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**KRIZNI MENADŽMENT U
HOTELIJERSTVU: LEKCIJE
NAUČENE IZ PANDEMIJE
COVID-19**

**CRISIS MANAGEMENT IN
THE HOTEL INDUSTRY:
LESSONS FROM THE
COVID-19 PANDEMIC**

SAŽETAK:

Svrha: Cilj ovog istraživanja jest ispitati izazove s kojima se globalna hotelska industrija suočila tijekom pandemije COVID-19, uz evaluaciju kriznih strategija koje primjenjuje uprava hotela.

Dizajn istraživanja / Metodologija: Napravljen je pregled literature, koji sintetizira rezultate iz 21 relevantne studije preuzete iz Google Scholar. Za identifikaciju i kategorizaciju ključnih izazova s kojima se hotelska industrija suočava tijekom pandemije provedena je tematska analiza.

Rezultati: Tematska analiza ukazala je na četiri primarna izazova: ekonomski, socijalni, sigurnosni i politički. Ti su izazovi naglasili duboke poremećaje uzrokovane pandemijom COVID-19 te istaknuli međusobnu povezanost globalnih sustava i ranjivost ugostiteljstva. Vidljive su učinkovite prakse upravljanja krizama, koje naglašavaju integraciju preventivnih mjera, strategije pripravnosti, reakcija i inicijativa za oporavak nakon krize.

ABSTRACT:

Purpose: This study aims to examine the challenges posed by the COVID-19 pandemic to the global hotel industry, focusing on the evaluation of crisis strategies employed by hotel management.

Research Design / Methodology: A literature review was conducted, synthesizing findings from 21 relevant studies retrieved from Google Scholar. Thematic analysis was employed to identify and categorize key challenges faced by the hotel industry during the pandemic.

Findings: From the thematic analysis, four primary challenges emerged: economic, social, security, and political. These challenges underscored the profound disruptions caused by COVID-19, highlighting the interconnectedness of global systems and the vulnerability of the hospitality industry. Effective crisis management practices were discerned, emphasizing the integration of preventive measures, preparedness strategies, responsive actions, and post-crisis recovery initiatives.



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Zaključci: Studija naglašava potrebu za proaktivnim upravljanjem krizama u hotelskoj industriji te preporučuje mjere kao što su diversifikacija tokova prihoda, poboljšanje digitalnih kompetencija i provedba strogih zdravstvenih protokola. Preporuke također uključuju razvoj jasnih planova pripremljenosti za krizne situacije, kontinuirano praćenje regulatornih promjena te ulaganje u otpornu infrastrukturu i edukaciju zaposlenika kako bi se poboljšala organizacijska otpornost i prilagodljivost. Ova studija nudi praktične uvide u strategije upravljanja krizama prilagođene hotelskoj industriji usred pandemije COVID-19. Obuhvaćanjem literature i identifikiranjem ključnih izazova, studija pruža djelotvorne preporuke za poboljšanje otpornosti industrije u učinkovitom snalaženju u budućim krizama.

KLJUČNE RIJEČI: COVID-19, hotelijerstvo, krizni menadžment

Conclusions: The study emphasizes the necessity for proactive crisis management in the hotel industry, recommending measures such as diversifying revenue streams, enhancing digital capabilities, and implementing stringent health protocols. Recommendations also include developing robust crisis preparedness plans, continuously monitoring regulatory changes, and investing in resilient infrastructure and workforce training to enhance organizational resilience and adaptability. This study offers practical insights into crisis management strategies tailored to the hotel industry amidst the COVID-19 pandemic. By synthesizing literature and identifying key challenges, the study provides actionable recommendations to enhance the industry's resilience in navigating future crises effectively.

KEY WORDS: COVID-19, hotel industry, crisis management

UVOD

Marilyn Monroe jednom je rekla: „Unutar krize nalazi se sjeme mogućnosti“, naglašavajući potencijal za rast i prilagodbu u teškim vremenima. U svjetlu stalnih globalnih promjena, svaka se industrija suočava s različitim kriznim situacijama, a hotelska industrija posebno je osjetljiva na te izazove (Evans & Elphick, 2005). Slijedom toga, menadžment u hotelskom sektoru mora ostati budan i spreman na potencijalne krize, koje često otkrivaju ranjivosti u sustavu, što znači dugotrajan i složen proces oporavka.

Na primjer, nedavna pandemija COVID-19 imala je dubok utjecaj na globalno turističko tržište, što je znatno utjecalo na hotelske tvrtke. Iako se brojne studije bave zdravstvenim krizama, samo ih se nekolicina fokusira posebno na hotelski sektor (Lai & Wong, 2020; Abo-Murad & Abdullah, 2019; Pavlatos et al., 2021; Alzoubi & Jaaffar, 2020; Murad et al., 2021). Stoga je svrha ovog istraživanja ponuditi pregled literature kako bi se bolje razumio utjecaj krize COVID-19 na hotelsku industriju. Ovaj pregled bavi se dvama primarnim istraživačkim pitanjima:

P1) Koji su najvažniji globalni izazovi koji su se manifestirali u hotelijerstvu zbog izbijanja krize izazvane pandemijom COVID-19?; te

P2) Koji su aspekti budućih istraživanja usmjerenih na procjenu utjecaja krize COVID-19 na globalno hotelsko poslovanje?

Ovaj pregled literature istaknut je kroz integraciju ključnih tematskih fokusa vezanih za krize u hotelskoj industriji uzrokovane pandemijom COVID-19. Osim doprinosa teorijskom razumijevanju, ovaj rad razmatra potencijalne preporuke za jačanje otpornosti hotelske industrije na tržišne izazove. Za bolji pregled i preciznije razumijevanje teme, struktura ovog preglednog članka podijeljena je u četiri osnovna dijela. Nakon uvodne teorijske podloge detaljno je opisan metodološki pristup istraživanju, nakon čega slijedi prikaz rezultata tematske analize te

INTRODUCTION

Marilyn Monroe once said, “Within crisis are the seeds of opportunity,” highlighting the potential for growth and adaptation in times of adversity. In the face of ever-evolving global changes, every industry contends with various crisis situations, with the hotel industry notably sensitive to these challenges (Evans & Elphick, 2005). Consequently, management in the hotel sector must remain vigilant and prepared for potential crises, which often expose vulnerabilities in the system, necessitating a lengthy and complex recovery process.

For instance, the recent COVID-19 pandemic had a profound impact on the global tourism market, significantly affecting hotel companies. While numerous studies address health crises, only a few of them specifically focus on the hotel sector (Lai & Wong, 2020; Abo-Murad & Abdullah, 2019; Pavlatos et al., 2021; Alzoubi & Jaaffar, 2020; Murad et al., 2021). Hence, the purpose of this research is to provide a literature review to better understand the COVID-19 crisis’s impact on the hotel industry. This review addresses two primary research questions:

Q1) What are the most significant global challenges that have manifested themselves in the hotel industry due to the outbreak of the crisis caused by the COVID-19 pandemic?; and

Q2) What are the aspects of future research aimed at assessing the impact of the COVID-19 crisis on the global hotel business?

This literature review stands out through the integration of key thematic focuses related to crises in the hotel industry caused by the COVID-19 pandemic. In addition to making a contribution to theoretical understanding, this paper considers potential recommendation for strengthening the hotel industry’s resilience to market challenges. For a better overview and a more precise understanding of the topic, the structure of this review article is divided into four basic parts. After the introductory theoretical background, the methodological

zaključna rasprava koja na temelju sublimiranih nalaza nudi prijedloge budućih istraživanja.

METODOLOGIJA

Kvalitativno istraživanje, koje ima za cilj stvaranje znanja kroz dublje razumijevanje ljudskog iskustva, postalo je ključni element u istraživačkoj literaturi (Sandelowski, 2004). Jedan od pristupa kvalitativnom istraživanju jest tematska analiza, koja, iako se često koristi, nije dovoljno prepoznata (Braun & Clarke, 2006). Koristeći teorijsku fleksibilnost, tematska analiza omogućuje fleksibilan pristup koji se može prilagoditi različitim potrebama istraživanja, pružajući detaljan i složen prikaz podataka (King, 2004). Prema preporukama Kima i suradnika (2018), usvojen je kvalitativni metodološki pristup u sintezi tematskih fokusa domene. Konkretno, primijenjena je tematska analiza sadržaja studija uzoraka s ciljem dubljeg razumijevanja problematike koja se istražuje. Nakon tematske analize sadržaja prikazani su sublimirani rezultati istraživanja pomoću dijagrama.

Tematska analiza provedena je u skladu s fazama okvira PRISMA 2020 (Page et al., 2021), koje se mogu vidjeti na Slici 1. Proces analize započeo je postavljanjem kriterija pretraživanja, odabirom relevantnih ključnih riječi, odabirom baze podataka i kategorija interesa istraživača te određivanjem vremenskog okvira istraživanja.

Kao i u drugim disciplinama, u kontekstu turističke literature Google Scholar pokazao se kao relevantna *online* znanstvena baza podataka (Murphy & Law, 2008; McKercher, 2008; Law et al., 2009; Law, 2010.; Sahin, 2015). Stoga su u ovom istraživanju kao *online* tražilica odabrane studije koje se bave zdravstvenom krizom COVID-19 u hotelijerstvu. Kako bi se izdvojile relevantne studije, provedena je inicijalna pretraga odabrane baze podataka pomoću ključne riječi „COVID-19 kriza“, što je rezultiralo s 200 000 pronađenih studija.

approach to the research is described in detail, followed by a presentation of the results of the thematic analysis, and a concluding discussion that offers suggestions for future research based on the sublimated findings.

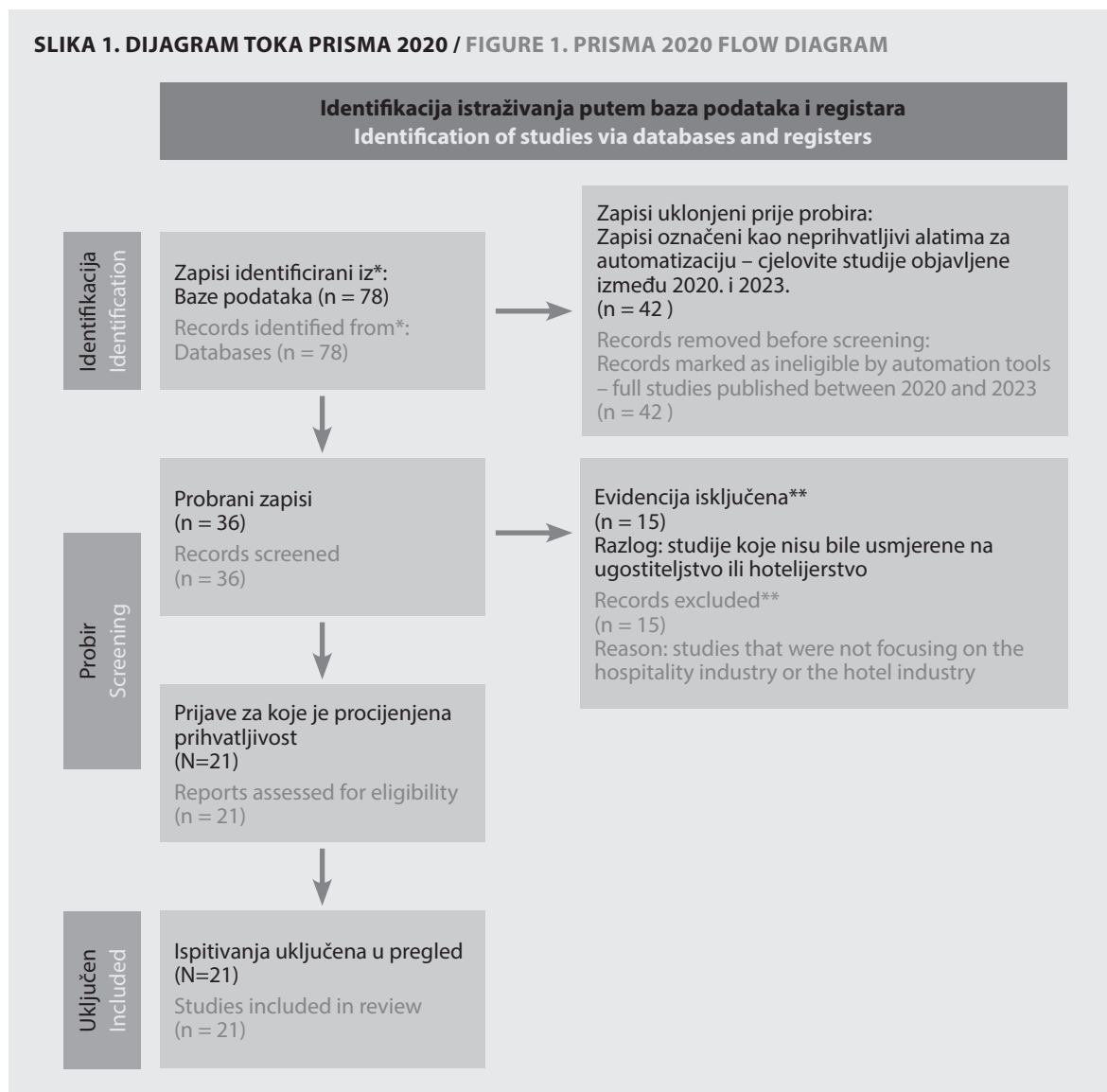
METHODOLOGY

Qualitative research, which aims to create knowledge through a deeper understanding of human experience, has become a key element in the research literature (Sandelowski, 2004). One approach to qualitative research is thematic analysis, which, although often used, is not sufficiently recognized (Braun & Clarke, 2006). Using theoretical flexibility, thematic analysis allows for a flexible approach that can be adapted to different research needs, providing a detailed as well as complex representation of the data (King, 2004). According to the recommendations of Kim et al. (2018), a qualitative methodological approach was adopted in the synthesis of the thematic focuses of the domain. In particular, a thematic analysis of the content of sample studies was applied with the aim of a deeper understanding of the issue under investigation. After the thematic content analysis, the sublimated research results were presented using a diagram.

The thematic analysis was conducted in accordance with the phases of the PRISMA 2020 framework (Page et al., 2021), which can be seen in Figure 1. The analysis process began by setting search criteria, selecting relevant keywords, selecting a database and categories of researcher interest, and by determining the time frame of the research.

As in other disciplines, Google Scholar has demonstrated its relevance as an online scientific database in the context of tourism literature (Murphy & Law, 2008; McKercher, 2008; Law et al., 2009; Law, 2010; Sahin, 2015). Hence, in this research, studies dealing with the health crisis of COVID-19 in the hotel industry were selected as an online search engine. To extract relevant studies, an initial

SLIKA 1. DIJAGRAM TOKA PRISMA 2020 / FIGURE 1. PRISMA 2020 FLOW DIAGRAM



Izvor: sastavili autori / Source: compiled by the authors

Zatim je ključna riječ „hotelska industrija“ dodana ključnoj riječi „COVID-19 kriza“ u Google Scholaru, što je rezultiralo s 3 270 pronađenih studija. Konačno, dodana je ključna riječ „globalni izazovi“, što je rezultiralo sa

search of the selected database was performed using the keyword “COVID-19 crisis”, resulting in 200,000 studies found. Then, the keyword “hotel industry” was added to the keyword “COVID-19 crisis” in Google Scholar, resulting in 3,270 studies

78 pronađenih studija. Od ukupnog broja, u konačni uzorak uključena je 21 studija.

REZULTATI ISTRAŽIVANJA

Na osnovu tematske analize sadržaja, u nastavku je prikazan pregled dosadašnjih istraživanja o izazovima COVID-19 krize u hotelijerstvu (Tablica 1).

Rezultati sažeti u Tablici 1 ističu šire implikacije pojma „kriza“, koji se proteže izvan granica pandemije COVID-19. Krize, prema svom konceptu, obuhvaćaju katastrofalne događaje koji potiču bitne transformacije tržišta i predstavljaju višestruke izazove (Coombs, 2019). Dakle, iako je kriza COVID-19 možda izazvala nedavni diskurs o krizama, ona predstavlja samo jedan aspekt šireg fenomena. Opseg i doseg kriza, kao što je razjašnjeno međusobnom povezanošću globalnih sustava, naglašavaju ranjivost industrija poput ugostiteljstva i njihovu podložnost višestrukim izazovima. Stoga su, na osnovu rezultata prikazanih u Tablici 1, autori identificirali četiri globalna izazova krize COVID-19 s kojima se suočava hotelska industrija. Oni obuhvaćaju gospodarske, socijalne, sigurnosne i političke izazove. Svaki od ovih izazova naglašava imperativ za provedbu adaptivnih strategija i proaktivnih mjera za učinkovito snalaženje u složenosti kriza.

Hao i sur. (2020) tvrde da „ekonomska katastrofa koja se odvija kao posljedica pandemije COVID-19 razlikuje ovu posljednju od bilo koje katastrofe koje se možemo sjetiti“. To naglašava dubok utjecaj pandemije na zdravstveni i gospodarski sektor. Slično tome, Wu i sur. (2020) primijetili su trend pada cijena soba u Hong Kongu nakon izbijanja virusa COVID-19, što odražava povezanost zdravstvenih i ekonomskih kriza u hotelskoj industriji. Taj trend nije bio jedinstven za Hong Kong, već je bio vidljiv i u drugim zemljama, kao što su Amerika (Ozdemir et al., 2021; Yu et al., 2022), Kina (Zhang et al., 2020) i Tajvan (Lai & Yu, 2020). Štoviše, štetni ekonomski učinci

found. Finally, the keyword “global challenges” was added, resulting in 78 studies found. Out of the total number, 21 studies were included in the final sample.

RESEARCH RESULTS

Based on a thematic analysis of the content, an overview of previous research on the challenges of the COVID-19 crisis in the hotel industry is presented below (Table 1).

The findings summarized in Table 1 highlight the broader implications of the term “crisis,” extending beyond the confines of the COVID-19 pandemic. Crises, as conceptualized, encompass catastrophic events that instigate significant market transformations and present multifaceted challenges (Coombs, 2019). Thus, while the COVID-19 crisis may have catalyzed the recent discourse surrounding crises, it merely represents one facet of a broader phenomenon. The scale and scope of crises, as elucidated by the interconnectedness of global systems, underscore the vulnerability of industries like hospitality to multifaceted challenges. Therefore, based on the findings presented in Table 1, the authors have identified four COVID-19 global challenges facing the hotel industry. These encompass economic, social, security, and political challenges. Each of these challenges highlights the imperative for implementing adaptive strategies and proactive measures to effectively navigate the complexities of crises.

Hao et al. (2020) assert that “the economic catastrophe unfolding as a consequence of the COVID-19 pandemic sets this latter apart from any catastrophe we can remember.” This underscores the profound impact of the pandemic on both health and economic sectors. Similarly, Wu et al. (2020) observed a downward trend in room rates in Hong Kong following the outbreak of the COVID-19 virus, reflecting the interconnectedness of health and economic crises in the hotel industry. This trend was not unique to Hong Kong but was also evident in other countries such as America

TABLICA 1. NAJSUVREMENIJA ISTRAŽIVANJA / TABLE 1. STATE-OF-THE-ART

AUTOR I GODINA AUTHOR AND YEAR	DRŽAVA COUNTRY	METODOLOGIJA METHODOLOGY	ISHODI / OUTCOMES
Wu et al. (2020)	Hong Kong	Kvantitativno istraživanje; prikupljanje dnevnih cijena 200 hotela s Python platforme Quantitative research; collection of daily prices of 200 hotels from the Python platform	Znatno pad cijena hotelskog smještaja u Hong Kongu zbog krize uzrokovane pandemijom bolesti COVID-19, a hoteli s većim brojem zvjezdica bili su manje pogođeni. Hoteli s 5 zvjezdica bili su manje ranjivi u usporedbi s hotelima s 4 zvjezdice, koji su se tijekom pandemije suočavali s velikim izazovima. Notable drop-in hotel rates in Hong Kong amid the COVID-19 crisis, with higher-rated hotels less affected. 5-star hotels were less vulnerable compared to 4-star ones, facing more significant challenges during the pandemic.
Zhang (2020)	Kina China	Kvantitativno istraživanje; anketiranje 1594 ispitanika Quantitative research; surveying 1594 respondents	Upravljanje sigurnosnim izazovima pandemije COVID-19 pozitivno je utjecalo na ponašanje zaposlenika (suradljivost, sudjelovanje i prilagodba). Managing the safety challenges of the COVID-19 pandemic positively influenced employee behaviour (compliance, participation, and adaptation).
Lai & Yu (2020)	Kina China	Multimetodološko istraživanje; <i>online</i> intervjuiranje 5 menadžera i anketiranje 423 ispitanika Mix methods research; online interviewing of 5 managers and surveying of 423 respondents	Potreba za primjenom prioritarnih strategija u ranoj fazi epidemije u svrhu prevencije. Također, istraživanje ističe važnost pravodobnih preporuka vlade i dionika hotela u upravljanju izazovima krize COVID-19. Hotelski zaposlenici prijavljuju da su bili izloženi pritisku da uzmu neplaćeni godišnji odmor. The need to apply priority strategies in the early phase of the epidemic for the purpose of prevention. Also, the research highlights the importance of timely recommendations for governments and hotel stakeholders in managing the challenges of the COVID-19 crisis. Hotel workers report pressure to take unpaid vacation.
Alonso et al. (2020)	Argentina, Australija, Bolivija, Grčka, Italija, Malezija, Španjolska, Ujedinjeno Kraljevstvo Argentina, Australia, Bolivia, Greece, Italy, Malaysia, Spain, UK	Kvalitativno istraživanje; <i>online</i> anketa (otvorena pitanja) 45 ugostiteljskih tvrtki Qualitative research; online survey (open questions) of 45 catering companies	Potreba za konsolidiranim okvirom otpornosti usred krize kao što je COVID-19, jer početni učinci krize izazivaju zabrinutost među ugostiteljima i direktorima hotela, koji ističu nepoznate poslovne i ljudske dimenzije. Autori predlažu dva pristupa izgradnji otpornosti: proaktivan odgovor na krizu i oprezno predviđanje faza oporavka. Need for a consolidated resilience framework amid crises like COVID-19, as initial effects raise concerns among hospitality owners and managers, highlighting business, unknown, and human dimensions. Authors suggest two resilience-building approaches: proactive crisis response and cautious anticipation for recovery stages.

AUTOR I GODINA AUTHOR AND YEAR	DRŽAVA COUNTRY	METODOLOGIJA METHODOLOGY	ISHODI / OUTCOMES
Vo-Thanh et al. (2020)	Vijetnam Vietnam	Multimetodološko istraživanje; intervjuiranje 17 ispitanika i <i>online</i> anketiranje 374 ispitanika Mix method research; interviewing 17 respondents and online surveying 374 respondents	Ako su zaposlenici zadovoljni organizacijskim odgovorima na krizu, pokazuju pozitivna ponašanja i stavove prema organizaciji. Direktori naglašavaju važnost sigurnosti gostiju tijekom boravka u hotelu. If employees are satisfied with organizational responses to the crisis, they show positive behaviours and attitudes towards the organization. Managers emphasize the importance of ensuring the safety of guests during their stay at the hotel.
Aguiar- Quintana et al. (2021)	Španjolska Spain	Kvantitativno istraživanje; anketiranje 353 ispitanika Quantitative research; surveying 353 respondents	Nesigurnost radnih mjesta ima značajne negativne posljedice na mentalno zdravlje zaposlenika, uključujući osjećaj tjeskobe i depresije. Međutim, ti osjećaji nisu utjecali na rad zaposlenika hotela. Job insecurity has significant negative consequences for employees' mental health, including feelings of anxiety and depression. However, these feelings had no effect on the performance of hotel employees.
Ozdemir et al. (2021)	SAD USA	Kvantitativno istraživanje; obrada sekundarnih podataka Quantitative research; processing of secondary data	Hotelski lanci najviše su pogođeni pandemijom bolesti COVID-19 u usporedbi s franšiznim i neovisnim hotelima. U SAD-u je hotelska industrija izgubila 30 milijardi dolara prihoda od ožujka do svibnja 2020. Chain hotels are the most affected by the COVID-19 pandemic compared to franchise and independent hotels. In the US, the hotel industry lost \$30 billion in revenue from March to May 2020.
Yu et al. (2021)	Koreja Korea	Multimetodološko istraživanje Mix method research	Studija preporučuje upravljanje higijenom kao način smanjenja indirektno štete od krize COVID-19 u hotelskoj industriji, naglašavajući važnost održavanja higijene kako bi se spriječile infekcije među hotelskim gostima i osobljem. The study recommends hygiene management as a way to reduce indirect damage from the COVID-19 crisis in the hotel industry, emphasizing the importance of maintaining hygiene to prevent infections among hotel guests and staff.
Kim et al. (2021)	SAD USA	Kvantitativno istraživanje; <i>online</i> prikupljanje Quantitative research; online data collection	Eksperimenti provedeni 2020. godine pokazuju da su zbog pandemije COVID-19 korisnici hotelskih usluga skloniji robotskim uslugama nego ljudskim, što bi moglo ubrzati usvajanje beskontaktnih robotskih usluga u hotelima kako bi se održavala socijalna distanca. Experiments in 2020 show that due to the COVID-19 pandemic, hotel service users are more inclined towards robot services than human services, which could accelerate the adoption of contactless robot services in hotels to maintain social distancing.

AUTOR I GODINA AUTHOR AND YEAR	DRŽAVA COUNTRY	METODOLOGIJA METHODOLOGY	ISHODI / OUTCOMES
Rivera et al. (2021)	SAD USA	Kvantitativno istraživanje; <i>online</i> anketa Quantitative research; online survey	Rezultati ukazuju na to da se oportunitetni troškovi razlikuju ovisno o profilima proučavanih objekata, što znači da bi strategije otpornosti trebale biti iskazane uzimajući u obzir različite reakcije poslovnih subjekata. The findings indicate that opportunity costs differ based on the profiles of establishments under consideration, suggesting that resilience strategies should account for diverse business responses.
Hao et al. (2021)	Kina China	Kvalitativno istraživanje; analiza sadržaja Qualitative research; content analysis	COVID-19 znatno će i trajno utjecati na četiri glavna aspekta kineske hotelske industrije: na multi-poslovne i multi-kanalne tvrtke, dizajn proizvoda i preferencije ulaganja, digitalnu i inteligentnu transformaciju te preustroj tržišta. COVID-19 will significantly and permanently affect four main aspects of the Chinese hotel industry: multi-business and multi-channels, product design and investment preference, digital and intelligent transformation, and market reshuffle.
Japutra & Situmorang (2021)	Indonezija Indonesia	Kvalitativno istraživanje; polustrukturirani intervju Qualitative research; semi-structured interviewing	Ova studija bavi se utjecajem koji je kriza COVID-19 imala na hotelsku industriju te ističe financijske poteškoće i smanjenu popunjenost. Izazovi uključuju ograničenja resursa, dileme pri donošenju odluka i upravljanje robnom markom. Menadžeri predlažu strategije kao što su poboljšanje sigurnosti, inovacije usluga, motiviranje osoblja i prilagodba poslovnih praksi. The study addresses COVID-19's impact on the hotel industry, highlighting financial struggles and decreased occupancy. Challenges include resource constraints, decision-making dilemmas, and brand management. Managers suggest strategies like enhancing security, innovating services, motivating staff, and adapting business practices.
Shin et al. (2021)	SAD USA	Multimetodološko istraživanje Mix method research	Ova studija istražuje kako društveno odgovorne radnje hotela, poput smještaja zdravstvenih radnika, utječu na tržišnu vrijednost hotelskih tvrtki i buduće ponašanje kupaca. Rezultati ukazuju na negativan utjecaj društveno odgovornog poslovanja hotela na uspješnost organizacije i buduće ponašanje turista prilikom rezervacija. The study explores how hotels' socially responsible actions, like accommodating healthcare workers, affect hotel companies' market value and future customer behaviour. Results indicate a negative impact of hotels' corporate social responsibility on organizational performance and future booking behaviour.

AUTOR I GODINA AUTHOR AND YEAR	DRŽAVA COUNTRY	METODOLOGIJA METHODOLOGY	ISHODI / OUTCOMES
Bajrami et al. (2021)	Srbija Serbia	Kvantitativno istraživanje; anketiranje Quantitative research; polling	Nesigurnost radnih mjesta uzrokovana krizom COVID-19 smanjuje zadovoljstvo poslom i povećava namjeru promjene posla. Autori naglašavaju važnost zdravstvenih i sigurnosnih politika kako na razini radnog mjesta i tako i na razini industrije kako bi se zadovoljili globalni sigurnosni standardi. Predlažu online obuku o sigurnosti za zaposlenike kako bi se osiguralo pravilno razumijevanje i provedba tih mjera. COVID-19-induced job insecurity lowers job satisfaction and increases turnover intention. Authors stress the importance of health and safety policies at both workplace and industry levels to meet global safety standards. They suggest online safety training for employees to ensure proper understanding and implementation of these measures.
Bonfanti et al. (2021)	11 zemalja 11 countries	Kvalitativno istraživanje; online intervjuiiranje Qualitative research; online interviewing	Menadžeri hotela identificirali su sedam ključnih mjera koje će pridonijeti sigurnijem iskustvu kupaca nakon krize COVID-19: higijenu, internu reorganizaciju, uslužno okruženje, ulaganje u tehnologiju, smanjenje vremena čekanja, obuku osoblja i ažuriranu komunikaciju. Hotel managers have identified seven key measures for safer customer experiences after COVID-19: hygiene, internal reorganization, service environment, technology investment, waiting time reduction, staff training and updated communication.
Awan et al. (2021)	Malezija Malesia	Kvalitativno istraživanje; online intervjuiiranje Qualitative research; online interviewing	Rezultati pokazuju hitnu potrebu za restrukturiranjem hotelijerstva zbog COVID-19, što uključuje intenzivnije provođenje dezinfekcije, infrastrukturnih promjena i ponuda. The results show the urgent need to restructure the hotel industry due to COVID-19, which includes intensification of disinfection, infrastructural changes and offers.
Dang-Van et al. (2022)	Vijetnam Vietnam	Kvantitativno istraživanje; anketiranje Quantitative research; polling	Multivarijatna analiza potvrdila je da nesigurnost radnih mjesta zbog krize COVID-19 pozitivno korelira sa devijantnim ponašanjem hotelskih radnika. Psihološki problemi zbog nesigurnosti radnih mjesta indirektno su utjecali na takvo ponašanje. Multivariate analysis confirmed that job insecurity due to the COVID-19 crisis positively correlates with the deviant behaviour of hotel workers. Psychological problems due to job insecurity indirectly influenced such behaviour.

AUTOR I GODINA AUTHOR AND YEAR	DRŽAVA COUNTRY	METODOLOGIJA METHODOLOGY	ISHODI / OUTCOMES
Vo-Thanh et al. (2022)	Vijetnam Vietnam	Multimetodološko istraživanje Mix method research	Rezultati istraživanja pokazuju da podrška sindikata direktno smanjuje percipiranu nesigurnost radnih mjesta među hotelskim radnicima. Također, utvrđen je utjecaj zdravstvenog rizika uzrokovanog krizom COVID-19 na nesigurnost radnih mjesta i emocionalnu iscrpljenost radnika u hotelijerstvu. The research results show that union support directly reduces perceived job insecurity among hotel workers. Also, the impact of the health risk of COVID-19 on job insecurity and emotional exhaustion of workers in the hotel industry was determined.
Kaurtit et al. (2022)	Međunarodni (6 svjetskih gradova) International (6 world cities)	Kvantitativno istraživanje Quantitative research	Rezultati ukazuju na poteškoće na tržištu Airbnb-a u cjelini nakon izbijanja pandemije bolesti COVID-19, kao i na veliku nestabilnost cijena u većini svjetskih gradova. The results reveal difficulties for the Airbnb market as a whole after the outbreak of the COVID-19 virus, as well as high price volatility in most of the world's cities.
Hidalgo et al. (2022)	Španjolska Spain	Kvantitativno istraživanje; online anketa Quantitative research; online survey	Važnost radnih akcija, inovacija, diferencijacije i tržišne orijentacije u svrhu oporavka hotela, uz istaknutu ulogu vladinih mjera za poboljšanje financijske situacije. Importance of labour actions, innovation, differentiation and market reorientation for hotel recovery, with the prominent role of government measures in improving the financial situation.
Ju & Jang (2023)	SAD USA	Kvantitativno istraživanje; online anketa Quantitative research; online survey	Unatoč promjenama u ponašanju potrošača zbog pandemije bolesti COVID-19, lojalnost brendu pokazala se ključnim čimbenikom koji pozitivno utječe na namjere rezerviranja hotela i ublažava zabrinutost zbog bolesti. Despite changes in consumer behaviour due to COVID-19, brand loyalty has proven to be a key factor positively influencing hotel booking intentions and alleviating illness concerns.

Izvor: istraživanje autora / Source: author's research

pandemije COVID-19 bili su sveprisutni, osobito u zemljama u razvoju poput Indonezije i Egipta (Mamun & Griffiths, 2020).

Uprave hotela suočile su se s obeshrabrujućim zadatkom stvaranja prihoda s jedne strane te donošenjem teških odluka za ublažavanje

(Ozdemir et al., 2021; Yu et al., 2022), China (Zhang et al., 2020), and Taiwan (Lai & Yu, 2020). Moreover, the detrimental economic effects of the COVID-19 pandemic were pervasive, particularly in developing countries like Indonesia and Egypt (Mamun & Griffiths, 2020).

ekonomske krize s druge (Japutra & Situmorang, 2021). Ova neizvjesnost potaknula je neke hotelske tvrtke da provedu mjere rezanja troškova, uključujući smanjenje radne snage, što je dovelo do povećane nesigurnosti radnih mjesta (Bajrami et al., 2021; Vo-Thanh et al., 2020). Kao odgovor, Ozdemir i sur. (2021) predlažu fokus na strategije financijskog oporavka kao što su upravljanje zalihama, smanjenje troškova, povećanje prihoda, restrukturiranje kapitala i upravljanje gotovinom za hotelska poduzeća tijekom pandemije. Međutim, nisu sve hotelske tvrtke odabrale otpuštanja; neke su se prilagodile prenamjenom svog poslovanja kako bi smjestile pojedince u karantenu prema vladinim naputcima (Wittenberg-Cox, 2020). Ovaj prilagodljivi odgovor naglašava otpornost i fleksibilnost koju su pokazale određene tvrtke u snalaženju u izazovima koje predstavlja pandemija.

Osim ekonomskih mjera, vladini propisi i politike, kao što su ograničenja putovanja, mjere karantene i stimulativni paketi, imaju dubok utjecaj na poslovanje i održivost hotela. Neke studije uzoraka koje istražuju zdravstvenu krizu COVID-19 istaknule su značajnu korelaciju između negativnih utjecaja na hotelsku industriju i ograničenja putovanja koja je uvela vlada (Wu et al., 2020; Ozdemir et al., 2021). Bez obzira na ograničenja koja je vlada nametnula kako bi smanjila zdravstvene rizike, neizbježno je da su takve političke odluke imale snažan učinak na otpornost hotelske industrije.

Utjecajne krize također često dovode do dramatičnih promjena u obrascima ponašanja potrošača (Ju & Jang, 2023; Bonfanti et al., 2021), pa je brzo vraćanje njihova povjerenja ključno za prevladavanje krize. Promjene u ponašanju potrošača rezultirale su stvaranjem društvenih izazova za hotelska poduzeća. Hotelske tvrtke odlučile su odgovoriti na nove društvene izazove redizajniranjem svojih prethodnih poslovnih strategija, kao što je strategija beskontaktnih usluga (Altınay & Kozak, 2021; Kim et al., 2021). Osim toga, u ovom je nastojanju od ključne važnosti postala integracija digitalnih

Hotel management faced the daunting task of balancing income generation with difficult decisions to mitigate the economic crisis (Japutra & Situmorang, 2021). This uncertainty prompted some hotel companies to implement cost-cutting measures, including workforce reductions, leading to heightened job insecurity for employees (Bajrami et al., 2021; Vo-Thanh et al., 2020). In response, Ozdemir et al. (2021) suggest a focus on financial recovery strategies such as inventory management, cost reduction, revenue enhancement, capital restructuring, and cash management for hotel companies during the pandemic. However, not all hotel companies chose layoffs; some adapted by repurposing their operations to accommodate individuals quarantined by government mandates (Wittenberg-Cox, 2020). This adaptive response underscores the resilience and flexibility demonstrated by certain businesses in navigating the challenges posed by the pandemic.

In addition to economic measures, government regulations, and policies, such as travel restrictions, quarantine measures, and stimulus packages, have a profound impact on the operations and viability of hotels. Some sample studies exploring the health crisis of COVID-19 have highlighted a significant correlation between the negative impacts on the hotel industry and government-imposed travel restrictions (Wu et al., 2020; Ozdemir et al., 2021). Regardless of the restrictions imposed by the government to reduce health risks, it is inevitable that such political decisions have had a strong impact on the hotel industry's resilience.

The influential crises also often lead to dramatic changes in consumer behaviour patterns (Ju & Jang, 2023; Bonfanti et al., 2021), so restoring their trust as soon as possible is crucial to overcome the crisis. Changes in consumer behaviour have resulted in the creation of social challenges for hotel companies. Hotel companies have decided to respond to new social challenges by redesigning their previous business strategies, such as the strategy of contactless services (Altınay & Kozak, 2021; Kim et al., 2021). Additionally,

komunikacijskih kanala, omogućujući hotelima da učinkovito surađuju s klijentima, istodobno minimizirajući fizički kontakt.

Pandemija je također izazvala zabrinutost za sigurnost zdravlja i higijene u hotelskoj industriji. Strategije kao što su upravljanje higijenom, uvjeti besplatnog otkazivanja i testiranje na COVID-19, o kojima se raspravljalo u studijama poput onih koje su proveli Yu i sur. (2021) te Sharma i sur. (2021), provedene su kako bi se odgovorilo na te izazove i uvjerilo goste u njihovu sigurnost.

DISKUSIJA

Sve u svemu, interakcija između zdravstvenih, ekonomskih, sigurnosnih, društvenih i političkih izazova neosporna je, a osobito je vidljiva u kaotičnom globalnom okruženju s kojim se suočava hotelska industrija tijekom pandemije COVID-19. McKercher (1999) prikladno primjećuje međusobnu povezanost različitih elemenata unutar turističkog sustava, koji uključuju vladu, politiku i hotele, te ističe složenost reguliranja kaotičnih situacija unutar industrije. Devereux i sur. (2020) dodatno naglašavaju da isprepletena priroda dionika može dovesti do dezorijentacije u operacijama upravljanja usred kriza kao što je COVID-19, što zahtijeva revalorizaciju vodstva, strategija i marketinških pristupa.

Kao odgovor na ove izazove, hotelske tvrtke moraju prilagoditi i prioritzirati nove operativne strategije usklađene s kriznom situacijom koja nastaje. Učinkovite strategije upravljanja katastrofama, kao što su istaknuli Ritchie i Jiang (2019) te Alonso i sur. (2020), igraju ključnu ulogu u minimiziranju potencijalnih opasnosti i ubrzavanju procesa oporavka. Kriza COVID-19 donijela je globalnom hotelskom tržištu mnoštvo složenih i slojevitih izazova, utjelovljujući poslovni kaos.

U svjetlu identifikacije četiriju ključnih izazova koji su se pojavili u hotelskom poslovanju od

the integration of digital communication channels has become paramount in this endeavour, allowing hotels to engage with customers effectively while minimizing physical contact.

The pandemic has also raised security concerns related to health and hygiene in the hotel industry. Strategies such as hygiene management, free cancellation policies, and COVID-19 testing, as discussed in studies like Yu et al. (2021), and Sharma et al. (2021), have been implemented to address these challenges and reassure guests of their safety.

DISCUSSION

Overall, the interplay between health, economic, security, social, and political challenges is undeniable, particularly evident in the chaotic global environment faced by the hotel industry during the COVID-19 pandemic. McKercher (1999) aptly notes the interconnectedness of various elements within the tourism system, including government, politics, and hotels, highlighting the complexity of regulating chaotic situations within the industry. Devereux et al. (2020) further emphasize how the intertwined nature of stakeholders can lead to disorientation in management operations amidst crises like COVID-19, necessitating the revaluation of leadership, strategies, and marketing approaches.

In response to these challenges, it becomes imperative for hotel companies to adapt and prioritize new operational strategies aligned with the emerging crisis situation. Effective disaster management strategies, as highlighted by Ritchie and Jiang (2019) and Alonso et al. (2020), play a crucial role in minimizing potential hazards and expediting the recovery process. The COVID-19 crisis has ushered in a multitude of complex and layered challenges for the global hotel market, epitomizing business chaos.

In light of the identification of four key challenges that have emerged in the hotel business since

početka COVID-19 krize, predloženi okvir za buduće zdravstvene krize prikazan je na Slici 2.

Kao što se vidi na Slici 1, usred utvrđivanja izazova ključno je napraviti učinkovite planove i strategije za upravljanje krizama. Coombs (2021) predlaže sveobuhvatan plan koji obuhvaća sprječavanje, pripremu, odgovor i oporavak od krize. Iako je u početku možda bilo izazovno spriječiti zdravstvenu krizu, osobito u Kini gdje se pojavio COVID-19, ona služi kao snažan podsjetnik hotelskim tvrtkama širom svijeta da daju prioritet mjerama prevencije i pripreme.

Dijagram sublimira potencijalne izazove s kojima se suočava hotelska industrija nakon izbijanja COVID-19, koji su proizašli iz tematske analize. Otkako su ljudi na Zemlji, razne bolesti (zdravstveni izazovi) koje su zavladaile svijetom (kuga, COVID-19, svinjska gripa, ptičja gripa itd.), baš kao i ratovi, veliki su politički, ali i ekonomski izazov. Kao posljedica rata i bolesti, kao društveni izazov pojavljuje se glad, koja je usko povezana sa siromaštvom, što često rezultira smrću ljudi u zemljama trećeg svijeta. Turizam općenito, a posebice hotelski sektor, morao je naučiti nositi se s potrebom provođenja učinkovitih sigurnosnih mjera kako bi se odgovorilo na sigurnosne izazove uzrokovane pandemijom COVID-19 (Rueda López et al., 2021). Stoga globalni izazovi izazvani pandemijom COVID-19 prepoznati u turističkoj literaturi nisu ništa novo, s njima se svijet suočava već stoljećima. Zbog međuovisnosti različitih sustava, ne čudi da su nakon izbijanja pandemije COVID-19 uočeni politički, ekonomski, socijalni i sigurnosni izazovi u hotelijerstvu.

Unatoč identifikaciji izazova, potrebno je odrediti i način upravljanja krizom. U literaturi postoji niz prijedloga, ali se nekako najviše ističe plan koji se odnosi na spremnost za prevenciju krize, pripremu za krizu, odgovor na krizu i oporavak od krize (Coombs, 2021). Možda nije bilo moguće spriječiti zdravstvenu krizu hotelske industrije u Kini, zemlji u kojoj se pojavio COVID-19, ali ta je situacija sigurno trebala

the onset of the COVID-19 crisis, a proposed framework for future health crises is outlined in Figure 2.

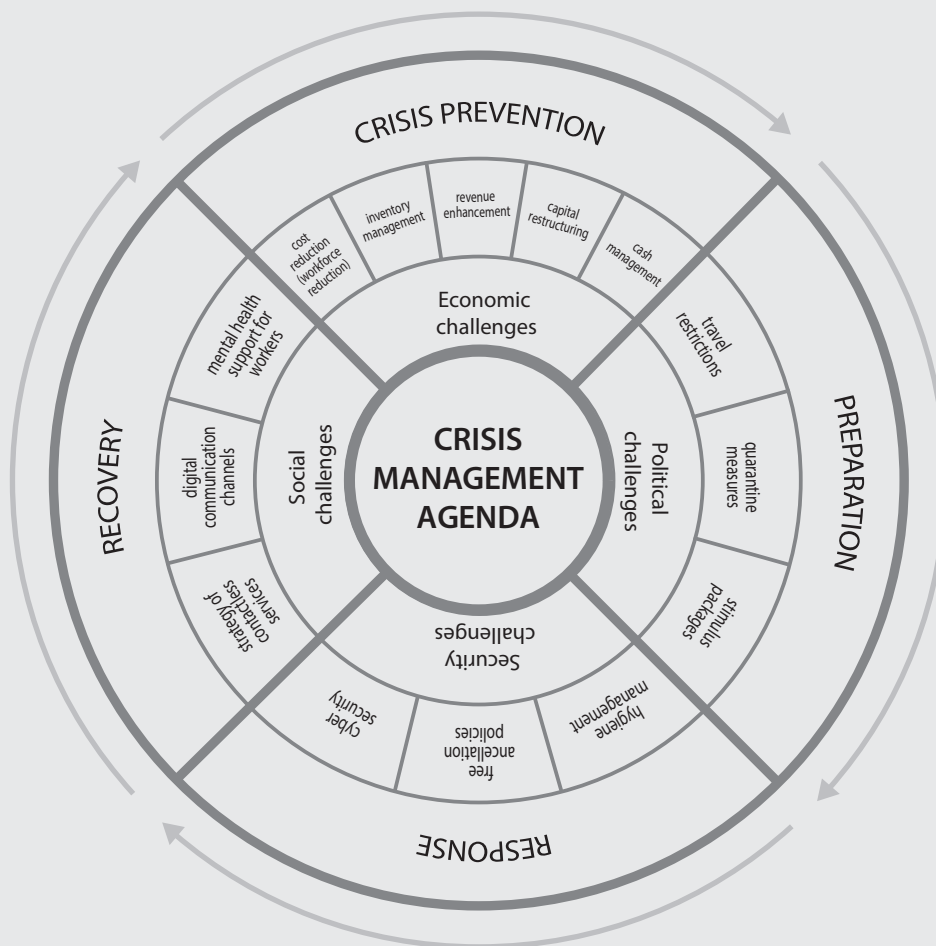
As seen in Figure 1, amidst the identification of challenges, it is crucial to establish effective crisis management plans and strategies. Coombs (2021) proposes a comprehensive plan encompassing crisis prevention, preparation, response, and recovery. While it may have been challenging to prevent the health crisis initially, particularly in China where COVID-19 emerged, it serves as a stark reminder for hotel companies worldwide to prioritize crisis prevention and preparation measures.

The diagram sublimates the potential challenges faced by the hotel industry after the outbreak of COVID-19, which emerged from the thematic analysis. Since humans have been on earth, various diseases (health challenges) that have taken over the world (plague, COVID-19, swine flu, bird flu, etc...) just like wars are a huge political challenge, but also an economic challenge. As a result of war and diseases, hunger appears as a social challenge that is closely related to poverty, which often results in the death of people in third world countries. Tourism in general, and the hotel sector in particular, had to learn to cope with the necessity of implementing effective security measures in order to respond to the security challenges brought about by the COVID-19 pandemic (Rueda López et al., 2021). Therefore, the recognized global challenges in the field of tourism literature caused by the COVID-19 pandemic are nothing new, something that the world has not been facing for centuries. Due to the interdependence of different systems, it is not surprising that political, economic, social and security challenges have been noticed in the hotel industry after the outbreak of the COVID-19 pandemic.

Despite the identification of challenges, it is also necessary to establish a way of managing the crisis. There are a number of proposals in the literature, but somehow the following plan stands out the most, which refers to the readiness of crisis prevention, crisis preparation, crisis response and crisis recovery

SLIKA 2. PLAN MJERA KRIZNOG MENADŽMENTA U HOTELIJERSTVU

FIGURE 2. CRISIS MANAGEMENT AGENDA IN THE HOTEL INDUSTRY



Izvor: istraživanje autora / Source: author's research

biti alarm hotelskim kompanijama u drugim zemljama. Međutim, u tom trenutku nije bilo saznanja da će COVID-19 preuzeti cijeli svijet. Stoga većina hotelskih kompanija nije napravila prva dva koraka u svom poslovanju (prevenciju i pripremu krize). Navedeno podrazumijeva

(Coombs, 2021). It may not have been possible to prevent the health crisis of the hotel industry in China, the country in which COVID-19 appeared, but surely this situation should have been an alarm for hotel companies in other countries. However, at that moment there was no doubt that COVID-19

da hotelska industrija u konačnici nema drugog izbora nego se bez unaprijed definiranog plana suočiti sa zdravstvenom krizom i njezinim izazovima. Tijekom procesa oporavka, hotelske kompanije trebaju organizacijski učiti o tome kako upravljati kriznim situacijama s ciljem ublažavanja učinaka idućih katastrofa (Ritchie, 2004).

Rezultati istraživanja jasno ukazuju na činjenicu da je COVID kriza suočila hotelsku industriju s ekonomskim, društvenim, sigurnosnim i političkim izazovima. Kako bi se hotelijerstvo bolje nosilo s ovim prepoznatim izazovima u budućnosti, potrebno je imati na umu potencijalne planove i strategije koje bi omogućile odgovarajući odgovor ako se slična situacija dogodi u budućnosti. Što se tiče ekonomskih izazova za hotelsku industriju, potrebno je razmišljati unaprijed o potencijalnoj diversifikaciji prihoda, poput, na primjer, organizacije nekih virtualnih događaja i uvođenja tehnologija koje bi smanjile operativne troškove. Društveni izazovi danas su već naširoko prepoznati, ali fokus i dalje mora ostati na zdravlju i sigurnosti, što se može postići primjenom strogih higijenskih standarda i zdravstvenih protokola, koji su ključni za sigurnost gostiju i osoblja. Paralelno s tim, potrebni su daljnji kontinuirani naponi usmjereni na digitalnu transformaciju korištenjem različitih dostupnih digitalnih alata, što može znatno poboljšati iskustvo gosta i povećati njegovu sigurnost. Sigurnosni izazovi svakako uključuju jačanje kibernetičke sigurnosti, s obzirom na to da živimo u doba kibernetičkog terorizma, gdje ulaganje u sigurnosne sustave za zaštitu podataka gostiju i hotelskog osoblja od kibernetičkih napada postaje sve važnije u digitalnom dobu. Osim toga, potrebno je izraditi detaljnije krizne planove, uključujući protokole evakuacije, pandemijske procedure i planove za hitne slučajeve, koji mogu pomoći hotelima da brzo i učinkovito reagiraju na potencijalne buduće hitne slučajeve. Konačno, potrebno je biti spreman na političke izazove. Politički izazovi uključuju aktivno zalaganje i lobiranje za interese hotelske industrije kod vlada

could take over the whole world. Therefore, most hotel companies did not take the first two steps in their business (crisis prevention and preparation). The above implies that the hotel industry ultimately has no choice but to face the health crisis and its challenges without a predefined plan. During the recovery process, hotel companies should undertake organizational learning on how to manage crisis situations with the aim of mitigating the effects of subsequent disasters (Ritchie, 2004).

The research results clearly indicate the fact that the COVID crisis has confronted the hotel industry with economic, social, security and political challenges. In order for the hotel industry to cope better with these recognized challenges in the future, it is necessary to keep in mind potential plans and strategies that would enable an adequate response if a similar situation occurs in the future. As far as the economic challenges for the hotel industry are concerned, it is to think ahead about the potential diversification of income, such as, for example, the organization of some virtual events and the introduction of technologies that would reduce operating costs. Social challenges are already widely recognized today, but the focus must still remain on health and safety, which can be achieved by implementing strict hygiene standards and health protocols, which are key to ensuring the safety of guests and staff. In parallel with that, further continuous effort aimed at digital transformation through the use of various available digital tools is needed, which can significantly improve the guest experience and increase their security. Security challenges certainly include strengthening cyber security, given that we live in an age of cyber terrorism, where investing in security systems to protect data of guests and hotel staff from cyber-attacks is becoming increasingly important in the digital age. In addition, more detailed crisis plans need to be developed, including evacuation protocols, pandemic procedures, and emergency plans, which can help hotels respond quickly and effectively to potential future emergencies. Finally, it is necessary to be

i regulatornih tijela, koji mogu pružiti potrebnu podršku i pomoć tijekom kriza. Također, razvoj strategija za brzo prilagođavanje promjenama u zakonodavnom i političkom okruženju, kao što su promjene pravila putovanja i zdravstvenih propisa, od ključne je važnosti za dugoročnu održivost. Ove strategije mogu pomoći hotelskoj industriji da postane otpornija i pripremljenija za suočavanje s budućim krizama. Provedba ovih mjera zahtijeva kontinuirano praćenje trendova, ulaganje u nove tehnologije i edukaciju osoblja.

ZAKLJUČAK

Zbog toga što ovisi o velikom broju dionika na tržištu, hotelska industrija, kao i cjelokupna turistička industrija, iznimno je osjetljiva na promjene. Povijesni presjek prethodnih studija o tržišnim operacijama upozorava na pojavu kriznih situacija u svim industrijama, uključujući i hotelsku industriju (Varelas & Apostolopoulos, 2020; Kubickova et al., 2019; Papadopoulos & Lyddon, 2020). Iako je koncept zdravstvenih kriza zanemaren, izbijanjem pandemije COVID-19 privukao je organizacijsku i istraživačku pažnju (Gössling et al., 2020). Preglede literature o zdravstvenoj krizi COVID-19 proveli su i drugi istraživači (Rokni, 2021; Verma & Gustafsson, 2020), ali ti su pregledi bili povezani s cjelokupnom turističkom industrijom, a ne samo hotelskom industrijom. Na osnovu navedenog, ovaj pregled literature predstavlja prvu sintezu istraživanja o krizama koje su zadesile hotelske kompanije.

Tematska analiza ovog istraživanja sugerira da su se kao rezultat pojave COVID-19 u hotelijerstvu iskristalizirali osnovni izazovi koji uključuju ekonomske, političke, sigurnosne i društvene aspekte. Osim što ovo istraživanje podupire teoriju, ono i praktično implicira kako da hotelska industrija postane otporna na krizne situacije. U ovom slučaju potrebno je slijediti četiri faze upravljanja krizom: prevencija krize, priprema za krizu, odgovor na krizu i oporavak od krize

ready for political challenges. Political challenges include actively advocating and lobbying for the interests of the hotel industry before governments and regulatory bodies, which can provide the necessary support and relief during crises. Also, developing strategies to quickly adapt to changes in the legislative and political environment, such as changes in travel rules and health regulations, is essential for long-term sustainability. These strategies can help the hotel industry become more resilient and better prepared to face future crises. The implementation of these measures requires continuous monitoring of trends, investment in new technologies and staff education.

CONCLUSION

Due to its dependence on a large number of stakeholders on the market, the hotel industry, as well as the entire tourism industry, is extremely sensitive to changes. A historical cross-section of previous studies on market operations warns of the emergence of crisis situations in all industries, including the hotel industry (Varelas & Apostolopoulos, 2020; Kubickova et al., 2019; Papadopoulos & Lyddon, 2020). Although the concept of health crises has been neglected, with the outbreak of the COVID-19 pandemic it has attracted renewed organizational and research attention (Gössling et al., 2020). Literature reviews on the health-related COVID-19 crisis were also conducted by other researchers (Rokni, 2021; Verma & Gustafsson, 2020), but those reviews were related to the entire tourism industry, not just the hotel industry. Based on the above, this literature review represents the first synthesis of research on crises that have befallen hotel companies.

The thematic analysis of this research suggests that as a result of the emergence of COVID-19 in the hotel industry, basic challenges have crystallized that include economic, political, security, and social aspects. In addition to this research giving support to the theory, it also offers practical implications

(Coombs, 2021). Dosljednost je ključni element za što veću otpornost sustava, zbog čega je iznimno važno pripremiti unaprijed definirani plan kao odgovor na potencijalne krizne situacije. Stoga kontinuitet u praćenju koraka poslovnog kriznog plana dovodi do bržeg oporavka tvrtke od kobnih događaja (Fung et al., 2020).

Slično drugim istraživanjima, ovaj je pregled naišao na specifična ograničenja tijekom svoje provedbe. Jedno od ograničenja jest pretraživanje studija samo na internetskoj znanstvenoj bazi podataka Google Scholar. Stoga se budućim istraživačima predlaže da u odabir uzorka uključe i druge baze podataka, kao što su ScienceDirect i Emerald Insight. Još jedno ograničenje ogleda se u pregledu studija samo na engleskom jeziku, pa je u skladu s tim prijedlog za daljnja istraživanja razmotriti i studije napisane na drugim jezicima. Također se predlaže da se u buduća istraživanja uključe i druge krize koje su utjecale na hotelsku industriju, osim zdravstvene krize vezane za COVID-19. S obzirom da ovim istraživanjem nisu obuhvaćena istraživanja o hotelijerstvu u kontekstu krize reputacije, predlaže se da istraživači svoja istraživanja u budućnosti usmjere u ovom tematskom smjeru.

OBJAVA

Ovi rezultati istraživanja nisu objavljeni ni u jednom drugom časopisu ili zborniku radova. Preliminarne rezultate predstavio je isključivo doktorand koji je autor ovog rada na doktorskom studiju ekonomije na SGH u Varšavi, u organizaciji Poljske nacionalne agencije za akademsku razmjenu (NAWA).

for building the resilience of hotel companies to crisis situations. In this case, it is necessary to follow four phases of crisis management: crisis prevention, crisis preparation, crisis response, and crisis recovery (Coombs, 2021). Consistency is a key element in making the system as resilient as possible, so it is extremely important to prepare a pre-defined plan in response to potential crisis situations. Therefore, continuity in following the steps of the business crisis plan leads to a faster recovery of the company from unfortunate events (Fung et al., 2020).

Comparable to other research, this review encountered specific constraints throughout its implementation. One of the limitations is the search for studies only on the Google Scholar online scientific database, therefore, future researchers are suggested to include other databases such as ScienceDirect and Emerald Insight in the selection of the sample. Another limitation is reflected in the review of studies only in English, accordingly, a suggestion for further research is to consider studies written in other languages as well. It is also suggested that future research should include other crises that have affected the hotel industry, apart from the health-related COVID-19 crisis. Given that this research did not identify research on the hotel industry in the context of the reputation crisis, it is suggested that researchers orient their research in the future in this thematic direction.

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