

# Tourism actors' perceptions of responsible tourism practices: Analysis based on literature review

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*Abstract: Sustainable tourism (ST) is increasingly recognized as vital for the long-term development of destinations, with shared responsibility among all tourism actors. Responsible tourism practices (RTP) are the practical expressions of this vision, enabling the implementation of ST principles. While the importance of RTP is well acknowledged, there remains a notable gap in the academic literature regarding how different tourism actors perceive these practices.*

*This study aims to provide a comprehensive and focused literature review of empirical studies published between 2020 and 2024, examining the perceptions of various tourism actors toward RTP. The primary objectives are to assess tourism actors' attitudes, identify gaps in the current research, and derive a future research agenda. The Scopus database was utilized to extract relevant empirical studies, with clearly defined inclusion criteria and a rigorous evaluation process ensuring the relevance and quality of the selected literature.*

*Findings reveal that tourists view RTP as enhancing travel authenticity, ethical engagement, and enjoyment, contributing to repeat visitation and responsible behavior. Tourism businesses, particularly smaller firms, demonstrate uneven awareness of RTP; however, many recognize the benefits of RTP for competitiveness, employee well-being, and community relations. Communities increasingly appreciate RTP, associating them with improved quality of life and sustainability, with perceptions shaped by the inclusiveness and authenticity of implementation. Notably, there is a lack of empirical research on government perspectives regarding RTP.*

*This review contributes to bridging knowledge gaps in RTP research. It supports future academic inquiries and informs policymakers and tourism practitioners in designing more effective, inclusive, and strategic approaches to promoting responsible tourism and achieving sustainable development goals.*

*Keywords: sustainable tourism, responsible tourism, responsible tourism practices, tourism actors, literature review.*

## 1 Introduction

Tourism, as one of the fastest growing industry globally, presents high potential to contribute to the sustainable development of tourism destinations, but also faces many challenges because of its complex and dynamic nature [1]. In this context, the development of sustainable tourism (STD) has become a necessity of the time to manage and balance the social-economic and environmental impacts of tourism. Working for ST requires taking responsibility to promote tourism development for the better [2]. The practice that improves ST development constitutes responsible tourism (RT), while ST constitutes the aspirational strategy around which responsible tourism practices (RTP) are built [2]–[6]. RT is a modern approach that aims to promote the development of ST. For this reason, RT is accepted as the cornerstone of ensuring that tourism develops sustainably by minimizing potential negative impacts and maximizing its economic, socio-cultural and environmental benefits in a place that appeals to tourism.

Research broadly recognizes that all tourism actors should take responsibility for implementing ST [2], [4], [5], [8], [9]. Tourism actors, individually and collectively, are responsible for the way tourism operates in a country, for its positive and negative impacts. Specifically, RT shows how tourism actors need to take responsibility and take action to make tourism more sustainable. This is a very important challenge for tourism actors who organize and sell tourism experiences, as well as for those who consume them, given the vital role they play in ensuring that tourism activities contribute to the development of successful tourism today and in the future.

In recent years, the necessity of RT has increased greatly, especially due to the escalation of global challenges such as overpopulation, geopolitical conflicts, climate change, and global health crises. These developments have exposed the structural weaknesses of the tourism sector and have prompted the need for more comprehensive and responsible approaches to destination management [8], [10]. In a world with such global challenges and where travel and exploration of the tourist place are becoming increasingly accessible, the responsibility to preserve and carefully manage environmental and cultural resources becomes even more important. By the way, RT plays an important role in providing an operational framework that translates strategic policies into actions for sustainable resource management [11]. Now, ST as an aspirational strategy and RT as a practical tool for its successful implementation represent two major challenges for scientific researchers and tourism actors regarding policies, actions, and outcomes for STD. The Cape Town Declaration emphasizes the need for tourism stakeholders to take responsibility in making destinations “better for people to live in and better places for people to visit” [2] (p. 3). This call to action highlights the importance of

improving local livelihoods and safeguarding the environments where tourism takes place, while benefiting tourism businesses . In doing so, RT contributes to positioning tourism as a vital force for both communities and the environment, and as a key force in achieving the United Nations Sustainable Development Goals for 2030 [12], [13]. The growing recognition of tourism's potential role in sustainable development has spurred increased academic interest in RTP as a means to ensure tourism remains a driver of positive change [7].

RT is an approach still in development. In parallel with the academic discussion on sustainability and its RT mechanism, the tourism industry has used Corporate Social Responsibility (CSR) to address responsibility at the business level, while in recent years Destination Social Responsibility (DSR) has been introduced as another complementary mechanism to RT, transferring the rationale of CSR to the tourist destination level [10]. The support and implementation of CSR at both the individual and business and destination levels depends on the attitude of tourism actors towards them, as it is tourism actors who can make changes to make tourism better. But, the different interests and impacts that tourism actors have influence their perceptions and attitudes towards RT engagement. This requires the orientation of the tourism actors on the impacts of RT, so that RT practices can make sustainable tourism development strategies more effective. For this, it is essential to understand the perceptions and attitudes of tourism actors, as they play a critical role in transforming policies into concrete actions and in orienting the industry towards sustainability [9], [12]. The responsibility of tourism actors can significantly influence the success of RT initiatives and how they are translated into practice [12].

Although the importance of RT and the importance of stakeholders is widely acknowledged, the scientific literature still has gaps in systematic reviews analyzing the perceptions and attitudes of these stakeholders towards RTP in recent years [10], [7].

Therefore, this study aims to provide a literature review of empirical studies focused on the perceptions of different tourism actors towards RTP, which have been published between 2020 and 2024. The primary objectives are to assess tourism actors attitudes, identify gaps in the current research, and derivate a future research agenda.

## **2 RT and the importance of understanding tourism actors' perceptions**

RT is a multidimensional concept, the meaning of which varies depending on the perceptions of the tourism actors involved. From the perspective of tourists, RT embodies a lifestyle and set of values that promote cultural and biological diversity, encourage responsible behavior within host communities, and support environmental preservation [13]. This sense of responsibility is reflected not only

in the decision-making process prior to travel but also in the actions and choices made during the journey and stay at the destination. From the perspective of tourism stakeholders, RT entails the provision of enhanced and meaningful experiences for tourist visitors, increased commercial opportunities for tourism businesses, and the generation of socio-economic benefits for local communities. At the same time, it involves the implementation of strategies that ensure more effective and sustainable management of environmental resources [14]. These complementary perspectives highlight the interdependence between demand and supply-side responsibilities in achieving the broader goals of sustainable tourism development. As complementary mechanisms for the overall RT aims through ethical influences and value creation, Corporate Social Responsibility (CSR) and Destination Social Responsibility (DSR) are used. Corporate Social Responsibility (CSR) in tourism refers to the voluntary commitment of tourism businesses to act in a way that contributes to social, environmental and economic well-being while bringing benefits to the business itself [15]. DSR extends the principles of CSR to the destination level, participating in the coordination of stakeholders to promote sustainable and community-focused tourism [16]. CSR and DSR support RTP by fostering trust, enhancing the destination image and fostering the creation of environmental and social. Their effectiveness depends largely on perceived authenticity and compatibility with the values of the local community.

Understanding the perceptions of tourism actors is critical for the effective implementation of RT, as tourism systems are shaped by the values, beliefs and interpretations of the stakeholders involved [17]. According to stakeholder theory, each tourism actor has unique interests and power, and sustainable tourism outcomes depend on how well these perspectives are understood and integrated [18]. When perceptions are ignored, stakeholder misalignment can lead to conflict, disengagement or token participation, undermining the legitimacy and sustainability of RT initiatives [19].

From a social exchange theory perspective, perceptions influence how tourism actors assess the compromise between the costs and benefits of participating in RT. If tourism actors perceive RTP as unfair or ineffective, their support for these practices decreases, regardless of the objective benefits [16]. This highlights that perception - not just actual outcomes - determines behavioral commitment. Similarly, the theory of planned behavior posits that attitudes, subjective norms, and perceived behavioral control predict actions [20]. Therefore, positive perceptions of RTP increase the likelihood of sustainable behavior across all stakeholder groups.

Furthermore, institutional theory posits that public organizations and institutions are not only driven by efficiency or profitability, but also by the need to gain legitimacy within their institutional environment [17]. This environment includes formal regulations, cultural values, social norms, and expectations from stakeholders. According to this theory, tourism actors, such as businesses and government agencies, are more likely to adopt RTP not only because they are effective, but because they are perceived as the “right” or “acceptable” thing to do within a given social context [18].

When RTPs bring into the line with what tourism actors perceive as institutional legitimacy – it means, in line with legal standards, prevailing norms, or cultural narratives - they become more broadly accepted and widespread throughout the tourism system. For example, if environmental protection is widely valued in a society, businesses that adopt green practices are more likely to be perceived as truthful, socially responsible, and reliable. On the other hand, if tourism stakeholders perceive RTP as inappropriate to local norms, too costly, or lacking public or government support, they are less likely to engage in such practices – even if the sustainability benefits are clear.

### **3 Research methodology**

This literature review is designed to analyze the perceptions of tourists and stakeholders regarding RTP, based on research published from 2020 to 2024. This literature review aims to provide a comprehensive and concise overview of current studies on tourism actors' perceptions of RTP to identify tourism actors' attitudes towards RTP, and by identification of the research gaps to provide an agenda for future research.

#### **3.1 Search and Selection of Articles**

For this literature review, relevant empirical studies on the topic of tourism actors' perceptions of RTP were taken exclusively from the Scopus database. Reliance on this database is justified for numerous scientific and methodological reasons. First, Scopus is one of the largest and most recognized international sources for scientific publications, providing access to peer-reviewed, high-impact indexed journals, which guarantees the scientific quality and thematic relevance of the selected articles [21], [22]. Second, due to its interdisciplinary nature, Scopus covers a wide range of fields directly related to RT [23]. Third, the exclusive use of this base helps to standardize the methodological review, ensuring verified sources and avoiding non-scientific or unapproved literature by the international academic community [24]. The selection of articles was guided by clear criteria such as the inclusion of only articles that directly address the topic of tourists' and stakeholders' perceptions of RTP, including only peer-reviewed publications to ensure the reliability and scientific validity of the data [25]. Only articles published in English were selected to ensure clarity and accessibility at an international level, as well as articles published in the period 2020–2024, with the aim of reflecting the latest developments in this field, at a time when tourism is facing new global challenges such as the COVID-19 pandemic, climate change and economic pressures. The newly published articles rely on more recent and reliable data, helping to understand the new attitudes and expectations of tourists and stakeholders. Furthermore, this

review provides a valuable basis for policymakers and professionals to develop more effective and up-to-date strategies in promoting sustainable tourism.

### **3.2 Keywords and Search Strategy**

To identify the most relevant articles for this review, a detailed search strategy was developed in the Scopus database, relying on a set of keywords directly related to the topic of tourism actors' perceptions of RTP. The keywords used included the terms "responsible tourism", to find studies that focus on responsible tourism practices and their impacts, "tourist perception", to identify articles that explore how tourists perceive responsible tourism, "stakeholder perception", to analyze how stakeholders engage with and understand the development of responsible tourism, and "responsible tourism practices", to include studies that address the ways in which these practices influence the perceptions and attitudes of tourists and stakeholders. During the search process, Boolean operators "AND" and "OR" were used to combine terms strategically, expanding or limiting the results depending on thematic relevance and research objectives.

### **3.3 Article Quality Assessment**

Once candidate articles were identified through searches of the Scopus database, a rigorous evaluation process was implemented to ensure that each article met the established criteria for inclusion in the systematic review. First, the abstracts and conclusions of the articles were carefully read to determine thematic relevance and to identify key findings relevant to tourism actors' perceptions of RTP, as recommended by [26]. Next, a detailed assessment of the methodology of each study was conducted, analyzing the research design, instruments used, and data reliability, in accordance with the methodological guidelines of Booth, Sutton, and Papaioannou [27], to ensure the quality and scientific rigor of the analysis. The evaluation also included an examination of the thematic relevance and scientific contribution of each article in relation to the object of the study, in accordance with the approach proposed by Tranfield, Denyer and Smart [28] for systematic reviews in social and management research. This evaluation process ensured the selection of the most valuable and reliable literature for the analysis of the perceptions of different tourism actors regarding RT.

### **3.4 Analysis and Synthesis of Findings**

The articles included in this review were analyzed with the aim of extracting the main findings and identifying common themes and patterns that run through the literature on the perceptions of tourists and stakeholders regarding RTP. The analytical process was carried out through thematic coding, where the data extracted

from each study were categorized into relevant themes to facilitate the organization and interpretation of the information, according to the methodological guidelines of Braun and Clarke [29]. In addition, a narrative synthesis was applied to describe the findings across studies in a structured manner, focusing on conceptual connections between them, existing gaps in the literature, and identifying areas requiring further research [30]. This combined methodological approach provides an in-depth and reliable analysis, helping to build a clear and comprehensive picture of current knowledge in the field of RT.

## **4 Analysis and research findings**

The base of articles that met the established criteria for inclusion in the systematic review consisted of 38 empirical studies related to the study of tourism actors' perceptions of RTP. Of these, 15 articles conducted the study from the perspective of tourists, 11 articles from the perspective of the local community and 12 articles from the perspective of tourism businesses, while from the perspective of government bodies related to tourism, no scientific paper resulted that studied their perceptions of RT.

### **4.1 Tourists' Perceptions on Responsible Tourism Practices**

Tourists' awareness and perceptions on RTP have grown in recent years yet remain uneven with a predominant focus on environmental aspects while social and economic dimensions are less understood [31], [32]. For example fewer than half of tourists familiar with RTP could identify practices beyond environmental conservation [31] and demographic factors such as age influence awareness with younger generations showing higher interest but still lacking detailed knowledge [33],

Generally tourists hold positive attitudes toward RTP especially when practices are perceived as authentic and aligned with personal values contributing to enhanced travel satisfaction and authenticity [34], [35]. Destinations genuinely embracing RTP tend to receive higher evaluations and repeat visits [35]. Emotional responses such as awe and social learning from local role models further encourage pro-environmental behavior among tourists [36], [37].

Authenticity is critical as superficial or marketing-driven RTP initiatives lead to skepticism reducing trust and behavioral intentions [38]. Similarly tourists favor DSR initiatives perceived as altruistic which increase trust, commitment, revisit intentions, and pro-environmental behaviors especially when combined with high service quality [38] - [40].

CSR by tourism businesses also positively shapes tourist satisfaction, trust, loyalty, and green consumer behavior when seen as sincere and community-oriented [41] - [43]. During crises like COVID-19 CSR helped reduce tourist uncertainty and foster revisit intentions [44] but perceived inauthentic CSR diminishes credibility and its effects [45].

Overall tourists perceive RTP as enhancing travel satisfaction, authenticity, and ethical fulfillment, promoting repeat visitation, responsible behavior, trust, and positive destination image [34] [35], [41], [42]. These impacts depend strongly on the perceived authenticity, consistency, and ethical motivation behind RTP initiatives which shape tourists' emotional and social engagement with sustainability values [41], [43].

## **4.2 Tourism businesses' Perceptions on Responsible Tourism Practices**

Tourism businesses play a central role in applying RTP to achieve sustainability. Research shows that CSR is the primary framework through which businesses integrate RT into their operations by addressing economic, social, and environmental concerns [46]. However, awareness and understanding of CSR and RTP vary significantly, particularly among small and medium-sized enterprises (SMEs). For example, small hotel owner-managers in London often perceive CSR as optional and costly, largely due to limited knowledge and insufficient government support, which contributes to viewing sustainability and operational efficiency as unrelated [47]. Similarly, marine tourism businesses in Tenerife recognize CSR as a means to improve competitiveness, strengthen community ties, and protect local ecosystems, reflecting positive attitudes toward CSR's broader environmental and social impacts [48].

Employee-focused CSR practices are seen as essential in the hospitality sector, where staff are vital assets and turnover rates are high. Studies demonstrate that CSR initiatives improve employees' quality of life by enhancing workplace environments, increasing engagement, reducing turnover intentions, and boosting job satisfaction, with stronger effects in hotels with more developed CSR programs [49]. Moreover, responsible human resource management practices foster organizational commitment and intrinsic motivation, leading employees to support sustainability efforts and adopt pro-environmental behaviors [50], [51].

Perceptions of responsible marketing also highlight the importance of authentic and ethical communication in promoting destinations. For instance, responsible visual representation of Sri Lanka's tourist sites helps manage visitor expectations, encourages responsible behavior, preserves heritage, and delivers economic benefits, emphasizing tourism businesses' role in ethical destination marketing [52].

In developing economies, responsible tourism is positively perceived by local entrepreneurs as a tool for economic empowerment and social recognition when aligned with community values, such as in Kerala, India [53].



Recent research highlights the critical role of CSR and Responsible Leadership (RL) during crises like the COVID-19 pandemic. RL, emphasizing ethics, stakeholder engagement, and environmental orientation, is linked to better financial and innovative performance, particularly in SMEs such as restaurants [54] - [56]. Firms with strong CSR engagement before the pandemic showed greater financial resilience, while CSR initiatives helped build stakeholder trust, which in turn generated marketing, financial, and reputational advantages during the crisis [57] - [59]. Such trust fosters customer loyalty, investor confidence, government support, and enhances employee morale, reinforcing the perception that CSR and RTP provide long-term organizational benefits beyond crisis management.

In summary, tourism businesses' knowledge and awareness of RTP and CSR remain uneven, especially among smaller firms, but their perceptions of the positive impacts of these practices on competitiveness, community relations, employee well-being, and crisis resilience are generally favorable. These findings underscore CSR and RTP as strategic approaches that deliver economic, social, and environmental value, integral to sustainable tourism business management today.

### **4.3 Community Perceptions on Responsible Tourism Practices**

Local communities are increasingly recognized as key stakeholders in sustainable tourism, and research indicates that their awareness of RTP and their perceived impacts has grown significantly. Communities generally acknowledge the social, economic, and environmental benefits of RTP, often viewing it as a tool for improving both destination sustainability and quality of life (QoL). In Malaysia's Cameron Highlands, Rasdi et al. [60] - [63] found that local residents perceive a strong link between RTP and destination sustainability, particularly in environmental dimensions. Community members expressed high environmental awareness and a collective sense of responsibility for cultural and natural heritage preservation. However, their 2023 study also revealed that perceived benefits of RTP do not always translate into direct QoL improvements, suggesting the influence of broader contextual factors such as socio-economic conditions.

Positive perceptions are echoed in other contexts. In Kumarakom, India, residents reported that RTP contributed to community empowerment, infrastructure development, and increased employment, while also fostering pride in cultural and ecological conservation [63]. Similarly, Saraswat and Arya [64] found that in two Indian destinations, RT initiatives enhanced both economic sustainability and sustainable resource use, supporting residents' well-being.

Further studies affirm that RTP positively influences multiple dimensions of community QoL. Dávila [65] showed that economic, social, cultural, and environmental aspects of RTP all contribute to community empowerment, cohesion, and preservation. Active participation in tourism planning emerged as a key factor in aligning development with community needs. Sangkhaduang et al. [66] also identified strong positive links between RT, destination sustainability, and QoL, reinforcing the importance of integrating RTP into local development plans.

Mathew and Nimmi [67] provided a more nuanced view, showing that each RTP dimension is associated with specific aspects of community well-being: economic responsibility enhances material well-being, social responsibility improves community relations, cultural responsibility fosters emotional well-being, and environmental responsibility contributes to health and safety. These findings emphasize the need for a comprehensive, multi-dimensional approach to RTP.

Emotional and psychological dimensions are increasingly addressed in recent literature. Su et al. [68] found that DSR initiatives foster emotional solidarity and community satisfaction, which in turn strengthen local support for sustainable tourism. Transparent communication and authentic community engagement were identified as key drivers of these emotional bonds. Similarly, Aytekin et al. [69] revealed that community perceptions of RT's environmental, economic, and social benefits enhance residents' place attachment, which significantly predicts their support for sustainable tourism development. Higher environmental awareness among residents was associated with greater attachment and engagement, suggesting that environmental education and awareness campaigns can strengthen community commitment. Peng et al. [70] emphasized the importance of perceived legitimacy in DSR initiatives. Their study found that when RT and DSR efforts align with community values and are seen as legitimate, they are more likely to foster environmentally responsible behaviors among residents.

In summary, communities are increasingly aware of RTP, DSR, and CSR, and generally view them as beneficial for sustainability and QoL. Perceptions are shaped by the authenticity, inclusiveness, and effectiveness of these practices. The evidence underscores the importance of transparent communication, community participation, and environmental education in fostering local support for sustainable tourism development that reflects community priorities and enhances long-term resilience.

## **5 Recommendations for future research**

Exploring the last five years of research on RT allows the identification of several promising research avenues for the future. The future research on actors' perceptions of RTP should adopt broader, more inclusive, and methodologically diverse approaches to advance theoretical and practical understanding.

First, studies should expand geographically and culturally by incorporating cross-national and multi-site research to capture diverse stakeholder perspectives, particularly across different developmental and tourism contexts [31], [63] Comparative analyses among tourist segments - such as generational groups or domestic versus international travelers - can offer insights into differential RTP attitudes [33]; [32].

Second, despite the centrality of government agencies in tourism policy-making, their perceptions and attitudes toward RTP remain markedly under-researched. Future studies should prioritize this gap by examining how public sector actors conceptualize and operationalize RTP principles in governance and regulatory frameworks. Understanding government commitment, policy coherence, and institutional challenges can clarify their role as enablers or barriers in the implementation of responsible tourism [52], [68].

Third, longitudinal and mixed-methods research is recommended to assess how stakeholder perceptions - including those of communities, tourists, and businesses - evolve over time in response to policy changes, environmental shifts, and destination development [37] , [67]. Such approaches can enhance depth and contextual sensitivity, especially when examining psychosocial mediators like cultural values, altruism, fear, or environmental commitment [36], [69]

Fourth, further investigation is needed into the perceptions of SMEs, particularly in underrepresented urban and coastal settings. As SMEs constitute a large portion of the tourism supply chain but often lack CSR infrastructure, exploring their attitudes and constraints related to RTP is crucial [54], [47].

Fifth, researches should explore how employees within tourism organizations perceive CSR and RTP, focusing on internal outcomes such as job satisfaction, motivation, and commitment to sustainable practices [51], [50]. Moreover, the ethical framing of destination marketing - particularly its impact on trust, authenticity, and destination loyalty - requires deeper ethical and empirical inquiry [52].

Finally, future studies should adopt an inclusive lens, especially in exploring how women and marginalized groups experience RTP initiatives. Research in developing regions should examine both barriers to and enablers of empowerment through responsible tourism entrepreneurship [53], [64].

## **6 Theoretical and practical implications**

*Theoretical implications:* As a literature review, this paper provides theoretical implications by synthesizing and critically evaluating existing research on the perceptions of tourism actors - namely businesses, tourists and local communities - regarding the impacts of RTP. Through this synthesis, the paper contributes to the theoretical understanding of RTP, identifying tourism actors' perceptions and presenting RTP as a multidimensional and stakeholder-dependent construct, which help in designing research frameworks for responsible tourism research. It further clarifies the conceptual interaction between RTP, CSR and DSR, situating them within a broader theoretical context of sustainable tourism management and shared responsibility. Furthermore, the identification of gaps in knowledge provides an agenda for future empirical researches.

*Practical implications:* The findings of this literature review provide valuable practical implications for a wide range of tourism actors, including destination managers, host tourism businesses, tour operators and policymakers. In all the studies reviewed, RTPs are shown to play a central role in shaping tourists' satisfaction, loyalty and green consumer behavior. This suggests that implementing sustainable and authentic CSR and DSR initiatives can improve the image of tourism destinations and encourage repeat visits [34], [43]. In particular, understanding tourists' perceptions of RTPs helps stakeholders align their offerings with sustainability values, fostering trust and reputational credibility [44]. For local communities, the literature highlights the importance of participatory planning and inclusive development models that ensure equitable distribution of tourism benefits. Studies show that RTP contributes to socio-economic empowerment, community cohesion and stronger connection to place, reinforcing support for sustainable tourism strategies [34], [63], [64]. Transparent and culturally sensitive communication strategies are highlighted as effective tools in increasing residents' trust and emotional engagement with tourism initiatives [68]. Furthermore, targeted environmental awareness campaigns and the promotion of responsible entrepreneurship - especially among under-represented groups such as women - are identified as important for inclusive development and sustainable development of the destination [69], [53]. In the business domain, the review supports the development of CSR strategies that are tailored to the specific resource capacities of the firm and the expectations of stakeholders, thereby enhancing sustainability performance and competitiveness [47], [58]. Domestically, green human resource practices, such as environmental knowledge sharing and environmentally friendly human resource policies, and responsible leadership have been found to increase employee motivation, ecological outcomes, and organizational well-being [49], [51]. In terms of marketing, promoting ethical and authentic representations of destinations is necessary to maintain visitor trust and avoid reputational damage from perceived lack of authenticity [52]. Furthermore, integrating CSR into crisis preparedness strategies provides tourism organizations with a proactive approach to navigate uncertainty and enhance strategic resilience [57], [59]. Overall, the literature reviewed highlights that stakeholder perceptions of CSR provide essential guidance for developing practical tools and strategies that promote resilience, community engagement, and business adaptability. This knowledge supports the design of holistic and inclusive tourism development frameworks that integrate environmental, social, and economic objectives to enhance the long-term sustainability and quality of tourism destinations.

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