

DOI: 10.2478/orga-2024-0017

Career Development Strategies in Maintaining Turnover Intention Through Organizational Commitment

HALIANSYAH¹, Ahmad Badawy SALUY², KASMIR²,
Mafizatul NURHAYATI²

¹ PhD Candidate Department of Management, Faculty of Economics and Business, Mercu Buana University, Indonesia, halliansyahh@gmail.com (corresponding author)

² Faculty of Economics and Business, Mercu Buana University, Indonesia

Background and purpose: The results of calculating the turnover rate for the Indonesian Air Force in 2022, for officers reaching 17.4%, non-commissioned officers at 7%, and enlisted personnel at 3%. The objective of this study is to investigate the impact of career development on turnover intention and to examine the mediating role of organizational commitment in this relationship.

Methodology: This research is research with a quantitative approach. The samples tested in this study were 270 samples of a proportion of Indonesian Air Force officers. The statistical test tool used in this research is SmartPLS 3.

Results: The research results show that career development does not affect Turnover Intention. Furthermore, career development influences organizational commitment. Research findings indicate that turnover intention is adversely affected by organizational commitment. Furthermore, it has been established that organizational commitment acts as a mediator in the association between turnover intention and career development.

Conclusion: The Indonesian Air Force needs to increase organizational Commitment to the career development activities of each Indonesian Air Force personnel in order to reduce turnover intention that can arise in each member personnel. Further research can expand the research object to other Indonesian military organizations to obtain a more general view regarding the performance of human resources in the Defense of the Republic of Indonesia.

Keywords: *Organizational commitment, Career development, Turnover intention*

1 Introduction

The task of the Indonesian Air Force (TNI AU) as the main component of the national defense apparatus in the air is to carry out the tasks of the Indonesian Air Force in the domain of defense, uphold legal regulations, and ensure security within the airspace under national jurisdiction in accordance with ratified national and international law; execute the responsibilities of the Indonesian Air Force in development and development of air forces, implement-

ing the empowerment of air defense areas (Act No. 34 of 2004) Article 10. One of the problems in the Indonesian Air Force currently is the lack of personnel manning the Personnel Composition List (DSP) in the Indonesian Air Force organizational structure. Soldiers are grouped into officer, non-commissioned officer, and enlisted ranks (Act No. 34 of 2004). The percentage of manning in the officer group is 59%, non-commissioned officers 62%, and enlisted personnel 65%. The percentage of DSP manning for the officer class shows the most diminutive figure compared to the non-commissioned officer and enlisted soldiers. It con-

tradicts the significant duties, burdens, and responsibilities in the continuity of the Indonesian Air Force organization. The shortage of DSP manning, especially in the officer class, will significantly affect military strength, especially the Indonesian Air Force in the field, and will have a severe impact on the Indonesian Air Force’s preparedness condition and will be a problem of great concern for national defense. The percentage of manning outside the TNI AU structure in the officer group is 13%, non-commissioned officers 4%, and enlisted personnel 2%. The percentage of officers serving outside the Indonesian Air Force structure is the largest compared to the non-commissioned officers and enlisted soldiers. It contradicts the percentage of DSP manning in the TNI AU officer structure, which is less (only 59%), especially at the rank of lieutenant to lieutenant colonel, compared to the non-commissioned officers and enlisted officers in the TNI AU structure.

Organizations need to maintain professional soldiers to maintain organizational continuity. In this case, soldiers become essential assets in the organization. Today, the world’s militaries face the same problem in soldier turnover, for example, data on the military turnover rate of the US Army att 29.7%, it has the highest turnover compared to the Marines at 18.6% (Marrone, 2020 in Chetri, 2022), and the Indian Military is experiencing an officer shortage of approximately 24 percent (Thaindian News, 2008). The situation is comparable, albeit to a lesser degree, for the Indian Air Force and Navy. This deficiency is most prevalent among those less than the rank of lieutenant colonel (Kanwal, 2008 in Jaiswal et al., 2015). Replacement or rotation of Indonesian Air Force soldiers both within and outside the Indonesian Air Force structure is a phenomenon that often occurs. Turnover in the TNI AU organization can be interpreted as the replacement and resignation of soldiers either voluntarily (at their request/aps) or on orders from the TNI AU organization through the Tour of Area/Duty (TOA/TOD) program outside the TNI AU structure where TNI soldiers can occupy positions in the State civil service. In general, the turnover rate in the Indonesian Air Force can be calculated based on the latest statistical data from the Indonesian Air Force for the 2023 period in Table 1.

Based on the calculation results of the Indonesian Air Force turnover rate in the 2022 period, for the officer group, it reached 17.4%, non-commissioned officers 7%, and enlisted personnel 3%. Referring to Gallup (2023), the ideal turnover is 10% yearly. From this data, it was found that transfers from officers to agencies made a significant contribution to the turnover rate in the Indonesian Air Force. Suppose the turnover rate cannot be prevented, especially at the officer level. In that case, it will impact the lack of personnel manning the Personnel Composition List (DSP) in the organization. The Indonesian Air Force will also lose experienced soldiers in one position, burdening the organization because it has to start by searching and recruiting the best candidates who match the job qualifications, provide initial training, and guide soldiers until their skills are equivalent to soldiers who are outside the TNI AU organization so that more time is wasted, creating losses in terms of material, where the TNI AU has incurred costs from selecting, educating and caring for these personnel so that they can be used for the benefit of the organization and not achieving the ideal composition in organizational staffing. In general, manning is only 63.78%, which is still below the target of 80%, and there are many personnel shortages at the officer level. It contradicts the high/not ideal turnover rate, especially in the officer class at 17.4%. However, for the fulfillment of the DSP/colonel position box above 100%, in this case, turnover is a solution for the balance of the Indonesian Air Force organization. It is necessary to develop a complete understanding of soldier turnover intentions to reduce turnover intentions at the officer level, especially to find out the causes that trigger soldier turnover intentions (Elburdah, 2022).

Assignment at the officer level with the rank of colonel and above to be assigned outside the TNI AU structure as a solution for individual career development and balance for the TNI AU organization. However, at the rank of lieutenant to lieutenant colonel, the percentage of DSP fulfillment is less than 100%; there are even percentages below 50% in particular corps. It is contradictory where the hope of promotion to the rank of colonel will be difficult for a particular corps, where in the organizational structure, the implementation of career development reaches above 100%,

Table 1. TNI AU Turnover Calculation for the 2022 Period

Rate Turnover	2021			2022		
	Pa	Ba	Ta	Pa	Ba	Ta
	18%	8%	3%	17,4%	7%	3%

Source: Researchers’ calculations (2022)

thus impacting the number of non-job officers with the rank of colonel in each corps. Workers who, by increasing their knowledge, skills, attitudes, and others, become more productive in terms of career development will have three alternatives in how the organization treats them, namely: a. The organization must retain him in his original position for a certain period by providing appropriate rewards; b. Organizations need to move these workers to other positions/positions horizontally that are more relevant to increasing and improving knowledge, skills, attitudes, and others. Its relevance is essential so that transferred workers can use their ability to achieve optimally; c. The organization needs to promote these workers vertically or to fill a position/position that is structurally higher in position.

However, the research gap shows that in other research by Pramudika et al. (2016), turnover intention is significantly and negatively impacted by organizational commitment and career development. Greater employee engagement and effort can result from strong organizational commitment (Johannes et al., 2023). Referring to the turnover data, where the number of officers was 17.4%, information was collected to determine the causes. According to Hilton (2015), organizational commitment is the firm belief that employees have in embracing the organization's objectives and core values, being eager to contribute to the organization's success, and sincerely wanting to stay on board. When someone enters the military, a particular commitment is made to the organization. This Commitment develops over time and results from experience gained within the organization. Turnover intentions will be studied in more depth to determine the strength of influence between variables with a narrower scope, namely at a specific level only in the Indonesian Air Force officer group. Given the context of the topic described above, it is possible to formulate specific issues that will be answered in this research as part of efforts to create a model. Turnover intentions among Indonesian Air Force officers, so based on this phenomenon, the problem formulated is as follows: 1.) Does career development directly influence turnover intention? 2.) Does organizational Commitment mediate the influence of career development on turnover intention?

2 Literature Review

Pramudika et al. (2016) found that on the impact of job satisfaction, career advancement, and organizational commitment on turnover intention suggests that career development significantly and negatively affects turnover intention. Employees will stay in an organization depending on their future (Kraemer, 2000; Annisa & Zulkarnain, 2013). Having clear and appropriate career development will significantly influence an employee to have high work enthusiasm and be motivated to work. Career development

is also one-way organizations attract and retain talented employees (Annisa & Zulkarnain, 2013).

H1. Career development is negatively related to turnover intention

The definition of career, Rivai (2010) defines job positions as all the roles a person occupies throughout their professional career. According to Handoko (2013), a career is all jobs or positions handled or held during a person's work. The career development of soldiers essentially aims to ensure the implementation of educational norms, ranks, positions, and assignment shifts for the development of organizational abilities and skills relatively following applicable regulations and in line with the organization's interests so that the implementation of basic tasks can be achieved. With appropriate soldier career development, the soldier's organizational Commitment to duty can be maintained. A career that suits individual needs can increase loyalty and commitment to the organization (Werther & Davis, 1996). Dessler (2013) also said that individual Commitment to the organization can be obtained by providing career development that suits individual needs. Findings from a discussion led by (Valentine et al., 2002) show that Commitment to the organization is positively related to the fit of the person to the organization.

H2. Career development is positively related to organizational Commitment

Commitment to an organization does not just happen but through a relatively long and gradual process. Several factors also determine employee commitment to the organization. Various factors influence commitment to the organization. According to Winarta (2008), organizational commitment factors include: a) Work characteristics, namely work that demands great responsibility and wide open promotional opportunities, will have higher organizational Commitment; b) Reasonable, fair, and satisfying employee rewards will result in higher Commitment; c) Opportunity to get alternative work. Employees with confidence who can get work elsewhere will have lower organizational Commitment; d) Treatment of new employees. Selection and training methods, good communication, and clear organizational values will influence employee commitment, e) Personal characteristics. a) Organizations with a good position and long tenure tend to have higher Commitment than those with a new tenure. From the perspective of Organizational Identification, the psychological relationship between employees and the company organization where they work. Employees who are identified with their organization have a self-image that is mixed with the values and image of the organization; b) Job involvement. Employees with high levels of work engagement strongly identify with the type of work they do and genuinely care about that type of work. For example, employees contribute ideas for work progress, happily comply with company regulations, and support company policies; c) Organizational loyalty. Organizational loyalty

is the extent to which employees are loyal to the organization and have feelings of attachment and devotion. It can also be described as the extent to which there is an employee's willingness to make personal investments or sacrifices for the good of the organization.

H3. Organizational Commitment is negatively related to turnover intention

Turnover intention is a conscious and planned desire to leave the company. Oehley (2007) argues that specific competencies influence the intention to leave an organization, but these competencies do not all have a direct causal

influence on turnover intention but somewhat indirectly through constructs such as job satisfaction and organizational Commitment. Turnover intention is also considered a proximal antecedent refers to a factor that is closely related to or directly influences something else. In this case, it pertains to the capturing of employees' views and assessments of career choices, as mentioned (Allen et al., 2003). Paramarta and Reny (2014) the turnover intention is the desire of an organization/employee to leave or stop working voluntarily. Mahdi et al. (2012) state that turnover intention is a form of withdrawal behavior in the world of

Table 2: Outer Loading Before Deleting Invalid Items

Career Development (X)	PK1	0.751	0.5	Valid
	PK2	0.774	0.5	Valid
	PK3	0.781	0.5	Valid
	PK4	0.808	0.5	Valid
	PK5	0.754	0.5	Valid
	PK6	0.934	0.5	Valid
	PK7	0.935	0.5	Valid
	PK8	0.882	0.5	Valid
	PK9	0.851	0.5	Valid
	PK10	0.826	0.5	Valid
	PK11	0.893	0.5	Valid
	PK12	0.928	0.5	Valid
	PK13	0.911	0.5	Valid
Organizational Commitment (Y)	KO1	0.676	0.5	Valid
	KO2	0.854	0.5	Valid
	KO3	0.038	0.5	Invalid
	KO4	-0.015	0.5	Invalid
	KO5	0.029	0.5	Invalid
	KO6	-0.006	0.5	Invalid
	KO7	0.080	0.5	Invalid
	KO8	0.889	0.5	Valid
	KO9	0.834	0.5	Valid
	KO10	0.932	0.5	Valid
	KO11	0.475	0.5	Invalid
Turnover Intention (Z)	T1	0.836	0.5	Valid
	T2	0.921	0.5	Valid
	T3	0.738	0.5	Valid
	T4	0.794	0.5	Valid
	T5	0.588	0.5	Valid

Source: Data Processed (2023)

Table 3: Outer Loading After Deleting Invalid Items

Career Development (X)	PK1	0.758	0.5	Valid
	PK2	0.782	0.5	Valid
	PK3	0.789	0.5	Valid
	PK4	0.816	0.5	Valid
	PK5	0.762	0.5	Valid
	PK6	0.929	0.5	Valid
	PK7	0.932	0.5	Valid
	PK8	0.877	0.5	Valid
	PK9	0.848	0.5	Valid
	PK10	0.826	0.5	Valid
	PK11	0.892	0.5	Valid
	PK12	0.925	0.5	Valid
	PK13	0.909	0.5	Valid
Organizational Commitment (Y)	KO1	0.666	0.5	Valid
	KO2	0.875	0.5	Valid
	KO8	0.908	0.5	Valid
	KO9	0.873	0.5	Valid
	KO10	0.949	0.5	Valid
	KO11	0.533	0.5	Valid
Turnover Intention (Z)	T1	0.817	0.5	Valid
	T2	0.911	0.5	Valid
	T3	0.736	0.5	Valid
	T4	0.815	0.5	Valid
	T5	0.609	0.5	Valid

Source: Processed Data (2023)

work. Nevertheless, it is ultimately the responsibility of each corporation to decide whether to retain their employees or allow them to depart from the company. Intention to turnover signifies the voluntary inclination to depart from the company, a factor that can influence both the company's reputation and the productivity of its employees (Issa et al., 2013). The level of job satisfaction is related to thoughts about leaving work. Late turnover in the Indian military stems from various factors, like limited or delayed career progression, familial challenges, and premature retirement or settlement problems, and others. With the improvement of the economy, an increasing number of soldiers are enticed to transition from the barracks to the commercial sphere (Abdi, 2007).

H4. Organizational Commitment mediates the relationship between career development and turnover intention

3 Methodology

The population in this study was officers with the rank of lieutenant to lieutenant colonel in the Indonesian Air Force work unit, totaling 5,167 personnel. If the sample is not representative, it will be difficult to conclude a phenomenon being studied (Hair et al., 2006), suggesting

the significance of the research sample size lies in its being at least five times greater than the variables or indicators analyzed. The indicators from this research totaled 54, so the sample calculation results were as follows: Number of samples = $5 \times 54 = 270$ samples. Following the problem to be researched, this research is classified as associative descriptive quantitative research. From these research variables, the indicators, research instruments, and sample design used can be determined. The next step is to collect data, either by means of observation, interviews, or

the distribution of questionnaires, the quantitative analysis method employed is multiple regression analysis. Next, researchers collected data by interviews and then analyzed the interview results. Analysis results from questionnaires and interviews using a 1-7 Likert scale. The independent variable in this research is career development; indicators of career development include Organizational wisdom, work performance, educational background, training at-

tended, work experience, loyalty to the organization, and relationships between people (Gouzali, 1996). The dependent variable in this research is Turnover Intention, with indicators including turnover intention, namely thinking of quitting and intention to search (Mobley, 1978).

Meanwhile, measuring organizational Commitment using a questionnaire can be done using the Organizational Commitment Scale (OCS) developed by Meyer and Allen

Table 4: Average Variance Extracted (AVE)

Variabel Laten	AVE
Career Development (X3)	0.726
Organizational Commitment (Y)	0.663
Turnover Intention (Z)	0.615

Source: Processed Data (2023)

Table 5: Cross Correlation

Indicator	Y	X	Z
KO1	0.666	0.646	-0.100
KO10	0.949	0.330	-0.272
KO11	0.533	0.139	-0.139
KO2	0.875	0.324	-0.190
KO8	0.908	0.346	-0.376
KO9	0.873	0.317	-0.222
PK1	0.250	0.758	-0.073
PK10	0.431	0.826	-0.152
PK11	0.410	0.892	-0.095
PK12	0.552	0.925	-0.184
PK13	0.467	0.909	-0.090
PK2	0.281	0.782	-0.045
PK3	0.300	0.789	-0.038
PK4	0.284	0.816	-0.053
PK5	0.237	0.762	-0.036
PK6	0.507	0.929	-0.132
PK7	0.490	0.932	-0.082
PK8	0.440	0.877	-0.057
PK9	0.412	0.848	-0.088
T1	-0.090	-0.062	0.817
T2	-0.307	-0.126	0.911
T3	-0.030	0.020	0.736
T4	-0.226	-0.087	0.815
T5	-0.017	-0.012	0.609

Source: Processed Data (2023)

(1990). This questionnaire measures organizational commitment through the three dimensions of organizational commitment, as posited by Meyer and Allen (1990), consist of affective commitment, normative commitment, and continuance commitment. The statistical testing tool chosen in this research is SmartPLS 3.

4 Results and Discussion

The assessment of the reflective model's validity aims to ascertain the validity of indicators in measuring reflective variables, achieved through the calculation of convergent validity and discriminant validity. Convergent validity is determined by outer loading, with an instrument passing the convergent validity test if its outer loading exceeds 0.5. The findings from the convergent validity assessment are outlined in Table 2.

Based on the table above, some indicators measure the Organizational Commitment (Y) variable, which has an Outer Loading value smaller than 0.5. These indicators are declared invalid for measuring the variables, so they need to be removed individually so that an SEM-PLS model is obtained where all the indicators for each variable are valid. After re-analysis after removing the invalid indicators, the outcomes of the convergent validity test are displayed in Table 3.

Apart from seeing convergent validity through Outer Loading, it can also be seen through The Average Variance Extracted (AVE) is displayed in Table 4 along with the results of convergent validity testing.

Table 4 show the variables Career Development (X), Organizational Commitment (Y), and Turnover Intention (Z) produce Average Variance Extracted (AVE) values above 0.5.

Thus, the variable indicator is deemed valid for assessing the variable. Subsequently, discriminant validity is determined by cross-correlation, where an indicator is deemed valid in measuring the corresponding variable

if its Outer Loading value surpasses the correlation value of the indicator in other variables. The results of the cross-correlation calculation are presented in Table 5.

Table 5 show that overall, the indicators measuring the variables Career Development (X), Organizational Commitment (Y), and Turnover Intention (Z) yield a higher outer loading than the cross-correlation value observed in other variables. Consequently, each indicator is capable of gauging the latent variable associated with it. To assess construct reliability, calculations such as Cronbach's Alpha, rho A, and composite reliability are employed. The reliability of an indicator is affirmed if Cronbach's Alpha, rho A, and composite reliability exceed 0.7. The outcomes of these calculations are summarized in Table 6.

The goodness-of-fit model assesses the extent to which exogenous variables account for the variance in endogenous variables, essentially measuring the contribution of exogenous variables to endogenous variables. In PLS analysis, this assessment is conducted through R-Square (R2). The goodness of fit Model results are summarized in Table 7.

The R-square for the Organizational Commitment (Y) variable is 0.254 or 25.4%. It shows that the diversity of the Organizational Commitment variable can be explained by the Career Development variable (X3) of 25.4%. Then the Turnover Intention (Z) variable is 0.074 or 7.4%. It shows that the diversity of TurnOver Intention variables can be explained by Career Development (X) and Organizational Commitment (Y) of 7.4%. If you look at the Q-Square predictive relevance (Q2), it is also 0.309 or 30.9%. It indicates that 30.9% of the variability in the data can be accounted for by the entire model, suggesting a satisfactory explanation of the available data. Significance testing is employed to determine if there is an effect of the independent variable on the dependent variable. According to the test criteria, if the p-value < significance level (alpha = 0.05), it confirms the presence of an influence of the independent variable on the dependent variable. The outcomes of significance testing are presented in Table 8.

Table 6: Construct Reliability

Latent Variables	Cronbach's Alpha	Rho A	Composite Reliability
Career Development (X)	0.969	0.984	0.972
Organizational Commitment (Y)	0.894	0.928	0.919
Turnover Intention (Z)	0.866	1.011	0.887

Source: Processed Data (2023)

Table 7: Coefficient of Determination

Variable	R ²
Organizational Commitment (Y)	0.254
Turnover Intention (Z)	0.074
$Q^2 = 1 - (1 -)*(1 -)$ $Q^2 = 1 - (1 - 0.254)*(1 - 0.074)$ $Q^2 = 0.309$	

Source: Processed Data (2023)

Table 8: Hypothesis Testing

Hypothesis	Path	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
H1	X → Z	0.059	0.122	0.484	0.629	Rejected
H2	X → Y	0.679	0.116	5.842	0.000	Accepted
H3	Y → Z	-0.287	0.061	4.703	0.000	Accepted
H4	X → Y → Z	-0.195	0.053	3.677	0.000	Accepted

Source: Processed Data (2023)

Examining the impact of career development (X) on Turnover Intention (Z) yields a t-statistic of 0.484, with a corresponding p-value of 0.629. The findings indicate that the obtained p-value (0.629) exceeds the significance level (alpha = 0.05), suggesting that, at the 5% significance level, there is no significant influence of career development on Turnover Intention. The positive path coefficient of 0.059 states that career development has the potential to have a positive relationship with Turnover Intention, but it is not significant, or it can be said that the test results are rejected. Career Development Priansa (2014) stated that Career Development is a formal approach in institutions and organizations to ensure qualification standards and experience align with needs. Meanwhile, career coaching targets aim to increase employee career effectiveness, including performance, attitude, adaptability, and identity. So, the better the career development carried out by an organization, the lower the employee turnover rate. The results of this study show different things at the level of relationship between career development, which is positively but not significantly related to intern turnover. The portrayal of career development is exemplified by a scenario demonstrating an elevation in an individual’s position within an organization as they progress along the career trajectory established by the organization. Researchers suspect that

this positive relationship is actually due to the tendency of individuals to want good career development, which triggers them to leave their old positions rather than intending to leave their agency. It is supported by previous research, which states that career development is a form of the planning process that tends to motivate employees to identify career targets and paths that lead to specific targets/goals, for example, job rotation (Nurmasari, 2015). Meanwhile, according to Ardana (2012), in particular research objects, it is necessary to refresh employees in occupying higher positions. However, this needs more attention. It is because, in management, particular gangs are more dominant and can occupy higher positions even though they do not meet the requirements.

Testing the effect of career development (X3 on Organizational Commitment (Y) produces t statistics of 5,842 with the p-value obtained is 0.000. This indicates that the test results reveal a p-value (0.000) < the significance level (alpha = 0.05), it implies that the level 5% shows a significant influence of career development on Organizational Commitment. The positive path coefficient of 0.679 states that career development exerts a notable positive impact on Organizational Commitment. It means that better career development can increase Organizational Commitment. Career is a predictor of the causes of turn-

over employee intention. According to Nawaz and Pangil (2016), if employees are very concerned about their career development, they may intend to leave their organization, especially if their prospects for advancing their careers are unclear or non-existent. Employees intend to leave their organization when another organization offers a better salary or position for employees. Previous research findings corroborate the results of this study, indicating that the strength of Commitment is positively related to perceived suitability of values, support from instructors and fellow employees, and well-being (Andersen et al., 2021).

Testing the effect of Organizational Commitment (Y) on Turnover Intention (Z) produces *t* statistics of 4.703, with the obtained *p*-value is 0.000, indicating that it is less than the significance level ($\alpha = 0.05$). This suggests that at a significance level of 5%, there is a significant impact of Organizational Commitment on Turnover Intention. The path coefficient displays a negative value of -0.287, signifying that Organizational Commitment significantly decreases Turnover Intention. This implies that higher levels of Organizational Commitment correspond to lower levels of Turnover Intention. Prior research findings reinforce the outcomes of this study, demonstrating a notable correlation between turnover intention and organizational commitment. Additionally, Wang (2016) asserts a significant impact of employee job satisfaction and turnover intention on organizational commitment. As organizational commitment increases, turnover intention carried out by TNI AU individuals decreases. Previous research results that are in line with the results of this research are Srimindarti & Hardiningsih (2017), Susanti & Palupiningdyah (2016), Pramudika (2016), and Widyantara (2015).

Testing the influence of career development (X) on Turnover Intention (Z) through Organizational Commitment (Y) produces *t* statistics of 3,677 with a *p*-value of 0.000. The test findings indicate that the *p*-value (0.000) is less than the level of significance ($\alpha = 0.05$). At a basic level of 5%, career development has a notable impact on Turn Over Intention through Organizational Commitment. Organizational Commitment serves as a mediator for the impact of career advancement on Turnover Intention. The negative path coefficient of -0.195 states that the higher the Organizational Commitment caused by high career development, the lower the Turnover Intention can be. The findings of this study suggest that career development does not directly influence turnover intention. The mediating variable developed represents a positive increase, so the Organizational Commitment felt by each individual in the Indonesian Air Force will stimulate their career development to maintain the stability of their institution so that they refuse to leave the Air Force institution. The existence of organizational Commitment triggers TNI AU personnel to explore the true meaning and goals of the organization so that TNI AU personnel tend to put aside turnover intentions. The findings of this study align with previous re-

search, which highlights the mediating function of organizational commitment in the inverse association between career development and turnover intention (Wang, 2016; Yamazakia, 2015).

5 CONCLUSION

The results of this research show that: 1) Turnover intention is not directly influenced by career development. 2) Career development has been proven to influence organizational Commitment. 3) Organizational Commitment has been proven to influence turnover intention. 4) Organizational Commitment is proven to mediate the correlation between career advancement and turnover intention. The results of this research prove that the organizational Commitment of Indonesian Air Force personnel mediates a response from career development to the turnover intention of each personnel. The Indonesian Air Force needs to raise the spirit of Commitment of each of its personnel in career development activities to build understanding regarding the ideals and goals of the institution. The understanding that is interpreted by Indonesian Air Force personnel will encourage and build the tendency of personnel to put aside turnover intentions, and this is because the encouragement of personnel to show the best performance is supported by internal Commitment that has been formed through career development. The results of this research can provide input to the Indonesian Air Force to consider organizational Commitment as a focus for achieving optimal organizational performance. Furthermore, this research can be researched further on a broader scope in a more comprehensive line of Indonesian Defense, for example, the Indonesian Navy (TNI AL) and the Indonesian army (TNI AD), to fully represent the generalized meaning of the existing defense system in the Republic of Indonesia.

Literature

- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process. *Journal of Management*, 29(1), 99–118. <https://doi.org/10.1177/014920630302900107>
- Allen, N.J., & Meyer, J.P. (1990). The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to Organization. *Journal of Occupational Psychology*, 63, 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Andersen, S. H., Steinberg, L., & Belsky, J. (2021). Beyond Early Years Versus Adolescence: The Interactive Effect of Adversity in Both Periods on Life-Course Development. *Developmental Psychology*, 57(11), 1958–1967. <https://doi.org/10.1037/dev0001247>
- Annisia & Zulkarnain. (2013). Komitmen terhadap Organisasi ditinjau dari Kesejahteraan Pekerja. *Insan, Media Psikologi*, 15(1), 54-62.

- Ardana, K. (2012). *Manajemen Sumber Daya Manusia. Graha Ilmu: Yogyakarta.*
- Chetri, R. (2020). *Turnover Intention and Motivation: Quantitative Correlational Examination of a Federal Agency (Doctoral dissertations, Grand Canyon University).*
- Dessler, G. (2013). *Human Resource Management, International Edition, Eleventh Edition. Upper Saddle River, New Jersey, USA: Prentice Hall, Inc.*
- Elburdah, R. P. (2022). *Pengaruh Rekrutmen dan Pelatihan terhadap Turnover Intention Karyawan PT. Dwi Karya Kreasindo Jakarta Selatan. Jurnal Semarak, 5, 62–70.*
- Gallup (2023). *The Truth about Turnover: How Much is Too Much? How Little is Too Little? <https://news.gallup.com/businessjournal/316/truth-about-turnover.aspx>*
- Gouzali, S. (1996). *Manajemen Sumber Daya Manusia (Human Resources Management) Suatu Pendekatan Mikro (Dalam Tanya Jawab). Jakarta: Djambatan.*
- Hair, J., Black, W., Babin, B., Anderson, R., & Tatham, R. (2006). *Multivariate Data Analysis Pearson International Edition. Edition 6. New Jersey.*
- Handoko, T. H. (2013). *Manajemen Personalia dan Sumber Daya Manusia Manajemen. Yogyakarta: BPFE.*
- Hilton, T. L. (2015). *Effect of Burnout and Organizational Commitment on the Turnover Intention of Clinical Laboratory Employees in Florida (Doctoral dissertation, Walden University).*
- Issa, D. A. R. M., Ahmad, F., & Gelaidan, H. (2013). *Job Satisfaction and Turnover Intention Based on Salesperson Standpoint. Middle East Journal of Scientific Research, 14(4), 525–531.*
- Jaiswal, R. K., Dash, S., Sharma, J. K., Mishra, A., & Kar, S. (2015). *Antecedents of Turnover Intentions of Officers in the Indian Military: A Conceptual Framework. Vikalpa, 40(2), 145-164. <https://doi.org/10.1177/0256090915590335>*
- Johannes, J., Limakrisna, N., & Anggiani, S. (2023). *Effect of Job Demand, Compensation, and Personality Traits on Organizational Commitment Moderated by Work by Remote Employees in the Fast-Moving Consumer Goods (FMCG) Sector. IJESSS: International Journal of Environmental, Sustainability, and Social Science, 4(3), 718 – 730. <https://doi.org/10.38142/ijesss.v4i3.562>*
- Mahdi, A. F., Zin, M. Z. M., Nor, M. R. M., Sakat, A. A., & Naim, A. S. A. (2012). *The Relationship between Job Satisfaction and Turnover Intention. American Journal of Applied Sciences, 9(9), 1518. <https://doi.org/10.3844/ajassp.2012.1518.1526>*
- Mobley, W.H., Homer, S.O. & Hollingsworth, A.T. (1978). *An Evaluation of Precursors of Employee Turnover. Journal of Applied Psychology, 63, 408–414. <https://doi.org/10.1037/0021-9010.63.4.408>*
- Nawaz, M. S., & Pangil, F. (2016). *The Relationship between Human Resource Development Factors, Career Growth, and Turnover Intention: The Mediating Role of Organizational Commitment. International Journal of Industrial Engineering Computations, 6(2), 157-176. <https://doi.org/10.5267/j.msl.2015.12.006>*
- Nurmasari (2015). *Peranan Penting Perencanaan dan Pengembangan Karier. PUBLIKA: Jurnal Ilmu Administrasi Publik, 1(2), 268-281.*
- Oehley, A.M. (2007). *The Development and Evaluation of a Partial Talent Management Competency Model. (Unpublished Master's Thesis Stellenbosch University)*
- Paramarta, W. A., & Reny, N. K. (2014). *Pengaruh Motivasi dan Kepuasan Kerja terhadap Intensi Keluar Karyawan. Jurnal Manajemen & Akuntansi ATIE Triatma Mulya, 20(1), 23-39.*
- Pramudika, C. A. R., Yulianeu, Y., Fathoni, A., & Rakanita, A. M. (2017). *Pengaruh Kepuasan Kerja, Pengembangan Karir dan Komitmen Organisasi terhadap Turnover Intention (Studi Empiris pada Karyawan Belle View Hotel Semarang). Journal of Management, 3(3).*
- Priansa, D. J. (2014). *Perencanaan dan Pengembangan Sumber Daya Manusia. Bandung: Alfabeta.*
- Rivai, V. (2010). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik. Jakarta: PT. Raja Grafindo.*
- Srimindarti, C. (2017). *Antecedents of Job Satisfaction and the Influence on Turnover Intention. Jurnal Dinamika Manajemen, 8(2): 177-187. <https://doi.org/10.15294/jdm.v8i2.12758>*
- Susanti, S., & Palupiningdyah, P. (2016). *Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Kinerja Karyawan dengan Turnover Intention sebagai Variabel Intervening. Management Analysis Journal, 5(1).*
- Thaindian News. (2008). *Overall Deficiency of Officers in Army Around 24 per Cent: Antony.*
- Valentine, S., Godkin, L., & Lucero, M. (2002). *Ethical Context, Organizational Commitment, and Person-Organization Fit. Journal of Business Ethics, 41, 349–360. <https://doi.org/10.1023/A:1021203017316>*
- Wang, J. H. (2016). *Relationships Among Job Satisfaction, Organizational Commitment, and Turnover Intention: Evidence from the Gambling Industry in Macau. Business and Management Studies, 2(1). <https://doi.org/10.11114/bms.v2i1.1280>*
- Werther, W. B. & Keith, D. (1996). *Human Resources and Personnel Management Fifth Edition. USA: McGraw Hill, Inc.*
- Widyantara, I. B. P., & Ardana, I. K. (2015). *Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Intensitas Turnover Karyawan. E-Jurnal Manajemen Unud, 4(6), 1670-1683.*
- Yamazakia, Y. (2015). *Turnover Intention, Organizational Commitment, and Specific Job Satisfaction*

Among Production Employees in Thailand. Journal of Business Management, 4(4), 22 – 38. <https://doi.org/10.12735/jbm.v4i4p22>

Haliansyah (PhD Candidate, Department of Management, Faculty of Economics and Business, Mercu Buana University). His research interests include management.

Ahmad Badawy Saluy (PhD, Management Science, Department of Management, Faculty of Economics and Business, Mercu Buana University) is an Associate Professor at Mercu Buana University (Indonesia). Areas of his research focus encompass human resource management and strategic management.

Kasmir (PhD, Educational Management, Department of Management, Faculty of Economics and Business, Mercu Buana University) is an Associate Professor at Mercu Buana University (Indonesia). His research interests include management and financial management.

Mafizatun Nurhayati (PhD, "Department of Management, Faculty of Economics and Business, Mercu Buana University") is an Associate Professor at Mercu Buana University (Indonesia). Her research interests include human development theory, human resources and organizational studies.

Vloga organizacijske zavezanosti pri karierni rasti in nameri odhoda zaposlenih v javnem sektorju

Ozadje in namen: Rezultati izračuna stopnje fluktuacije indonezijskih zračnih sil v letu 2022, za častnike (17,4 %), podčastnike (7 %) in vojaško osebje (3 %). Cilj te študije je raziskati vpliv razvoja kariere na namero menjave in preučiti posredniško vlogo organizacijske predanosti v tem odnosu.

Metodologija: Uporabili smo raziskavo s kvantitativnim pristopom. V vzorec je bilo zajetih 270 pripadnikov indonezijskih letalskih sil. Orodje za statistično testiranje, uporabljeno v tej raziskavi, je SmartPLS 3.

Rezultati: Rezultati raziskave kažejo, da razvoj kariere ne vpliva na namero menjave. Poleg tega razvoj kariere vpliva na organizacijsko predanost. Ugotovitve raziskave kažejo, da organizacijska zavezanost negativno vpliva na namero menjave. Poleg tega je bilo ugotovljeno, da organizacijska predanost deluje kot posrednik v povezavi med namero menjave in razvojem kariere.

Zaključek: Indonezijske zračne sile morajo povečati organizacijsko zavezanost dejavnostim razvoja kariere vsakega osebja indonezijskih zračnih sil, da bi zmanjšale namere menjave, ki se lahko pojavijo pri vsakem članskem osebju. Nadaljnje raziskave lahko razširijo predmet raziskovanja na druge indonezijske vojaške organizacije, da bi pridobili bolj splošen pogled na uspešnost človeških virov v obrambi Republike Indonezije.

Ključne besede: Organizacijska predanost, Razvoj kariere, Namera menjave

Transition from CSR to ESG in Tourism – A Bibliometric Analysis

Petra PUTZER, Alexandra POSZA

University of Pécs, Faculty of Business and Economics, Hungary, putzerp@tk.pte.hu, poszaa@tk.pte.hu

Background and Purpose: The study examines whether the growing popularity of the ESG (Environmental, Social, and Governance) approach could result in the decline or disappearance of the CSR (Corporate Social Responsibility) concept, which has encountered numerous challenges in practical implementation, and what the main sustainability issues are, helping to examine where the transition is, what elements already exist and where there are gaps. The question is analysed in the context of the tourism sector.

Methods: The empirical research methodology used is bibliometric analysis, which involves 924 studies using Publish or Perish (PoP) software and the PRISMA methodology.

Results: The analysis has explored the relationship between sustainability and tourism, as well as between tourism and ESG. The bibliometric maps reveal a strong relationship between CSR and ESG concepts in the study area.

Conclusion: The study highlights that ESG does not replace CSR but rather provides a measurement and framework for it to address its problems. In the tourism sector, the ESG field is dominated by the first 'E' pillar, meaning that sustainability is mainly focused on environmental and natural aspects, while social or even economic sustainability, and ethics are less prominent. The study provides suggestions for future research and useful information for policy makers, and tourism managers, organizations.

Keywords: Sustainable tourism, CSR; Corporate social responsibility, ESG, Sustainability transition, Bibliometric analysis

1 Introduction

In recent years, there has been an increasing focus on addressing the shortcomings and unanticipated negative effects of the CSR concept. Bajic and Yurtoglu (2018) and Bernardová et al. (2020) draw attention to the problem of measuring CSR in a heterogeneous or even particular way, which can obscure the real driver(s) of CSR. Bajic and Yurtoglu (2018) propose the ESG approach as a general measurement tool for CSR. Szczanowicz and Saniuk (2016) identified trends for improving CSR in the SME sector by examining CSR assessment and reporting models. The authors developed an assessment model based on monitoring and reporting ESG risks. In addition, some

studies have used ESG approximations or specific ESG databases to measure CSR performance, such as the Bloomberg ESG database (Wang et al., 2017; Taylor et al., 2018).

What are the similarities and differences between CSR and ESG that could lead to the conclusion that ESG can solve the problems of CSR measurement and prevent colour washing (whitewashing, greenwashing, etc.) practices while being suitable for measuring CSR? ESG stands for Environment, Social, and Governance pillars, and primarily refers to a set of criteria that investors can use to make decisions. The aim of ESG is to enable organizations, such as companies, and countries, to shift from a short-term profit-maximizing mindset to a longer-term and ethical profit-maximizing one. Csapi and Balogh (2020) have shown that profitability and size can contribute to

competitiveness growth for SMEs, while ESG is playing an increasingly important role in the perception of companies. The three pillars of ESG (Environmental, Social, and Governance) have been present in CSR (Corporate Social Responsibility) measurement solutions. ESG and CSR are similar in essence, but they are carried out by different groups of people. CSR describes a company's socially responsible commitment, efforts, and practices and is often used by the corporate side. ESG is a term used by asset managers and investors to assess corporate behaviour and identify financial risks and growth opportunities for companies. CSR and ESG are becoming cornerstones of corporate success by improving companies' reputation, innovation, risk management, and revenues (Godfrey et al., 2009; Porter & Kramer, 2011; Maletič et al., 2014; Sen et al., 2016). Although CSR is typically more readily adopted by foreign-owned enterprises, due to the various barriers that prevent it from being used by many SMEs, it is not an unattainable concept for SMEs. However, it should be noted that one of the key drivers of sustainability is the vision of the enterprise (Lesnikova & Schmidtova, 2020).

Although this paper does not cover all the problems related to CSR, it is important to note that consumers have become increasingly sceptical. CSR has been an unregulated field for a long time since its emergence in practice, with no accurate measurement and reporting standards. The International Organization for Standardization (ISO, 2010) introduced ISO 26000:2010 to clarify the practice of CSR. This standard lists several criteria and standards for socially responsible practices of public and private sector companies. However, CSR was perceived by many organizations as a new marketing communication tool with no real substance, causing the concept to erode. ESG presents an opportunity to renew and integrate previous content and concepts in a more verifiable form, primarily aimed at investors and decision-makers. While it may still influence consumer decisions, ESG's primary target group is investors, unlike CSR.

ESG evaluates companies based on their environmental, social, and governance efforts, like CSR, but with a more integrated approach. The reporting of ESG scores has significantly increased in recent decades. According to the KPMG International Survey on Corporate Responsibility Reporting 2017, the reporting rate of N250 companies (the 250 largest companies in the Fortune Global 500) has remained stable at 90-95% over the past four years. For N100 companies, there is a steady catch-up, with a current rate of 75 percent (Cheffi et al., 2021).

The practical implementation of CSR and ranking based measurement of CSR performance have been imperfect, which has tarnished its reputation and called its credibility into question (Bernardová et al., 2020). The theoretical concept of CSR should not disappear but rather be renewed and reborn in a more reliable and credible form, eliminating the problems. This is where the concept

of ESG can be useful. The following analysis examines whether international literature supports our ideas and whether CSR is being replaced by ESG by narrowing the analysis to tourism industry.

2 Literature review

2.1 Tourism and ESG

Firstly, our study explores how ESG can be understood in tourism and how responsibility and sustainability are reflected in this sector. Tourism is a significant industry that promotes economic development and generates income in many countries. However, the rapid growth of tourism has resulted in negative impacts on the environment and host communities and societies (Forster, 1964; Pizam, 1978; Van der Borg et al., 1996; Fun et al., 2014; Baloch et al., 2023; Alamineh et al., 2023). It is important to note that ESG considerations are becoming increasingly important in the tourism industry, and businesses must take responsibility for their impact on the environment and society. The concept of sustainable tourism aims to mitigate negative impacts while promoting economic growth and preserving natural resources for future generations (Harris et al., 2012; UNWTO, 2017; Job et al., 2017; Fennell & Cooper, 2020; Peng, 2021). However, there is no uniform understanding of this concept.

The World Economic Forum Travel & Tourism Development Index 2021 (TTDI) represents the first indication of an ESG approach in the tourism sector. It enables sustainable and resilient development of the sector, marking a shift from the previous competitiveness-focused Travel & Tourism Competitiveness Index (TTCI). The TTDI index evaluates destinations based on five pillars: (1) enabling environment, which includes ethical tourism and economic sustainability, (2) policy and enabling conditions, (3) infrastructure, (4) demand drivers, which reflect social sustainability and destination stewardship, and (5) sustainability, with a focus on environmental sustainability (World Economic Forum, 2022). How can sustainable tourism be defined based on all of this? We are discussing a form of tourism that adopts a responsible approach to travel and seeks to reduce adverse effects on the environment while promoting cultural and social awareness, as well as contributing to economic development. According to the World Tourism Organization (WTO), sustainable tourism fully considers its present and future economic, social, and environmental impacts while also taking into account the needs of visitors, the industry, the environment, and host communities (UNWTO, 2017).

Sustainable tourism has numerous benefits for local communities. These include preserving natural resources and cultural heritage, creating jobs, supporting local businesses, and generating income. Additionally, it can con-

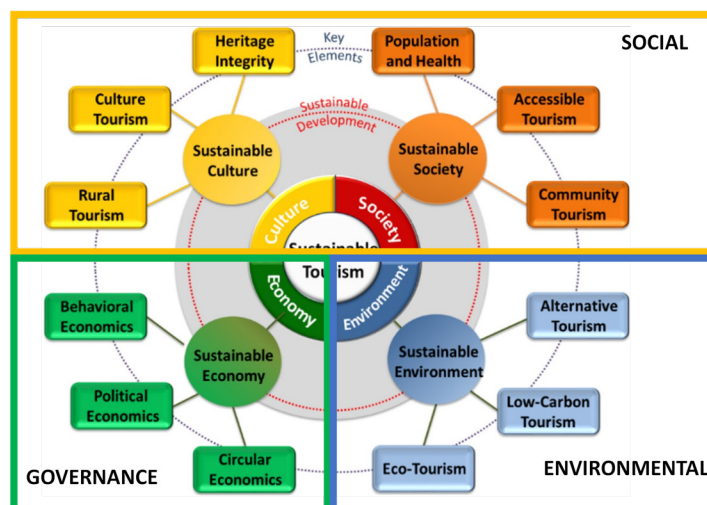
tribute to reducing poverty, improving living standards, and increasing social well-being. Sustainable tourism can provide environmental benefits, including biodiversity and ecosystem conservation, pollution and greenhouse gas emission reduction, and sustainable use of natural resources (Bramwell & Lane, 1993; Neto, 2003; Jarvis et al., 2010; Harris et al., 2012; Saarinen, 2019; Fennell & Cooper, 2020). However, sustainable tourism faces several challenges, such as balancing economic development with environmental protection. The pursuit of economic growth may result in the exploitation of natural resources and harm to the environment, which can compromise the sustainability of tourism. Furthermore, the challenge of sustainable tourism lies in the lack of awareness and understanding among stakeholders and the general public, as well as the absence of clear metrics for measuring success. Addressing these issues will require a collective effort to increase awareness, promote education, and establish policies and regulations that promote sustainable tourism (Bramwell & Lane, 1993; McMinn, 1997; Jarvis et al., 2010; UNWTO, 2017; Pan et al., 2018).

Sustainable or responsible tourism involves various elements that follow the principles of sustainable development and have a positive impact on the environment, local communities, and the economy. This definition is based on the works of Harris et al. (2012), Swarbrooke (2014), UNWTO (2017), Pan et al. (2018), and Gonda and Rátz (2023):

- Environmental sustainability involves minimizing the impact of tourism on the environment through sustainable practices such as reducing carbon emissions, conserving natural resources, and protecting biodiversity. Tourism businesses can achieve environmental sustainability by imple-

menting environmentally friendly policies such as energy-efficient operations, waste management, and water conservation.

- Social sustainability in tourism development involves promoting social equity, cultural diversity, and community involvement. Tourism enterprises can achieve social sustainability by supporting local businesses, promoting cultural awareness, respecting local customs and traditions, and involving local communities in decision-making processes.
- Economic sustainability involves ensuring that tourism generates economic benefits for local communities while contributing to the long-term economic development of the region. Tourism businesses can achieve economic sustainability by promoting sustainable employment, supporting local businesses, and investing in community infrastructure.
- Ethical tourism involves promoting ethical behaviour among tourism stakeholders, including tourists, tourism businesses, and local communities. Ethical tourism practices involve promoting animal welfare, respecting human rights, and ensuring fair labour practices.
- Destination Stewardship involves managing tourism development in a way that preserves its natural and cultural heritage. Tourism businesses can achieve destination stewardship by adopting sustainable tourism practices, such as reducing the impact of tourism on the environment and promoting the conservation of natural resources and cultural heritage.



Source: Pan et al. (2018, 454.) is supplemented by the authors' ESG categorisation

Figure 1: Classification of specific areas of sustainable tourism into ESG pillars

Instead of the broad and general approach, there is no consensus in the literature regarding the concept of sustainable tourism and its relationship to responsible tourism. Some approaches combine them as 'sustainable and responsible tourism' (UNWTO, 2012; Mihalic et al., 2021). Additionally, although sustainable tourism is dominant, 'green tourism' and 'ecotourism' are also used as synonyms (Mihalic et al., 2021; Saarinen, 2021). In our research, we examine these concepts separately in order to gain a comprehensive picture of this area of tourism. We use Pan et al.'s (2018) segments as a basis, we can identify the ESG elements - environmental, social, and corporate governance pillars - for tourism (see Figure 1). The E (environmental) pillar encompasses alternative and ecotourism, as well as carbon footprint reduction. The S (social) pillar includes elements related to culture and community, while the G (governance) pillar includes newer types of economic models, such as circular economy or behavioural economics.

In conclusion, sustainable tourism is a concept that promotes responsible travel, seeks to minimize negative impacts on the environment, and fosters economic development. It brings several benefits, including the conservation of natural resources and cultural heritage, the preservation of communities, economic model change, new governance mechanisms that create jobs, support local businesses, and generate income. After explaining the concept of sustainable tourism and the ESG pillars in tourism, we will compare the popularity of CSR and ESG in the tourism industry.

2.2 ESG and sustainability transition in tourism

The challenges posed by climate change and the achievement of the 17 Sustainable Development Goals (SDGs) set by the UN in 2015 are both driving stakeholders, including companies, to start a process of adopting a new approach to formulating their strategies and goals and to their day-to-day operations and decision-making. This practice reflects the growing recognition by companies that sustainable and responsible business practices contribute to long-term business value creation, risk mitigation and challenge management. At the same time, the need to move towards sustainability is not only emerging from the corporate side but is also being promoted and encouraged at various levels of government. The demand from government regulation, investors and other stakeholders has created the need for companies to demonstrate their ESG performance, and their corporate sustainability policy, which in the future will include both reporting and accountability.

According to the literature, internal or external drivers (Corporate Sustainability Performance (CSP) drivers), including the shift towards stakeholder-driven sustainability,

include socio-technical elements applied in the everyday work of companies, such as the combined application of individuals, institutions, resources and practices towards sustainable practices (Ferreira-Quilice et al., 2023). According to Popescu et al. (2022), the implementation of ESG practices requires social innovation, circularity and energy transformation. The shift towards an ESG approach is primarily driven by social and environmental issues, while economic issues should not be overlooked.

Sustainability reporting and ESG ratings are considered by some literature sources as the guiding and measuring tools for the transition to sustainability (Crifo et al., 2019; Pompella & Constantino, 2023). Among the external and internal drivers of the sustainability transition, Johnstone (2018) mentions social pressure as one of the external drivers and this approach is based on legitimacy theory and stakeholder theory. In addition, research on external drivers also uses institutional theory to explain corporate responses to these. In the case of internal incentives, signalling theory comes to the fore as it focuses on how companies manage information asymmetries related to sustainability issues (Ferreira-Quilice et al., 2023).

It is similarly inevitable that the tourism sector will align with ESG criteria. As Ionescu et al. (2019) and Bualay et al. (2022) have demonstrated, ESG factors exert a significant influence on the market value of companies in the travel and tourism industry. In order to facilitate a sustainable transition, it is therefore essential that the tourism sector develops in an adaptive and responsible manner. This transition will require a systematic approach and commitment from all levels of the organization (Bualay et al., 2022).

As in any other case, the leadership commitment and the engagement of stakeholders will be crucial in managing change (Benčič, 2006; Uran & Juvan, 2010). Senior management must demonstrate a strong commitment to ESG principles and sustainability goals. This includes developing a clear vision, allocating resources and providing guidance and support throughout the transition process. In the meantime, it is important to engage with internal and external stakeholders, including employees, local communities, government agencies, NGOs and investors. It is essential to ensure that ESG initiatives are in line with stakeholder expectations and address relevant issues. (Salvioni & Almici, 2020; Gonzalez-Porras et al., 2021)

Risk assessment and materiality analysis are also important steps in the transition. The international tourism demand might be influenced by countries' risk rating on ESG factors (Hassan & Meyer, 2022). The global pandemic has compelled the sector's stakeholders to adopt more efficacious crisis management strategies (Kukanja et al., 2020). These have included discourse on the transformative shifts occurring within the tourism industry, the identification of benchmarks, and the fortification of the sector's resilience. This process merits observation in the context

of sustainability transition, which is currently predicated on the concept of materiality assessment. This is the process by which industry must identify and respond to stakeholder expectations. (Guix & Font, 2022) The development of ESG policies, codes of conduct and guidelines is essential for the organisation to demonstrate its commitment to responsible tourism practices. This includes the setting of clear objectives, targets and performance indicators to monitor progress and measure impact (Ionescu et al., 2019).

Green Human Resource Management (GHRM) and Green Transformational Leadership (GTL), which encompasses capacity building and training, are fundamental elements of the sustainability transition. These facilitate employees' comprehension of green, or in this case, ESG, matters and their role in implementing responsible tourism practices. Additionally, they affect employees' green or sustainable work behaviour, which entails the generation of ideas, initiatives, and solutions to advance sustainability goals. (Agrawal & Pradhan, 2023)

Finally, ESG considerations must be integrated into business processes, including strategic planning, decision-making, risk management, procurement, marketing and performance management. Key performance indicators (KPIs) for the transition should be identified, monitored, measured and reported on an ongoing basis. Leoni (2024) integrated ESG and organizational resilience (OR) in ESGOR matrix which introduces nine organizational typologies that determine various strategic possibilities of the organizations and the decision-making emphases in terms of ESG factors and OR components, as well as the organization's behaviour. Tourism organizations also need to monitor and measure ESG performance, collect relevant data to assess progress towards sustainability goals, and reports regularly in a transparent and accountable manner.

By effectively managing the transition to responsible tourism and responsible organizational development, organizations can enhance their competitiveness, reputation and resilience, foster a culture of continuous improvement and innovation, and contribute to the well-being of society and the planet. It is also necessary that the transition touches on all the pillars of ESG presented earlier, and in the following section we will use bibliometric analysis to examine which elements are more prominent and which are the more neglected areas.

3 Research method

Based on the literature review, we wanted to investigate two things. The first is whether CSR or ESG is dominant in the tourism sector, and the second is what the main issues are in terms of sustainability, which helps to examine where the transition is, what elements already exist and where there are gaps. The research questions are ad-

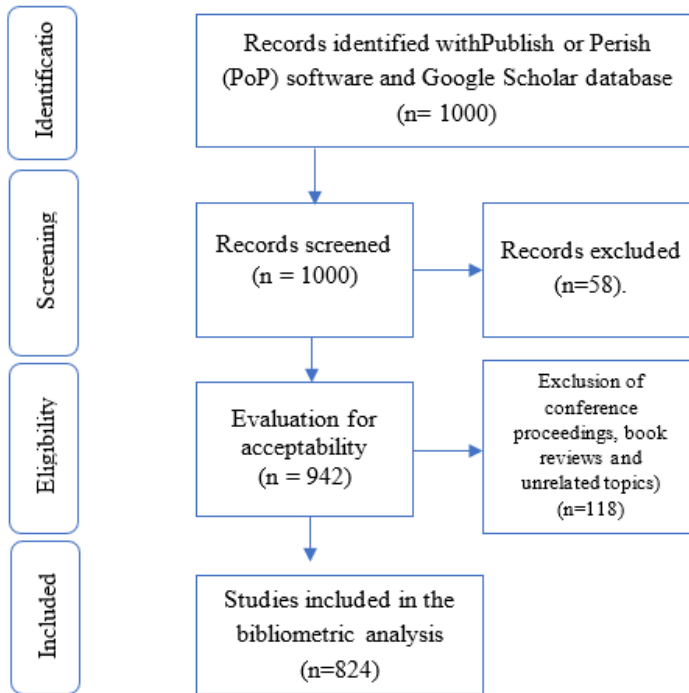
ressed through bibliometric analysis. Bibliometric analysis enables the discovery, processing, and analysis of large amounts of scientific data, illustrating the development of a given field and highlighting current research trends. Mukherjee et al. (2022) state that high-quality bibliometric analyses can advance a field by identifying research gaps and defining new research directions. To establish the basis for a systematic literature review and bibliometric analysis, we used the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) method (Moher et al., 2009). This method is widely used in the literature to ensure clear, objective, and transparent analysis.

The keywords were selected through the literature review and based also on Pan et al. (2018) classification. The following keywords were used in our search and were separated using a Boolean operator, i.e., if any of the following terms matched, the studies could be selected: 'sustainable tourism' OR 'green tourism' OR 'responsible tourism' OR 'ecotourism' OR 'cultural tourism' OR 'circular tourism'. Sustainable tourism was first mentioned in 1995 in the Charter for Sustainable Tourism at the first World Conference on Sustainable Tourism. However, some authors, such as Mihalic et al. (2021), attribute its appearance to the academic debate on the sustainability of tourism following the publication of the Brundtland Report. This study examines studies published between 1990 and 2023.

We used the Publish or Perish (PoP) software for scientometric analysis, which can also contribute to mapping a concept or related studies using other databases. The PoP software uses, among others, the freely accessible Google Scholar database, covering a wide range of scientific publications. Through the use of keywords, a detailed search can be initiated on Google Scholar within the specified time interval.

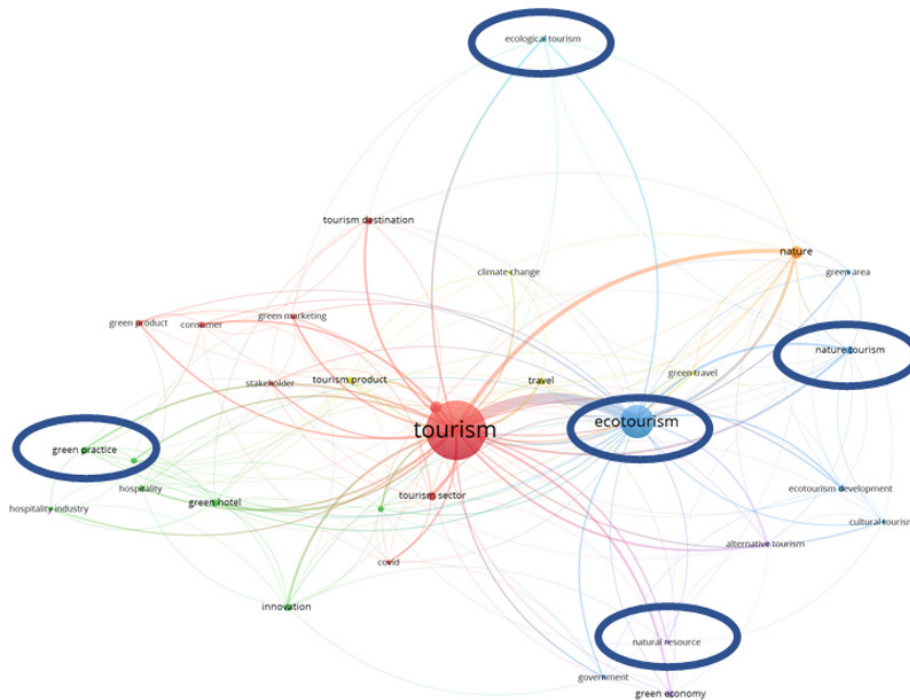
However, the only disadvantage is that during this period, we can only collect and examine the first thousand hits. Running the search under the conditions above allowed for creating a sample of 1000 elements, but its review is necessary as part of the PRISMA method. The PoP software and Google Scholar search do not allow for the inclusion of non-English language studies in the sample, and only focus on studies published in scientific journals. Therefore, we conducted a review and removed studies that were not written in English based on their titles, as well as book excerpts, book reviews, and conference papers. As a result, we narrowed down the original sample of 1000 elements to 824 studies.

The PRISMA method can be divided into four steps (Figure 2):



Source: the authors' own editing

Figure 2: PRISMA Research Process Flow Diagram



Source: own construction with the Vosviewer program

Figure 3: The bibliometric map of responsible or sustainable tourism

4 Tourism and Corporate Social Responsibility (CSR) or Environmental, Social, and Governance (ESG)? - Results of bibliometric analysis

We created a bibliometric science map using the computer program VOSviewer to investigate the topic further. As described by Van Eck and Waltman (2011), this program allows for the investigation of citation relationships between studies and journals, collaborations between researchers, and occurrence relationships between scientific terms and concepts. The VOSviewer employs its own clustering technique (Waltman et al., 2010) to examine clusters at an aggregate level using visualization techniques. One method that can be used is the concept map. This tool visualizes the relationship between concept clusters through distances, and each term is marked with a circle. Some terms also have a label, which is only visible for certain terms to avoid overlapping labels. The size of the circle reflects the number of publications on the topic, and the distance between two terms is an approximate indication of their relationship. Common events determine this relationship; the more studies in which the two terms appear, the stronger the link between them. The diagram illustrates the correlation between term groups, with colours representing the strength of the relationship. Curves indicate the

strongest relationships.

For each publication, we identified terms in the title and abstract, selecting those that appeared in at least 15 publications. The analysis resulted in more than a hundred terms, each assigned a relevance score by the software to determine their importance. The software recommends selecting 60% of the terms, and we filtered the algorithmically selected terms manually, too. The manual filtering excluded terms that could have distorted the clustering, such as e. g. theory, terms, and country names. Two maps were created: the first examines the relationship between tourism and sustainable development (Figure 3), while the second explores how these aspects are reflected in tourism through its relationship with ESG (Figure 4).

Based on the results, sustainable and responsible tourism prioritizes environmental and natural sustainability over social sustainability, culture, ethics, and destination care. This highlights the significance of the 'E' pillar in ESG, which is also evident in other sectors.

When examining the sustainable or responsible tourism linkages with ESG, we identified six clusters ranked in order of strength: 1. CSR, 2. ESG (including ESG data and scores, country ranking in tourism, and ESG performance at country and company level), 3. Sustainable Development, 4. COVID-19 and hospitality, 5. Corporate Sustainability and SDGs, and 6. Marketing, Community, and Eco-tourism.



Source: own construction with the Vosviewer program

Figure 4: Bibliometric map of sustainable or responsible tourism and ESG

5 Discussion

The research paper offers insights into the growing popularity of the ESG approach, which could result in the decline or disappearance of the CSR concept and the existing and lacking practices to support ESG transition in tourism. The shift towards ESG in corporate strategy and day-to-day operations is also reflected in our research, with a growing role for green and sustainable practices in tourism and a shift towards sustainable development with a focus on environmental sustainability.

The bibliometric analysis revealed that environmental considerations are already present in the sector. It can be observed that tourism organizations are paying increasing attention to reducing their environmental footprint, and related measures such as energy efficiency, waste reduction and the promotion of environmentally friendly transport options are becoming increasingly popular. Furthermore, there is a growing number of sustainable tourism practices that aim to minimize negative impacts on natural habitats, wildlife and ecosystems while promoting conservation and biodiversity conservation.

However, the elements of the other two pillars are less emphasized. Regarding social responsibility, it is evident that there is a need to increase efforts to support local communities, preserve culture and ensure fair labour practices. While these issues are partially reflected, there is a clear opportunity to enhance the sector's commitment to these values. Investing in community engagement initiatives would not only support local economies, but also respect indigenous rights and traditions.

The governance pillar, which also encompasses accountability, is the least developed of the three pillars in the tourism industry. It is therefore imperative that good governance practices become an integral part of the industry, emphasizing transparency, accountability and ethical behaviour. In order to achieve this, it is necessary to develop and adopt ESG policies, codes of conduct and guidelines discussed in the transition chapter, to introduce responsible management structures and to communicate and report information about their ESG performance.

In conclusion, it can be stated that integration into the business strategy is important. ESG considerations are becoming increasingly integrated into the fundamental business strategies of these tourism companies. However, for the time being, they are often focused on appearing in one element at a time. It is crucial to recognize that sustainability is not only a moral imperative, but also a business necessity for long-term success. In response to demands for greater transparency and accountability on ESG issues from investors, consumers and regulators, companies in the tourism sector are incorporating sustainability goals into their operations and decision-making processes.

In the process of transitioning to an ESG framework,

CSR can serve as a valuable starting point. Companies can build upon their existing CSR practices and enhance them, thereby supporting the integration of ESG principles into their corporate strategies. The more rigorous framework can also help to address the shortcomings of previous CSR initiatives. Given that CSR does not disappear, it represents a valuable foundation for a more responsible transition. The knowledge accumulated during this process can be leveraged by the organization in the ESG review process. CSR activities can continue to exist and find their place in the ESG framework and reporting system.

6 Conclusion

Our study uses bibliometric analysis to investigate whether CSR is still the dominant focus in tourism or whether ESG is emerging as a new priority. The study analysed 824 papers using the PoP software and PRISMA methodology. The results indicate that the environmental and natural resource aspects of tourism are currently the most prominent. The results indicate that sustainability and sustainable development are becoming more significant in tourism, including ecotourism and responsible tourism. The link between ESG, CSR, and corporate social responsibility not only remains but has emerged as a distinct cluster and the strongest of the six identified.

This suggests that CSR will continue to exist but will have a new position and function within ESG. It is probable that the experts who predicted that ESG will function more as a measurement and evaluation tool, as a framework, will be correct. Meanwhile, CSR, which has not been able to fulfil this role, or rather has been lacking in this aspect, can support ESG efforts providing appropriate content, activities, and action plans to address the weaknesses and gaps identified by ESG assessments. ESG and CSR can complement each other in the life of companies. The link between ESG and tourism results in a strong focus on natural resources and environment in the ESG approach. However, the social, cultural, economic, and ethical elements of sustainable tourism are less popular. This leads to a more prominent emphasis on Pillar E, which pertains to the natural environment, in publications. This emphasis on Pillar E is not surprising, as it is observed in most sectors. Pillar S and especially Pillar G are much more neglected, while playing a critical role in terms of the transition.

The results of our study provide important information on the transition to ESG principles in the tourism sector - existing and neglected areas and topics - represents a fundamental shift towards more sustainable, responsible and ethical practices. The integration of ESG criteria into all aspects of the organization's operations is a key aspect of responsible tourism organizational development. This encompasses environmental protection and community involvement, as well as governance and accountability. By

meeting ESG criteria, tourism organizations can promote sustainable development, mitigate negative impacts and contribute positively to the well-being of both communities and the planet.

However, like any research, also our research has limitations. The most significant limitation is that it was not possible to analyse specific practical applications, but the topic was investigated through studies and academic papers, which are typically based on practical examples, cases, and interviews with tourism actors, stakeholders. Consequently, the practice of the sector appears indirectly. Accordingly, we posit that the initial findings and conclusions can be drawn from this analysis. However, further examination of the potential shortcomings in the ESG elements outlined here is necessary. This can be achieved through qualitative or quantitative primary research, such as case studies, interviews, questionnaires, or text mining. This will enable the exploration of the ESG elements in practice and the identification of any gaps. This will provide a comprehensive understanding of the transition and its current organizational challenges.

The bibliometric analysis presented in our study also has limitations. The bibliometric analysis requires open access to data, data quality correction and consideration of differences between bibliometric databases. Google Scholar, as the most comprehensive source of free bibliographic data available, provided a reasonable basis for conducting the research. However, the PoP software was used to analyse a sample of only 1000 items, which required further adjustments. Increasing the sample size would help to get a more accurate picture of the transition to sustainability. However, in addition to extending the sample, the use of other databases or an extension of the current one would also help to identify the sustainability in the sector.

Finally, in order for the transition and responsible, integrated ESG practice to appear as soon as possible, it is crucial to recognize that sustainability is not merely a moral imperative but also a fundamental business requirement for long-term success. To this end, further research is required to substantiate this assertion and inform the attitudes and behaviours of those involved in the sector.

Acknowledgement

“Project no. TKP2021-NKTA-19 has been implemented with the support provided from the National Research, Development and Innovation Fund of Hungary, financed under the TKP2021-NKTA funding scheme.”

Literature

- Agrawal, S., & Pradhan, S. (2023). Employee green behavior in hotels: the role of green human resource management, green transformational leadership and value congruence. *Consumer Behavior in Tourism and Hospitality*, 18(2), 241-255. <http://dx.doi.org/10.1108/CBTH-11-2022-0191>
- Alamineh, G. A., Hussein, J. W., Endaweke, Y., & Tadesse, B. (2023). The local communities' perceptions on the social impact of tourism and its implication for sustainable development in Amhara regional state. *Heliyon*, 9(6), e17088, ISSN 2405-8440. <https://doi.org/10.1016/j.heliyon.2023.e17088>
- Bajic, S., & Yurtoglu, B. (2018). Which aspects of CSR predict firm market value?. *Journal of Capital Markets Studies*, 2(1), 50-69.
- Baloch, Q., Shah, S., Iqbal, N., Sheeraz, M., Asadullah, M., Mahar, S., & Khan, A. (2023). Impact of tourism development upon environmental sustainability: a suggested framework for sustainable ecotourism. *Environmental Science and Pollution Research Int.*, 30(3), 5917–5930. <https://doi.org/10.1007/s11356-022-22496-w>
- Benčić, M. (2006). Recognizing the Importance of Tourism's Strategy at the Local Community. *Organizacija*, 39(2), pp. 141-145. Retrieved from <http://organizacija.fov.uni-mb.si/index.php/organizacija/article/view/66/132>
- Bernardová, D., Kašparová, K., Fink, M., Ivanová, K., & Arkhangelska, T. (2020). Construction and Significance of Corporate Social Responsibility Indices – from Results to the Essence. *Organizacija*, 53(3), 212-226. <http://doi.org/10.2478/orga-2020-0014>
- Bramwell, B., & Lane, B. (1993). Interpretation and Sustainable Tourism: The Potential and the Pitfalls. *Journal of Sustainable Tourism*, 1(2), 71-80. <https://doi.org/10.1080/09669589309514802>
- Buallay, A., Al-Ajmi, J., & Barone, E. (2022). Sustainability engagement's impact on tourism sector performance: linear and nonlinear models. *Journal of Organizational Change Management*, 35(2), pp. 361-384. <https://doi.org/10.1108/JOCM-10-2020-0308>
- Cheffi, W., Abdel-Maksoud, A., & Farooq, M. (2021). CSR initiatives, organizational performance and the mediating role of integrating CSR into management control systems. *Journal of Management Control*, 32(3), 333–367. <https://doi.org/10.1007/s00187-021-00323-6>
- Crifo, P., Durand, R., & Gond, J.-P. (2019). Encouraging Investors to Enable Corporate Sustainability Transitions: the Case of Responsible Investment in France. *Organization & Environment*, 32(2), 125–144. <https://doi.org/10.1177/1086026619848145>
- Csapi, V., & Balogh, V. (2020). A financial perfor-

- mance-based assessment of SMEs' competitiveness – an analysis of Hungarian and US small businesses. *Problems and Perspectives in Management*, 18(3), 452-463. [https://doi.org/10.21511/ppm.18\(3\).2020.37](https://doi.org/10.21511/ppm.18(3).2020.37)
- Fennell, D., & Cooper, C. (2020). *Sustainable Tourism: Principles, Contexts and Practices*. Bristol, Blue Ridge Summit: Multilingual Matters. ISBN 978-1-84541-767-3. S2CID 228913882.
- Ferreira-Quilice, T., Hernández-Maestro, R. M., & Gonzalez Duarte, R. (2023). Corporate sustainability transitions: Are there differences between what companies say and do and what ESG ratings say companies do? *Journal of Cleaner Production*, 41(4), 137520. <https://doi.org/10.1016/j.jclepro.2023.137520>
- Forster, J. (1964). The Sociological Consequences of Tourism. *International Journal of Comparative Sociology*, 5(2), 217-227. <https://doi.org/10.1177/002071526400500208>
- Fun, F. S., Chiun, L. M., Songan, P., & Nair, V. (2014). The impact of local communities' involvement and relationship quality on sustainable rural tourism in rural area, Sarawak. The moderating impact of self-efficacy. *Procedia - Social and Behavioral Sciences*, 144, 60-65. <https://doi.org/10.1016/j.sbspro.2014.07.274>
- Godfrey, P., Merrill, C. B., & Hansen, J. (2009). The Relationship Between Corporate Social Responsibility and Shareholder Value: An Empirical Test of the Risk Management Hypothesis. *Strategic Management Journal*, 30(4), 425-445.
- Gonda, T., & Rátz, T. (2023). Attitudes and actions in responsible tourism – An analysis of generational differences. *GeoJournal of Tourism and Geosites*, 46(1), 234-242.
- Gonzalez-Porras, L., Heikkinen, A., Kujala, J., & Tapaninaho, R. (2021). Stakeholder engagement in sustainability transitions. In *Research Handbook of Sustainability Agency*, Cheltenham, UK: Edward Elgar Publishing. pp. 214-229. <https://doi.org/10.4337/9781789906035.00021>
- Guix, M., & Font, X. (2022). Consulting on the European Union's 2050 tourism policies: An appreciative inquiry materiality assessment. *Annals of Tourism Research*, 93, 103353, <https://doi.org/10.1016/j.annals.2022.103353>
- Harris, R., Williams, P., & Griffin, T. (2012). *Sustainable Tourism*. Routledge
- Hassan, A.S., & Meyer, D.F. (2022). Does countries' environmental, social and governance (ESG) risk rating influence international tourism demand? A case of the Visegrád Four. *Journal of Tourism Futures*, <https://doi.org/10.1108/JTF-05-2021-0127>
- Ionescu, G.H., Firoiu, D., Pirvu, R. & Vilag, R.D. (2019). The impact of ESG factors on market value of companies from travel and tourism industry. *Technological and Economic Development of Economy*, 25(5), 820-849. <https://doi.org/10.3846/tede.2019.10294>
- Jarvis, N., Weeden, C., & Simcock, N. (2010). The Benefits and Challenges of Sustainable Tourism Certification: A Case Study of the Green Tourism Business Scheme in the West of England. *Journal of Hospitality and Tourism Management*, 17(1), 83-93.
- Job, H., Becken, S., & Lane, B. (2017). Protected Areas in a neoliberal world and the role of tourism in supporting conservation and sustainable development: An assessment of strategic planning, zoning, impact monitoring, and tourism management at natural World Heritage Sites. *Journal of Sustainable Tourism*, 25, 1697-1718.
- Johnstone, L. (2018). Environmental Management Decisions in CSR-based Accounting Research. *Corporate Social Responsibility and Environmental Management*, 25, 1212-1222. <https://doi.org/10.1002/CSR.1632>
- Kukanja, M., Planinc, T., & Sikošek, M. (2020). Crisis Management Practices in Tourism SMEs During the Covid-19 Pandemic. *Organizacija*, 53(4), 346-361., <http://doi.org/10.2478/orga-2020-0023>
- Leoni, L. (2024). Integrating ESG and organisational resilience through system theory: the ESGOR matrix. *Management Decision*, 0025-1747, <https://doi.org/10.1108/MD-10-2023-1924>
- Lesnikova, P., & Schmidtova, J. (2020). Development of Corporate Sustainability in Enterprises through the Application of Selected Practices and Tools. *Organizacija*, 53(2), 112-127. <http://doi.org/10.2478/orga-2020-0008>
- Maletič, M., Maletič, D., Dahlgaard, J.J., Dahlgaard-Park, S.M., & Gomišček, B. (2014). The Relationship between Sustainability-Oriented Innovation Practices and Organizational Performance: Empirical Evidence from Slovenian Organizations. *Organizacija*, 47(1), 3-13. <http://doi.org/10.2478/orga-2014-0001>
- McMinn, S. (1997). The challenge of sustainable tourism. *The Environmentalist*, 17, 135-141.
- Mihalic, T., Mohamadi, S., Abbasi, A., & Dávid, L.D. (2021): Mapping a Sustainable and Responsible Tourism Paradigm: A Bibliometric and Citation Network Analysis. *Sustainability*, 13, 853. <https://doi.org/10.3390/su13020853>
- Moher, D., Liberati, A., & Tetzlaff, J. (2009). Preferred reporting items for systematic reviews and meta-analyses: The PRISMA statement. *Annals of Internal Medicine*, 151, 264-269.
- Mukherjee, D., Lim, W.M., Kumar, S., & Donthu, N. (2022). Guidelines for advancing theory and practice through bibliometric research. *Journal of Business Research*, 148, 101-115. <https://doi.org/10.1016/j.jbusres.2022.04.042>
- Neto, F. (2003). A new approach to sustainable tourism development: Moving beyond environmental protection. *Natural Resources Forum*, 27, 212-222. <https://doi.org/10.1111/1477-8947.00056>
- Pan, S.Y., Gao, M., Kim, H., Shah, K.J., Pei, S.L., & Chiang, P.C. (2018). Advances and challenges in

- sustainable tourism toward a green economy. *Science of the Total Environment*, 635, 452-469. <https://doi.org/10.1016/j.scitotenv.2018.04.134>
- Peng, C. (2021). Protecting world heritage in China by enacting laws: Sustainable tourism development. *Chinese Journal of Population, Resources and Environment*, 19, 104-109. <https://doi.org/10.1016/j.cjpre.2021.12.011>
- Pizam, A. (1978). Tourism's Impacts: The Social Costs to the Destination Community as Perceived by Its Residents. *Journal of Travel Research*, 16(4), 8-12. <https://doi.org/10.1177/004728757801600402>
- Pompella, M., & Constantion, L. (2023). ESG Disclosure and Sustainability Transition: A New Metric and Emerging Trends in Responsible Investments. *TalTech Journal of European Studies*, 13(1), 8-39. <https://doi.org/10.2478/bjes-2023-0002>
- Popescu, C., Hysa, E., Kruja, A., & Mansi, E. (2022). Social Innovation, Circularity and Energy Transition for Environmental, Social and Governance (ESG) Practices – A Comprehensive Review. *Energies*, 15(23), 9028. <https://doi.org/10.3390/en15239028>
- Porter, M.E., & Kramer, M.R. (2011). The Big Idea: Creating Shared Value. How to Reinvent Capitalism - and Unleash a Wave of Innovation and Growth. *Harvard Business Review*, 89(1-2), 62-77.
- Saarinen, J. (2019). Communities and sustainable tourism development: Community impacts and local benefit creation tourism. In: McCool, S. F., Bosak, K. (eds.). *A Research Agenda for Sustainable Tourism*. Edward Elgar Publishing, 206-222. <https://doi.org/10.4337/9781788117104.00020>
- Saarinen, J. (2021). Is Being Responsible Sustainable in Tourism? Connections and Critical Differences. *Sustainability*, 13, 6599. <https://doi.org/10.3390/su13126599>
- Salvioni, D.M., & Almici, A. (2020). Transitioning Toward a Circular Economy: The Impact of Stakeholder Engagement on Sustainability Culture. *Sustainability*, 12(20), 8641, <https://doi.org/10.3390/su12208641>
- Sen, S., Du, S., & Bhattacharya, C.B. (2016). Corporate social responsibility: a consumer psychology perspective. *Current Opinion in Psychology*, 10, 70-75.
- Swarbrooke, J. (2014). *Sustainable tourism management*. Wallingford, Oxfordshire: CABI.
- Szczanowicz J., & Saniuk, S. (2016). Evaluation and reporting of CSR in SME sector. *Management, Sciendo*, 20(1), 96-110. <https://doi.org/10.1515/management-2015-0027>
- Taylor, J., Vithayathil J., & Yim, D. (2018). Are Corporate Social Responsibility (CSR) Initiatives such as Sustainable Development and Environmental Policies Value-Enhancing or Window Dressing?. *Corporate Social Responsibility and Environmental Management*, 25(5), 971-980. <https://doi.org/10.1002/csr.1513>
- United Nations World Tourism Organization (UNWTO) (2012). *Global Code of Ethics for Tourism. For Responsible Tourism*; United Nations World Tourism Organisation: Madrid, Spain.
- United Nations World Tourism Organization (UNWTO) (2017). Sustainable tourism. <https://www.unwto.org/sustainable-development/sustainable-tourism-key-facts-and-figures>
- Uran, M., & Juvan, E. (2010). The Stakeholders Role within Tourism Strategy Development: the Local Residents Viewpoint. *Organizacija*, 43(5), pp. 196-207. Retrieved from <http://organizacija.fov.uni-mb.si/index.php/organizacija/article/view/363/726>
- Van der Borg, J., Costa, P., & Gotti, G. (1996). Tourism in European heritage cities. *Annals of Tourism Research*, 23(2), 306-321. [https://doi.org/10.1016/0160-7383\(95\)00065-8](https://doi.org/10.1016/0160-7383(95)00065-8)
- Van Eck, N.J., & Waltman, L. (2011). Visualizing bibliometric networks. In: Ding, Y., Rousseau, R. & Wolfram, D. (Eds.). *Measuring scholarly impact: Methods and practice*, Springer, 285-320.
- Waltman, L., van Eck, N.J., & Noyons, E. (2010). A unified approach to mapping and clustering of bibliometric networks. *Journal of Informetrics*, 4(4), 629-635. <https://doi.org/10.1016/j.joi.2010.07.002>
- Wang, Z., Hsieh, T. S., & Sarkis, J. (2017). CSR Performance and the Readability of CSR Reports: Too Good to be True?. *Corporate Social Responsibility and Environmental Management*, 25(1), 66-79. <https://doi.org/10.1002/csr.1440>
- World Economic Forum (2022): Travel & Tourism Development Index 2021. https://www3.weforum.org/docs/WEF_Travel_Tourism_Development_2021.pdf

Petra Putzer is an assistant professor at the Faculty of Business and Economics, University of Pécs. She received her Ph.D. from the Doctoral School of Business Administration at the University of Pécs in 2015. Her research area is CSR and Nonbusiness marketing, with a special focus on SMEs and she is currently conducting research in the field of ESG and marketing metrics. She is the Director of the Sustainability Centre at the Faculty.

Alexandra Posza is an assistant professor at the Faculty of Business and Economics, University of Pécs. She received her Ph.D. from the Doctoral School of Business Administration at the University of Pécs in 2021. Her research area is investment valuation, with a special focus on real options theory, and she is currently conducting research in the field of ESG finance.

Prehod od korporativne družbene odgovornosti k okoljski, družbeni in upravljavski odgovornosti v turizmu – bibliometrična analiza

Namen in namen: Študija preučuje, ali naraščajoča priljubljenost pristopa ESG (okoljska, družbena in upravljavska odgovornost) lahko privede do upada ali izginitja koncepta korporativne družbene odgovornosti (CSR), ki se je srečal z mnogimi izzivi pri praktični izvedbi. Prav tako preučuje glavna vprašanja trajnosti, ki pomagajo raziskati, kje je prehod, katere elemente že obstajajo in kje so vrzeli. Vprašanje je analizirano v kontekstu turističnega sektorja.

Metode: Uporabljena je bila bibliometrična analiza, ki vključuje 924 študij z uporabo programske opreme Publish or Perish (PoP) in metodologije PRISMA.

Rezultati: Analiza je raziskala odnos med trajnostjo in turizmom ter med turizmom in ESG. Bibliometrične karte kažejo močno povezavo med konceptoma CSR in ESG na področju študije.

Zaključek: Študija poudarja, da ESG ne nadomešča CSR, temveč zagotavlja merjenje in okvir za reševanje njegovih težav. V turističnem sektorju je področje ESG prevladujoče na prvem stebričku 'E', kar pomeni, da je trajnost predvsem osredotočena na okoljske in naravne vidike, medtem ko so družbena ali celo ekonomska trajnost ter etika manj izpostavljeni. Študija ponuja predloge za prihodnje raziskave in uporabne informacije za odločevalce ter upravitelje v turizmu.

Ključne besede: *Trajnostni turizem, CSR; Korporativna družbena odgovornost, ESG, Prehod k trajnosti, Bibliometrična analiza*