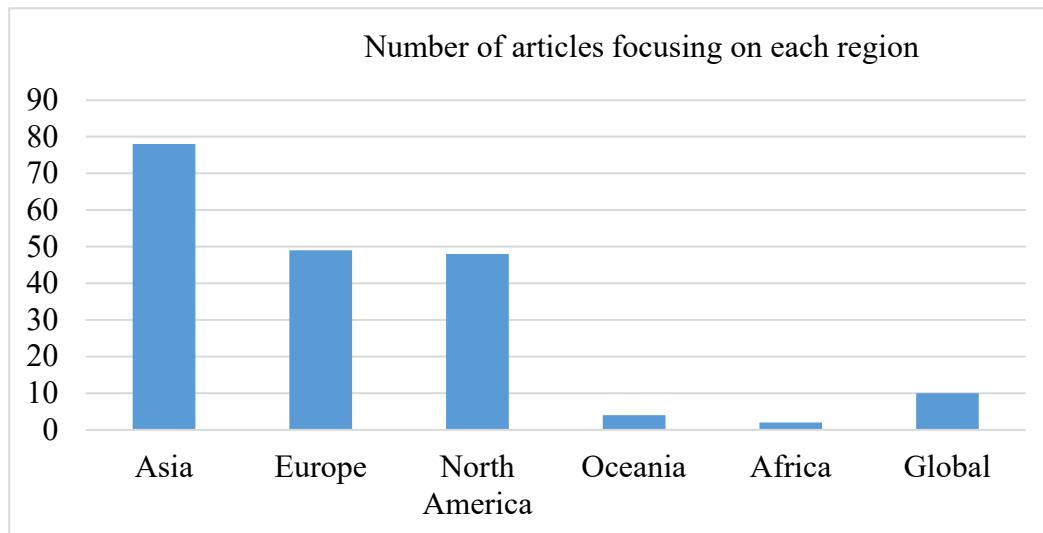


Figure 4. Regional Context among Published Articles.

At the same time, the most frequently mentioned countries or regions are ranked below, presented in Figure 5, implying that an increased number of studies gradually focus on the developing world, especially mainland China. Despite the fact that most studies center on developed areas, such as the USA, UK, and Spain, China has the second largest number of research studies of any country, likely in response to the country's growing tourism industry.

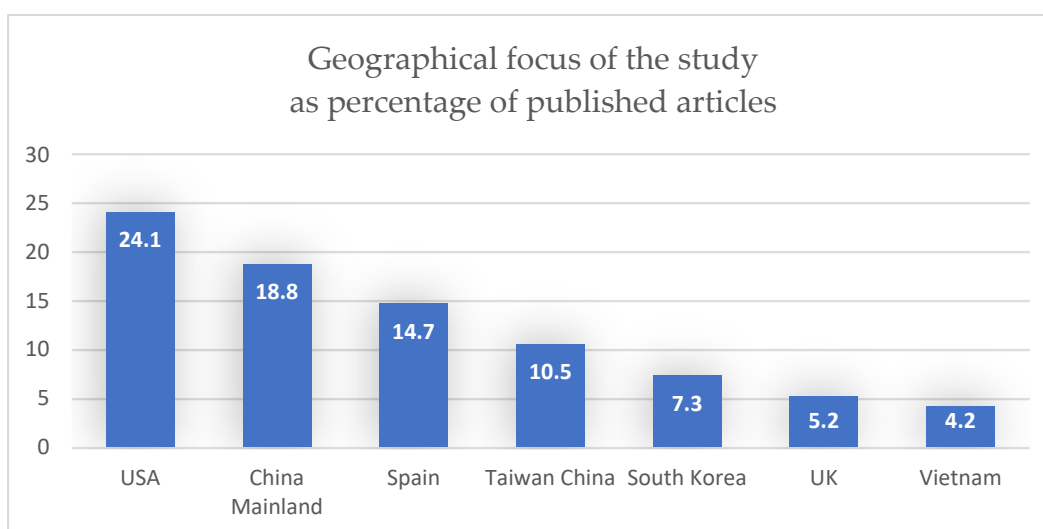


Figure 5. List of Frequently Selected Countries or Regions.

3.3. Research Methods

The 191 articles are classified into six different categories reflecting the research methodology, as shown in Figure 6. The findings present that the studies are heavily

skewed towards quantitative studies instead of qualitative or mix studies. The dominant methods are the use of questionnaires and secondary data, indicating a greater potential for application of qualitative or mixed methods on responsible management in future studies. The studies in the Chinese (34 studies) context present stronger intentions to conduct questionnaires to assess the topic related to responsible management, implying that the questionnaire is a domain research method regarding responsible management within the Chinese sector.

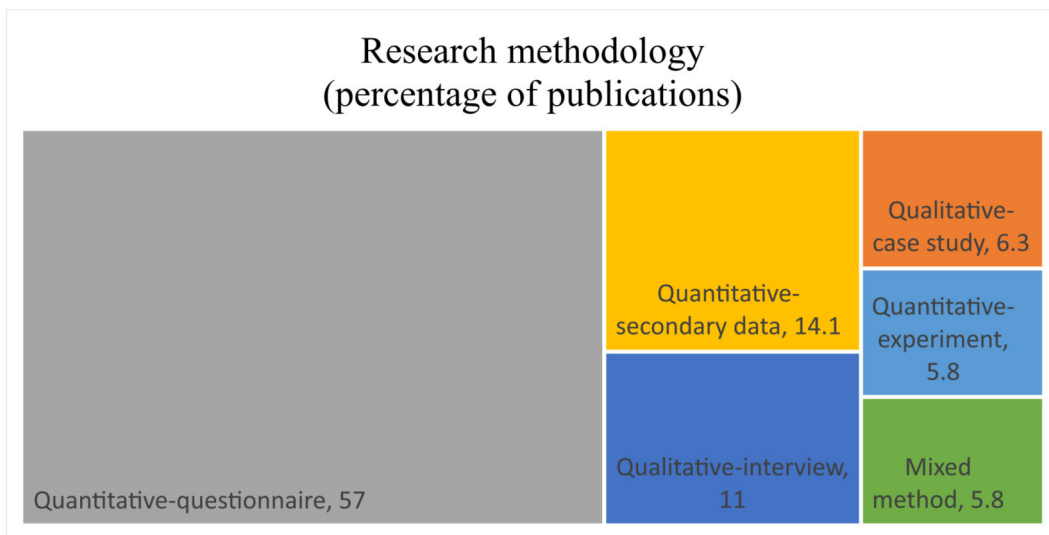


Figure 6. Research Methods.

Meanwhile, the empirical research highly emphasizes the perspectives of guests and frontline employees, as shown in Figure 7, and thus it verifies the significant role guests and frontline employees play in the engagement of responsible management within the hotel sector.

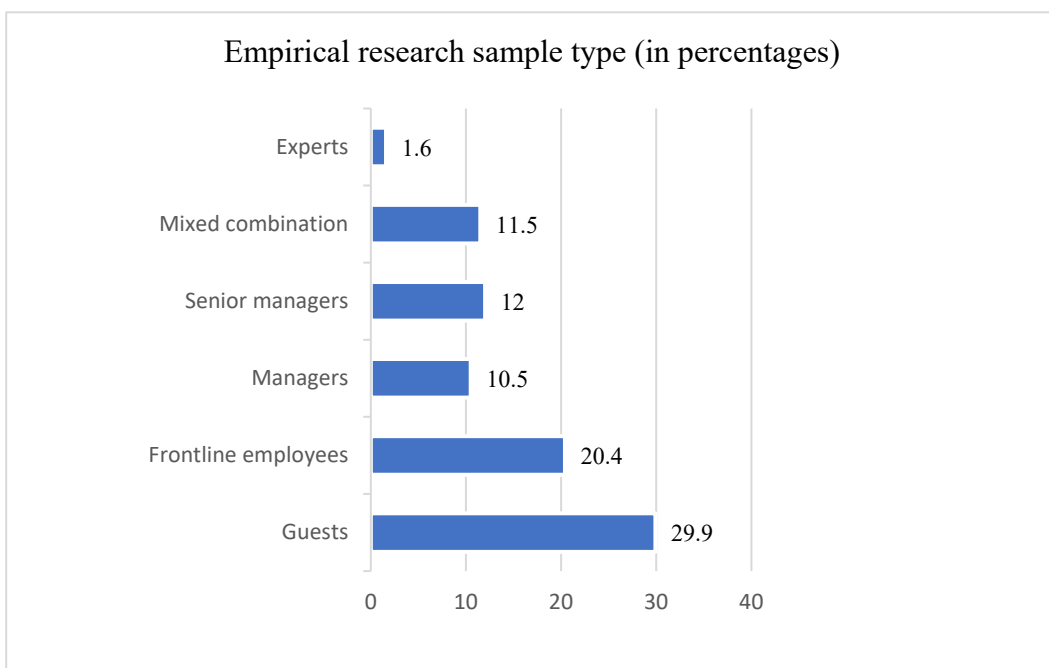


Figure 7. Sample Type.

3.4. Categories of the Unit of Analysis

In conducting an in-depth analysis of the literature concerning responsible practice within the hotel sector, this study categorizes 191 studies into two units of analysis (firm-level and individual level) and four main themes. The themes are divided by the impacts on major stakeholder groups and the primary purpose of the responsible practices explored in each article. The themes include influence on organizational performance; influence on responsible practices; influence on employees; and influence on guests (presented in Table 1).

3.4.1. Firm-Level Research

Half of the articles selected in this study undertook firm-level analyses, including articles discussing organizational performance and analyzing responsible practices and their development. These articles focused on investigating responsible practices through secondary data, questionnaires, and interviews with managerial employees.

The findings of these articles include that drivers of implementing responsible practice are connected with the managers' code of ethics and values [16–19]; hotel characteristics [20,21]; cost-savings resulting from the implementation [20]; value enhancement/reputation/legitimacy [16,22–25]; the congruity with the organizational mission and values [26,27]; concerns and consciousness for the society or the environment [16,28–30]. Barriers to implementing responsible practice included concerns for costs and insufficient financial support [31], unclear benefits [20], and limited understanding of responsible practices [20,31].

Regarding responsible practices, while many hotels claim to engage in sustainable behaviors, few provide details on their specific practices [32], and even fewer demonstrate how the practices impact the business [17]. These few which do, are limited to communicating environmental aspects to reduce waste and energy efficiency, such as environmentally sustainable practices [9,28,33], towel reuse practices [34,35], food waste [36,37], water conservation [35,38–40], electricity consumption [41], and environmental management systems [17,42–44]. Meanwhile, some practices concerning human resource management are also explored in the workplace, including sexual harassment [39], workplace bullying [45], and diversity management [46]. The focus of this type of research is the cause of the impact of the negative behavior. Additionally, the related practices affected by the COVID-19 pandemic are also explored [47–49].

Articles in the responsible practices domain prioritize organizational performance [7,21]. This is another extensively studied theme in the hotel sector [21,50,51]. For example, Fraj, Matute, and Melero [52] discussed how hotels advocated their environmental strategy to effectively improve their performance. Other studies proved and found similar results. The research of Zaragoza-Sáez and others [53] verified that the implementation of social responsibility practices influenced hotel performance.

Theodoulidis et al.'s [6] study analyzed the relationship between corporate social responsibility ("CSR") practices and corporate financial performance, and determined that in the hotel industry the relationship between CSR practices and a hotel's financial performance is ambiguous. Other studies, however, reported different results. For example, one study [54] found a U-shaped impact of CSR practices on financial performance. At the same time, two significant conclusions were stated in this article: CSR had a positive financial impact through enhancing the relationship between a firm and stakeholders and that the impact of CSR was that it studied quality management considerations.

Organizational citizenship behavior is another topic concerning organizational performance. For example, Yoon, Jang, and Lee [55] conducted surveys of hotel employees in the USA to analyze the environmental management practices adopted and the effect on a hotel's citizenship behavior and overall organizational trust. The results demonstrated that environmental management practices had direct impacts on organizational trust. Though the authors of this research reached their results by studying developed countries, other

studies centered on developing countries reached similar findings. Pham et al. [56,57] also confirmed a direct relation with green human resource practices in Vietnam.

Additionally, several investigations have focused on the subject of hotel reputation. For example, Palacios-Florencio et al. [58] demonstrated that a higher level of CSR activities led to a more positive image of a hotel's brand. The authors asserted that the more positive brand image a hotel had, the higher level of reputation it would develop. This assertion also confirmed observations made by Latif and his co-authors [59]. They verified that hotels promoting their CSR programs enhanced their reputation.

3.4.2. Individual-Level Research

Less than half the articles selected by this study performed individual-level analysis. Because the unit of analysis in this research is to make better sense of responsible practices based on individual-level analysis, each of these themes will be discussed separately.

3.5. Responsible Practice and Guests

The guest is the most commonly selected sample among marketing and management studies of the hotel sector. Among the articles, 51 articles use hotel guests as a sample, followed by travelers (5). Hotel researchers adopted questionnaires to conduct correlation analyses. Most studies considered responsible practices as a predictor variable. However, just 7 papers explored the reasons behind implementing responsible practices such as the image of the company [60] increasing awareness of environmental concerns [29,61] and the pro-environmental behavior or attitudes of hotel guests [40,62,63], as well as perceived potential risks of negative consequences [42].

Within this domain, previous research has established that responsible practices influence guests' perceptions toward the hotel [64,65] including purchase intentions [42,66,67], customer loyalty [68–70], trust [58,71], identification [66,72], willingness to pay more [73–75], and willingness to establish a long-term relationship [76].

In spite of the growing interest in guests' involvement in responsible practices, few articles explored this aspect [35,77]. For example, Han and Hyun [77] found the significant role of hotel customers' responsible practices, especially for environmental behaviors (water conservation and towel reuse behavior). There is a rich area for the researcher to consider the positive impacts that stakeholders' active participation has on the success of implementing the responsible practice.

3.6. Responsible Practice and Employees

Hotel responsible practice study related to employees' perspectives is in a state of development. Among the studies selected in this research, only 20 had employees as a sample, with these fitting primarily within the management and marketing literature [78].

Our analysis uncovered a trend in the responsible practice and guests' theme: most studies analyzed how responsible practice affects work-related performance, using perceptions toward responsible practice as a predictor. Extant literature stated that the consequences led by the application of responsible practices primarily focus on five aspects, including quality of work life, employee commitment, job satisfaction, work engagement, and meaningfulness of work. For example, Gürlek and Tuna [79] asserted that hotels improved employees' engagement through CSR activities. Similarly, Zientara and their co-authors [80] found that job satisfaction increased with increased participation in CSR activities, resulting in an increased commitment among employees to the success of the hotel. Another study examining the increase in employee satisfaction [81] linked the increase in job satisfaction to an overall increase in the quality of work life. However, Glavas's [82] findings stated that most studies supported a connection between CSR and work performance, especially for employees, instead of establishing or creating a corresponding framework on the phenomenon. Hence, such frameworks are essential to comprehend why, what, and how employees affect or are affected by the responsible practice.

Only four studies investigated the antecedents of responsible practice. In the first study, the antecedents included knowledge, awareness, and concern regarding environmental aspects and how they impacted hotel employees' ecological intentions and behaviors [83]. In the second study, the employees' code of conduct, and the hotel's sharing environmental values embedded with employees' ecological values were tested as antecedents of participation in pro-environment behaviors [84]. Moreover, managers' personalities [85] and employees' moral identity were tested with regard to how to implement related responsible practices [86].

The most frequently mentioned practices in the literature were those centered on human resources, especially addressing irresponsible behaviors that emerged in the workplace. For example, Koburtay et al. [87] examined gender [88] and how gender inequity influences employees' evaluations toward female leaders, and Gamor et al. [89] tested the negative consequence caused by work–life conflict.

A summary is presented in the following Table 1.

Table 1. Themes with illustrative references.

| Unit of Analysis | Themes | Citation of Articles |
|---------------------------|---|--|
| Firm-level research | organizational performance responsible practices | e.g., [6,7,21,53–55,57–59,90–104] e.g., [9,17,28,32–40,42–44,77,105–109] |
| Individual-level research | influence on employees influence on guests | e.g., [37,46,79–81,87,89,110–121] e.g., [29,40,42,60,63–67,69,70,122–128] |

4. Discussion, Implications, and Directions for Future Research

This paper examined responsible practice studies in the hotel sector in industry-specific publications ranging from 2011 to 2021. The review discussed the unit of analysis from selected articles, revealing achievements as well as unfulfilled potential in research on how the hotels as firms, individuals, i.e., guests, and employees, respond to the need for responsible practices. Guests are currently the most discussed stakeholder in the hotel literature. Empirical studies confirm that responsible practice brings significant benefits to organizations and multiple stakeholders, such as financial performance, job commitment, and favorable stakeholder behaviors [93,129–133].

The formulation of responsible practice is dynamic [134]; hence, it is difficult to capture how individuals conclude and are involved in responsible practice through quantitative approaches [135]. Because the understanding of responsible practice is defined through a cultural frame, it varies depending on the research context being analyzed. As observed in the two units of analysis, hotels in developed countries have been explored extensively, while literature on developing countries is still emerging in the hotel literature. Additionally, responsible practices are interrelated to multiple stakeholders, and can be viewed from the perspectives of these stakeholders. As such, organizations are admitting the need to incorporate responsible practices into business strategies. However, the mechanisms by which to effectively implement these strategies need to be further explored in the literature.

Although environmental regulation has an impact on the hotel industry [136], laws vary between countries and have not been the primary driver of increased environmental standards in hotels over the past decade. Instead, consumer impression of hotels is a primary driver of environmental sustainability with hotels concerned with marketing [137,138]. Pressure from stakeholders has been identified as one of the antecedents of environmentally sustainable innovation in the hotel sector [30]. Although regulation is one form of stakeholder pressure, it does not appear to foster environmental innovations in the industry [43]. Instead, the costs associated with compliance and reporting may detract from actual innovation [92].

Much of the literature focuses on sustainable development goals (SDG) [139–143] and ESG [144–147] which have served as a form of informal regulation for large hotel chains that rely on institutional investors. However, hotel image and marketing are greater concerns

for independent hotels and smaller chains that are not seeking to attract institutional money, as these hotels face pressure from different stakeholders.

Immigrations laws impacting the hiring of foreign and immigrant workers has a significant impact on the hotel industry in developed countries and is an important part of the social aspect of sustainability and responsible management. In contrast to technical industries that are harmed by an outflow of skilled labor, often called “brain drain” [148–150], outbound immigration has a negligible impact on hotels in developing countries and was not a focus of the literature. Literature concentrating on immigration is predominately country-specific and often focuses on the protection of immigrant workers generally as opposed to standards within the hotel industry [151].

In sum, responsible practice has been studied from three perspectives based on the unit of analysis: as motivators to adopt or implement, as a specific practice to implement, and as consequences brought by these practices. Most studies still focus on the consequences as firms or individuals seek to incorporate sustainable practices to achieve positive outcomes. In studies on motivators, scholars have tended to focus on hotel-level variables, while ignoring sources of motivation for responsible practice at the employee level. Further, research attention focuses on the exploration of practices used in branding, rather than in operations. Finally, there is a dearth of research on implementation, and how implemented responsible practices actually work in the employee’s perspectives. These observations are presented in the following Figure 8.

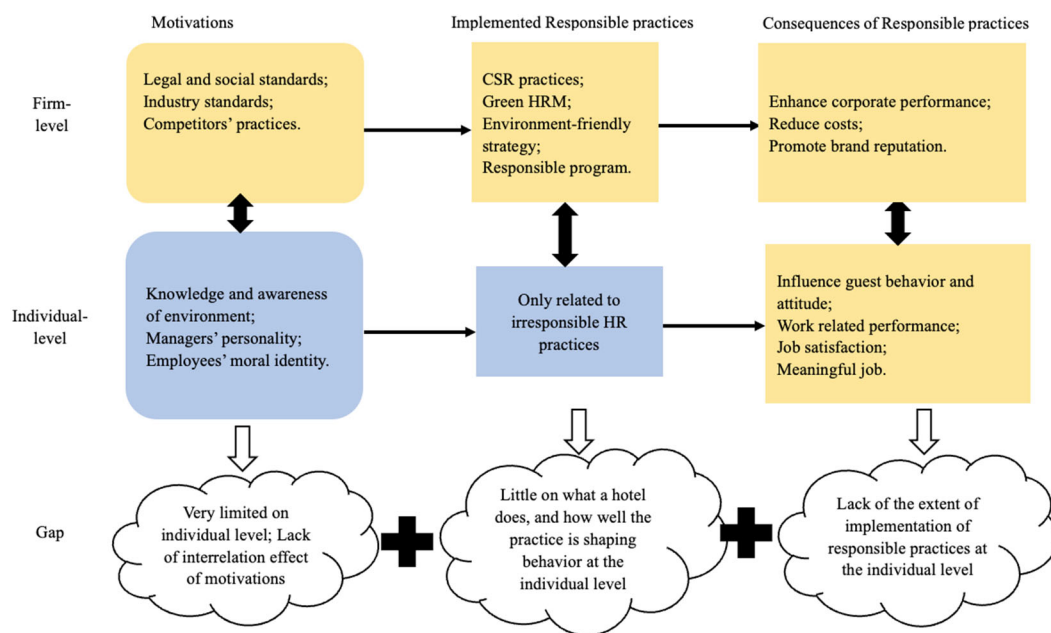


Figure 8. Research Gaps of Responsible Practice’s Literature within the Hotel Sector (No. Yellow = numerous studies, b. Blue = limited number of studies).

What has emerged from our review is a substantial potential that hotels, as entities, and their managers and employees, as individuals, hold for making a positive impact on the environments in which they operate. Social and economic considerations in the hotel industry focus on three dimensions. The first dimension is to offer decent work conditions and a healthy working environment for employees and to protect their rights. The second dimension is to ensure equal opportunities accomplished by gender equality and reduced inequality, while the third dimension is to establish a close relationship with the local society through community involvement.

There are also three dimensions of responsible management practices in relation to the protection of the natural environment in a hotel’s immediate proximity as well as globally. The first dimension is to conserve resources through energy conservation and

energy efficiency, while the second dimension is to reduce pollution and carbon dioxide emission, waste management, and innovation geared towards environmental protection at large. The third dimension is to conserve biodiversity, ecosystems and landscapes fulfilled by ecosystem conservation.

Whereas responsible practices were widely discussed in the scientific literature, it is still necessary to provide more empirical evidence of implementation in the hotel industry [92]. Our extant literature review shows little agreement on the perceptions toward responsible practices, and the process of implementing responsible practices. Knowledge about these areas remains elusive and the subject is largely underexplored. As employees in developing countries greatly value such practices as home–work balance and a safe and healthy environment, one question which merits empirical investigation is whether implementation of such practices is important only in the developing country context, or whether implementation of these practices would be equally valued by the employees in regions of higher income.

By reviewing the extant responsible practice literature, we demonstrate that most studies focus on the business environment, without accounting for the unique practices informed by specific cultural contexts. Thus, future studies should shed more light on the hotel industry in specific culture clusters, and the whole process of implementing responsible practices instead of exploring a single, specific practice. In addition, there are opportunities for study on sustainable practices and hotels in the zone of insolvency, establishment and compliance with mandatory disclosure regimes and exploring the use of blockchain technology to facilitate transparent sustainable practices.

As discussed in the literature, the motivation behind hotels adopting sustainable practices stem from the net benefits for hotels and, by extension, investors and other stakeholders. However, discussion on sustainability should a hotel become insolvent is lacking in the literature. In addition to the cost-saving measures associated with many sustainable practices, environmental liabilities, and the relationship between national and local regulation at the point of insolvency [152] provide an opportunity for future research.

Many studies rely on voluntary disclosure [9] to examine the benefits of disclosing ethical practices [153]. The impact of mandatory disclosure, an essential topic in corporate law literature [154,155], is not sufficiently addressed in sustainability research related to the hotel industry. The limited literature in these areas can be at least partially explained by a lack of standardized regulations including challenges from regulators failing to keep pace with technological developments [156]. Therefore, in addition to formal laws, future research should consider the role of normative documents that have a legal effect in some jurisdictions [157,158]. These bridge the gap between official standards of conduct, in the form of law, and informal standards informed by cultural norms [159].

Earlier literature examines the impact of internet technology on the efficiency of hotels [160], but the literature has not kept pace with technological developments to shed light on the impact of digitalization on sustainability strategies. Given the profound changes in some consumer behaviors [1], and opportunities from the usage of social media in firms [161], responsible management practices in the digital economy appear to be a most important research area to explore.

Additionally, the use of blockchain technology in the hotel sector is largely unexamined. In engineering and computer science there is a significant body of emerging research examining the use of blockchain technology to optimize the management of resources [162,163]. As blockchain holds great promise in this area [164], this provides an opportunity for other fields examining sustainability and could be applied to the hotel sector. Along with the tracking of sustainable practices, transparent and decentralized blockchains also provide a promising avenue for disclosure as they can be easily viewed and are free of a central point of manipulation [165].

Additionally, extant literature reviews of responsible practices have mainly taken a broad perspective and a specific domain angle on differences between hotel type. They have mostly concentrated on the well-established hotels, ignoring new and smaller businesses. It

is time to draw attention to the more specific aspects to examine how responsible practices can be established through the development of local hotels. Thus, we can better understand the details that constitute this dynamic phenomenon and advance scientific knowledge for practical application.

There is also a need for deeper insights to add the missing yet crucial model of implementing responsible practices in hotels with various types of ownership (local or international, family-owned or public), and various cultural contexts, and study practices at various stages after adoption, not only upon their introduction by management. Success factors often differ for firms with different types of ownership [166], while the dynamic pattern of implementing responsible practices instead of a fix-implementing framework is new and challenging. However, we believe that both are operationalizable and viable to explore. Meanwhile, as the majority of studies pay attention to the single level of analysis on the implementation of responsible practices, we call for research to consider interrelation effects between the implementation envisioned by hotel management and actual implementation by employees.

Given that the literature has predominately employed a well-established sample to examine the responsible practices by motivations and consequences, a major opportunity lies in researching and theorizing responsible practice by taking a dynamic perspective. Figure 8 summarizes existing responsible practice studies and gaps. For this research purpose, instead of implementing responsible practice, we refer to it as the mechanism of implementing responsible practices.

Since practices developed for a more responsible business conduct are worth sharing beyond the hotel in which they were developed, for example, to business units in other countries, they need to be contextualized to work effectively in a given cultural context [167]. Cultural context is also shaped by the challenges to the natural environment and social problems at the hotel's location. Therefore, transfer of practices from business units of a hotel corporation grows in importance, and despite challenges to such transfers, especially between units located in more- and less-developed markets [168], deserves more systematic analysis by researchers in hotel management. In a related vein, empirical evidence is needed to establish whether such diffusion can be negatively perceived when responsible management practices are copied without recognition of the employee who introduced these. In other words, whether "plagiarism" of organizational practices [169] is accepted when it comes to diffusion of practices for what is perceived as common good is a question open for empirical investigation.

Finally, since a vast majority of studies focus on the reasons and consequences of adopting or implementing responsible practices, there is a scarcity of research explaining what happens after a practice was adopted, and how well a practice is performing. The literature offers only a narrow understanding about the practical knowledge of responsible practices within the hotels. By analogy, intentions to implement responsible management practices remain unexplored as well. Considering the large number of schools and colleges specialized in educating personnel for the hotel industry on one hand, and a considerable body of literature existing already on students' intentions related to responsible management [170] on the other hand, we see it is necessary to develop research on hotel industry-specific education for responsible management. Therefore, we recommend future research to analyze the process of forming responsible practices within the hotel sector, starting already from hotel management schools and colleges.

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