



REVIEW OF HOSPITALITY INDUSTRY DURING PANDEMIC COVID-19 CRISIS

Tinjauan terhadap Industri *hospitality* selama Krisis Pandemi COVID-19

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Abstract

The hospitality industry has been badly affected by the global COVID-19 pandemic. This article is a review of various studies to assess the extent to which studies on the hospitality industry have been carried out. Many hotels have been forced to close their doors in reaction to the crisis caused by the virus outbreak and travel bans. The crisis that is so severe in the hospitality sector has created various problems, especially social problems among workers. This study uses the method of a literature review by studying various secondary studies. Several selected academic writings, journal articles, and various published research reports, including government reports, case studies, and monthly reports from various hospitality-related organizations, were subjected to qualitative analysis for this article. The study's conclusion highlights the difficulties the tourism and hospitality sectors are facing

during and after the pandemic; this study also provides recommendations for future research efforts and a number of potential strategic options in the post-crisis hospitality industry.

Abstrak

Industri perhotelan sangat terpengaruh oleh pandemi global Covid-19. Artikel ini adalah suatu tinjauan (review) dari berbagai studi untuk menilai sampai sejauh mana studi tentang industri hospitality telah dilakukan. Banyak hotel terpaksa menutup pintunya sebagai reaksi terhadap krisis yang disebabkan oleh wabah virus dan adanya larangan perjalanan. Krisis yang begitu parah di sektor hospitality telah menimbulkan berbagai macam persoalan, khususnya masalah sosial di kalangan pekerja. Penelitian ini menggunakan metode tinjauan pustaka dengan mempelajari berbagai penelitian sekunder. Berbagai tulisan akademik terpilih, artikel jurnal dan berbagai laporan penelitian yang pernah diterbitkan, termasuk laporan pemerintah, studi kasus, dan laporan bulanan dari berbagai organisasi terkait perhotelan menjadi sasaran analisis kualitatif artikel ini. Kesimpulan studi menyoroti kesulitan yang dihadapi sektor pariwisata dan perhotelan pada saat dan setelah pandemi; studi ini juga memberikan rekomendasi bagi upaya penelitian di masa depan dan sejumlah opsi strategis potensial di bidang industri hospitality pasca-krisis.

Keywords: *Covid-19, crisis, hospitality industry, management, sustainability.*

INTRODUCTION

In the last 30 years, there has never been a virus outbreak of this extent that has impacted the world's hotel industry. Despite favorable environmental advances, businesses in the hospitality sector and their employees are currently facing significant challenges from economic and social issues (United Nations, 2020). In March 2020, when public health concerns began to worsen, numerous borders were shut, travel bans were enacted, and various local, regional, and global restrictions were put in place. Hotels have suffered financial losses as a result. In October 2020, guests spent 49 thousand nights at different lodging facilities, a fall of 82.8%. (Central Statistical Bureau, 2020). Because of this, the number of unemployed people began to increase quickly in comparison to the year 2019. (State Employment Agency, 2020).

The COVID-19 epidemic is what caused 2020 to become the "new normal" for everyone on the planet. On December 8, 2019, the government of Wuhan, China, claimed that hundreds of unique virus cases that had been confirmed as coronaviruses were being found and reported by health authorities (Bakar & Rosbi, 2020). Since then, COVID-19, a fresh strain of SARS called SARS-CoV, has grown into a worldwide epidemic and spread to other nations (Nikadimovs & Rodcenkova, 2021).

The tourism-related turnover was only about 72% of February's level in September, notwithstanding the rebound between May and August. In Indonesia, before the pandemic, the total number of visits reached 1.795 million people (CNBC, 2022). As a result, it has an impact on the hospitality sector. In Europe, the countries with the largest drops from September to February were Portugal (-89.1%),

Sweden (-80.9%), Spain (-77.2%), and Latvia (-77.0%). (Eurostat, 2020; Nikadimovs & Rodcenkova, 2021). The travel and tourism industry in Germany is anticipated to be the most impacted in Europe by the coronavirus (Covid-19) outbreak, with an estimated 1.6 million jobs in danger, according to forecasts from March 2020. (Statista, 2020). According to World Travel & Tourism Council statistics, the tourism sector contributes 10.3% of the world's GDP, or 7.35 trillion euros. One in ten jobs worldwide were created by the tourism industry in 2019, or 330 million jobs. According to the most recent survey, 142.6 million individuals lost their jobs in 2020, and GDP fell by 3 billion euros (Nikadimovs & Rodcenkova, 2021).

METHODE

In order to evaluate the ongoing investigations into the tourism and hospitality industries in the wake of the Covid-19 global epidemic, this study reviews the available literature. By using qualitative content analysis, the study seeks to quantify the detrimental effects of Covid-19 on the hospitality sector and gather suggestions for mitigating those effects. Academic works of literature, journal articles, published research or thesis papers, government reports, case studies, and UNWTO monthly reports have all been used in this study's literature evaluation. Using a data collection technique, relevant published publications from the year 2020 were located and reviewed. Covid-19, the hotel industry, reaction, and sustainability were defined as keywords to make it easier to conduct a systematic review. A database search source was Google Scholar. A number of keywords were used to search for relevant literature, and more than 120 articles containing those keywords were discovered.

However, after screening and filtering the relevant results and estimating the number of resources available, the following sources were excluded: newspaper articles, commentaries, web page entries, blog viewpoints, and presentations that were not open access, not in the English language, or peer-reviewed. Ten articles were chosen for inclusion, despite the fact that there aren't many open-access resources available and that many studies on the Covid-19 pandemic are still in progress.

Literature Review

Travel restrictions and other restrictions are being imposed across the hospitality and tourism industries as a result of the ongoing global epidemic. The hospitality business thrives on domestic and international travel, and significant resources are invested in luring tourists (Nikadimovs & Rodcenkova, 2021). The tourism and hospitality industries have faced enormous difficulties and challenges as a result of these travel restrictions, border closures, additional restrictions, cancellations of room reservations and events, quarantine and self-isolation requirements, and concerns about virus spread and infection (Gössling et al., 2020).

Only a few of the numerous recent studies that examined the COVID-19 crisis in the hotel sector also looked at sustainability issues and potential post-crisis measures. This review's objective is to evaluate earlier work that focused on the crisis, sustainability, and how it examined tactical options for the hospitality sector. Scholars have proposed numerous crisis response frameworks and methodologies to analyze the relationship between the tourism and hospitality industries and sustainable disaster responses (Jones &

Comfort, 2020).

A record-breaking amount of business closures as a result of the Covid-19 pandemic epidemic had affected most industry sectors. The supply chain, workforce, cash flow, consumer demand, sales, and marketing are just a few of the short-term difficulties that retailers and brands must contend with (Dounthu & Gustaffson, 2020). Kristalina Georgieva, the managing director of the International Monetary Fund, called the new virus "a crisis unlike any other" (World Economic Forum, 2020). The Covid-19 situation has not only presented the hotel industry with a number of significant obstacles, but it has also highlighted a number of environmental issues that should be addressed and may be essential for the process of moving toward a more sustainable future. The issue has also brought to light some of the underlying inconsistencies and complexity of the idea of sustainable development in the hotel industry and has proposed some radical approaches to the sustainability challenges (Katsadze & Milojevic, 2020).

The World Council on Environment and Development (WCED) states that the term "sustainability" is more commonly used to refer to "sustainable development" (Choy, Chong, & Verma, 2015). Sustainable development addresses all areas within the aforementioned societies, including water, food, health, services, income, education, awareness, good governance, etc. It aims to achieve the best resource utilization in a way that serves and benefits society and ensures the rights of future generations. Sustainable development is a crucial requirement to deal with the negative effects of the COVID-19 pandemic and the subsequent crisis (Al Eid & Arnout, 2020). The triple bottom line model, which takes into account social, economic, and environmental factors, is

widely used to explain the idea of sustainable development. In this instance, sustainability is attained when all requirements are met simultaneously (GRI, 2006).

The COVID-19 crisis has highlighted a number of necessary environmental improvements, including significant drops in pollution and greenhouse gas emissions following the closure of numerous factories and power plants, a sharp drop in domestic and foreign arrivals, and travel restrictions on the movement of people in automobiles and other similar vehicles (Jones & Comfort, 2020). Scholars claim that COVID-19 had a favorable effect on the environment, but two other aspects were badly impacted. Since social issues like health and safety are now of the utmost importance during pandemics, the social component of sustainability has grown in importance (Nikadimovs & Rodcenkova, 2021). Previous studies demonstrate the role of crisis management within organizations after the viral spread becomes a major crisis (Nikadimovs & Rodcenkova, 2021). The spread of the virus was an unidentified crisis type, and investigations reveal that there were neither accurate forecasts nor detailed strategies for problem-solving. Businesses were primarily concerned with making money and doing business when the crisis first began. It wasn't until stakeholder importance began to increase that businesses realized how crucial corporate culture and its employees are. Many of the top hospitality organizations have created sustainability programs to address governance issues and incorporate them into their business plans, as well as environmental, social, and economic factors, as corporate social responsibility has gained prominence in the business world. The entire society is impacted, and this has had a significant impact on how businesses and customers behave (Katsadze & Milojevic, 2020).

Prior to humanity being forced to deal with the Covid-19 pandemic spread, the hospitality business was one of the major markets in the world. Because "sustainability" became the initial foundation of the hospitality business in terms of economy and society, the historical rise of tourism experienced a rapid downturn, with the lodging industry being the most severely impacted. Before the Covid-19 outbreak, businesses that incorporated sustainable practices and measures of stakeholder transparency into their business operations increased their focus on these areas during this time of crisis (Dounthu & Gustaffson, 2020).

Social sustainability is becoming more popular nowadays since it promotes happiness, equality, and well-being in society rather than just protecting natural resources and economic stability (Caradonna, 2014). Communities that are socially sustainable offer a high standard of living and are democratic, varied, and equal. James et al. (2015) use 12 elements to measure and underline the organization's successful social sustainability growth. Social equity, livability, community development, social capital, human rights, labor rights, placemaking, social responsibility, social justice, cultural competency, community resilience, and human adaptation are just a few of the concepts covered (Nikadimovs & Rodcenkova, 2021). All of the aforementioned aspects take into account the fact that social sustainability development efforts are all focused on promoting human well-being, both personally and professionally, for all parties involved.

The Creating Shared Value (CSV) model, which emphasizes social responsibility as a core value of the firm, is the major idea that applies in this situation (Nikadimovs & Rodcenkova, 2021). In the provided paradigm, Kramer & Porter (2011) present three

key methods for businesses to produce CSV: 1) How needs, goods, and customers are seen Approach is in charge of three things: 1) Redefining productivity in the value chain by utilizing resources, energy, suppliers, logistics, and employees differently; 2) Improving the local and regional business environment; and 3) Meeting societal needs through products and providing unserved or underserved customers. enhancing the business's capabilities, supplier base, regulatory environment, and supporting institutions (Kramer & Porter, 2011).

Due to the lack of a rapid vaccine to immunize the majority of the public, the effects of the present COVID-19 pandemic will be more severe and long-lasting in the hospitality business, affecting all pillars of appropriateness. Due to the outbreak's persistence, this is crucial for the tourism and hospitality sectors (Kaushal & Srivastava, 2020). The consequences will last for a longer period of time; therefore, industries that depend on social interactions, like tourism and hospitality, need to prepare for turbulent times to come. According to Kaushal and Srivastava (2020), the pandemic's adverse effects on India's tourism and hospitality industries are expanding across the board and raising unemployment rates. According to estimates, 38 million jobs in the tourism and hospitality sectors could be lost, or 70% of those employed in the sector (Radhakrishna, 2020). Another study have assessed some critical observations from industry experts on the latent redundancy of employees in the lodging sector (Nikadimovs & Rodcenkova, 2021). The experts are of the opinion that, post-Covid-19, hospitality organizations will undoubtedly consolidate their business models based on the losses handled and market conditions for the future; workforce reduction is a high possibility.

In their systematic review of the literature on the effects of Covid-19 on the hospitality industry, Davahli et al. (2020) included articles on the pandemic's effects on the sector, including concerns for hospitality workers, job losses, revenue declines, the spread of Covid-19 in the sector, sharply declining market demand, outlooks for the sector's recovery, and safety and health concerns (Nikadimovs & Rodcenkova, 2021). In this study, which examined 50 articles in total, the authors assessed the categorization and description of the hospitality business during the COVID-19 crisis and identified the research methodology used to examine the effects of the global pandemic on the sector. The papers that were studied were organized and carefully evaluated, and the authors have determined the primary research directions and subjects as follows (from the most popular to the least): the recovery of the hotel sector; market demand; revenue loss; the expansion of COVID-19 in the sector; employment losses; problems with work insecurity; changes in consumer travel habits; and the societal costs and effects of the Covid-19 pandemic (Davahli et al., 2020).

After analyzing employment concerns in the hospitality sector during the Covid-19 pandemic crisis on the U.S. labor market, the study concluded that 13 million employees lost their jobs between March 14 and February 28, 2020 (Cajner et al., 2020). The same study found that the service and tourism sectors were among the most negatively impacted, and this impact was significantly worse than that of the Great Recession of the 1930s, which resulted in the loss of roughly 9 million jobs (in comparison to 13 million due to the Covid-19 pandemic).

According to Qiu et al. (2020), who used a survey-based methodology to assess the social costs, consumer preferences, and

changing travel behaviors, the majority of the country's residents are willing to experience negative economic effects if the health risks are reduced, but this willingness varies depending on the respondents' ages and income levels. The study looked at how citizens of three Chinese cities might respond to societal expenses, travel restrictions, and other issues during the COVID-19 epidemic (Nikadimovs & Rodcenkova, 2021).

In another study, 45 small hospitality firms were surveyed to gauge their resilience and identify their top concerns regarding the COVID-19 pandemic. The writers made an effort to research the methods used by hospitality small business organizations to deal with the constraints and disturbances in their daily operations. Nine theoretical dimensions were highlighted as a consequence of content analysis, which showed hypothetical owners-managers' options and behaviors in the face of the COVID-19 pandemic (Duarte Alonso et al., 2020). Another poll looked at how the COVID-19 pandemic affected travelers' behavior changes, and the researchers came to the conclusion that it had greatly changed how customers decided whether to travel next year or in the near future. According to the authors, respondents expressed a high level of concern about the health and safety of lodging facilities, the cleanliness of recreational areas, and the safety of public transportation. All things considered, health and safety concerns are having a big impact on how customers make decisions during the COVID-19 pandemic (Nazneen et al., 2020). The study's top research subjects were a decline in market demand (18%), revenue losses (16%), and an industry-wide recovery (19%) (Nikadimovs & Rodcenkova, 2021).

In a separate study, the perception of staff members at upscale hotels in South Korea was examined in order to determine job

insecurity. In an effort to gauge the relevance of Covid-19's impact on employees' involvement and hotel revenue losses, the authors sent 400 copies of questionnaires to eight of Seoul's 22 five-star hotels. The research has shown that employment uncertainty brought on by the COVID-19 epidemic has a detrimental influence on employees' involvement, which can negatively affect already precariously low profits (Nikadimovs & Rodcenkova, 2021). According to Karatepe et al. (2020), job uncertainty significantly impairs employees' motivation and engagement levels as well as their physical and mental wellbeing. It also has a detrimental influence on social sustainability. Many studies have previously been undertaken that looked at various aspects of employment insecurity, but after the global COVID-19 epidemic, relatively few of these studies focused on this topic. The authors were among the first to perform empirical research to evaluate the importance of job insecurity's detrimental impacts on employees' participation during the COVID-19 pandemic (Jung et al., 2020).

Recovery management plans

During the Covid-19 pandemic, Jones and Comfort (2020) conducted a study that examined some of the changes in the relationship between sustainability and the hospitality sector. The writers of the report examined the causes of the crisis and evaluated the hospitality sector's contribution to economic and social issues. It was advised that the research community should do a more thorough investigation into how changes in the hotel industry's environment relate to the COVID-19 virus's spread. It was suggested that action planning and more research into the onset of infectious

diseases be included in sustainable development plans (Nikadimovs & Rodcenkova, 2021).

Many hospitality businesses have built corporate sustainability programs as a result of the growing importance of corporate social responsibility (Jones et al., 2014). The primary goal of businesses in the hotel sector is to adapt their global corporate sustainability strategies to local laws and values, and COVID-19 has presented both opportunities and problems in this regard (Ertuna et al., 2019). The COVID-19 pandemic will have negative effects on existing business models, the financial markets, and the availability of money in the hotel sector. Marketing strategies aimed at attracting customers and promoting hospitality businesses may receive preference over social and environmental sustainability concerns, which have long been a key component of corporate sustainability initiatives. The COVID-19 situation highlights the need for improved preparation for the difficulties that could occur from potential pandemics or other crises, as well as for a better evaluation of the consequences of inadequate preparation (Jones & Comfort, 2020). Bell and Bryman (2018) examined the strategic management procedures used in the hospitality sector and made an assessment of the crisis recovery management tactics that hotels might use to effectively address the ongoing issue. The authors' list of strategic management actions includes: 1) promoting a safety umbrella; 2) utilizing technology and innovation; 3) satisfying stakeholder demands; and 4) enhancing interactions with guests. 4) A financial cushion

Due to additional Covid-19 health and safety measures, such as additional shifts, special cleaning supplies, operating at less than 50% of capacity, and leaving hotel rooms vacant for many days between clients, the cost per reservation in some instances may increase by

up to 50%. (Sigala, 2020). The hospitality industry should plan for financial expenses and be prepared to respond to any suspicious illness cases. In addition, the industry should create internal policies and protocols on how to handle suspicious cases and reduce potential risks to employees, thereby enhancing social sustainability and employee wellbeing (Armstrong et al., 2020). All hospitality businesses should adopt contactless technology for the bulk of internal procedures, and smart kiosks can be deployed around the space to remove touchpoints and potentially contaminated surfaces (Dehler, 2020). In order for hospitality industry enterprises to be able to create a "financial pillow" to recover from the crisis effects and withstand the potential second or third wave of the Covid-19 pandemic, the safety of employees and other stakeholders should be the main strategic priority, additional attention should be paid to cutting edge technology, guest relationships should be strengthened, and needs should be satisfied (Bell & Bryman, 2018).

In their study, Dung and Giang (2020) examined 219 articles and publications gathered from various media sources in an effort to outline "strategic actions" for the lodging industry and to emphasize the issues that needed to be addressed during the COVID-19 global pandemic. A five-phase strategic approach for managing hotel pandemic crises was proposed. – Phase 1: Pre-event and early symptom; Phase 2: Emergency; Phase 3: Crisis; Phase 4: Recovery; Phase 5: Resolutions.

Domestic travel will swiftly return and be the main focus of the lodging industry's recovery when the virus's spread slows, the number of confirmed cases declines, and the authorities relax their travel restrictions (Nikadimovs & Rodcenkova, 2021). Due to the extended duration of the restrictions on foreign travel, recovery

processes and tactics are mostly focused on domestic travelers. Hotels should adopt digital technologies as they lower the danger of infection and physical interaction (Maaty, 2020). It was claimed that because some aspects of the system are likely to have changed forever, the system as a whole might not return to its pre-crisis state. The challenges could include finding innovative ways to balance automation and the "human touch" of the service (Rivera, 2020); using companion robots to lessen visitors' irritation and feelings of loneliness and isolation during the quarantine period (Henkel et al., 2020). After the epidemic is over, customers may prefer health-oriented hotels and wellness resorts because of their leisurely pace of travel and inviting atmosphere (Wen et al., 2020). The Covid-19 pandemic's aftereffects could be so severe that several SMEs in the hospitality sector won't be able to resume operations because they lack the resources to do so, creating possibilities for larger independent and chain hotels to take over (Crouch et al., 2020).

In their exploratory study, Hao et al. (2020) examined the COVID-19 pandemic's overall detrimental effects on China's hospitality sector as well as a framework for addressing the pandemic's effects using principles, techniques, stages, and solutions. The hospitality sector suffered as a result of COVID-19, which was initially detected in China. A crisis management strategy and effective disaster management techniques can be used by businesses in the hospitality sector to lessen risks and speed up the recovery process (Ritchie & Jiang, 2019). As disaster management tactics are tied to the nature of the disaster, appropriate solutions should be utilized depending on the type of crisis (Hall, 2010).

The remedies and phases that have been suggested focus mostly on the financial effects of the pandemic, business income

recovery plans, adopting new customer-centric service approaches and technologies, as well as luring investments for the industry revival. The report largely ignores the sustainability issue. One study examined 574 online questionnaires that managers of small and medium-sized enterprises (SME) had completed in an effort to create a framework for crisis management in the linked businesses affected by the Covid-19 pandemic. The writers came to the conclusion that the primary goals of SME's should be cost control, employee satisfaction, employee perceptions of organizational values, and long-term customer-centered marketing strategies (Nikadimovs & Rodcenkova, 2021)

Crisis is a serious risk to operations that, if not addressed effectively, could have detrimental effects (Coombs, 2007). An incident that managers and stakeholders see as highly salient, unexpected, and possibly disruptive can endanger an organization's goals and have significant ramifications for its relationships with stakeholders, according to Bundy et al. 's definition of the catastrophic effects of crisis. As a result, issues with financial stability, employee view of the organization, and loss of brand value and reputation may occur (Bundy et al., 2017). Effective crisis management in this situation addresses each threat in turn. Public safety must be the top priority during a crisis; only then should reputation and financial issues be seen as having improved (Coombs, 2007).

The restoration of hospitality industry facilities in crisis is largely dependent on sustainable crisis management, which improves visitor confidence, lessens the impact of the crisis on tourism, and increases security (Beirman, 2003). In the tourism sector, crises can arise for a variety of reasons. Internal issues within an organization may be to blame for a crisis, while external causes such as natural catastrophes,

political unrest, terrorism, virus outbreaks, financial crises, etc. may also play a role (Henderson, 2007). Pre-crisis, crisis response, and post-crisis are the three stages of the crisis management process. In 2001 (Faulkner). The *tri-part view (Pre crisis; Crisis response and Post-crisis)* to crisis management theory is a basis for this part of chapter, where, based on chronological framework of crisis will be discussed best practices noticed by scholars.

Pre-Crisis. Reducing recognized internal and external hazards that could trigger a crisis is part of the prevention and preparation stage, also known as the pre-crisis stage. Making decisions quickly is essential when dealing with a crisis. The first responsibility when a corporation decides how to handle a scenario is creating a flexible and quick internal organizational plan—evaluating and organizing work within the constraints of the organization's structure, culture, and society. Bundy et al. stress the significance of seeing the early warning signals of the crisis to prevent a significant impact and deem it crucial to maintain strong stakeholder relationships towards the organization (Bundy et al., 2017). According to Coombs (2007), firms that have crisis management plans are better able to handle emergencies. The only drawback of CMP in the hotel sector is that it is an unwritten, informal strategy. When a crisis arises because CMP is not documented in many hospitality industry companies, businesses suffer more (Henderson, 2007).

Crisis Response. In accordance with the area that needs to be fixed, Coombs (2007) divides crisis response strategy into two parts: first, crisis response, and second, reputation repair. When a crisis arises, an initial crisis reaction is taking immediate, precise, and consistent action. Most of the aforementioned phases are handled by "crisis leaders," who take on the duty of guiding the company

through each stage. Strong leaders make decisions more quickly and decrease the likelihood that their enterprises will fail (James et al., 2015). Time is an organization's worst enemy during a crisis, so precision is crucial for public relations purposes. Due to time constraints and to avoid misleading society with errors, all material should be verified and accurate (Faulkner, 2001). Crisis managers should show compassion to the crisis's victims. Sufferers may have experienced financial loss, physical harm, or other negative effects from a crisis. According to studies, businesses that prioritize public safety and show concern for their stakeholders face less damage to their reputation (Coombs & Holladay, 1996).

Post-crisis. The post-crisis period is when a corporation resumes operations and primarily focuses on learning about new policies and developments. In this situation, a crisis should be viewed as a challenge and an opportunity rather than a problem (Faulkner, 2001). Evaluation and improvement of crisis management initiatives are necessary. Certain procedures should be covered as part of the CMP, which could be ready before a crisis occurs. Coombs (2007) advises providing stakeholders with all promised information on the company's future as soon as practicable. The post-crisis era is viewed by crisis management theories as a period for learning (Coombs & Laufer, 2018), a period for analyzing the results of the crisis situations and the efficacy of the actions adopted. The Covid-19 epidemic and regulatory restrictions have an impact on standard operating procedures and processes in the hotel industry. Organizations in this sector must thus create innovative, sustainable solutions in order to carry on with business as usual.

Discussion and Conclusions

The papers covered in this study examined various COVID-19 effects on the travel and hospitality sectors as well as potential long-term crisis reactions and solutions. The following were the subjects covered in the papers: 1) Market demands and revenue loss 2) Safety and health concerns 3. The unemployment rate in the hotel sector. 4. Job instability, challenges facing hospitality workers, and job loss 5. The industry's COVID-19 spread patterns 6. Sustainability in the Covid-19 crisis 7) Corporate sustainability and crises Plans for crisis management and strategic management.

The studies under consideration examined several COVID-19 topics, including sustainability, and primarily used secondary research data. They can be classified as reviews or exploratory investigations. The majority of the studies that used primary data followed the survey and questionnaire research model in an effort to gather expert opinions and conduct additional content analysis in order to gain a thorough understanding of the pandemic's impact and detrimental effects on businesses in the hospitality industry. According to the studies examined, the most common primary data approaches are "doing surveys" and analyzing questionnaire results. The social and behavioral components of the hospitality sector's response to the Covid-19 outbreak were also measured using this methodology.

Few papers have addressed sustainability issues and evaluated sustainable recovery strategies and sustainable responses, despite the fact that the majority of papers have evaluated the pandemic's negative impact on the tourism and hospitality industries and noted the rapid decline in international arrival numbers, government

restrictions, and catastrophic revenue losses. Although most of the analyzed crisis management strategies and processes are theoretical, COVID-19 is a very real and ongoing pandemic (Iyer & Jarvis, 2019). The COVID-19 situation offers an opportunity to improve crisis management techniques and increase sustainability; now is the time to take advantage of this chance and restructure the tourism and hospitality industry environment to make it more egalitarian and long-term sustainable (Benjamin et al., 2020). The Global Travel and Tourism Council or WTTC (2020) has emphasized the economic significance of the tourism and hospitality sectors, placing special focus on the health and safety of all parties involved and asking them to establish effective, long-term crisis management strategies.

The feature of COVID-19 spreading patterns in tourism and hospitality has been the most popular research issue, as has been mentioned, and has set the tone for the entire research endeavor. Several studies came to the conclusion that while financial survival and restarting operations are frequently the major objectives of businesses in the tourism and hospitality sectors, sustainability, especially social sustainability, needs to be addressed more thoroughly. Studies have indicated that the new reality is anticipated to last forever because consumer tastes and travel behaviors have changed and because social costs have been evaluated and contrasted. To be more precise, the hotels should adopt new operational standards and norms that would encourage sustainable practices, staff and guest health and safety, boost traveler confidence, and reduce hazards. The ongoing pandemic should be used as a teaching tool to create effective crisis management strategies.

The COVID-19 pandemic has suddenly affected the hotel sector. Travelers now behave differently and are much more selective about

where they stay and ferently and are much more selective about where they stay and go; therefore, it is now impossible to forecast when they will go back to their old ways. Employers and employees in the hospitality business developed a suspicious relationship as a result of how not just customers but also staff, some of whom are still employed today, changed their perspectives. The significant job losses in the sector have erased or seriously harmed management's prior achievements in fostering a relationship with their workforce, and there is no longer any faith in the hospitality sector's bright future. Although natural disasters and other crises are nothing new to the tourism and hospitality sectors, the global COVID-19 pandemic has raised the stakes, particularly in terms of environmental concerns. Due to the global nature of the epidemic and the lack of such opportunities, the businesses are unable to reallocate customers, guests, staff, or any other stakeholders to alternative facilities or locations.

Lastly, given that the epidemic is still ongoing and the future of the tourism and hospitality industries is uncertain, it is challenging to draw practical, operational, and strategic implications for improving crisis management frameworks. The pandemic is expected to be unpredictable; operations won't return to normal as they were before; instead, businesses must adapt to the new normal. Organizations in the tourism and hospitality sectors should give suitability issues more consideration and focus on creating appropriate solutions, policies, and crisis management frameworks in order to increase social capital. This has the enormous potential to not only emphasize the significance of sustainability factors but also to foster cooperation and group action. Researchers should focus on more timely and effective solutions rather than theorizing about

the potential benefits of particular strategic approaches, involving more sustainable approaches on all conceivable levels of involved stakeholders, including individuals, businesses, and authorities, in order to address the dearth or insufficient number of studies on suitability during the Covid-19 pandemic.

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