

Crises Readiness and Response Strategies in Times of Disruptions in The Hotel Industry: A Strategic Resilience Framework

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Abstract

Several unforeseen events have been happening recently that profoundly affected individuals and organizations, underscoring the critical importance of cultivating resilience within the hotel industry. As the industry is experiencing disruptions over time, it becomes imperative for hoteliers to adopt proactive measures that not only mitigate risks but also ensure a swift and effective response when a crisis strikes. Employing the convergent parallel mixed methods approach, the research identified the determinant factors influencing crisis readiness and reaction in the hotel industry during disruptions. Quantitative data were gathered from 141 hotel employees, while qualitative insights were derived from in-depth interviews with ten hotel managers. The key findings revealed that transformational leadership was crucial for crisis readiness, detailed crisis management plans, and improved communication networks from the top management to employees and other stakeholders. It was also observed that active marketing strategies and cost-cutting in financial management are better response strategies to disruptions. Government support was highly valued by hotels and exhibited a strong positive correlation with operations, marketing, human resource management, and financial management. Regression and path analysis demonstrated that marketing and government support are significantly associated with hotel crisis readiness. The framework developed from the study serves as a blueprint for future resilience as it guides policymakers to refine their existing support programs and formulate new initiatives tailored to the needs of the industry. The hotels may develop strategic plans that prioritize crisis readiness and response.

Keywords: Crisis Readiness; Crisis Response; Crisis Resilience Framework; Government Support; Crisis Leadership

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Introduction

The hospitality sector contributed significantly to the world economy, accounting for 10.4% of global GDP and 8.8 trillion USD (UNWTO, 2020). However, due to several disruptions like COVID-19, floods, typhoons, and earthquakes, restrictions, including banning domestic and international travel affecting destinations, are being implemented, resulting in closures of airports and other borders (Bajrami et al., 2021; Stefan et al., 2021). As a result, the industry was severely impacted by the widespread closures, stringent regulations (Nicola et al., 2020; Rivera, 2020), a reduction in staff and compensation, and changes in work schedules and hours (Hervie et al., 2022; Ricca, 2020). Because of this, the tourism and hotel industries are among the first to feel the effects of a crisis (Mones & Cruz, 2015).

Region VIII, commonly known as “Eastern Visayas,” is a seismically active area in the country because of the Philippine Trench, which is the main earthquake generator, and the region’s geographical location, which faces the Pacific Ocean within the Ring of Fire, makes the region prone to all known natural disasters aggregated from the effect of climate change including typhoons and earthquakes. It was in the year 2013 when the Super Typhoon Haiyan hit the entire region, significantly affecting the economy and livelihood of the people. Many businesses have shut down due to severe damage to buildings and other properties, including the hospitality industry. The Gross Regional Domestic Product contracted from 4.5% to negative 2.3% in 2014 (PSA, 2014), a year after the super typhoon. This year, Region VIII suffered from negative growth and downscaled the most. In the same year, the Region experienced typhoon Ruby, which mainly affected the province of Eastern Samar, and in the following year, typhoon Nona in Northern Samar and typhoon Urduja in Biliran province where left massive destruction to properties, natural attractions, and equipment, and human resource reducing production capacity. Apart from typhoons, the region has also experienced earthquakes in the past years that destroyed properties, livelihoods, and the lives of individuals. On August 31, 2012, a magnitude of 7.6 hit Eastern Visayas, which damaged 110 houses and other properties. It was also in 2017 that a 6.5 earthquake happened in the region, causing more than fifty-one million damages to properties. The service sector, where the hospitality industry is part, is considered the second contributor to the total Gross Regional Domestic Product of Eastern Visayas with 40.7%. However, due to natural occurrences such as typhoons, earthquakes, and even the pandemic, hotels, resorts, and other tourism-related establishments in Eastern Visayas were forced to close or reduce their operations for safety reasons. Such occurrences have significantly altered how hotels and other travel, and hospitality industries operate, and they are seriously affected economically.

The persistent effects of the crisis on the sector raise significant doubts regarding the industry's recovery rate. The hospitality industry's working conditions have deteriorated, raising concerns about the sector's ability to recover from the losses, turn around fast, and employ skilled employees in the future (Shapoval et al., 2021). Consequently, evaluating crisis management measures to mitigate their harmful effects is important. Therefore, this study aims to present a resilient strategic framework that the hospitality industry can use to continue operating despite the crisis it has gone through. In other words, with or without the crisis at hand, businesses operating in the hospitality industry must continue to go on.

Previous studies on crisis management have highlighted the severe impact on the tourism industry and emphasized that further research is necessary to comprehend the various facets of a prevalent disaster fully. According to Bundy et al. (2017), supported by Casal-

Ribeiro et al. (2023), research in this field still needs to be explored to identify unresolved issues and chart a course ahead. In addition, this field of study has been criticized for lacking theoretical and empirical rigor, as many of its conclusions and recommendations are based on case studies or anecdotal data (Coombs, 2007; Sellnow & Seeger, 2013). Lastly, many academics continue to bemoan the silo effect, noting that researchers from various perspectives frequently speak past one another without capitalizing on possibilities to develop interdisciplinary knowledge (James et al., 2011; Kahn et al., 2013). Due to the lack of consensus and integration across fields of study, the prevalence of numerous and sometimes contradictory prescriptions, and the ongoing debates regarding the relevant antecedents, processes, and outcomes associated with crisis management, information on how to respond to and manage a crisis effectively is currently lacking (Kim et al., 2019).

In this context, this research focused on the conceptual and methodological contributions of exploring how the hotel industry will sustainably operate amidst crises. Moreover, this study will generate ideas and information that will give a wide array of knowledge and understanding to the hotel owners and managers and the local and national government as to how they can help the hospitality industry in times of crisis in sustaining its activities and business operations. As stipulated by the Potential Surprise Theory, organizations must focus on identifying and preparing for potential surprises and unexpected events that could disrupt organizational operations. The theory is based on the premise that surprise is inevitable but that organizations can develop strategies and practices to anticipate better and respond to them. The theory involves a combination of proactive and reactive strategies to identify and prepare surprises and respond quickly and effectively when they occur (Roux-Dufort et al., 2021). They also identify the fundamental principles under surprise theory, including the need for adaptability and resilience. It means being able to respond quickly and effectively to unexpected events while also adapting to changing circumstances and recovering from potential shocks and disruptions. Lee et al. (2020) argued that the theory can help organizations to develop more effective crisis management strategies. Potential Surprise Theory involves developing a culture of innovation and experimentation, leveraging technology and data analytics to monitor potential risks and opportunities, and fostering collaboration and co-creation with stakeholders and partners.

Literature Review

Theoretical Background

The study anchored on the future-proofing theory of Schwartz (1997), in which he introduces the concept of scenario planning as a tool for anticipating and preparing for the future. Scenario planning can help decision-makers identify potential risks and opportunities, assess their assumptions, and develop flexible strategies that adapt to changing circumstances. Another is that of Walker and Salt (2004), who present a framework for understanding and building resilience in complex systems. They emphasized the importance of adaptive capacity and self-organization in building resilience. They argue that future-proofing requires a holistic and adaptive approach to cope with uncertainty and change. Simmie and Martin (2010) found that partnerships between academic institutions, industry, and government can be a powerful tool for future-proofing. Likewise, Foxon et al. (2013) emphasize the importance of interdisciplinary collaboration by effectively leveraging the strength of different organizations and stakeholders for successful future-proofing. The theory also emphasizes the critical role of

leadership in the process. Effective leadership is essential for communicating a clear vision for the future, fostering a culture of innovation and experimentation, and building solid relationships with stakeholders. von Oetinger et al. (2019) found that effective leadership is key to future-proofing organizations.

In the context of crisis management, Tütüncü et al. (2021) highlighted key principles and strategies that can help organizations to become more resilient and adaptive in the face of potential crises. They argued that future-proofing in crisis management involves a combination of proactive and reactive strategies. Proactive strategies include risk assessment and management, scenario planning, and horizon planning, which can help organizations to identify potential future risks and prepare for them in advance. On the other hand, reactive strategies include crisis response planning, crisis communication, and organizational learning, which can help organizations respond quickly and effectively to emerging crises. Another is from Chen et al. (2020), who explore the concept of future-proofing in crisis management in the context of the COVID-19 pandemic. The future-proofing strategies can help organizations mitigate the pandemic's impact and prepare for potential crises, including strategizing their marketing and managing their finances. They further suggest that future-proofing in the context of the pandemic involves flexible and adaptive response plans, leveraging technology and data analytics, and fostering a culture of innovation and continuous learning. Overall, the future-proofing theory highlights the importance of adaptability, innovation, collaboration, and leadership in preparing for the risks and uncertainties of the future.

Crisis Planning and Management

There is no definite definition of crisis, as several authors defined the term in many ways. Loosemore (1998) and Tugcu (2014) defined crisis as any situation experienced by groups or individuals caused by sudden changes from unordinary methods. For Rober et al. (2007), it is an event that arises from unknown causes with severe consequences, which is disagreed with by Santana (2004), who contends that it is a process that is developed by logic as opposed to being an event. Like the hospitality industry, business is defined as unanticipated events that demand action to guarantee long-term viability.

During a crisis, it is important to have a strategic plan for sound decision-making (Chartoff, 2021) to how planning delivers effective emergency management. Guidelines in crisis management are essential for fast recovery and for protecting the business's image during its economic recovery. Al Shobaki et al. (2021) studied the importance of strategic planning in crisis management. The analytical descriptive approach revealed that the level of crisis management among the managers was average and that the level of strategic planning among them was high. The results revealed no differences in strategic planning and crisis management among the managers. However, the importance of strategic planning in decision making was emphasized by the authors. Secondary data can be used to analyze leadership's commitment to updating, developing, and implementing emergency management strategies. Several academicians and scholars like Mojtahedi et al. (2021) and Haupt (2020), expressed how significant emergency planning is in the preparation for emergencies, including the internal aspects. Accordingly, the hotels' immediate steps after a disaster are to work aggressively to return to normal operations and speed up their resumption. Several measures are presented by literature to survive in trying times, including marketing, cost-cutting, government support, leadership, human resources, and service delivery.

Importance of Communication, Marketing, and Financial Management in Crisis Management

Her'edia-Colaco and Rodrigues (2021) recommended that hotels reinvent their communication with a new digital technology to communicate to their customers, as it is a substantial recovery strategy. Al-qassem et al. (2022) indicated in their findings that marketing methods are essential as an emergency management plan component to assist enterprises such as hotels, tourist sites, and vacation planners. Marketing includes developing and promoting new products and services, extending loyalty program benefits, preparing promotional plans to increase future stays, and updating and improving channels to sell to customers. (Hao et al., 2020; Her'edia-Colaco & Rodrigues, 2021; Israeli et al., 2011; Lai & Wong, 2020; Lo et al., 2006; Rodríguez-Anton & Alonso-Almeida, 2020). However, Dagnachew et al. (2021) emphasized that marketing should be directed toward domestic and local markets. Effective control measures based on cost-cutting, lower operational costs, closure of facilities, flexible staff allocation, and delay of investments were vital in handling crises and enabling business recovery in past crises (Hao et al., 2020; Lo et al., 2006; Novelli et al., 2018). (2021). Moreover, Breier et al. (2021) concluded that additional services must be offered to call up during a crisis, and organizations should use digitalization to prepare for future crises. They must promote communication, promote enhancing factors, and time slots for strategic considerations (Iglesias-Sanchez et al., 2020). Likewise, hotels should also endeavor to prioritize sales through their websites, enhancing direct contact with customers and creating a stronger bond with the brand (Hao et al., 2020). Consistent with theory, the item that managers scored highest in this variable was encouraging direct bookings through the hotel's website, offering exclusive advantages.

Alves et al. (2020) stated that cost-cutting and introducing new products and services are insufficient for long-term viability as they are quick and short-term actions. Managers identifying their businesses as of low-risk preparedness during a crisis should demonstrate a more significant concern over controlling their operating costs and anticipating the potential difficulties in obtaining additional funding. In these circumstances, managers should carefully consider the available system-level aid that could enhance the sustainability of their businesses. Finally, as potentially exposed to bankruptcy threat, these businesses shall tightly monitor the innovations implemented by their competitors to diminish the scale of customers' outflow (Wieczorek-Kosmala, 2021).

Government Support

Government support, cordial relationships with stakeholders, self-determination of entrepreneurs, and formal planning are the most crucial factors that shaped the immediate adjustments of operational activities in response to the crisis (Burhan et al., 2021). Also, Jerrie et al (2021) logically concluded that government and social trust and hotel response efficacy are significant factors in increasing hotel stay intention by mediating the effects of threat perception and individual response efficacy. The government has a big help in the survival of the crisis by adjusting its relations on licensing requirements and policy restrictions and expanding regulatory requirements to service sectors (Alves et al., 2020). Moreover, Breier et al. (2021) concluded that additional services must be offered to call up during a crisis, and organizations should make the possible use of digitalization to prepare for future crises. They must promote communication, promote enhancing factors, and time slots for strategic considerations (Iglesias-Sanchez et al., 2020). This study also showed how important innovation in personal relationships and active customer communication can be in helping the

company recover from the crisis. Thus, the hospitality industry must incorporate innovation, training, and cooperation among governments and other stakeholders to develop a stronger and more resilient recovery for future crises.

Using a phenomenological approach, in-depth interviews were conducted to comprehend the experiences of hotel managers. Burhan et al. (2021) showed that government support, cordial relationships with stakeholders, self-determination of entrepreneurs, and formal planning are the most crucial factors that shape the immediate adjustments of operational activities in response to the crisis. These resilient practices include increased promotion through social media, innovative marketing practices (e.g., revised offerings), operational cost-cutting, and employee training to comply with changing standard operating procedures from the government and industry. Jerrie et al. (2021) logically concluded that government and social trust and hotel response efficacy are significant factors in increasing hotel stay intention by mediating the effects of threat perception and individual response efficacy. Furthermore, national and local governments play an essential role in communicating and delivering correct information during the crisis. They pointed out that if consumers trust in the capability of their government to protect the health and safety of the general public, and they trust in other people to comply with safety protocols, then this can empower them with the courage to travel and stay in a hotel during the crisis with fewer safety concerns.

Leadership in Crisis

Williams et al. (2017) expressed that coping with crises pivots on the role of leadership. Researchers like Madanchian et al. (2017) and Hasan and Rjoub (2017) have noted that the targeted outcomes of leadership styles adopted by leaders influence subordinate performance and their outcomes in times of crisis. Park et al. (2018) described leadership as creating positive personal desires and affiliation with followers and developing a sense of attachment to the individual desire's goals because followers gain out of total proportion in a different context. Leaders who build strong relationships among the various hierarchies of work produce more efficiency and effectiveness in output (Davis & Rhodes, 2020). A crisis is a stage of evaluating personal determination, and the methodology to successfully manage the crisis and produce the desired conclusive result falls under the domain of effective leadership (Nyenswah et al., 2016). Park et al. (2018) described leadership as creating positive personal desires and affiliation with followers and developing a sense of attachment to the personal desire's goals because followers gain out of total proportion in a different context.

The study by Rathi et al. (2021) concluded that transactional leadership enhances employees' motivation during the COVID-19 outbreak and it has more influence on their performances as compared to transformational leadership as it motivates the employees to perform to their best, to exert more significant effort, and to show more work commitment despite of the crisis. Accordingly, Grint (2020) pointed out that leadership is more necessary than management in times of crisis, as it focuses on solving complex problems with an unknown or difficult solution, mobilizing collective efforts, and promoting collaboration. In their study, Ahlstrom et al. (2020) recommended that it is necessary to modify some leadership practices in times of crisis to manage the situation effectively.

Managing Human Resources During Crisis

Human resources plays a significant role during a crisis (Hao et al., 2020; Israeli et al., 2011). In times of crisis, employees are one of the most affected. In their study, Hervie et al. (2022) concluded that 80% of hotel employees are reduced by their salaries, work schedules,

and working hours. Kim et al. (2018) suggested that hotels should continuously enhance the productivity of their employees by investing in high-performance work systems for recovery. At the same time, Zhang et al. (2021) recommended that hotels regularly update their information through effective communication channels like social media and electronic and printed media. Moreover, sectoral collaboration should be improved to enhance planning and policy management, particularly policies on human resources development. (Kovacs, et al., 2021; Remenyik, et al., 2020). Dagnachew et al. (2021) identified in their study the nine response strategies that hospitality practitioners can use as a reference in their response strategies to future crises; these include human resources, service provision, marketing, customer relations and communications, corporate social responsibility, finance, strategic planning, and governmental support. The findings stressed that managers should fulfill their ethical obligations to their employees by enhancing their morale through training and other benefits they can enjoy while performing their duties despite their challenges. Marketing should be directed towards domestic and local markets.

Research Methodology

The study aimed to develop a strategic resilience framework for the hotel industry to operate sustainably despite disruptions. It utilized a convergent-parallel mixed method design wherein a quantitative survey instrument was used to gather the necessary data adapted from Radwan and Radwan (2017), while for qualitative, a structured interview guide was used to get the participants' responses. The design is appropriate for this study because the researcher is interested in developing a resilience strategic framework for sustainable mobility of the hotel business amidst crisis by assessing the relationship among and between concerned variables. The design collected data using a questionnaire at a particular point in time from the participants of the target population. Descriptive describes and interprets the current status of individuals, settings, conditions, or events. It simply studies the phenomena of interest as they exist naturally; no attempt was made to manipulate the individuals, conditions, or events (Woodrow, 2015). However, in exploration, understanding, contextualizing, and constructing a strong base for the generalization of the study, the researcher did a qualitative process based on the constructivist epistemology, which holds that reality is what respondents perceived to be. Therefore, the design helped collect primary data from respondents for analysis to determine the extent of crisis preparedness, response practices, leadership, and government support.

The study was conducted two (2) years after the pandemic in Eastern Visayas, Philippines, and targeted employees of DOT-accredited hotels. For the quantitative part, the researchers used an adapted survey instrument, slightly modified to suit the current study. It is composed of three parts, with the first part measuring the crisis readiness of the hotels having a total of twenty-five questions comprising the leadership, policy and plans, crisis response team, communication and networking, and crisis training. The second part measures the hotels' crisis response practices, with twenty items, including operations, marketing, human resource management, and financial management. Lastly, government support had five questions, and it was backed up with an interview guide from the hotel managers. The results derived from the questions posed by government support were utilized in developing the strategic framework by considering the quantitative findings to measure its indirect effect on both crisis readiness and response strategies. Meanwhile, the qualitative was intricately used to strengthen the result of the quantitative to provide robust findings and conclusions. With the use of stratified sampling, a total of 141 employees participated in the quantitative part, while a total of 10

participated in the qualitative study. Stratified random sampling was the sampling technique utilized by the study. It is a sampling technique used when the population is heterogeneous, meaning that it has distinct subgroups that vary in some important characteristics. By dividing the population into strata based on this characteristic. The characteristics used by the researchers to divide the stratum is the job role of the respondents. Stratified sampling can reduce sampling error and increase the precision of estimates, particularly if the between-stratum variation is large. It further increases the relevance and applicability of the findings through a targeted sample selection (Palinkas et al., 2015). The employees were selected using the inclusion-exclusion criteria. The employees (1) must be of legal age; (2) must have been hired before the pandemic, (3) have been in the hotel before and after the pandemic or have experienced disaster or crisis while at work, (4) very much willing to become a respondent of the study as shown in the signed informed consent. Employees who have been in the industry for less than one year and those outside the bounds of the inclusion criteria were automatically excluded from the study. However, the researcher conducted the Focused Group Discussion (FGD) with hotel managers as the key informants for the qualitative part.

To make the survey fast, the researchers hired enumerators to assist in the survey. They were selected through their educational qualifications. The researchers see to it that the enumerators are college graduates and have a background in hospitality management and conducting research; experience as an enumerator was an advantage. They were trained and oriented on what to do before they were deployed to the field. The respondents were given ample time to answer the questionnaire. The researchers and their colleagues explained the directions for filling it out thoroughly. The data gathering was completed within three months after the request was approved. It took 1-2 days to finish the gathering at each hotel. The hypotheses of the study are: (1) The four independent variables (policy and plans, crisis response team, awareness, and crisis training) are not predictors of crisis readiness., and (2) There is no significant relationship between response practices to crisis readiness, leadership/management styles, and government support.

The data obtained were analyzed using simple percentages, weighted mean, Spearman rho correlation, and multiple regression. The path model analysis was also used to determine the direct and indirect effects of the different variables. For the qualitative, the researchers utilized Colaizzi's method. Ethical considerations were observed, emphasizing respect for participants' dignity, privacy, and voluntary participation. Data was kept confidential in a secure electronic folder accessible only by the researcher. Participants were provided informed consent after being fully briefed on the study's purpose, methods, and potential risks and benefits. The study's risk-benefit assessment highlighted the potential to improve the hospitality industry's crisis management.

Moreover, despite the voluntary nature of participation, no incentives were provided, and participants were debriefed and thanked for their involvement. The results were analyzed using an appropriate statistical tool, such as mean and standard deviation. Path model analysis was used to determine the direct and indirect relationship of the variables.

Research Findings

This section presents the major findings of the study, including the status of the hotels before and during disruptions and the crisis readiness and response strategies made by hotels.

Table 1. Status of Hotels Before and During Disruptions

Before Disruptions	During Disruptions
High Performance and Productivity	Turndown of tourists' arrival
Optimism and Satisfaction	Losses of revenue
Positive Tourist Experiences	Increase employee turnover
Empowered and Engaged Employees	Lower investment and development
High occupancy rate and increased revenue	Changes in tourists' behavior and preferences

The summated responses of hotel managers on the status of the hotels before the occurrence of any disruptions include their experiences of high return of guests and earning a substantial income which provides many opportunities for them to take advantage. The relentless influx of travelers during summer, holidays, and on regular days is contributing to the development of the tourism industry in the region denoting that the region was able to establish its tourism activities including identifying tourism sites and circuits that travelers from different places in the globe can explore and enjoy. It also serves the reasons for them to stay and encourage others to visit and experience what the region can offer. Furthermore, the significant number of reservations and bookings on various occasions opens more opportunities for the hotel to offer other services and provide job opportunities and incentives to employees. Receiving several bookings does not only underscore the hotel's adaptability but also highlights its strategic effort to expand revenue sources.

A profound sense of optimism and satisfaction conveyed by hotel managers reflects the flourishing state of the hotel operations. Their contentment derived from the joy of serving their guests. The high demand during peak season and special occasions does not only showcases the hotel's capacity to meet the increased service requirements but also results in positive feedback given by the guests. The hotels invested in continuous training, seminars, and employee engagement activities to keep the team well-versed in industry trends and technology, fostering a positive and motivated work environment. Employees that are engaged and empowered contribute to enhanced productivity, job satisfaction, and the overall effectiveness of the organization. Moreover, A high occupancy rate is a significant factor for hotels as it indicates that their property is in demand and generating a high profit. It is measured by how effectively the hotel utilizes its available resources.

Crisis Readiness

Table 2. Crisis Readiness of Hotels in Times of Disruptions

Indicators	WM	SD	VI
Crisis Management	3.26	.678	Ready
Policy and Plans	3.31	.765	Ready
Crisis Response Teams	3.28	.672	Ready
Communication and Networking	3.20	.871	Slightly Ready
Crisis Training	3.17	.776	Slightly Ready
Overall Mean	3.24	.752	Slightly Ready

Notes: 3.26-4.00-Ready, 2.51-3.25-Slightly ready, 1.76-2.50-Slightly not ready, 1.00-1.75-Not ready

Having a weighted mean of 3.26, the hotel industry is viewed as "Ready" in crisis management. This indicates that most have established procedures and protocols to manage crises effectively. Concerning policies and plans, the result showed that hotels have documented plans and policies providing a structured approach to crisis management, having

a mean score of 3.31. The hotel readiness relative to crisis response teams garnered a weighted mean of 3.28, indicating that hotels have organized teams prepared to respond to disruptions. However, in terms of communication and networking as well as crisis training, the hotels are “Slightly Ready” with 3.20 and 3.17 weighted mean, which suggests that while there are communication and networking in place, some areas still need to improve. Also, it is necessary for hotels to comprehensively update their training programs tailored to the needs of the employees. Considering the overall mean score of 3.24 signifies that hotels are “Slightly Ready,” it transpired that while other areas such as crisis management, policies, and response teams are well-prepared, there are notable gaps in communication, networking, and training.

Crisis Response Strategies

Table 3. Crisis Response Strategies of Hotels in times of Disruptions

Indicators	WM	SD	VI
Operations	3.13	.761	Slightly Practiced
Marketing	3.33	.547	Practiced
Human Resource Management	3.08	.912	Slightly Practiced
Financial Management	3.08	.723	Slightly Practiced
Overall Mean	3.15	.736	Slightly Practiced

Notes: 3.26-4.00-Practiced, 2.51-3.25-Slightly Practiced, 1.76-2.50-Slightly not practiced, 1.00-1.75-Not practiced

It is shown in Table 2 that the operational strategies of hotels during disruption are “Slightly Practiced,” having a mean score of 3.13, indicating that some of the strategies are not comprehensively integrated into the hotel operations. Marketing strategies are “Practiced” during the crisis, having a mean score of 3.33, emphasizing that hotels are putting much emphasis on their marketing efforts to manage and mitigate the impact of disruptions, highlighting the significance of maintaining visibility and engagement with customers despite the challenges the hotels are facing. Managing human resources during a crisis is “Slightly Practiced,” which suggests that training programs should be thoroughly implemented to ensure employee readiness in challenging times. Financial management was also classified as “Slightly Practiced,” with a mean score of 3.08. It further implies that hotels do not extensively apply financial strategies, including cost control and emergency funding. Moreover, the overall mean score of 3.15, interpreted as “Slightly Practiced: indicates that while significant measures are in place in hotels across operations, marketing, human resource management, and financial management, these are not consistently practiced.

Government Support During Disruptions

Table 4. Government Support Received by Hotels During Disruptions.

Items	Mean	Interpretation
Provide technical and financial support to hotels.	3.23	Agree
Encourage domestic tourism.	3.32	Completely Agree
Cooperate with hotels and hold meetings to discuss ways out of the crisis.	3.27	Completely Agree
Industry-wide demand for a grace period on local tax (municipality) payments.	3.21	Agree
Develop and promote alternative types of tourism.	3.43	Completely Agree
Overall Mean	3.29	Completely Agree

Notes: 3.26-4.00 Completely Agree, 2.51-3.25 Agree, 1.76-2.50 Disagree, 1.00-1.75 Completely Disagree

As reflected in Table 3, developing and promoting alternative types of tourism was considered as completely agreeing with the support given by the government, with a mean

rating of 3.43, which signals that the government is looking forward to a more diversified form of tourism with the goal for an innovative and sustainable tourism model. Moreover, the decisive move of the government to encourage domestic tourism as it earned a mean score of 3.32, interpreted as “Completely Agree,” signifies that the government recognizes the importance of stimulating local travel as a key to recovery. Likewise, the complete agreement on building cooperation among hotels, including holding a meeting to discuss crisis solutions, indicates a collaborative and participatory approach between the government and the hospitality sector.

The overall mean of 3.29 with a descriptive interpretation of “Completely Agree” expressed a prominent level of government support extended to hotels during disruptions. This support spans from collaborative discussion and a forward-looking approach to tourism development. Burhan concluded similar findings et al. (2021) when speculated that government support, cordial relationships with stakeholders, self-determination of entrepreneurs, and formal planning are the most crucial factors that shape the immediate adjustments of operational activities in response to the crisis. Jerrie et al. (2021) logically concluded that government and social trust and hotel response efficacy are significant factors in increasing hotel stay intention by mediating the effects of threat perception and individual response efficacy. Furthermore, national and local governments play a significant and essential role in communicating and delivering correct information amid the crisis.

During the interview, hotel managers expressed profound gratitude for the support provided by the government, which proved instrumental in navigating the challenges posed by disruptions. The Financial support from the Development Bank of the Philippines and Land Bank of the Philippines through their program Rehabilitation Support Program on Severe Events (RESPONSE) emerged as a lifeline which, according to hotel managers, allows them to cover operational costs, retain skilled staff, and maintain operational stability amid crises. Tax relief measures and extension of remittances of employee benefits such as PhilHealth, SSS, and Pag-Ibig enable the hotels to redirect their funds to essential needs in their operations. The managers highlighted during the interview the importance of clear guidelines and protocols, emphasizing the government's role in ensuring the safety of guests and staff.

Another, the government, through the Department of Tourism, conducted meetings with hotels and was lauded for encouraging innovation and positioning hotels for recovery. The holistic nature of support extended beyond financial aid, encompassing subsidized training programs that prepared hotels for the new normal operation. Collaborative efforts in promoting domestic tourism and staycation through subsidized promotional activities reflected the government's commitment to a more sustainable hotel industry.

Staycations represent a distinct shift in travel behavior by offering travelers a unique way to find leisure and relaxation without traveling far from home. This form of tourism gained prominence during crises, particularly during times of travel restrictions and global uncertainties, such as the COVID-19 pandemic. The concept involves individuals, groups, and families choosing to stay within the region, utilizing the local accommodations, and exploring the attractions for recreational activities.

Path Analysis Model. This study also wanted to elucidate the intricate relationships between response strategies (Operations, Marketing, Human Resources Management, and Financial Management), Government Support, and their collective influence on Crisis Readiness. The hypothesized path analysis model using the result of the regression analysis

and correlations coefficient is presented below to explore both direct and indirect pathways through which the variables may contribute to hotels' preparedness for crises.

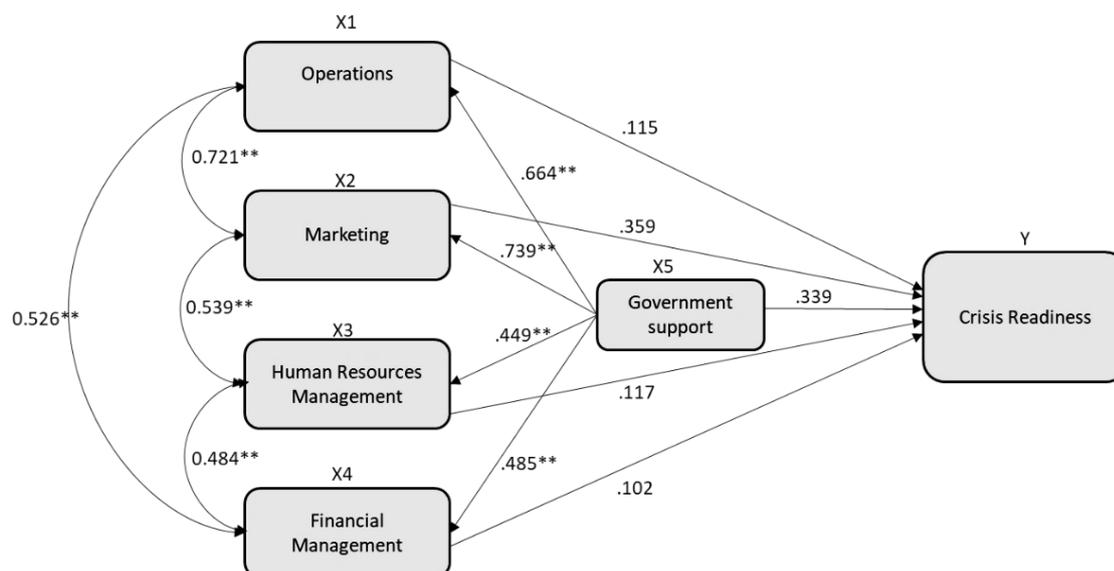


Figure 1: Path Model Analysis between Response Strategies, Government Support, and Crises Readiness

The path analysis model illustrated the direct and indirect effect of the different independent variables on the dependent variable. Within the path model, operations, marketing, human resources management, financial management, and government support directly influence crisis readiness, having a positive influencing value factor. As observed, marketing emerged as a strong predictor ($\beta = 0.359$, $p = 0.000$), underlining the significance of effective marketing strategies in enhancing the hotel's preparedness for crises. On the other hand, government support demonstrated a significant impact ($\beta = 0.339$, $p = 0.000$), emphasizing the positive association between governmental assistance and crisis readiness.

Integrating Spearman rho correlation coefficients, the path analysis model delves deeper into the relationship of the different indicators. Strong positive correlations were found between Government Support and each response strategy, including Operations ($r_s = .664$, $p < 0.05$), Marketing ($r_s = .739$, $p < 0.05$), Human Resources ($r_s = .449$, $p < 0.05$), and Financial Management ($r_s = .485$, $p < 0.05$) signifying that as the government provides great support during a crisis to hotel industry's operations as it tends to improve significantly. Moreover, this underscores the indirect influence of government assistance on the organizational aspects of the hotel industry as it contributes significantly to the overall crisis readiness. This result may provide insights for hotel management and policymakers aiming to strengthen organizational resilience in the hospitality industry.

The Strategic Resilience Framework

The Strategic Resilience Framework was developed based on quantitative and qualitative data gathered throughout the study. The qualitative data was used to provide an in-depth analysis of the quantitative result. Quantitative research provides measurable insights, including correlations to indicate the relationship between variables, while qualitative research adds richness to the underlying reasons, perceptions, and context behind the numbers. The combination allowed a deeper analysis of the findings that helps in crafting the strategic

resilience framework where qualitative provides data on the status of the hotel's prior disruptions and how they were greatly affected upon and after the occurrences of the crisis, where these complex phenomena could not be captured alone by numbers.

Moreover, the qualitative data, through interviews with the hotel managers, offered subjective insights into how the government provides support and how they perceive resilience. These are essential in interpreting the quantitative results, ensuring the resiliency framework for the hotel industry reflects not only statistical significance but also the relevance of real-world scenarios within the hotel industry business operations. By combining quantitative and qualitative data, the framework can address a broader range of factors in hotel industry operations, contributing to its resilience despite the crisis it may encounter. This aspect ensured that the Strategic Resilience Framework was evidence-based and grounded in the perspective and experiences of the participants, making it robust for assessing and enhancing resilience across various contexts of hotel operations.

This strategic resilience framework will guide the hotel industry and managers in designing a strategic crisis planning and response system where employees, guests, the management, and other stakeholders are both beneficial, ensuring that they are safe, protected, and secure while delivering services and meeting the needs of the guests in times of disruption. Furthermore, this will provide information that is significant in adapting to any changes brought by disruptions. This applies to hotels that have star classification, and the rooms division can maximize this as it is the main department in hotels that are mostly affected in times of disruptions as it oversees the largest revenue-generating part of the operation, including the front office, housekeeping, guest services, security, and uniformed services. It is divided into three (3) phases, namely:

- 1) Before Disruptions (including becoming ready before the occurrences of any disruptions).
- 2) During Disruption (this is all about the responses hotels will be doing in times of disruptions)
- 3) After Disruptions (about sustainable actions of the hotel)

Response. This phase includes hotels' operational resilience and strategic measures in responding to disruptions. It is customary for any organization that when a disruption occurs, several mechanisms are used to respond to changes in how the organization operates. To emerge resiliency in the hotel industry, strategic marketing must incorporate technology and strengthen the hotel's online presence. Likewise, empowering employees and ensuring they are supported, equipped, and informed to contribute during challenging times meaningfully. Moreover, the financial aspect of the hotel must strategically be managed to allow an allocation of enough resources to ensure both short-term stability and long-term viability.

Readiness. The hotel industry may consider its crisis management and preparedness in this phase. Organizational readiness is the primary step for effective crisis management. Hotels need clear policies and plans, including anticipating potential disruptions. Moreover, it develops crisis response teams, fortifying its communication and networking channels. This phase also includes developing programs such as training employees to obtain the necessary knowledge and skills to respond effectively to disruptions. Clear plans for operations, marketing, human resource management, and financial management should be considered by management, for they contribute to responding to any disruptions.

Reflexivity. Hotels are called to reflect on their actions, learn from past experiences, and adapt strategies for the industry's long-term success. Sustainability involves making sense of crisis response practices and managing transitional processes so that the hotel can survive and succeed in the post-disruption environment.

Government Support. The support provided by the government is considered a pillar of resilience. Government pivotal support, whether in policies, resources, or collaborative initiatives, is recognized before, during, and after a disruption.

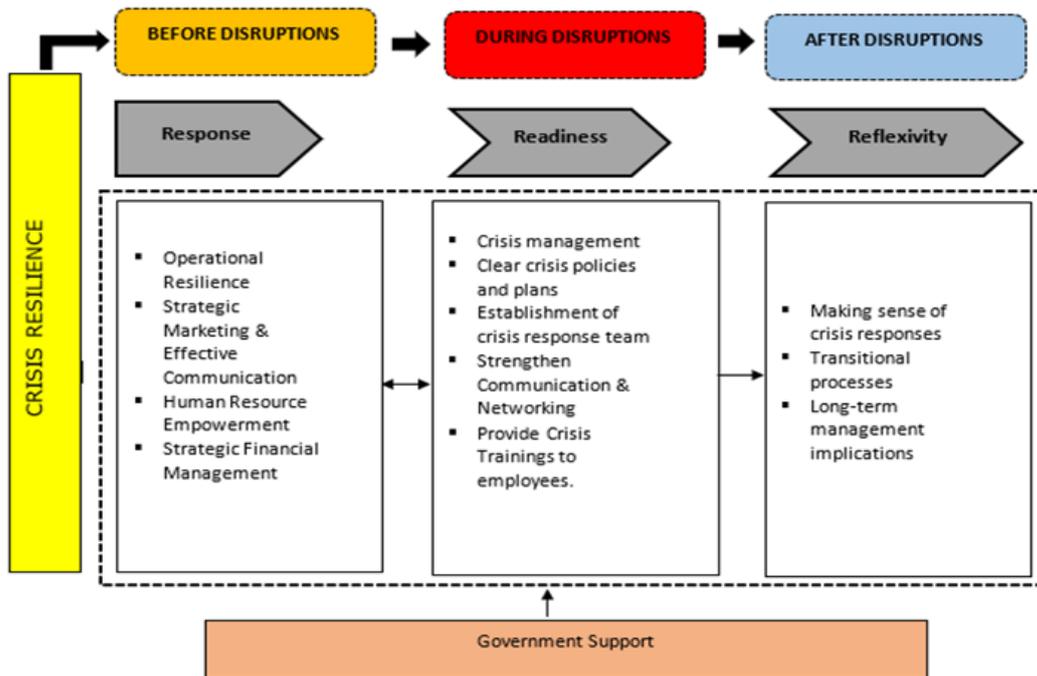


Figure 2: The Strategic Resilience Framework

The framework is distinct from other crisis management frameworks due to its comprehensive approach emphasizing the long-term sustainability of the hotel industry. It is divided into three phases, allowing a holistic and continuous process ensuring that hotels are prepared for managing disruption and learning to adapt to the aftermath of the crisis. One of the unique features of the framework is its strong focus on organizational preparedness by learning from past occurrences with an emphasis on proactive measures such as conducting regular employee training, fortifying communication, and forming crisis teams.

Another unique aspect of the framework highlights the crucial role of transformational leadership and human empowerment, recognizing that motivated, well-equipped employees are essential to resilience during disruptions. More features of the framework include integrating modern technology and digital communication channels utilizing social media and other online platforms, which are recognized as significant for effective crisis management. Moreover, the framework is set apart from others by emphasizing sustainability, where it posits that hotels should adopt resource efficiency measures, including saving practices and waste reduction, to ensure that long-term success is attained in the post-disruption phase.

Lastly, it uniquely acknowledges the critical role of government support before, during, and after disruptions, emphasizing collaboration with legislators. This framework differentiates itself by combining comprehensive crisis planning, leadership and employee empowerment, sustainability, and modern technological integration, ensuring that hotels survive and flourish in the face of future disruptions.

Discussions

Hotels before disruptions had High Performance and Productivity, and Optimism and Satisfaction emerged as the theme, indicating that the hotel experienced high customer turnover, showcasing financial well and adaptive hotels. Also, there is an increased demand for service due to positive reviews from the guests. Positive tourist experience was the theme that emerged for tourists' receipts. The hotels prioritized very good customer service, well-maintained infrastructure, and innovative approaches, providing a positive tourist experience and sustained success. The theme of Empowered and Engaged Employees emerged for human resources, showing vibrant human resources where they are engaged and empowered to contribute to organizational success. In the case of profitability, the theme emerged: High occupancy rate and increased revenue. The hotels strategically positioned themselves in the market and optimized their revenue through competitive pricing and social media presence. All the themes collectively picture thriving hotels with engaged employees providing positive guest experience, satisfied managers, and strategic operations contributing to the industry's overall success.

The hotel industry, during disruptions, faced several hurdles, from travel restrictions to the safety of travelers, economic instability, destruction of facilities, and others that marked the decline of tourist arrivals, especially in times of health crisis, political unrest, and natural disasters. All these challenges in the hotel industry significantly affect their income and revenue, causing financial instability in all sizes of the accommodation sector. Consequently, due to the vast turndown of the economic condition of the hotels, the business activity leads to layoffs of employees and reduced work hours across various sectors of the industry, not only to hotels but also to transportation, entertainment, and other operating sectors of the hospitality industry.

Other sectors of the industry encountered difficulties in logistics due to its sudden increase in costs due to the strict implementation of safety protocols, managing disruptions in the supply chain, and handling of refunds and cancellations. Likewise, the uncertainty of the economy decreases profitability, investment, and tourism development projects due to the postponement of new ventures and plans for expansion. Additionally, tourists' preferences and behaviors drastically change during and after disruptions. Some tourists are into short trips, nature-based activities, and domestic travel, accompanied by the high demand for cleanliness and hygiene standards due to health and safety issues.

On the evaluation of the hotels about their crisis readiness using the dimensions of leadership and management, policy and plans, crisis response teams, communication and networking, and crisis training. The findings indicate that autocratic, transitional, and transformational leadership are crucial for crisis readiness. Moreover, the existence of detailed crisis management plans is deemed important, including cascading the policies and guidelines of the organization in response to a crisis. Hotels are slightly ready to establish a crisis response team. Hence, the provision of written instructions and guidelines needs to be improved. Clear

responsibilities among members are necessary to create crisis response teams. To hotels, networking between top management and employees and prompt communication with authorities need improvement, as well as establishing emergency services and documentation of incidents. Crisis management practices during events need to be improved. The yearly crisis management training, including department-led training and external involvement, is considered. However, hotels are considered slightly ready in this aspect. On the level of readiness of hotels across the different dimensions, it recognizes the importance of effective leadership, comprehensive policies and plans, well-trained and prepared crisis response teams, effective communication networks from top management to bottom, and continuous training for crisis management among employees and the management.

The study also evaluates the common response practices of hotels during a crisis, considering their operations, marketing, human resources management, and financial management. It was revealed that hotels are slightly practicing response measures in their operations, as well as daily communication with customers and encouraging room service. The use of technology for incident recording needs to be improved. There is a need for refinement and enhancement of the hotel's operational practices. On the other hand, hotels actively practice innovative marketing strategies and understand customer needs. However, online marketing price cuttings and other pricing strategies are marketing areas that need improvement. Constant communication with employees and assigning additional duties regarding crisis response are well-practiced by hotels. Hotels slightly practice the reduction of wages and replacement of highly paid employees. Human resources management suggests an enhancement specifically on training and development during a crisis. Cost reduction in all business activities is the most practiced measure of hotels concerning their financial management. They moderately practiced closing some departments in the hotels in response to disruptions. However, they slightly practiced developing additional revenue streams. Also, postponing costs and using less expensive substitutes.

For government support in times of disruptions, the results revealed that the government highly supports technical and financial support, encouragement of domestic tourism, and collaborative efforts with hotels. Also, there is an industry-wide demand for a grace period for local tax payments and the development of alternative forms of tourism. The government's role in providing clear guidelines and protocols was also emphasized, which contributed to the safety of guests and staff. The government support extended to hotels beyond the financial assistance together with sponsored training programs, collaborative promotional activities for domestic tourism, and meetings to encourage innovation of having an alternative form of tourism in response to changing travel behaviors during disruptions are a clear manifestation of its commitment to a more sustainable hotel industry.

An investigation was also conducted to determine whether the five independent variables (operations, marketing, human resources management, financial management, and government support) predict the crisis readiness of hotels. The path analysis model provides a clear illustration of the direct and indirect effects of the independent, as illustrated by both the direct and indirect effects of the independent. Among the different independent variables, only Marketing ($\beta = 0.359$, $p = 0.000$) and Government Support ($\beta = 0.339$, $p = 0.000$) are considered strong predictors of crisis readiness, signifying that hotels can use the two in responding to any disruptions. Furthermore, government support indirectly influences the organizational aspect of the hotel industry, contributing to its overall crisis readiness.

Theoretical Contributions

The study provides theoretical implications for understanding crisis management in the hospitality industry. It comprehensively develops a framework that offers a structured approach to how the industry understands and prepares the different related businesses in case of disruptions. Moreover, it also explains how its operation can be optimized for better crisis resilience considering its operations, marketing, human resource management, and financial management. Likewise, the insights enhance the theoretical knowledge of how the crisis affects consumer preferences and travel patterns as it also examines consumer behavior during disruptions. The study provides a holistic model of crisis management in the hospitality industry, which radically contributes to future researchers and policymakers in the development of best practices for the management of crisis, enhancing the resilience and stability of the industry in times of disruptions.

Managerial Contribution

This study provides valuable insights for better crisis management in the hospitality industry from the importance of developing crisis management plans, including creating crisis response teams, communication, and regular training tailored to the needs of the employees relative to crisis readiness as they are deemed essential for the employees to maintain the service quality despite of the challenges they faced during disruptions. Moreover, it is important to understand customers' behavior and invest in technology such as online bookings, digital marketing, and many more to improve efficiency and guest engagement. Furthermore, updating crisis plans and learning from experiences, as well as a culture of continuous improvement, can enhance the overall readiness of the hotel. By equipping hospitality businesses with these strategies, they can improve their crisis preparedness and ensure greater resilience and stability.

Conclusion

The study presents a comprehensive framework for better understanding of preparing for disruptions, optimizing operations, marketing, human resource management, and financial management for better crisis resilience in the hotel industry. The insights into tourists' behavior during disruptions enhance theoretical knowledge, providing a holistic model for future policy and crisis planning. The study highlighted the importance of crisis management plans, response teams, effective communication, and continuous training for a more resilient industry. Moreover, understanding customer behavior, investing in technology, and maintaining a culture of continuous improvement are essential for crisis preparedness. By adopting these strategies, hospitality businesses can improve their resilience and stability during disruptions.

Brief Summary

Before disruptions, hotels excelled in customer service, infrastructure maintenance, and innovation, resulting in positive tourist experiences, high occupancy rates, and increased revenue. Engaged employees and strategic market positioning were crucial to their success. During disruptions, challenges like travel restrictions, safety concerns, and economic instability led to financial struggles and decreased profitability. Crisis readiness highlighted the need for effective leadership, detailed management plans, and better communication. Operational and marketing practices need refinement. Government support was essential through financial assistance, domestic tourism promotion, and clear guidelines before, during, and after disruptions. Marketing and government support strongly predict crisis readiness, enhancing resilience and adaptability.

Limitations and Directions of Future Research

Several limitations can be noted from the study, such as the scope and generalizability, as it focused on a specific region, potentially not providing the same context as other settings. Additionally, it may not account for all external influences like governmental policies or global economic conditions. Also, the demographic profile of the respondents. Future research may examine long-term effects and evolving practices of the hotel industry. Exploring employee profile and their perspectives would provide deeper insights into human resource management during and after disruptions. Studying the impact of government policies on crisis preparedness and recovery would yield valuable recommendations for policymakers. Exploring sustainability practices in crisis management would promote the long-term resilience and environmental stewardship. Finally, comparing crisis management practices across the hospitality and tourism sectors could identify best practices, contributing to a more resilient and adaptable industry in general.

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