

Green Management Research in Hotels: Examination of Contribution Strategies

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ARTICLE INFO	ABSTRACT
Keywords: Theoretical Contributions Contribution Strategies PRISMA Systematic Review Green Management in Hotels	Purpose – The study aims to examine the theoretical contribution strategies of articles related to green management in hotels, as one of the early studies. A management approach that has gained increasing interest in the academic literature, within the scope of the study. Design/methodology/approach – The articles were identified from Scopus, Web of Science, and ScienceDirect databases using the PRISMA protocol. Based on the contribution claims in the abstract and introduction sections, a systematic review of 33 articles was conducted, and the contribution language used by the authors was evaluated. The contribution claims in the articles were coded into five main categories: revelatory contributions, incremental contributions, replicatory contributions, consolidatory contributions, and differentiated context contributions. Most of the reviewed articles claimed incremental contributions. Results – Neglect spotting, which is part of the incremental contribution strategy, has been the most preferred sub-category. The differentiated contribution strategy is the second most commonly used of the contribution strategies in the articles. No articles were found in the study that claimed to use the replicatory contributions strategy. Discussion – The findings emphasize the importance of clearly and comprehensively expressing theoretical contributions. Additionally, the recommendations include which types of contributions could be emphasized in future studies in the field of green management in hotels. The study is expected to attract the attention of researchers, as the framing of contribution claims is a relatively understudied research topic.
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1. Introduction

In recent years, environmentalist approaches have gained importance with the increasing social awareness of the negative environmental problems caused by production and consumption. As a result of this awareness, the demands of society and customers for businesses to operate in an environmentally friendly manner have increased. The concept of green management is one of the activities that businesses undertake to improve their environmental outputs (Cramer, 1998). The increasing adoption of green management practices by hotels has become a topic of interest to researchers (Gökdeniz, 2017). In addition to this, with the suggestions in the existing literature that more studies should be conducted on green management in hotels (Ma, Teng & Yan, 2024:2552; Al-Aomar & Hussain, 2017:80; Yeh et al., 2017:57). This study emphasizes the importance of a study that can guide researchers in the dimension of contribution to the literature in future studies due to the potential increase in the number of studies on green management in hotels.

Due to the high volume of journal submissions, authors are required to state the value and contribution of their research in detail and clearly for their work to be considered favorably. Top-tier management journals emphasize the theoretical contribution of articles in the publication process (Corley & Gioia, 2011:12). Journal editors emphasize the theoretical contribution while guiding authors in the article preparation process (McNamara & Schleicher, 2024). Alvesson & Sandberg (2013) state that although the number of articles in the field of management has increased recently, the number of articles with high impact size is low. It is considered that this situation may be since the contribution strategies of the studies are not well-determined or not clearly explained. Within the scope of the study, it is aimed to analyze the contribution strategies of the articles examining hotels on “green management”, which is a management concept that has started to take place gradually in the literature. The purpose of this study is to present the current contributions of studies

ETHICAL APPROVAL: This study used secondary data and does not require ethical committee approval.

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examining green management practices in hotels in the literature and to provide suggestions on which contribution strategy can be used in future studies.

This study extends the theoretical framework of contribution strategies proposed by Nicholson et al. (2018) to a new context. Doran et al. (2022) expanded the contribution strategy framework in the context of tourism. This study is the first to examine contribution strategies for green management practices in hotels and expands the framework of contribution strategies in the field of tourism and hospitality. The article begins with information about contribution strategies. The studies to be evaluated in the research were determined using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) method. The contribution strategies were examined after the studies included in the scope of the research were determined. Finally, the findings were discussed, and recommendations were made.

2. Theoretical Background

Nicholson et al. (2018) synthesized the contribution strategies in the literature through systematic analysis and developed a model that can be used in different disciplines. Within the scope of this model, there are five basic contribution types and their sub-categories. These are revelatory contributions (assumption challenging: problematization and using multiple lenses), incremental contributions (neglect spotting and confusion spotting), replicatory contributions (exact replication and close replication), consolidatory contributions (systematic reviews, traditional reviews, and meta-analysis), and differentiated context contributions. This model was adapted by Doran et al. (2022) as shown in Fig. 1.



Fig. 1. Conceptual Model: Dimensions of Contribution

Source: Doran et al. (2022)

Type 1-Revelatory Contributions: This type of contribution, which is seen as a bold approach, is not very common in the literature (Dolnicar & McCabe, 2020). Revelatory contributions are categorized into two sub-categories: assumption challenging and using multiple lenses. Assumption challenging refers to questioning the assumptions of a particular theory or field (Alvesson & Sandberg, 2013). A situation that is different from the general or conventional understanding of the theory or subject is put forward and problematized. Using multiple lenses was proposed by Nicholson et al. (2018) based on the idea of theory blending or theory borrowing from the work of Oswick et al. (2011). Oswick et al. (2011) state that more radical and original organizational theories can be created, and theories from different disciplines can be used. Within the scope of the study, both theory blending and theory borrowing studies, as discussed by Lucarelli et al. (2024), were evaluated in this context. Articles with this contribution strategy are expected to combine more than one theoretical perspective or to combine concepts from two or more disciplinary areas (Nicholson et al., 2018:209).

Type 2-Incremental Contributions: Incremental contributions are studies conducted to fill the gaps identified in the literature. These studies contribute to the development of our thinking about a phenomenon. It is frequently used in the fields of tourism, management, and business (Doran et al., 2022:40). Neglect and confusion spotting are the sub-categories of incremental contributions (Nicholson et al., 2018:208). Neglect spotting indicates that a certain aspect of extant literature has not been adequately investigated and has been overlooked (Stenling & Fahlén, 2022: 647). Confusion spotting is one type of incremental contribution strategy (Doran et al., 2022; Nicholson et al., 2018). In this type of strategy, there is no consensus among studies about a specific research theme. There are contradictions about the topic. At this point, the author states that scientific research is necessary to eliminate the complexity between studies. Additionally, researchers believe that existing studies in the literature are not sufficient to eliminate this complexity.

Type 3-Replicatory Contributions: Replicatory contributions are less common in the fields of hospitality, business, and tourism as they are considered not to provide enough new information (Doran et al., 2022:240). This type of contribution refers to the repetition of research procedures and comparison with previous findings to validate research findings (Nosek, Hardwicke, Moshontz et al., 2022:722; Schmidt, 2009:91). In a replication study, the same theoretical framework, methodology, and analysis techniques are applied (Svensson, 2013:471). Replication studies are important because they allow generalizations to be made and theoretical infrastructure to be formed, but there are also claims that replication studies face difficulties in the publication processes of top-tier journals (Doran et al., 2022: 240; Uncles & Kwok, 2013:1398). One reason for this situation is pointed out as a lack of originality (Svensson, 2013:47). At this point, Nicholson et al. pose the question “Is originality synonymous with advancing knowledge?”. In studies aimed at replicatory contributions, if the basic elements of a study are exactly repeated, it is considered an exact replication (Doran et al., 2022:240). The conceptual, methodological, and substantive elements of the research remain exactly the same (Uncles & Kwok, 2013:1399; Nicholson et al., 2018:209). Close replication, another sub-category of replicatory contributions, refers to a type of contribution in which there may be minor conceptual, methodological, and substantive changes in the study, but most aspects remain unchanged (Uncles & Kwok, 2013:1399).

Type 4-Consolidatory contributions: Consolidatory contributions are articles that address research gaps in a particular topic and can guide future research (Nicholson et al., 2018). These types of studies also save time for other authors when conducting literature reviews (Dolnicar & McCabe, 2020). Consolidatory contributions have three sub-categories: systematic reviews, traditional reviews, and meta-analysis. Systematic reviews help to present a comprehensive view of the literature, make existing evidence more accessible, synthesize information, and identify gaps in the literature (Williams, Clark, Clark et al., 2021). Traditional reviews are also known as narrative reviews and conceptually evaluate the literature from a subjective perspective (Doran et al. 2022:241; Nicholson et al. 2018:209). Meta-analysis provides a comprehensive conclusion by re-analyzing the results of previous research using statistical methods (Zhang, Li, Sha et al., 2023:86).

Type 5-Differentiated context contributions: Nicholson et al. (2018) suggested combining “differentiated replication”, which is considered as a sub-category of replicatory contributions, and “new context spotting”, which is regarded as a sub-category of incremental contributions. Doran et al. (2022) took this suggestion into account and merged the two sub-categories in their research. New context spotting is a type of contribution that presents a new idea or environment that differs from existing contributions or aims to complement them (Lucarelli et al., 2024, p. 423). Differentiated replication research is intentional to generalize previous studies in conceptual, methodological, and substantive terms. Research in this category does not focus on directly

replicating an original study, but rather on partially replicating a general research study in a new country, culture, industry, setting, or context (Doran et al., 2022). In this study, as suggested by Nicholson et al. (2018), these two types were combined and analyzed under the title of differentiated context contribution.

3. Methodology

The study focused on the claims of contribution made regarding green management in hotels, and first conducted a systematic review of the literature. A systematic review synthesizes the information in the research field. In this study, the PRISMA method was used to identify articles to identify the type of contribution for a systematic review. The PRISMA method with detailed guidelines (Moher et al., 2009; Moher et al., 2015) helps to increase the reliability and validity of systematic reviews (Booth et al., 2020:10). This method has been frequently used in hospitality and management studies (Adeyinka-Ojo, 2021; Hoang, Yang, & Luu, 2023; Mahran, Albarrak, Ibrahim, & Elamer, 2025; Wang & Cheung, 2024). This method consists of four stages: identification, screening, eligibility, and included (Fig. 2).

The Web of Science, ScienceDirect, and Scopus databases were chosen because they're widely used in research and include journals with high impact factors. In the identification phase, documents containing the words "green management" and "hotel" were searched for in the "article title", "abstract" and "keywords" in the databases. All articles related to the subject were included in the study without applying any year range. At this stage, it was determined that there were 55 articles in the Scopus database, 47 articles in the Web of Science database, and 3 articles in the ScienceDirect database.

In the screening phase, only articles were searched, excluding books, book chapters, research notes, theses, dissertations, and proceedings. There are 48 articles in Scopus, 34 articles in Web of Science, and 3 articles in the ScienceDirect database. As a next step, English was selected as the language. At this stage, 44 articles were found in Scopus, 33 in Web of Science, and 3 in ScienceDirect. To better identify the articles focusing on the topic in the eligibility stage, articles with the words "green management" and "hotel" in the title and abstract, focusing enough on green management in hotels, indicating the contribution strategy in the abstract or introduction section, and appearing in different databases at the same time were identified. At this stage, 8 articles were excluded. Thus, it was determined that there were 33 studies that were deemed appropriate to be analyzed at the included stage. These studies were evaluated according to five contribution strategies.

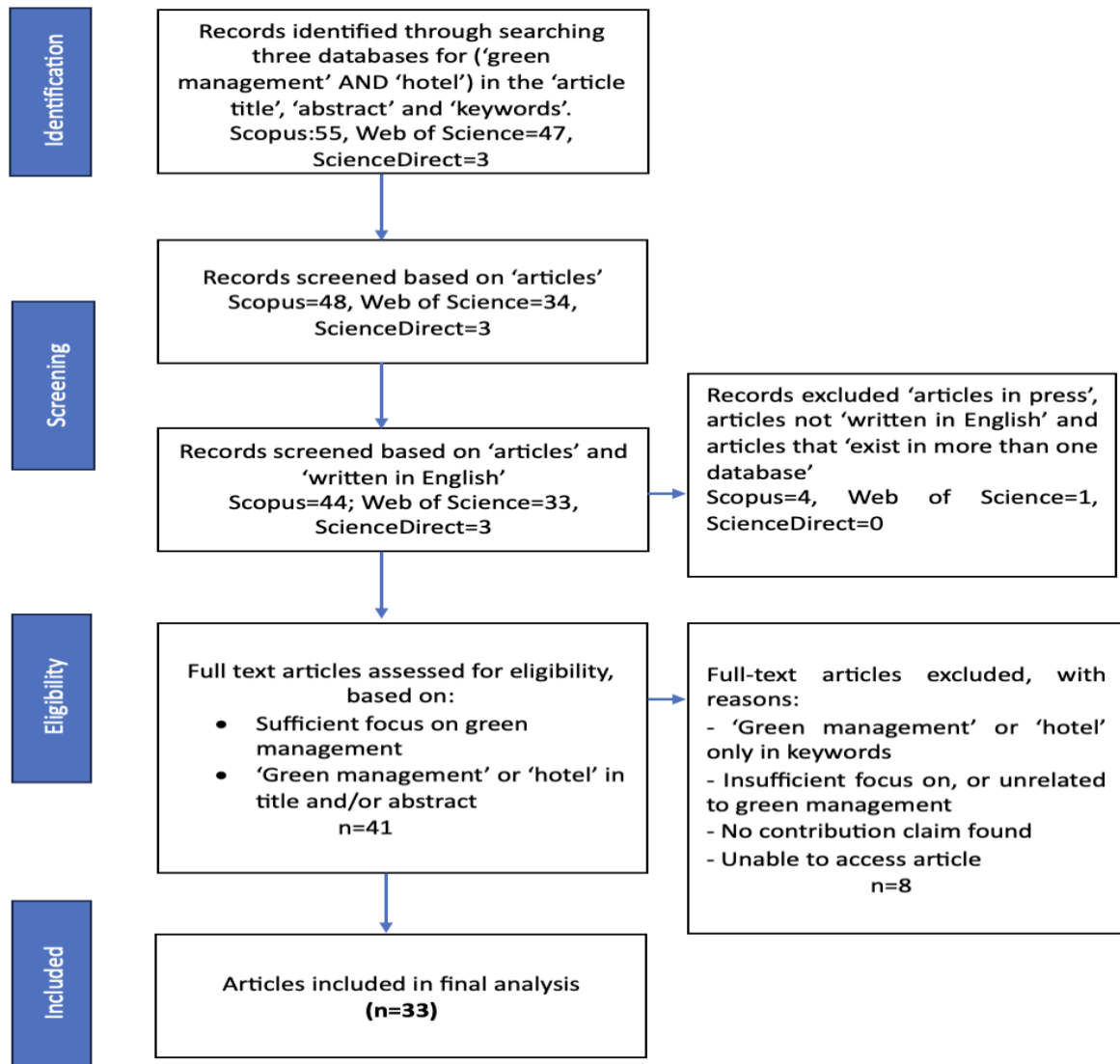


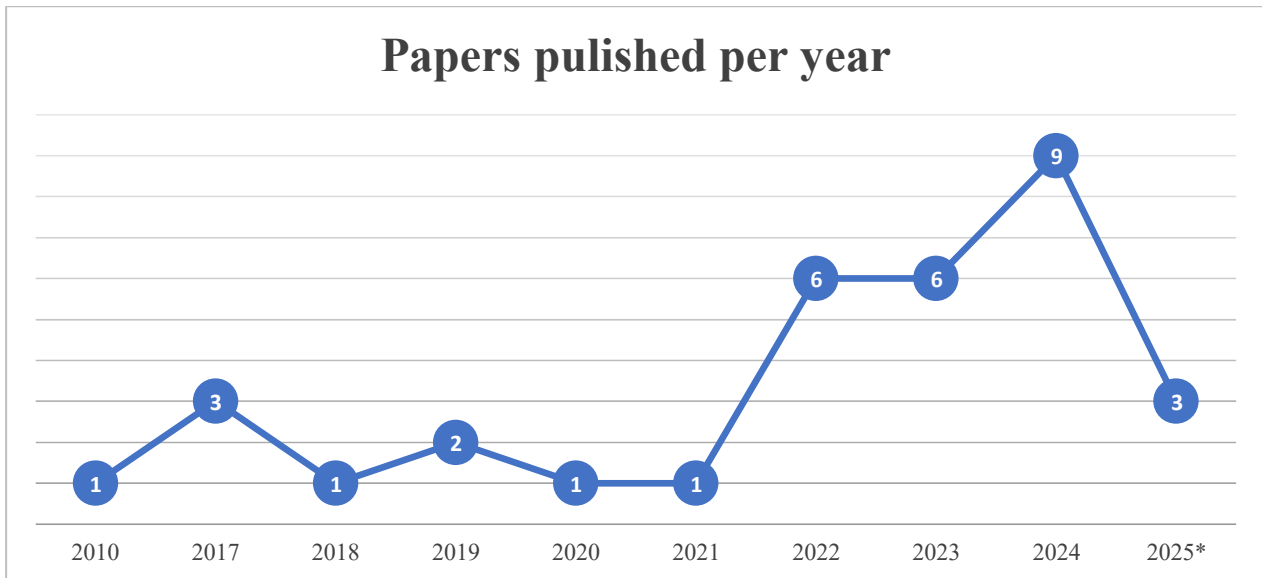
Fig. 2. Flowchart of the Article Selection Process

After the articles were identified with the PRISMA method, contribution strategies were determined. During the data analysis process, the types of contributions in the articles were examined, with a focus on the “summary” and “introduction” sections of the studies. This is because these sections provide an “interpretive frame that shapes how reviewers read a manuscript during the review process” (Grant & Pollock, 2011:873; Nicholson et al., 2018:211). In this context, the abstract and introduction sections of determined articles were examined, and the contribution types were tabulated using Microsoft Excel. As recommended by Nicholson et al. (2018:215), articles were routinely reviewed by authors for the possibility of multiple contributions. In the coding process, in case of disagreements, the articles were reviewed again by the authors, discussed, and agreed together.

4. Findings

4.1. An Overview of the Articles Examined in the Study

This section provides information about the year and journals in which the articles examined in the study were published. Tables also show whether the studies used qualitative, quantitative, or mixed methods.



* The data collected for the study covers only the first six months of 2025.

Fig. 3. Progression of green management in hotel research over the years

The articles reviewed in this study were published between 2010 and 2025 (Fig. 3). When examined on an annual basis, the highest number of articles was published in 2024. While only one article related to green management in hotels was found in 2010, nine articles on the subject were found in 2024. However, while a total of nine (27.27%) articles were published up to 2022, 24 (72.73%) articles were published as of 2022.

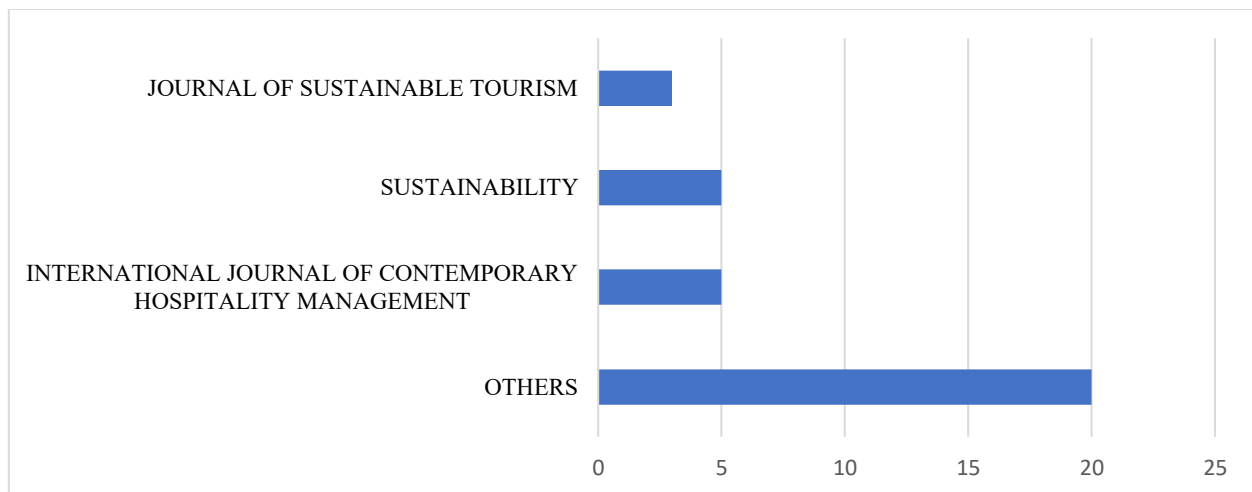


Fig. 4. Distribution of Articles Researching Green Management in Hotels According to Journals

The journals with the most studies reviewing green management in hotels are Sustainability and International Journal of Contemporary Hospitality Management, with five articles each. The Journal of Sustainable Tourism follows these with three articles (Fig. 4). There is one article in each of the 20 journals listed as “others” in the figure.

Table 1. Methodological Approaches in Articles on Green Management in Hotels

Methodology	Frequency	Percentage
Quantitative	25	75.7
Qualitative	6	18.2
Mixed Methods	2	6.1

Approximately 75.7% of the articles used quantitative research methods, 18.2% used qualitative research methods, and 6.1% used mixed methods. Based on the information in the table, it can be seen that the least used methodological approach in the articles examined was mixed methods (Table 1).

4.2. A General Overview of the Contribution Strategies of Articles on Green Management in Hotels

The tables below were created by examining the theoretical contributions claimed in the abstracts and introductions of the articles included in the sample. First, the allocation of sub-categories to main categories is presented, followed by the distribution of contribution strategies in both main categories and sub-categories.

Table 2. Allocation of Sub-Categories to Main Categories

Type 2.1: neglect spotting	Type 2.2: confusion spotting	Main category count (type 2: incremental contribution)
Y		1 occurrence
	Y	1 occurrence
Y	Y	1 occurrence

As shown in Table 2, if only neglect or only confusion was detected in an article, it was added as one to the incremental contribution section. When an article was coded as both neglect and confusion spotting, it was also treated as one incremental contribution.

Table 3. Overview of Contribution Type Frequencies

Contribution Strategy Types	Single strategy	As part of another strategy	Combined strategy instances	Total Type
Type 1 - Revelatory Contributions				15
1.1 – Assumption challenging: problematizing	0	3	3	
1.2 – Using multiple lenses	1	14	15	
Type 2 – Incremental Contributions				30
2.1 – Neglect spotting	7	23	30	
2.2 – Confusion spotting	0	4	4	
Type 3 – Replicatory Contributions				0
3.1 – Exact replication	0	0	0	
3.2 – Close replication	0	0	0	
Type 4 – Consolidatory Contributions				1
4.1 – Systematic reviews	0	1	1	
4.2 – Traditional reviews	0	0	0	
4.3 – Meta-analysis	0	0	0	
Type 5 – Differentiated Context Contributions	1	19	20	20
TOTAL	9	64	73	66

Table 3 and Figure 5 show the types of contribution strategies in articles addressing green management in the hotel sector. The data in the table and figure are categorized as single strategy, as part of a strategy, and combined strategy instances. A maximum of three sub-categories were identified in a single article, and the number of such articles is four. When examining the contribution claims in the articles, it was found that the maximum number of main categories coded in a study was three, and eight articles were coded in this way. Among the 33 articles examined, the most frequently claimed sub-category was neglect spotting, identified in 30 articles.

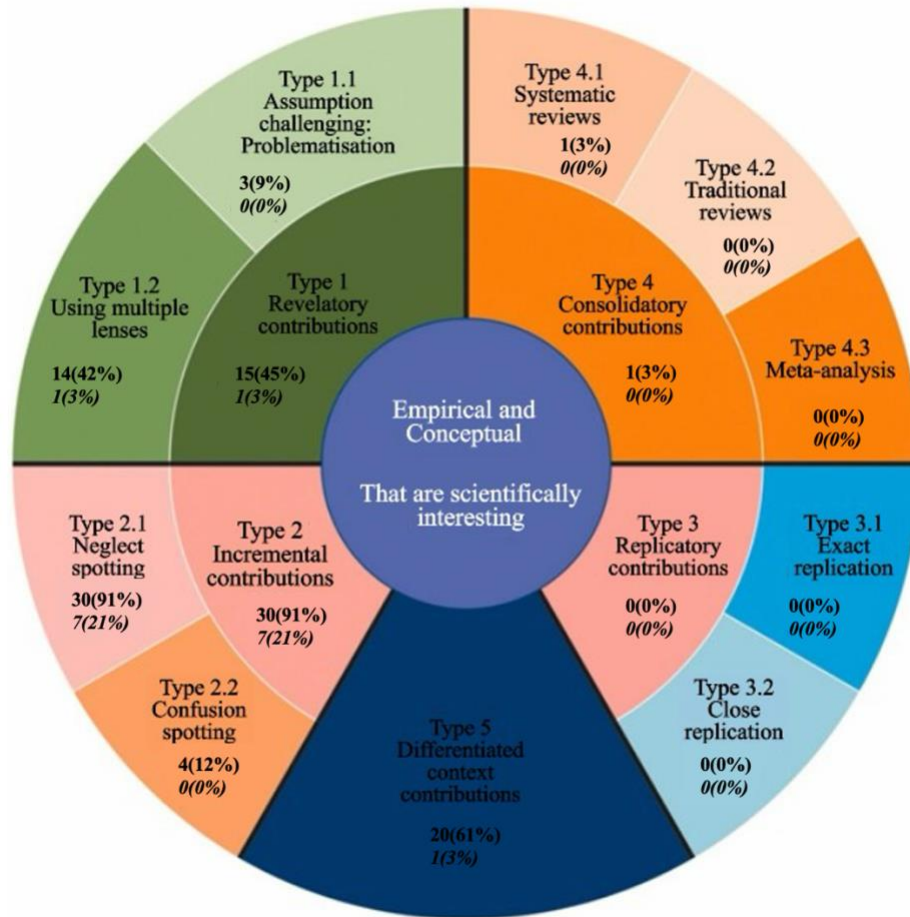


Fig. 5. The Results of the Second Phase Analysis Indicate the Counts and Percentages for Each Type of Contribution.

Key: First number and percentage: Articles containing this strategy

Second number (in italics): Articles containing this strategy as a single strategy

Type 1- Revelatory Contributions

Revelatory contributions were identified in approximately 45% (15 articles) of the articles examined in the study. Assumption challenging articles, a sub-category of revelatory contributions, were identified in approximately 9% (3 articles). In these articles, the assumption challenging strategy was used in combination with different types of contributions. This indicates that different types of contributions may have been used to support the research. The assumption challenging language in the articles is presented in Table 4.

Table 4. Assumption Challenging Language

Authors	Language of the contribution claim
Elshaer, Azazz & Fayyad (2023)	"However, the current literature fails to comprehensively justify how small- and medium-sized businesses (SMEs) tackle green management difficulties when implementing their plans, even though these SMEs could be a leading contributor to environmental concerns."
Muisyo, Su, Hashmi et al. (2022)	"Researchers have contended that the existing literature has failed to empirically investigate the employees' intentions to adhere to green practices and behavior."
Han, Yu, Lee et al. (2019)	"This paradigmatic change is a development from the past fragmentary analysis of loyalty to a stage in which there is more divided analysis because customer loyalty is not something that appears simultaneously, but an outcome of sequential development over time"

In the sample, 14 articles (42%) adopted multiple lens contribution strategies by combining other categories. It is observed that multiple lens contribution strategies do not generally appear as a single strategy in articles. It is thought that researchers may have found it necessary to support their research by using different types of contributions when claiming multiple lens contributions. As seen in the language exemplars in Table 5, multiple lens contribution strategies include theory borrowing and theory blending.

Table 5. Exemplars Associated with Multiple Lens Contribution Strategies

Authors	Semantics of the contribution claim
Fuchs, Prideaux, & Konar (2025)	"Given the inductive nature of the research, we adopted a modified version of stakeholder theory as our theoretical framework where we limited our investigation to the demand side (green hotel guests). Wondirad and Ewnetu's (2019) statement that stakeholder theory is a useful tool for understanding 'the diverse relationships amongst all relevant parties who have a stake in tourism development and their respective interest on the stake at hand' supports this approach."
Liu, Xu, Guo et al. (2024)	"First, our proposed concept of PVGC extends research on the perceived value of marketing to the green management realm and thus enriches the literature on the driving factors of employee green creativity in these sectors."
Han, Yu, Lee et al. (2019)	"This paper is expected to fill the gap in the previous research and provide a complement of both practical and academic implications by exploring the management performance of green hotels, hotel applications of green management factors, customer loyalty through eco-friendly management, and the loyalty chain stages theory, all of which have been virtually ignored by researchers the past"

Type 2- Incremental Contributions

Incremental contributions have been the most frequently encountered contribution strategy in articles (Table 3). Neglect spotting, as a sub-category of incremental contributions, has been the most preferred sub-category and is present in approximately 91% of the 33 articles. It is observed that neglect spotting is one of the most frequently used strategies in articles without seeking other types of contributions. Examples of terms associated with neglect spotting strategies are provided in Table 6. It was found that the words "gap", "lack of", "limited", and "void" were most frequently used to emphasize neglect spotting contributions in articles.

Table 6. Semantics Used by Authors in Neglect Spotting Strategies

"lack of knowledge-based concepts"	"uncover the black box"	"still an open question"	"need to delve"
"still rare"	"ignore"	"no empirical study/no studies"	"omission"
"received much less attention"	"scarce/scarcity"	"sparse"	"limited discussion/research"
"still a new area of exploration"	"first empirical effort"	"understudied"	"lack of evidence"
"still significant knowledge gaps"	"there is a gap"	"neglect"	"no study has been attempted"
"need to unravel the black box"	"need to specifically explore"	"rare"	"no research have focused"
"lack of practical value"	"lacks comprehensive theoretical and conceptual assessment frameworks"	"paucity"	"unlike other studies"

However, 12% of articles examining green management in hotels (4 articles) adopted the confusion spotting strategy. It was also found that the confusion spotting strategy was not used as a single contribution strategy

in any research. The phrases in the studies where the contribution of confusion was identified are “previous research shows conflicting findings”, “findings that exist in the extant literature are fragmented”, “by shedding light on the complex relationship”, and “has not been fully understood by prior research”.

Type 3-Replicatory Contributions

Replicatory contributions strategies were not found in the articles examined in the study. There were no statements in the abstracts and introductions of the articles indicating the use of exact replication or close replication contribution strategies.

Type 4-Consolidatory Contributions

Consolidatory contributions were identified in one (3%) of the 33 articles in our sample. Systematic analysis, a sub-category of consolidatory contributions strategies, was used in the article. Systematic analysis was not used as a single strategy in the study. Traditional review and meta-analysis were not identified in the articles examined.

Type 5 – Differentiated Context Contributions

The number of articles claiming differentiated context contributions is 20 (61%). Only one of these articles (3%) used differentiated context contributions as the single contribution type. Differentiated context contributions are the second most frequently used contribution type in research. Some of the exemplars of differentiated context language found in the articles are presented in Table 7.

Table 7. Differentiated Context Language

Authors	Language of the contribution claim	Extension of	In hotel's green management context of
Alola, Alola, Cop et al. (2022)	"The study tests the role of green training on employee OCBE extending the study of Obaid and Alias (2015), Renwick et al. (2016), and Arulrajah (2015), that HRM affects the performance of an organization"	Obaid and Alias (2015), Renwick et al. (2016), and Arulrajah (2015)'s studies on organizational performance	Green training and organizational citizenship behaviour
Muisyo, Su, Hashmi et al. (2022)	"...Second, our study expands the budding stream of research on the role of GHRM in generating green creativity in the hospitality sector."	GHRM in generating green creativity in the hospitality	Green creativity
Arasli, Nergiz, Yesiltas et al. (2020)	"Fourth, this empirical study is an initial step in exploring HRMPs and service provider commitment in green-oriented hotels in a different geographic area Turkey, which is a geography different than Western culture where most of the green management studies took place previously."	HRMPs and service provider commitment	A different country context of Türkiye

5. Discussion and Conclusion

The study shows that studies on green management in hotels generally target incremental contributions strategies. This finding is similar to the results of studies by Nicholson et al. (2018) and Doran et al. (2022). The most common type of contribution mentioned by the authors in the articles reviewed is “neglect spotting,” which is a sub-category of incremental contributions. Such contributions can provide valuable insights into the subject matter. However, it would also be beneficial to add new ways of thinking to the literature. Therefore, green management studies aim to contribute to the literature with this strategy by combining

different types of contributions. The second most preferred contribution strategy in the study is differentiated context contributions.

The results of the study reveal that there are articles claiming to make revelatory contributions to green management in hotels. However, it has been determined that no articles are aiming to make replicatory contributions within the scope of the study. This finding is similar to the study by Doran et al. (2022), which examined contribution strategies in adventure tourism studies. The fact that new studies do not replicate the results of previous studies has sparked debate about the need for replication studies in some areas of the social sciences (Bergkvist, Keyzer & Buzeta, 2024:580). Balafoutas et al. (2024) state that replication studies are necessary in the social sciences and provide valuable information about the generalizability and robustness of results. It is stated that fewer repetitions of studies may hinder the development of theories, while repeated studies can increase the reliability of theories. It appears that studies examining green management in hotels have not yet been replicated. In future studies, the findings of an original study can be replicated to contribute to the development or support of theory in this field.

According to the findings of the study, there is only one systematic analysis study that has been conducted in the field of green management. It has been identified that meta-analysis and traditional review studies have not yet been conducted in the articles examined within the scope of the research. As Williams et al. (2021) point out, growing and dynamic management studies need systematic literature reviews. These studies will determine how and in what direction progress has been made on the subject. Due to the increasing number of articles researching green management in hotels today, conducting consolidatory contributions studies may be useful in determining the current state of the literature and generating ideas about other areas that can be researched. These results are similar to the findings of Doran et al. (2022:249) and draw attention to the lack of consolidatory contributions studies in the field of tourism.

The criteria defined in the PRISMA method also represent the limitations of this research. Future studies may vary these criteria (e.g., language and database preference, etc.) according to the scope of research. Besides, future studies may further expand the topic of green management in hotels by using concepts such as “environmental management” and “eco-friendly management”. Additionally, involving multiple researchers in the study will be beneficial during the decision-making stage of the coding process.

This study analyzes the contribution strategies of articles written on green management in hotels. It offers suggestions on which types of contributions to focus on in the future in this field. Additionally, it has contributed to the expansion of contribution strategy studies in the fields of tourism and hospitality. This study extends the theoretical framework of contribution strategies to a new context through an emerging issue. During the research process, it was determined that some studies did not mention contribution strategies in the abstract or introduction sections. However, there have also been studies where the contribution strategy was not clearly stated and was difficult to understand. In research, clearly stating the contribution to the literature in the abstract or introduction section will increase its value. In this article, it is stated that certain words and phrases are decisive when determining contribution strategies, as in the studies by Nicholson et al. (2018) and Doran et al. (2022). It is recommended that researchers studying contribution strategies examine the expressions used in their work in conjunction with these words or phrases to ensure consistency and coherence. The intensity of contribution types may vary across disciplines. Therefore, studies on contribution types can be conducted in disciplines where the theoretical framework is still emerging, and recommendations can be made to researchers.

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