

# DISASTER MANAGEMENT STRATEGIES: A MODERATING ROLE OF TRANSFORMATIONAL LEADERSHIP AMID COVID-19 FOR SURVIVAL OF ORGANIZATION THROUGH DISASTER MANAGEMENT

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**Abstract:** Studies all over the globe are used to indicate crisis management strategies for the tourism and hospitality industries. Although the rear of these studies are pointed towards crises that are due to natural disasters or pandemics etc. Therefore, there is a need for specific studies that are directed towards the disaster management strategies by hotels in order to provide a detailed perspective for work and policy making. Hence this study is one of the premier studies in the field that used a complex research model based on serial mediation in order to provide a thorough understanding of disaster management strategies used by well-known hotels. Analysis has been made by using SMART-PLS software from the data collected from top-ranked individuals from well-known hotels in Pakistan. Analysis of data reflected that there is a substantial impact of crisis management strategies on the performance of well-known hotels.

**Keywords:** disaster, disaster management, crises management, crises management strategies, hotels, hospitality industry, transformational leadership & COVID-19

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## Introduction

The dawn of 2020 is unfortunately associated with 30 novel viruses that have been discovered in the time span of thirty years. Among these one was SARS which in the year 2020 termed as novel coronavirus or COVID-19 (Kaushal & Srivastava, 2021).

World Health Organization (WHO) released the first situation report associated with public health emergency for International concern on 21st January 2020 and later declared COVID-19 a pandemic on 11th March 2020 (Lai & Wong, 2020). The spread of COVID-19 was too fast as it transmitted to Italy, Spain, and the USA in the passage of two months. Therefore, the impact of the pandemic is always enormous which causes companies inclined toward crisis management strategies (Lai et al., 2020).

Especially, for the hospitality industry which is based mostly on tourists who feel reluctant to travel amid COVID-19. Previously similar conditions seemed to be affecting various countries but the most disastrous impact seen over the tourism and hospitality industry. Hence the relevant literature has been developed in the past few decades that may be found in various databases like Scopus, & Google

scholar, etc (Kaushal & Srivastava, 2021). Adding to this it has also been found that disaster was more profound in developing economies like Pakistan due to strict traveling restrictions and lockdowns since March 2020 (Burhan et al., 2021).

The sufferings of the hospitality sector due to health-related disasters are quite obvious as the sector is suffering from these forms of zoonotic lie SARS in 2003, Ebola in 2014, and MERS in 2015. This actually happened as natural disasters and pandemics made the hospitality industry switch its operating strategies. However, the research highlighted that the hospitality industry does not have the required resources, experience, and skills etc to deal effectively with these scenarios or natural disasters (Rodríguez-Antón & Alonso-Almedia, 2020). Hence studies also concluded that the outbreak of COVID-19 was much drastic for the tourism and hospitality industry (Promnil & Polnyotee, 2023). COVID-19 affected the hotel industry in a drastic manner. In fact, the losses encountered by hotels exceeded the accumulated losses of the 9/11 terrorist attacks, the 2008 Global Recession, and the SARS epidemic (Le & Phi, 2021). In fact, problems caused by natural disasters and pandemics produced more drastic impacts. Hence the recovery from these disasters may also take more time (Rodríguez-Antón & Alonso-Almedia, 2020). However, for implementing effective disaster management strategies there is a need to associate strategies with the nature of disaster. Therefore, previous studies relate disaster management strategies for the hospitality and tourism industry with reference to similar sorts of disasters, i.e., SARS by various hotels from Asian countries like China (Hao et al., 2020).

### **Statement of Problem**

According to previous research, there is much less research that focuses on the Hospitality industry with a steep focus on crisis management strategies amid COVID-19 (Lai et al., 2020).

Similarly has been indicated by Le and Phi (2021) that there is a severe need for parameters that may help hotels sustain the crisis situation. On the other side, most of the studies that are based on crisis management strategies for the hospitality industry are based on the developed world. Hence there is a need to conduct research work to understand the crisis management strategies opted by the hospitality industry from developing sides (Burhan et al., 2021). Pakistan has a massive consumer market and the importance of restaurants and food outlets also possess significant importance in the economy. Therefore, it is imperative to understand and disseminate the strategies, tactics, and framework that assist organizations from hospitality to sustain in situations of crises and high uncertainty (Burhan et al., 2021). In fact, empirical analysis based on hotels rather than micro small, and medium-sized enterprises may be more effective (Kazmi et al., 2020) as prior studies like Shafi et al (2020) and Buhan et al (2021) focused only on MSMEs, small restaurants & food outlets from Pakistan. Hence there is a significant lacking of studies that may highlight the role and significance of disaster management strategies for well-known entities of hotel industry. Therefore, this study is significantly different and unique as compared to the other studies conducted in this vein, especially in the controlled settings of Pakistan. Hence, legitimate to mark this study as unique in the field as it is focused on crisis management strategies with reference to well-known hotels from Pakistan.

## **Theoretical Framework**

Previous researchers tried to develop a model for crisis management strategies for the hotel industry e.g., Kovaltchuk et al (2016) for Russian hotels, and Abo-Murad and Abdullah (2019) tried the same in Malaysia. Although these studies are not associated with the strategies used to overcome the disastrous effect of severe pandemics like COVID-19.

Moreover, recent studies on tourism and hospitality also pointed out the need to conduct more research work to understand in-depth crisis management strategies for the tourism and hospitality industry (Lai & Wong, 2020). Studies reflected major bifurcation in crisis management strategies is on the basis of level of strategies i.e., business level strategies and functional level strategies (Promnil & Polnyotee, 2023). However, the premier and initial study in this vein is Israeli and Reichel (2003) who use functional-level strategies for crises. Similar has also been indicated by Le and Phi (2021) in order to sustain during emergencies of COVID-19. The study indicated that most of the hotels use defensive strategies through cost-cutting options.

Popular measures include reduction in working hours, unpaid leaves and layoffs, etc. Therefore, this study is primarily focused on the functional level of strategies of well-known & large-scale hotels from Pakistan in order to be differentiated from Shafi et al (2020) and Buhan et al (2021). In fact, the way of research conduction is not only unique but also effective as most of the parameters, guidelines, and principles used for crisis management are generic in nature with lack empirical testing (Le & Phi, 2021). However, the variables used in this study are not used in a generic manner as used by Israeli and Reichel (2003) and bifurcations of variables are made in line with Sultan et al (2021). However, this study is based on well-known and large-scale hotels therefore pausing spa services, games gym services are included in the variable of down-scoping. Moreover, this study also did not include any marketing-related activities like Israeli and Reichel (2003) as most of the activities mentioned in previous studies are based on reducing prices or attracting tourists. However to make this study unique researchers incorporated a moderating variable “Transformational Leadership” by using the reference of Dwiedienawati et al (2021) which indicated a causal relationship between transformational leadership and compelling crisis management.

## **Literature Review**

The study by Kaushal and Srivastava (2021) indicated that some of the crises are based upon natural disasters like epidemics and pandemics and these disasters caused severe impacts on the tourism and hospitality industry. In fact, there is a need for precautionary measures by the tourists before planning any tourism activity. On the other side tourism and hospitality industry becomes crucial especially due to the outbreak of the virus known as COVID-19 (Lai et al., 2020). This may cause a reduction in demand, reduced prices, and also a decline in occupancy percentage. In fact, several hotels and restaurants got severely hit due to the outbreak of the virus all over the globe. In fact, precautionary measures and crisis management started from the initial stage of the pandemic when tourist locations in Asia tried to cope with the situation through the implementation of crisis management strategies (Lai et al., 2020).

Previous studies also indicated that the impact of SARS on hotels in Hong Kong was drastic as permanent employees were faced with taking annual leaves and contractual employees along with all those on probation were terminated. Similarly, in China, the outbreak of SARS also affected working habits in Chinese restaurants. Despite the same origin, the COVID-19 pandemic was found disastrous for most of the countries like the USA, Brazil India, etc. Hence the impact on the tourism and hospitality industries is disastrous as the outbreak of the pandemic was estimated to cost 38 million jobs in the tourism sector that are equivalent to 70% of the total workforce (Kaushal & Srivastava, 2021).

Studies from developed countries like the USA revealed that the spread of COVID-19 forced people to stay at home and lockdowns and bans on traveling also caused restaurants and hotels to remain closed. Hence business of restaurants and hotels suffered a great deal. However, one of the blessings in disguise is online applications used by customers to order food items from restaurants hotels, etc. However, there is a lack of these forms of studies from Asian and developing markets. Although the conditions discussed above are similar to the conditions of Pakistan where restaurants were closed due to the outbreak of COVID-19 online ordering was prevalent (Burhan et al., 2021) Hence use of crisis management strategies seems mandatory for the survival of the organization. However, the use of crisis management strategies must be adapted with respect to the nature of the organization in order to achieve the best outcomes from the strategy. However, the most drastic impact of COVID-19 is on the hospitality industry which needs thorough implementation of crisis management strategies in order to make the industry come out of this drastic scenario (Waller & Abbasian, 2022). Other studies also indicated that crises or disaster management strategies are used to check organizational response to overcome the disastrous effects of the pandemic. However, the largest expense is the salaries. Hence human resource managers are required to take adequate actions to reduce these unprecedented expenses. Therefore, lying off is one of the obvious strategies used by hotels to overcome the crises of the pandemic. In fact, some organizations reduced their staff to 50% in order to manage their expenses. Similarly down-scoping i.e., reducing facilities were also used to overcome challenges pertaining to hotels during the pandemic (Siagian et al., 2021).

The study indicated that it was one of the legitimate options to strategically reduce or partially reduce facilities and operations. Last but not least study also emphasized digitization and focused on ways that are not only preferred by customers but also optimize the reach of institutions to millennial as well as international customers (Siagian et al., 2021). Similarly has also been highlighted by Zhong et al (2021) that hotels must consider changes in customer demand preferences as for disaster management one of the key elements is digitization.

### ***General Research Question***

Q.1: How COVID-19 affected hospitality industry?

Q.2: What are disaster management strategies?

Q.3: How disaster management strategies are used by well-known hotels amid COVID-19?

Q.4: How transformational leadership is used by well-known hotels to support disaster management strategies?

Q.5: What is the impact of disaster management strategies on well-known hotels?

***Empirical Research Questions***

Q.6: How to measure the impact of crisis management strategies for the hotel industry?

Q.7: Which strategies of crisis management are more profound for entities of the hotel industry?

Q.8: How to assess the impact of disaster management strategies on the survival of the organization?

Q.9: How to induce the effect of crisis management strategies over the survival of the organizations related to hospitality industry?

***Research Hypotheses***

H1A: There is a relationship between downsizing at well-known hotels and crisis management strategies.

H2A: There is a relationship between down-scoping at well-known hotels and crisis management strategies.

H3A: There is a relationship between the pausing of restaurant services at well-known hotels and crisis management strategies.

H4A: There is a relationship between pausing banquet services at well-known hotels and crisis management strategies.

H5A: There is a relationship between transformational leadership and crisis management strategies by well-known hotels.

H6A: Transformational Leadership moderates the relationship between crisis management strategies by well-known hotels and the survival of the organization

H7A: Crises Management strategies mediate the relationship between downsizing and the survival of the organization

H8A: Crises Management strategies mediate the relationship between down scoping and survival of the organization

H9A: Crises Management strategies mediates the relationship between pausing banquet services and the survival of the organization

H10A: Crises Management strategies mediate between the relationship between pausing of restaurant services and the survival of the organization

## **Significance Of The Study**

The significance of this study has many folds as this study has been specifically done for large-scale hotels rather than MSMEs. Therefore, adds significant worth and depth to the literature. Hence would also become beneficial for academicians and researchers to understand the issues, problems, and strategies used by large-scale and well-known hotels for surviving the period of crises. Other than these points the article is one of unique with respect to the research model and discusses issues with respect to the mediation as well as moderation effects. Therefore, also useful for effective policy making that may induce work progress through leadership and motivation.

## **Methodology**

The methodology of this study is developed in line with Burhan et al. (2021) and the major purpose is to highlight the disaster management strategies that may curb hotels and well-known restaurants and also act as policy matters for the way forward. Moreover, research methodology is the part of the research that not only highlights major elements of the research but also indicates the reason for the selection of these elements (Kothari, 2004). Hence the methodology has been divided into two major parts, i.e., research design and sampling design (Sekaran & Bougie, 2016)

### ***Research Design***

Since the study is conducted to be different as compared to the studies on MSMEs etc like Kazmi et al. (2020) etc. & the major purpose of the study is to indicate the disaster management strategies for hotels. Therefore, according to Saunders et al (2007) the purpose of the study is to increase and disseminate knowledge that is aligned with epistemology. In fact, epistemology is known as the philosophy of knowledge as indicated by Audi (2010) and Pavese (2016) etc.

However, the concept of research onion provided by Saunders et al (2015) indicated that there is a need for a philosophical paradigm to connect with the research approach and research strategy. Hence in accordance with that the philosophical stance used in this study is post-positivism as the purpose of post-positivism is to increase knowledge & change the inventory of variables etc (Maksimovic & Evtimov, 2023). The paradigm is mostly associated with quantitative techniques (DeCuir-Gunby & Walker-DeVose, 2013).

### ***Sampling Design***

Most of the studies on crisis management strategies from the hospitality industry are qualitative in nature, e.g., Burhan et al (2021) and Le and Phi (2021), etc. Although few of the studies provide quantitative analysis for disaster management strategies for hotels e.g., Gorrido-Moreno et al (2021) Sultan and Saleem et al (2021); Sultan and Zafar et al (2021), etc. Although Gorrido-Moreno et al (2021), uses pilot testing to check the reliability of the questionnaire before inferential statistical testing. Hence similar tactics have been used in this study to understand the reliability of elements that are used in the study. Initially, the data was collected from 20 employees of high status and after getting passed through pilot testing the detailed sample has been collected from 100 respondents from high-status employees of hotels. The technique for data collection is non-probability sampling as used by Gorrido-Moreno et al (2021) Sultan and Saleem et al (2021); Sultan and Zafar et al (2021).

Moreover, Talib et al (2022) conducted the study on the basis of a sample of 34 respondents from hotels. Therefore, collecting a sample from 100 respondents with pilot testing is adequate and complies with Gorrindo-Moreno et al (2021) and Talib et al (2022)

***Research Instrument***

The research instrument used in this study is a closed-ended questionnaire that is adopted from various studies. Although some of the studies are not associated with the area of the pandemic or COVID-19. Therefore, the questionnaire was initially tested by pilot study and then it is used for detailed data gathering. Moreover, the instrument used in this study is based on the Likert scale which is used to gauge attitudes (Johns, 2010) as well as several constructs (Jebb et al., 2021). Moreover, the construction of elements are derived from studies e.g., Lai and Wong (2020) and Mahmoud et al (2020)

**Analysis & Interpretation**

***Pilot Testing***

The pilot testing details for elements of different variables are under:

*Table 1: The pilot testing details of Down Sizing*

DOWN SIZING		
1	DOW1	0.792
2	DOW2	0.824
3	DOW3	0.771
4	DOW4	0.459

*Table 2: The pilot testing details of Down Scoping*

DOWN SCOPING		
1	DOWS1	0.741
2	DOWS2	0.733
3	DOWS3	0..512
4	DOWS4	0.767

*Table 3 : The pilot testing details of Pausing of Banquet Services*

PAUSING OF BANQUET SERVICES		
1	PRS1	0.541
2	PRS2	0.722
3	PRS3	0.724
4	PRS4	0.765

Table 4 : The pilot testing details of Pausing of Restaurant Services

PAUSING OF RESTURANT SERVICES		
1	PBS1	0.779
2	PBS2	0.678
3	PBS3	0.409
4	PBS4	0.786

Table 5 : The pilot testing details of Crises Management Strategies

CRISES MANAGEMENT STRATEGIES		
1	CMS1	0.780
2	CMS2	0.429
3	CMS3	0.791
4	CMS4	0.821

Table 6 : The pilot testing details of Survival of the organization.

SURVIVAL OF THE ORGANIZATION		
1	SOO1	0.723
2	SOO2	0.519
3	SOO3	0.789
4	SOO4	0.654

Table 7 : The pilot testing details of Transformational Leadership.

TRANSFORMATIONAL LEADERSHIP		
1	TL1	0.430
2	TL2	0.732
3	TL3	0.750
4	TL4	0.764

On the base of pilot testing, it has been revealed that most of the elements are producing outer loading that falls under the acceptance criteria. Except those that are producing values lesser than 0.60 are not used in detailed data collection.

Several studies e.g., Lai and Wong (2020) and Khawaja et al (2022), use regression, confirmatory factor analysis, and correlation to analyze disaster management strategies of the hospitality industry amid the pandemic. Structural Equation Modeling was used by the latest studies e.g., Promnil and Polnyotee (2023) to assess the impact of crisis management strategies. Similarly, initial studies associated with the areas e.g., Israeli and Reichel (2003) also use correlational analysis for statistical testing. Hence legitimate to use PLS-SEM as the advanced tool for hypothesis testing rather than correlational analysis (Rouf & Akhtaruddin, 2018). However, in recent times researchers have preferred and recommended to use of structural equation modeling (SEM) over regression due to its ability to link more rigor to results (Gunzler et al., 2013). However, the use of SEM became more effective when it is used through SMART-PLS as this software has the capability to indicate descriptive as well as inferential measures (Wong, 2013). Moreover, one of the other edges of

SMART-PLS is that it makes us understand all the relevant paths as well as relationships which was not the case with other PLS software (Vijayabanu & Arunkumar, 2018)

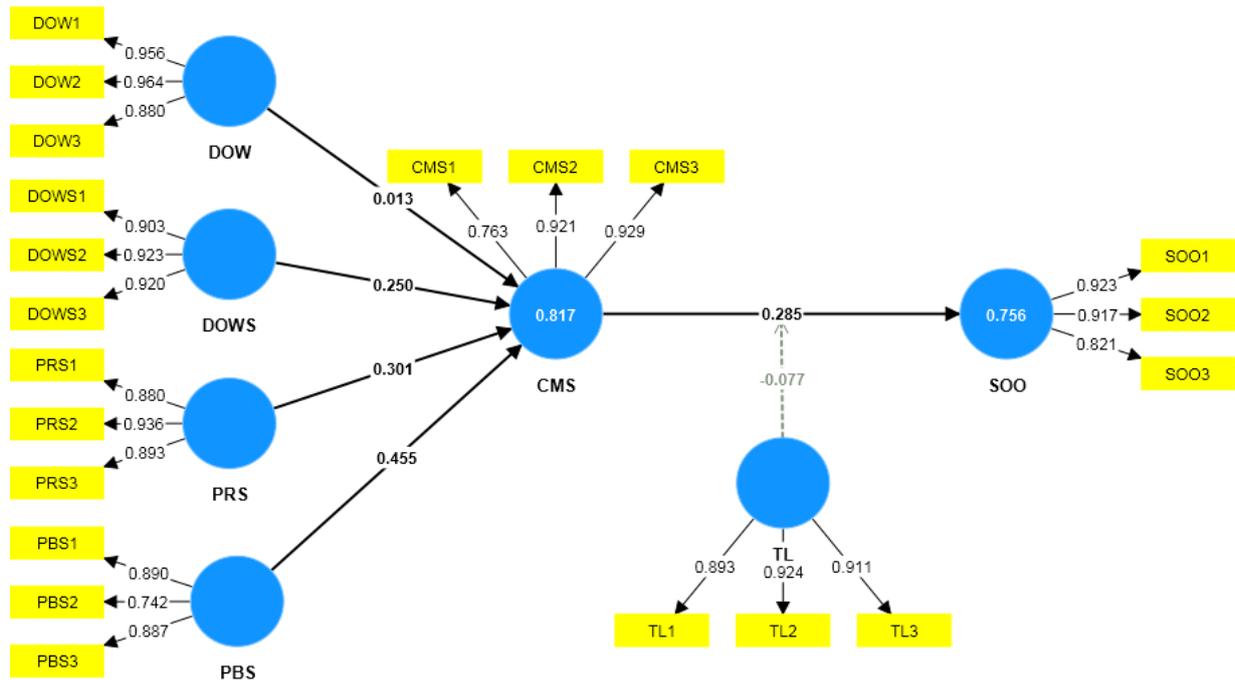


Figure 1: Outer Loading (CFA)

Figure 1 is plotted here to make the user view and understand the outer loading and its significance in the statistical analysis through SMART-PLS. Therefore, legitimate to include Afthanorhan (2013) who highlighted that outer loading is actually the authentication of the indicators used in the research process and it is similar to factor loading. The authenticity of research elements exists only when the values are from 0.70 or above. However, if it is necessary to include elements with lower outer loading then researchers must ensure that elements do not have values lesser than 0.60 and inclusion must also not disturb overall conversion criteria (Sander & Teh, 2014). Although no element included in this study yields outer loading that is lesser than 0.70. Thus, appropriate to include all the elements without any omissions.

Table 8: Construct Reliability and Convergent Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CMS	0.843	0.874	0.906	0.764
DOW	0.928	0.980	0.953	0.872
DOWS	0.903	0.904	0.939	0.838
PBS	0.791	0.796	0.879	0.710
PRS	0.887	0.890	0.930	0.816
SOO	0.865	0.875	0.918	0.789
TL	0.896	0.904	0.935	0.827

Table 8 is plotted to indicate the presence of construct reliability and convergent validity. However, like other tools, table 1 also needs to fulfill the requirement criteria for reliability and validity. In this regard, there is a need to follow Vijayabanu and Arunkumar (2018) to ensure reliability and Yaccob et al., (2021) to assess convergent validity. According to Vijayabanu and Arunkumar (2018), the minimum acceptable values are 0.40 and 0.60 for Cronbach’s alpha and Composite Reliability. However, to assess convergent validity there is a need to assess three elements i.e., outer loading, composite reliability, and Average variance Extracted (AVE). Outer loading has been presented in Figure 1 and composite reliability and AVE are part of Table 8. However, according to Yaccob et al., (2021) AVE with values that are equal to or greater than 0.5 is sufficient to assure convergent validity. However, as per Table 1, all the values for Cronbach’s Alpha are higher than 0.70, for Composite reliability 0.87 and for AVE all the values are higher than 0.710. Hence, in line with the above-mentioned citations and references table 8 is effectively fulfilling construct reliability and convergent validity.

Table 9: Discriminant Validity

	CMS	DOW	DOWS	PBS	PRS	SOO	TL	TL x CMS
CMS								
DOW	0.257							
DOWS	0.844	0.357						
PBS	0.840	0.292	0.842					
PRS	0.845	0.111	0.631	0.821				
SOO	0.830	0.557	0.827	0.819	0.668			
TL	0.810	0.400	0.834	0.793	0.707	0.752		
TL x CMS	0.203	0.151	0.320	0.334	0.154	0.341	0.309	

Table 9 is placed to reflect discriminant validity. In SMART-PLS we may use cross-loading, Fonell & Larcker criterion or Heterotrait-Monotrait ratio for mentioning the presence of discriminant validity (Panigrahi et al., 2023). However, Iqbal et al (2021) preferred the Heterotrait-Monotrait ratio over all the other measures to assess discriminant validity. Hair et al (2019) indicated the cutoff values for authenticating the discriminant validity and indicated that Heterotrait-Monotrait Ratio exhibits discriminant validity till the value touches 0.85. However, any further exceed in the value will make testing in appropriate as it would not assure discriminant validity. However, there is no value that was found to be higher than 0.85 and therefore it is optimal to believe that the table 9 assures discriminant validity by using the Heterotrait-Monotrait Ratio.

Table 10: Predictive Accuracy (Quality Criteria)

	R-square	R-square adjusted
CMS	0.817	0.816
SOO	0.756	0.756

Table 10 is used to indicate the predictive accuracy which is also known as the coefficient of determination and its purpose is to reflect the authenticity of the structural and measurement model used by SMART-PLS (Purwanto et al., 2020).

Actually, this test is used to reflect the impact of a 1% change in the predicting or independent variable over the dependent variable. However, if the 1% change in the independent variable could not bring a 25% variation in the dependent variable then the model does not have predictive accuracy. Therefore, studies indicated 0.25 as the least, 0.50 as the moderate and 0.75 as the substantial effect (Wong, 2013). However, the values of R-Square are found to be more than 0.75 for both cases. Hence the table is vividly reflects predictive accuracy using R-Square

Table 11 and Figure 2 are used to indicate relationships of various variables of interest. In other words, it is also known as path-coefficient when the analysis has been made through SMART-PLS. Hence it is a part of the inferential statistical technique that is related to the measurement model (Silaparaasetti et al., 2017) and there are two major dimensions to assess the relationship of impact as indicated by Hair et al (2017), i.e., p-value and t-value. The criteria for assuring the relationships through t-values is a value that is equal to or greater than 1.97 and the criteria for a p-value is lesser than or equal to 0.05. Hence, in accordance with the parameters discussed above it is appropriate to declare that in all the cases there is a definite impact except for the case of downsizing (DOW), where the p-value is 0.096.

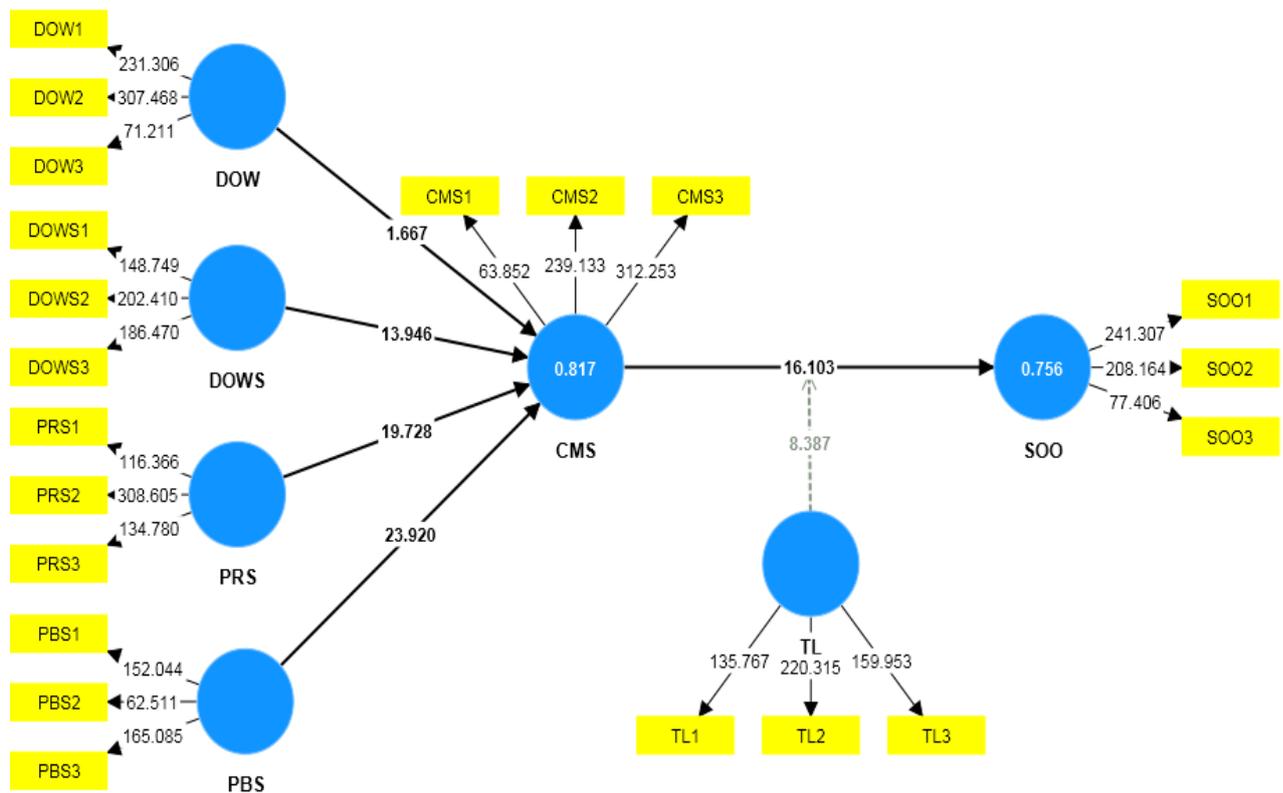


Figure 2: Path Coefficient

Table 12 is the extension of the path coefficient that is used for mediation analysis. In technical terms, it is known as a specific indirect effect. However, the criteria used for the analysis of specific indirect effect is the same as that is used for path-coefficient i.e., p-values with cutoff value is lesser than or equal to 0.05 and t-values must be greater than or equal to 1.97 (Hair et al., 2017).

Similar has also been pointed out by the recent paper on SMART-PLS that the criteria along with their cut-off values mentioned earlier are also valid for mediation analysis (Hair et al., 2019). Therefore, in light of these values, there is only one case where the relationship is not validated (DOW -> CMS -> SOO) with t-values of 0.099.

Table 11: Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
CMS -> SOO	0.285	0.285	0.018	16.103	0.000
DOW -> CMS	0.013	0.013	0.008	1.667	0.096
DOWS -> CMS	0.250	0.250	0.018	13.946	0.000
PBS -> CMS	0.455	0.455	0.019	23.920	0.000
PRS -> CMS	0.301	0.301	0.015	19.728	0.000
TL -> SOO	0.609	0.609	0.015	40.132	0.000
TL x CMS -> SOO	-0.077	-0.077	0.009	8.387	0.000

Table 12: Specific Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
PRS -> CMS -> SOO	0.086	0.086	0.007	12.701	0.000
PBS -> CMS -> SOO	0.130	0.130	0.009	13.746	0.000
DOWS -> CMS -> SOO	0.071	0.071	0.007	10.220	0.000
DOW -> CMS -> SOO	0.004	0.004	0.002	1.649	0.099

### Discussion and Literature Support

This study is one of the premier in developing countries like Pakistan that relate disaster management strategies with the survival of the organization. Hence this study uses functional strategies to formulate its framework rather than on the base of business-level strategies. Hence on the basis of functional strategies and does not provide analysis in a generic manner or with respect to business-level strategies. Hence Promnil and Polnyotee (2023) indicated that there are two major forms of strategies that are used by hotels. In fact, the use of functional strategies is also in line with Israeli and Reichel (2003) who used functional strategies to highlight crisis management strategies by hotels during epidemics and pandemics. Moreover, the latest studies e.g., Le and Phi (2021), also use functional-level strategies for cost-cutting and managing employee-related issues during the pandemic. Moreover, the study is also in line with the indications of Waller and Abbasian (2022), as the purpose of the study is to indicate the strategies that may be used or copied by the hospitality industry in the future. In fact, the use of Waller and Abbasian (2022) was grounded on practices for

crisis management used by well-known hotels which may have a high prevalence for organizations from the hospitality industry.

However, when it comes to relevance with the previous studies it has been determined that the study is mainly associated with HR strategies and Administration strategies as indicated by Mahmoud et al (2020).

Moreover, the study is completely aligned with Zhong et al (2021) which indicated the use of digitization to reach customers rather than trying to mitigate expenses through banquet services and restaurant services. However, among the major points mentioned by Siagian et al. (2021), the findings of this study are aligned with downs-scoping and the use of digitization to reach customers. However, the findings are inconsistent with downsizing as previous studies indicated downsizing as one of the major strategies for crisis management but the findings of this study are inconsistent with this point.

Therefore, the major takeaway of this study is that all the crisis management strategies reflected in the literature are not equally beneficial for the reputed and well-known entities of the hotel industry. The most impactful strategy of crisis management especially for well-known and reputed hotel industry firms, is pausing banquet services. This may hinder the spread of the virus serving a specific group of customers is the major strategy from hotels e.g. Wu et al (2021). Similarly, the second best strategy for well-known entities is pausing restaurant services that have also been practiced on a mass scale by hotels e.g., Yang et al (2020). Another beneficial strategy for well-known hotels is downscoping i.e., reducing facilities is also a better option to survive the period of crisis as indicated by Siagian et al. (2021). However, downsizing which is perceived as one of the most important strategies to survive by SMEs e.g., Marconatto et al (2022) is not worthy for well-known hotels. Hence these findings are significantly clear, understandable, generalizable, and relatable and tend to improve strategy making and ratio of sustainability of hotels in any future disastrous condition.

### **Need For Future Research**

This study indicates functional strategies that are used by well-known hotels for surviving the period of the pandemic. However, there is a lot to be explored especially in terms of financial strategies and marketing strategies. Therefore, further research might be conducted to identify these strategies in association with transformational leadership.

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