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A SYSTEMATIC LITERATURE REVIEW OF COMMUNICATION STRATEGIES IN HOSPITALITY: TECHNOLOGY, CSR, AND CRISIS MANAGEMENT

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Abstract

The hospitality and tourism industries are increasingly influenced by technological advancements, Corporate Social Responsibility (CSR), and the necessity of cross-cultural communication. Effective communication strategies are essential for improving customer satisfaction, employee engagement, and organizational resilience in this evolving landscape. This study explores how the integration of Information and Communication Technologies (ICT), CSR, and cross-cultural communication shapes communication strategies in hospitality and tourism. A systematic literature review (SLR) following the PRISMA guidelines was conducted, analyzing 51 peer-reviewed studies published between 2015 and 2025. The review focuses on key themes such as the role of digital communication tools, CSR practices, and the impact of cultural factors on communication strategies. The findings reveal that ICT, including AI-powered tools and mobile applications, significantly enhances operational efficiency and customer engagement. However, these technologies must be integrated with human communication to maintain a personalized and emotionally engaging service experience. CSR communication plays a critical role in fostering customer loyalty, especially when aligned with sustainability and ethical practices. Cross-cultural communication remains vital for ensuring that hospitality services meet the diverse needs of global customers. The findings suggest that future research should explore how digital communication can be culturally adaptive and effective during global disruptions. Implications for hospitality businesses include the need to balance technological integration with human interaction, invest in CSR initiatives, and incorporate cultural intelligence into training programs. These strategies will help businesses create more effective, adaptable communication models that respond to the evolving expectations of consumers in a digital and multicultural world.

Keywords: Communication Strategies, ICT, Corporate Social Responsibility, Cross-Cultural Communication, Hospitality

1. INTRODUCTION

In an era marked by rapid globalization and technological advancements, effective communication has become crucial within the hospitality and tourism industries. These sectors are undergoing significant transformations, driven by evolving consumer behaviors and the growing role of digital technologies. Communication strategies, once primarily one-way, have now shifted toward more interactive, participatory models. Customers no longer passively receive information; instead, they engage actively via social media, mobile apps, and other digital platforms (Ettinger et al., 2018; Goh & Sigala, 2020). This shift is not only changing customer interactions but also reshaping internal organizational dynamics, impacting employee satisfaction, organizational trust, and crisis management strategies, as seen during the COVID-19 pandemic (Guzzo et al., 2021).

Research in hospitality and tourism communication highlights the central role that communication plays in shaping both customer experiences and internal dynamics. The use of Communication Accommodation Theory (Wang et al., 2015) has provided insights into how cross-cultural communication influences customer perceptions, while studies on Corporate Social Responsibility (CSR) emphasize its growing importance in enhancing consumer trust, particularly in relation to sustainability (Ettinger et al., 2018). Additionally, advancements in Information and Communication Technologies (ICT) have drastically altered how communication is structured, moving from one-way



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transmission to more dynamic, two-way exchanges between service providers and customers (Molina-Collado et al., 2022). Thus, communication is not only a key factor in enhancing customer service but also essential in cultivating a resilient and productive workforce.

In recent years, the hospitality and tourism industries have faced increasing pressure to integrate sustainable practices alongside the rise of digital communication technologies. Social media platforms and mobile applications have accelerated the shift from traditional communication models to more interactive ones, empowering customers to provide real-time feedback and fostering stronger emotional connections between customers and employees (King & Lee, 2016; Liu-Lastres, 2022). The growing importance of CSR in consumer decision-making, particularly with respect to environmental sustainability, further underscores the need for responsible and transparent communication strategies (Cao et al., 2024; Ettinger et al., 2018). To adapt to these changes, businesses must align their communication practices with both customer expectations and sustainability goals.

There are notable gaps in the literature regarding the intersection of communication, technology, and culture in hospitality and tourism. While some studies have examined the impact of cultural factors like religion and gender on communication perceptions (Islam & Kirillova, 2020), there is limited research on how these factors interact with modern communication technologies, such as AI-powered chatbots and social media. Furthermore, crisis communication, particularly in the context of COVID-19, has not been sufficiently explored through the lens of contemporary digital tools (Liu-Lastres, 2022). This study seeks to address these gaps by investigating how communication, technology, and culture intersect in shaping strategies within the hospitality and tourism sectors.

Focusing on the integration of ICT, CSR, and cross-cultural communication, this study aims to explore how these factors contribute to effective communication strategies. As digital platforms reshape customer-business interactions, understanding how to leverage these tools to enhance both customer and employee experiences is essential. The increasing importance of CSR requires a deeper examination of how responsible communication fosters customer loyalty. At the same time, the COVID-19 pandemic highlights the need for innovative approaches to crisis communication to maintain trust during global disruptions.

While significant research has been conducted on each of these individual elements, there is a lack of understanding of how they work together in practical, real-world contexts. As the industry adapts to the digital era, businesses must leverage the synergies between these factors to stay competitive and relevant. The findings will provide valuable insights for practitioners in developing sustainable and effective communication strategies in the modern hospitality landscape.

2. REVIEW OF LITERATURE

The current research landscape within hospitality and tourism is significantly influenced by emerging trends, innovative methodologies, and interdisciplinary connections that reflect ongoing social and technological transformations. A significant trend is the integration of Information and Communication Technologies (ICT), including AI chatbots and mobile applications, aimed at enhancing customer interactions. This shift underscores the growing need for the industry to adapt to evolving consumer demands. The study's primary research question focuses on how the integration of ICT enhances customer satisfaction, employee engagement, and organizational performance within hospitality communication. This change is crucial in addressing the increasing consumer expectation for personalized, efficient, and immediate communication (Molina-Collado et al., 2022).

Furthermore, the prominence of Corporate Social Responsibility (CSR) communication strategies has grown, emphasizing the role of proactive communication in shaping customer perceptions and engagement with sustainability concerns (Ettinger et al., 2018). The integration of CSR communication in hospitality strategies is essential for understanding how responsible communication impacts customer loyalty—another key question explored in this study. These shifts in communication strategies



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call for further research on how CSR and digital communication tools can enhance the customer experience and improve organizational performance, thus positioning them as crucial areas of focus for both research and practice in hospitality.

Over time, research methodologies in hospitality and tourism have evolved to tackle the complexities of changing dynamics. Early studies predominantly used quantitative methods, focusing on statistical analysis to explore relationships between variables, such as internal communication's impact on employee satisfaction or the effect of ICT on operational efficiency (Wang et al., 2015). However, this traditional approach, though foundational, is limited in capturing the nuanced human interactions within hospitality services. This limitation highlights the need for research methodologies that account for the cultural and interpersonal dimensions of communication, which is essential for fully understanding its impact on customer satisfaction and employee engagement. Employee-guest interactions are often culturally and socially rich, which cannot always be quantified using traditional methods. As a result, more recent research has integrated qualitative and mixed methods, offering a more comprehensive understanding of the factors influencing both customer satisfaction and employee engagement (Guzzo et al., 2021). Qualitative methods, such as in-depth interviews and content analysis, provide opportunities to explore the subjective experiences of employees and customers, shedding light on the social dynamics that shape their behavior. These methodologies are increasingly valuable in studying the evolving role of communication in a post-pandemic world, where adaptive and empathetic communication strategies have become more essential than ever.

The shift toward interdisciplinary approaches has become a key feature of contemporary research in hospitality and tourism. The integration of communication theory with psychology, management, and organizational behavior has broadened our understanding of consumer and employee behavior, particularly in crises like the COVID-19 pandemic. Research has shown how effective leadership, internal communication, and organizational support contribute to higher levels of employee satisfaction and retention—factors critical to maintaining a motivated workforce during crises (Jiménez-Barreto et al., 2021). These interdisciplinary approaches directly align with the study's goal of exploring the intersection of communication, leadership, and organizational behavior in crisis management, an area that remains underexplored in hospitality research. The merging of communication with other social science disciplines provides a richer understanding of the multifaceted challenges faced by the hospitality industry, offering insights valuable for both academic inquiry and industry practices. As these interdisciplinary links continue to evolve, they promise to provide a deeper understanding of the complex relationships between communication, organizational culture, and employee performance in the sector.

A critical focus in recent research is the increasing role of ICT in enhancing the competitiveness and operational efficiency of the hospitality and tourism sectors. Molina-Collado et al. (2022) emphasize the growing significance of digital technologies, including self-service technologies and user-generated content, in shaping consumer experiences and improving operational processes. This theme addresses the question of how ICT impacts both customer engagement and business performance, directly connecting to the study's exploration of technological integration in hospitality communication. These innovations have altered the way customers interact with service providers, enabling greater personalization and more efficient service delivery. The use of AI-driven chatbots has been particularly effective in building customer trust and delivering instant, personalized responses to inquiries (Liu et al., 2025). As demand for immediate communication and seamless customer service rises, the hospitality industry's adoption of ICT is expected to increase, necessitating further investigation into its impact on customer satisfaction, loyalty, and overall business performance. Technological shift raises questions about the role of human interaction in an increasingly digital service environment, underscoring the need for balanced communication strategies that combine technological advantages with the personal touch valued in hospitality services.



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3. RESEARCH METHODOLOGY

The purpose of this study is to conduct a systematic review of the literature on "Communication in Hospitality" using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) (Page & Moher, 2017). The PRISMA methodology is widely recognized for improving the transparency and quality of systematic reviews and meta-analyses. The method has been applied across various fields to enhance research rigor and ensure comprehensive reporting (Randles & Finnegan, 2023; Veroniki et al., 2025). The current study adheres to these protocols to systematically evaluate the state of research in hospitality communication, focusing on the integration of communication technologies, Corporate Social Responsibility (CSR) practices, and the evolving demands of consumers in the hospitality and tourism industries.

3.1 Search Strategy and Identification of Studies

The identification process for this systematic review began with a comprehensive search of articles using the specific keyword "Communication hospitality" in the Scopus database. Scopus was chosen due to its rigorous indexing system and its ability to provide high-quality academic articles. It ensures that only relevant and peer-reviewed sources are included in the database, which reduces the likelihood of including articles from predatory journals (Veroniki et al., 2025). Unlike other databases, such as Google Scholar, which often leads to duplicate articles and irrelevant studies, Scopus provides a more reliable and relevant set of results. The filtering criteria used to narrow down the search were based on the publication period (2015-2025), journal tiers (Q1, Q2, Q3, Q4), and the necessity of having abstracts for screening. The initial search yielded 83 relevant articles. However, some articles were excluded at various stages of the screening process. These included 22 articles deemed ineligible based on the date range, four articles from lower-tier journals, and two articles without abstracts, leaving 55 articles to undergo further screening (see Figure 1.).

3.2 Screening and Eligibility Assessment

In the screening phase, 55 articles were evaluated for eligibility. Of these, one article was excluded, and 54 reports were retrieved for further assessment. However, 25 of these reports could not be retrieved, leaving 29 articles eligible for review. At this stage, no additional articles were excluded for other reasons. Alongside the articles retrieved from Scopus, 22 additional studies were sought from other sources. This expanded search resulted in a total of 51 studies being included in the final review. The inclusion of studies from both Scopus and other sources ensures that a diverse range of literature is considered, contributing to a more comprehensive understanding of communication in hospitality contexts.

3.3 Data Extraction and Analysis

Once the studies were selected for inclusion, data extraction was performed based on the research questions and objectives of the study. The primary focus was to identify key themes related to communication strategies in the hospitality industry, particularly those concerning the integration of technology (such as AI and chatbots), CSR communication, and cross-cultural communication. The studies were assessed for methodological quality and relevance, following the PRISMA framework, which ensured that the screening and data extraction process adhered to a standardized and reliable approach.

The analysis of the studies included in this systematic review was conducted using thematic analysis, a qualitative research method commonly used in systematic reviews (Azmi et al., 2023). Thematic analysis involves identifying and analyzing patterns or themes within qualitative data. In this case, the themes identified from the selected studies include the role of digital communication tools, the impact of CSR on customer loyalty and brand perception, and the influence of cultural factors on communication effectiveness in the hospitality industry. This method allows for a deeper understanding

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of the various factors that influence communication in the sector beyond quantitative measures by focusing on the lived experiences of customers and employees.

Thematic analysis was carried out by systematically coding the data from the included studies, categorizing findings into relevant themes, and synthesizing the results to conclude the state of communication in hospitality. This analysis was particularly valuable in identifying gaps in the literature, such as the lack of studies examining the interaction between digital communication technologies and cultural differences or the impact of CSR communication during crisis events like the COVID-19 pandemic. The studies included in this review predominantly focus on the English language literature.

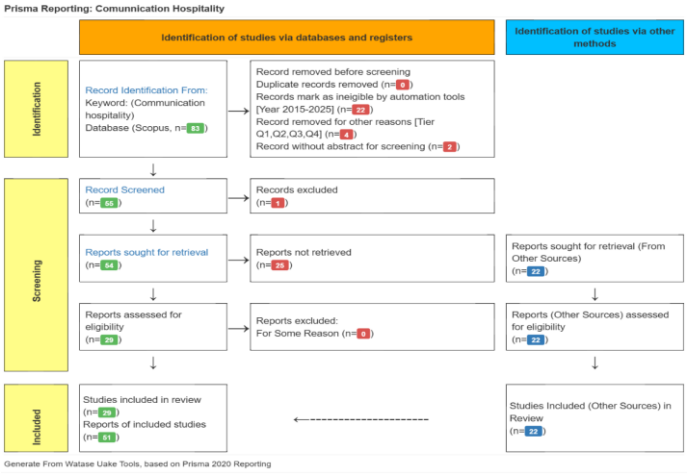


Figure 1: PRISMA Flowchart - Communication Hospitality
Source: Process data (2025)

4. FINDINGS AND DISCUSSION

The findings from the analysis of prior research reveal several significant trends in the field of hospitality and tourism communication. These trends indicate the growing importance of technology, the increasing focus on Corporate Social Responsibility (CSR), the crucial role of cross-cultural communication, and the evolving needs of the industry in response to global challenges. The thematic patterns emerging from the literature suggest that these elements are interlinked, highlighting the importance of integrating technological advancements, CSR strategies, and effective communication to improve both customer experiences and organizational performance.

4.1 Word cloud

The analysis of keywords from previous research, as shown in Figure 2., highlights several dominant themes in the fields of hospitality and tourism, with "Hospitality" and "Tourism" standing out as the most prominent. These themes are further supported by subtopics such as "Crisis management," "COVID-19," and "Sustainability," reflecting the industry's response to global challenges and its need to adapt. The interconnections between these themes are evident; for example, the crisis induced by COVID-19 has driven research on crisis management and sustainability within the hospitality sector. Additionally, keywords related to communication, such as "organizational communication" and "internal communication," underscore the importance of communication in managing change and building trust among stakeholders.

This pattern demonstrates a research priority on adaptation and innovation in response to the challenges faced by the industry. Moving forward, the relevance of these themes will continue to grow, particularly in the contexts of sustainability and digitalization, which present opportunities for further

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research aimed at creating innovative solutions to the challenges confronting the hospitality and tourism industries.



Figure 2: Word Cloud of Key Research Themes in Hospitality and Tourism
Source: Process data (2025)

4.2 Variable & Path Hypothesis Classification

The analysis of the table detailing variables from previous research, as shown in Figure 3., reveals significant patterns in academic publication trends. The variables most frequently appearing in this research reflect a strong focus on contemporary issues tied to advancements in technology and organizational behavior. Variables such as "Robot Communication Modality," "Covid-19-related Job Insecurity," and "Crisis Communication" are central, demonstrating the industry's response to technological advancements and global challenges like the COVID-19 pandemic. These variables highlight the growing intersection between communication technologies, employee behavior, and organizational responses in times of crisis (Chaskar & Upadhyay, 2023; Liu-Lastres, 2022; Zizka & Chen, 2024).

The variables "Behavioral Intention" and "Job Performance" emerge frequently, suggesting a focus on understanding individual and organizational responses to change, particularly in the context of technological innovation and crisis management (Duarte & Silva, 2023; Liu-Lastres, 2022). Regional trends are also implied through the clustering of related variables, as seen in the emphasis on "Communication Consistency" and "Company Output," which may reflect the importance of consistent internal communication strategies within organizations globally (King & Lee, 2016; Xu et al., 2017).

The relevance of citation counts in this context is crucial, as highly cited articles typically indicate significant contributions to their fields, signaling that the dominant variables in research are not only relevant theoretically but also practically impactful. Overall, the patterns within this table reflect a global research focus on the intersection of communication, technology, and organizational behavior, with an increasing emphasis on crisis management and the responses to global disruptions like COVID-19. This focus is expected to continue evolving, particularly as businesses seek to innovate and adapt in the face of ongoing challenges.

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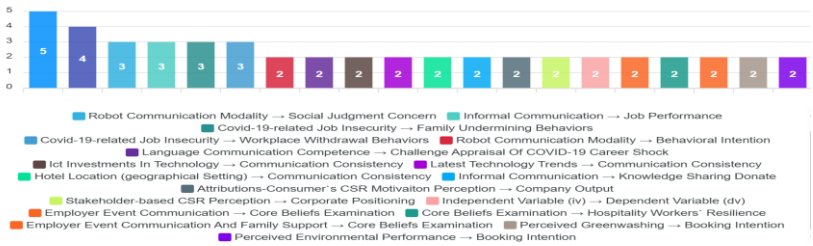


Figure 3: Variables & Hypothesis Classification
Source: Process data (2025)

4.3 Focus on Classification

The research focus, as depicted in Figure 4 and Figure 5, reveals a wide range of themes explored within the hospitality and tourism industries, with a strong emphasis on crisis communication, sustainability, and technological integration. Notably, 92 citations highlight the focus on hospitality employees in the U.S. during the COVID-19 pandemic, which underscores the operational and health concerns that reshaped the hospitality industry. This significant number of citations illustrates the profound impact of the pandemic on the sector and its adaptation to the crisis.

In terms of sustainability, 87 citations focus on customer attitudes toward CSR communication and green initiatives during the holidays, reflecting the industry's growing emphasis on aligning with consumer expectations for sustainability. This research highlights the role of communication in building trust and loyalty around CSR efforts in the hospitality industry.



Figure 4: Context Classification
Source: Process data (2025)

The research also emphasizes the importance of ICT integration in the hospitality industry, with 62 citations discussing how technological advancements are enhancing operational efficiency and customer experience, particularly in managing the challenges posed by the pandemic. The integration of technology into customer service and operations has proven to be a critical aspect of crisis management and adapting to changing customer needs.

There is significant research on cross-cultural communication and crisis communication during the COVID-19 pandemic, with 39 citations specifically focused on the hospitality industry in Vietnam and South Korea. These studies underline the importance of effective internal communication and the role of social capital in navigating a global crisis. For instance, the South Korean hospitality industry (with 39 citations) has focused on the role of internal communication and social networks in maintaining operational resilience during the pandemic.

The research also covers hotel loyalty programs and their communication strategies with customers, with a strong focus on how these programs adapted during the pandemic. Risk and crisis communication

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in hospitality, particularly during global crises like COVID-19, has been another key focus, with substantial attention given to how communication strategies impact both employee trust and customer perceptions.

Studies on the Chinese hospitality industry (with 39 citations) and their response to sustainability and CSR during holidays reflect how this sector has been integrating green practices to align with global sustainability goals. These themes of sustainability, crisis management, and communication strategies are not only relevant in the context of COVID-19 but also continue to shape the future direction of the hospitality and tourism sectors.

Citation distribution across these themes illustrates the significant shift in the hospitality industry's focus toward integrating technological advancements, improving sustainability practices, and enhancing communication strategies. Future research is expected to continue exploring these areas, particularly in how CSR initiatives, communication strategies, and technology can contribute to customer loyalty, operational efficiency, and resilience in times of crisis.

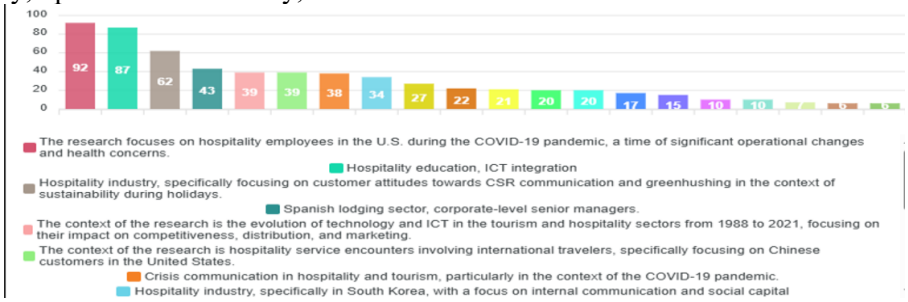


Figure 5: Context Classification Citation
Source: Process data (2025)

4.4 Journal Classification

The analysis of Table 1, which presents the classification of journal names and their respective citations, shows that the "International Journal of Hospitality Management" has a high citation count of 196, reflecting its significant influence and relevance in the field of hospitality and management research. The "International Journal of Contemporary Hospitality Management" with 99 citations, and the "Sustainability" journal, with 23 citations, also stand out, focusing on sustainability and hospitality management, key themes in current research (Molina-Collado et al., 2022; Ettinger et al., 2020).

The "Tourism Management Perspectives," with 39 citations, and the "Journal of Hospitality and Tourism Management," with 6 citations, highlight the ongoing focus on strategic management and tourism studies. The "Information Technology & Tourism" journal, with 41 citations, reflects the growing importance of technology in the tourism sector. The "Journal of Travel Research" with 62 citations, and the "Journal of Teaching in Travel & Tourism" with 87 citations show the significance of educational approaches and travel research in shaping the current landscape of hospitality and tourism.

These findings demonstrate the increasing importance of sustainability, crisis management, and technological integration in hospitality and tourism research, highlighting how the industry is adapting to modern challenges.

Table 1. Journal Citation

No	ISSN	Journal	Tier	Citation	Total Article
1	2784319	International Journal of Hospitality Management	1	196	5



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No	ISSN	Journal	Tier	Citation	Total Article
2	9596119	International Journal of Contemporary Hospitality Management	1	99	3
3	10983058	Information Technology & Tourism	3	41	2
4	20711050	Sustainability	1	23	2
5	22119736	Tourism Management Perspectives	2	39	2
6	14476770	Journal of Hospitality and Tourism Management	2	6	2
7	9696989	Journal of Retailing and Consumer Services	2	7	1
8	20799292	Electronics	2	15	1
9	20763387	Administrative Sciences	2	6	1
10	14673584	Tourism and Hospitality Research	3	0	1
11	472875	Journal of Travel Research	1	62	1
12	14738376	Journal of Hospitality, Leisure, Sport & Tourism Education	2	3	1
13	15332845	Journal of Human Resources in Hospitality & Tourism	3	10	1
14	15313220	Journal of Teaching in Travel & Tourism	4	87	1
15	13527266	Journal of Marketing Communications	2	20	1
16	1331677X	Economic Research-Ekonomska Istraživanja	4	5	1
17	10963758	Journal of Hospitality & Tourism Education	4	10	1
18	15256480	International Journal of Hospitality & Tourism Administration	3	1	1

Source: Process data (2025)

The citation distribution in Table 2 shows a variety of citation counts across different articles. The highest citation count is for Guzzo et al. (2021), with 92 citations indicating the significant impact of their research on organizational trust during the COVID-19 pandemic and its influence on hospitality employees' emotional responses to managerial communication. This highlights the critical role of effective communication in maintaining trust and employee engagement during times of crisis.

Similarly, the article by Goh & Sigala (2020), with 87 citations, discusses the integration of Information and Communication Technologies (ICT) in hospitality education. This research provides insights into how ICT can enhance classroom instruction, which is crucial for the development of future hospitality professionals, especially as technology continues to reshape the industry.



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Other notable studies include Ettinger et al. (2021), with 62 citations, which examines the role of Corporate Social Responsibility (CSR) communication in the hospitality industry, focusing on customer perceptions of greenwashing versus genuine CSR efforts. This paper provides valuable perspectives on CSR communication from the customer's point of view, which is increasingly relevant in a sustainability-conscious world. The study by Porcu et al. (2019), with 43 citations, explores the influence of integrated marketing communication on hospitality market performance, reflecting the growing importance of cohesive communication strategies in driving business success in the sector.

On the other end of the spectrum, articles like Cao et al. (2024) and Ren et al. (2023) have relatively lower citation counts, with 7 and 6 citations, respectively. These articles discuss more specialized topics, for papers focused on crisis communication, such as those by Guzzo et al. (2021) and Goh & Sigala (2020), underscore the importance of understanding how hospitality organizations communicate internally and externally during times of crisis. Furthermore, the continuing interest in ICT integration and CSR highlights the ongoing relevance of these themes in shaping the future of the hospitality industry.

Future research should continue to explore these critical areas, especially the intersection of sustainability, technology, and communication, to develop effective strategies that address the evolving challenges of the hospitality industry in an increasingly interconnected and digital world (Archibald et al., 2024; Chen et al., 2021).

Table 2. Author(s) Citation

No	Author(s)	Title	Journal	Citation
1	(Guzzo et al., 2021)	Organizational trust in times of COVID-19: Hospitality employees' affective responses to managers' communication	International Journal of Hospitality Management	92
2	(Goh & Sigala, 2020)	I Integrating Information & Communication Technologies (ICT) into classroom instruction: teaching tips for hospitality educators from a diffusion of innovation approach	Journal of Teaching in Travel and Tourism	87
3	(Ettinger et al., 2018)	Online CSR communication in the hotel industry: Evidence from small hotels	International Journal of Hospitality Management	62
4	(Porcu et al., 2019)	Analyzing the influence of firm-wide integrated marketing communication on market performance in the hospitality industry	International Journal of Hospitality Management	43
5	(Molina-Collado et al., 2022)	Mapping tourism and hospitality research on information and communication technology: a bibliometric and scientific approach Arturo	Information Technology and Tourism	39
6	(Wang et al., 2015)	Customer responses to intercultural communication accommodation strategies in hospitality service encounters	International Journal of Hospitality Management	39
7	(Liu-Lastres, 2022)	Beyond simple messaging: a review of crisis communication research in hospitality and tourism	International Journal of Contemporary	38



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No	Author(s)	Title	Journal	Citation
			Hospitality Management	
8	(King & Lee, 2016)	Enhancing internal communication to build social capital amongst hospitality employees – the role of social media	International Journal of Contemporary Hospitality Management	34
9	(Tuan, 2021)	Employer event communication and hospitality workers' resilience during the COVID-19 crisis: the role of core beliefs examination and family support	International Journal of Contemporary Hospitality Management	27
10	(Semerádová & Vávrová, 2016)	Using a systemic approach to assess Internet marketing communication within hospitality industry	Tourism Management Perspectives	22
11	(Islam & Kirillova, 2020)	Non-verbal communication in hospitality: At the intersection of religion and gender	International Journal of Hospitality Management	21
12	(Pisicchio & Toaldo, 2021)	Integrated marketing communication in hospitality SMEs: analyzing the antecedent role of innovation orientation and the effect on market performance	Journal of Marketing Communications	20
13	(Shen et al., 2020)	Effective communication strategies of sustainable hospitality: A qualitative exploration	Sustainability	20
14	(Pérez & García De Los Salmones, 2023)	CSR communication and media channel choice in the hospitality and tourism industry	Tourism Management Perspectives	17
15	(Chen et al., 2021)	Mobile communications for tourism and hospitality: A review of historical evolution, present status, and future trends	Electronics (Switzerland)	15
16	(Patiar et al., 2017)	Information and Communication Technology–Enabled Innovation: Application of the Virtual Field Trip in Hospitality Education	Journal of Hospitality and Tourism Education	10
17	(Prikshat et al., 2021)	The growth satisfaction in jobs among hospitality employees: the role of transformational leadership, interpersonal communication satisfaction and trust	Journal of Human Resources in Hospitality and Tourism	10
18	(Cao et al., 2024)	Eco-engagement: Tracing CSR communication's ripple effect on consumer hospitality loyalty	Journal of Retailing and Consumer Services	7



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No	Author(s)	Title	Journal	Citation
19	(Ren et al., 2023)	Career adaptability of international hospitality management students during the COVID-19 pandemic: Focus on the role of language communication competence	Journal of Hospitality and Tourism Management	6
20	(Duarte & Silva, 2023)	Satisfaction with Internal Communication and Hospitality Employees' Turnover Intention: Exploring the Mediating Role of Organizational Support and Job Satisfaction	Administrative Sciences	6

Source: Process data (2025)

4.5 Discussion

4.5.1 Technological integration in hospitality communication

A central theme that emerges from the reviewed literature is the growing integration of Information and Communication Technologies (ICT) in hospitality communication strategies. As technology becomes increasingly pivotal in enhancing service delivery, the findings underscore the critical role that ICT plays in optimizing both operational efficiency and customer experience. Previous research has highlighted that ICT tools such as artificial intelligence (AI)-powered chatbots and mobile applications have enabled hospitality businesses to personalize communication and provide real-time, efficient service to customers (Molina-Collado et al., 2022). These technological tools not only allow businesses to respond to customer queries quickly but also help predict customer needs and enhance service delivery, which directly impacts customer satisfaction.

However, the findings also reveal some challenges associated with the adoption of these technologies. Despite the evident benefits, there are concerns regarding the diminishing role of human interaction in service settings. While technology facilitates quick and seamless communication, it cannot fully replicate the emotional connection that human interaction brings, which remains a valued aspect of the hospitality experience. For instance, the use of AI tools such as chatbots may offer immediate responses but lacks the empathetic touch that human employees can provide. This issue suggests that while technology is indispensable, there is still a need to maintain a balance between digital and human communication to preserve the emotional quality of customer service (Lee & Lee, 2025; Roy et al., 2024).

The findings suggest that while technology integration is essential for maintaining operational efficiency (Buhalis et al., 2019), future strategies should aim to combine technological advancements with human engagement to ensure a holistic customer experience (Ali et al., 2022). This integration will likely become increasingly important as customer expectations for personalization and responsiveness continue to rise.

4.5.2 CSR Communication in the hospitality sector

Corporate Social Responsibility (CSR) communication emerged as another significant theme in the analysis of the literature. The results indicate that CSR has become a critical component of hospitality communication strategies, influencing customer perceptions, loyalty, and brand image. Effective CSR communication not only helps businesses align with sustainability goals but also builds trust with customers who increasingly expect businesses to demonstrate social and environmental responsibility (Le et al., 2022). Previous studies (Ettinger et al., 2018) have shown that CSR activities such as sustainability initiatives, ethical business practices, and community engagement are crucial for building



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stronger relationships with socially conscious consumers. The integration of CSR into communication strategies enables hospitality businesses to differentiate themselves in a competitive market, as consumers are more likely to support brands that align with their values (Vredenburg et al., 2020).

However, the review also highlights a gap in the effective communication of CSR practices, particularly among smaller hospitality establishments. Many smaller businesses still struggle to communicate their CSR efforts effectively, which limits their ability to capitalize on the growing consumer demand for sustainability (Bezuidenhout & Kloppers, 2023; Islam & Kirillova, 2020). Furthermore, while larger hospitality brands may have the resources to implement and promote robust CSR initiatives, smaller businesses often lack the capacity for such efforts. This disparity suggests that there is an opportunity to explore more accessible and scalable CSR communication strategies that can be adopted by businesses of all sizes within the hospitality sector.

Moreover, the importance of CSR communication during crises, such as the COVID-19 pandemic, has been increasingly recognized. Effective CSR communication during crises can help mitigate negative impacts on customer loyalty and brand perception (Hegner et al., 2016). For instance, CSR initiatives that address health and safety concerns or support community resilience during a crisis can significantly improve customer trust. This finding emphasizes the role of CSR in maintaining consumer loyalty not only during times of prosperity but also in the face of global challenges.

4.5.3 Cross-Cultural communication in a globalized industry

Cross-cultural communication continues to be a vital aspect of hospitality communication, particularly as the industry becomes increasingly globalized. The findings from the literature suggest that understanding and adapting to cultural differences is key to delivering high-quality service and improving customer satisfaction. Studies on Communication Accommodation Theory (Wang et al., 2015) reveal that service providers who adapt their communication style to align with the cultural preferences of their customers tend to improve the quality of their service interactions (Jiony et al., 2021). This cultural intelligence allows hospitality employees to meet the expectations of diverse customer bases better, enhancing the overall customer experience (Baratipour et al., 2022).

The review also highlights the challenges that arise from cross-cultural communication, especially in multinational and multicultural settings. Cultural differences, such as varying communication styles, non-verbal cues, and customer expectations, can create barriers to effective communication if not adequately managed (Karna et al., 2024). In particular, the findings suggest that non-verbal communication plays a significant role in hospitality settings, as customers' perceptions of service quality are often influenced by body language and gestures. Cultural factors such as religion and gender can significantly impact how customers interpret non-verbal communication in hospitality services (Islam & Kirillova, 2020). This insight points to the need for hospitality organizations to train their employees in cultural sensitivity and non-verbal communication, ensuring that they can effectively engage with customers from different cultural backgrounds (Miguel, 2024).

Despite the extensive research on cross-cultural communication, the integration of digital tools with cultural sensitivity remains an underexplored area. The rapid rise of digital communication technologies in hospitality necessitates the exploration of how these tools can be adapted to meet the cultural needs of diverse customer segments. As technologies such as AI-driven chatbots and social media platforms continue to play a larger role in customer service, future studies should focus on how these tools can be customized to align with the cultural expectations and preferences of global customers. The findings from this review suggest that there is a significant opportunity to improve communication strategies by leveraging digital tools that are both culturally adaptive and technologically advanced.



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4.5.4 Crisis communication in the context of global challenges

Crisis communication emerged as a prominent theme in the results, particularly in the context of the COVID-19 pandemic. The findings indicate that the hospitality industry faced unprecedented challenges during the pandemic, which forced businesses to rethink their communication strategies in order to maintain customer trust and employee engagement. Studies by Guzzo et al. (2021) emphasized the importance of transparent and empathetic communication during times of crisis. Crisis communication, which includes providing real-time updates, addressing safety concerns, and maintaining open lines of communication with employees, was shown to have a significant impact on both customer loyalty and employee morale (Liu-Lastres & Cahyanto, 2021).

The COVID-19 pandemic further highlighted the need for hospitality businesses to adapt their communication strategies to the digital age. As customers became more reliant on online platforms for information, businesses had to invest in digital communication tools to deliver timely and accurate updates (Ritchie & Jiang, 2021; Tuan, 2021). The findings suggest that businesses that effectively utilized digital tools during the crisis were better positioned to maintain customer loyalty and employee engagement. For example, using social media and AI-powered chatbots to communicate safety protocols and provide updates helped build trust with customers. At the same time, clear internal communication strategies were essential for maintaining employee morale.

However, the crisis also revealed some limitations in traditional communication models, which were no longer sufficient to address the complexities of the pandemic. The review suggests that crisis communication in the hospitality sector must evolve to incorporate more dynamic and adaptive strategies that can respond to rapidly changing circumstances. Future research should continue to examine how crisis communication can be integrated with CSR and technology to enhance organizational resilience and customer satisfaction during global disruptions.

5. CONCLUSION

This systematic literature review (SLR) investigates the role of communication strategies in the hospitality and tourism sectors, particularly focusing on Information and Communication Technologies (ICT), Corporate Social Responsibility (CSR), and cross-cultural communication. The study's findings underscore the growing integration of ICT, such as AI-powered tools and mobile applications, to enhance operational efficiency and personalize customer interactions. CSR communication, in turn, is identified as a critical factor for building trust and customer loyalty, particularly in the context of sustainability. Additionally, the research highlights the significance of cultural sensitivity in communication, which is essential for improving service quality in multinational and multicultural environments.

The study's key contribution to the body of knowledge lies in its synthesis of these three areas—ICT, CSR, and cross-cultural communication—and their intersections in the hospitality industry. The review also uncovers gaps, such as the lack of research on how digital communication tools can be adapted to meet cultural expectations and how CSR can be effectively communicated during crises. These insights provide a foundation for developing more integrated communication strategies that combine technological, social, and cultural factors.

Practically, this research suggests that hospitality organizations should invest in both technological tools and cultural sensitivity training to enhance service delivery and customer engagement. However, the limitations of this study include its reliance on existing literature, potentially omitting regional perspectives. Future research could explore the evolving dynamics of digital communication tools, CSR during crises, and the integration of cultural intelligence into these frameworks across different cultural settings.



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