

To Examine the Challenges and Implications for the China Hospitality Industry When Conducting Recruitment and Selection Under the Influence of COVID-19

Xin Li¹

¹ University of Southampton

Correspondence: Xin Li, University of Southampton.

doi:10.56397/SSSH.2022.11.08

Abstract

COVID-19 has shaken all institutions, constructing a complicated and challenging atmosphere for hospitality managers and business practitioners in the field, who must devise alternatives to secure the future of their businesses and assist their staff in dealing with this unprecedented crisis. There are few kinds of research examining the effects of the downturn on HRM. This article is a comprehensive analysis of the issues of recruiting in the hotel industry in China and all around the globe, with a focus on contingency planning to provide practical and feasible solutions in the future. By investigating the impact of the COVID-19 on hospitality and tourism HRM, the study aimed to increase the area of HRM leadership literature. It analyzes the significant difficulties and advantages which have already come as a result of this emerging outbreak and its approaches to help HRM professionals with perspectives on potential new ranking factors that may evolve as a result of such openings.

Keywords: COVID-19 pandemic, hospitality industry, tourism COVID-19 impacts, human resource management, recruitment crisis

1. Introduction

1.1 Background Information

The travel industry in the COVID-19 era was facing a significant commercial, operational and financial crisis due to COVID-19. Hotels and restaurants as places and sources of markets have had a significant impact. Most tourist business activities have been suspended. Significant players in all areas of the value chain of hospitality (airlines, tour operators, restaurants, hotels, vendors, and cruise lines) have been reduced or completely stopped from being defined. This means that their sources of revenue are cut off. Some firms in the hospitality industry began seeking financial assistance from the government. Despite all this, it is undeniable that COVID-19 radically changed the tourism industry, which is already exposed to the lower extremities with its negative financial consequences. However, consumers' behaviour and preferences have changed due to the epidemic. This, in turn, has led to a decline in market demand in the hospitality industry. The industry has also experienced the confidence of consumers. Consumer confidence in the hospitality industry has declined sharply during the COVID-19 period.

1.2 The Aims and Objectives of the Study

The current study focuses on understanding the effects of COVID-19 on the Chinese hospitality industry in view of the coronavirus epidemic. Four sub-objectives have been identified, and are:

- 1) To investigate the impact of COVID-19 on Chinese hospitality businesses,
- 2) To assess the impact of COVID-19 on worker's recruitment in the Chinese hospitality industry.

- 3) Establishing strong corporate China's HRM activities in the hospitality industry
- 4) To assess the multinational and Chinese activities which are currently being implemented to facilitate the advent of the pandemic-related recession.

1.3 Research Questions

- (1) How has COVID-19 affected China's hospitality industry?
- (2) What was the impact of COVID-19 on HRM operating in the Chinese hospitality industry?
- (3) Which multinational and Chinese activities are currently being implemented to facilitate the advent of the pandemic-related recession?
- (4) How does the COVID-19 epidemic cause economically and socially instability, putting hospitality employees' long-term employment and well-being at risk?

1.4 Rationale

There is a need to conduct this study to determine the effect of COVID-19 on the Chinese hospitality industry. As we all agree, the tourism industry has been the worst hit in China and the rest of the world. Therefore, this paper provides the information needed to determine how the tourist businesses are affected, the employment activities during the violence, and their resilience. The findings will offer tourist businesses valuable knowledge in areas most affected by the epidemic. This will help them develop strategies to navigate the challenges and re-establish their businesses. The study will also provide policymakers and the Chinese government with information on how workers in the worst-hit industries are affected. This will enable them to develop the necessary strategies to assist the staff. This paper also contributes to the compound effect of the business sustainability novel. This will help experts, policymakers, and academics compare the tourism industry's strength with other economic activities in various sectors.

1.5 Research Problem Statement

COVID-19 has presented significant hurdles for hospitality company managers and HRM specialists, and it has also opened it up to prospects worth learning about and comprehending, which can aid firms in their organizational plans (Molino & et al., 2020). Nevertheless, as per Demirkaya and Aydn, a crisis can present firms with unanticipated chances. We will talk about such prospects in this part, as well as how they relate to probable new HRM initiatives which will make it easier in performing the functions like recruitment and navigation of the employees (Demirkaya & Aydin, 2006).

The COVID-19 hypoglycemic episode in China is currently being viewed as an exceptional shock that is affecting people's sustainable livelihoods all around the world. Its consequences are directly or indirectly influenced not just in the short term but also in the medium and long term (Forsythe & et al., 2020). The significant health consequences have been complemented by sharp drops in aggregate demand and labour market turmoil. According to early studies, the COVID-19 issue is far more severe than the 2008 disaster.

Throughout September, there was a steady rebound in the number of work vacancies recruitment within the hotel industry, but this diminished in October, along with the adoption of new limitations designed to respond to a new increase in cases (Sostero & et al., 2020). Conversely, in China, the decline in employment openings corresponded to a rise in the average severity of limitations imposed on the residents and organizations. Preliminary signs of improvement should be seen as quickly also as the end of May when limitations in certain regions began to be eased, and up through mid-June, whenever the reduction in online openings exceeded 16 per cent compared to the start of the year (Espinoza et al., 2020).

Notwithstanding the angle of business activity in numerous hotel organizations in China, the amount of virtual job recruitment declined significantly and deteriorated from mid-June to the end of Summer, with a loss of more than 70% compared with the pre-phase. This trend continued till the end of September, when the employment statistics fell even more, by 87 per cent compared to the start of the year, before stabilizing in Nov at about a negative 70 per cent (Przytuła & et al. 2020).

From the end of May, a significant increase in the number of employment vacancies in the hospitality business was seen in China as the rules imposed began to lift (Regmi & Lwin, 2020). By September onwards, a time when other nations were imposing new precautions to minimize the transmission of the infection, the rebound in the growth of digital job applications really seemed to accelerate, and this tends to be associated with a further softening of contingency and restriction requirements (Major & Machin, 2020).

The Chinese hotel industry, in terms HRM sector, was particularly damaged in carrying out its mandate of hiring and navigating workers, who are at the centre of all activities of the company. The goal of the study is to perform a critical analysis of the many problems and mitigation methods that the hotel industry, not only in China but throughout the world, would use to recover from the pandemic's effects.

2. Literature Review

2.1 HRM in the Hospitality Sector Pre-COVID

An inn organization's HR management division is regularly alluded to as an expensive place and a few factors by and considerable measure HR results. By and by, these actions are frequently unclear to such an extent that the particular effect on the association is not noticeable. The changing business climate before the pandemic, including a tight work market, changing client needs, and wild contests, has been trying for hospitality organizations (Cho, S. & et al., 2006).

The working conditions in the hotel and hospitality industry have become a problem. Workplace conditions are the backbone of payment. According to Tian (2021), Labor relations and employment discuss various stressful topics, including working hours, compensation, and physical and mental stress at work. The COVID pandemic has altered the operational conditions of various companies operating in hospitality industries and the HRM. Many Chinese organizations have shifted to a remote area, requiring their employees to work from home to ensure business continuity. As a result, HRM executives and employees in the tourism industry face severe problems resulting from these unexpected and dramatic organizational changes (Baum, Mooney, Robinson, and Solnet, 2020). In addition, they can profoundly affect employees' mental health and people's perceptions of environmental equality and employee knowledge of work design, workplace, and interaction with peers and management.

Indeed, the COVID-19 epidemic has caused millions to lose their jobs. According to Kim Lee & Tang, (2020), employment increased when factories reopened in China due to people returning to their workplaces after incarceration. Employees must continue to work hard to keep the company operating during a disaster such as the COVID pandemic. On the other hand, it appears that the epidemic has impacted HRM. This is in accordance with several authors; many businesses are plagued by COVID-19 problems, such as monitoring employee performance and, disrupting performance-based compensation, even reducing or stopping performance management due to the complexity and innovation of the epidemic. In the case of COVID-19, a study conducted by Kim, Lee & Tang, (2020) found that remuneration may significantly impact employee performance due to the interaction between IHRM activities (Baum, Mooney, Robinson & Solnet, 2020). Therefore, the authors suggest that businesses pay more attention to overall employee compensation and fairness to maintain and increase performance in times of crisis. In this case, the central issue may be linked to the organization's financial capacity during the ongoing crisis.

2.2 Recruitment in the Hospitality Sector Pre-COVID

The hospitality business is known for its high labour force turnover rate and trouble enlisting staff to fill employment opportunities, and enrolling the perfect individuals stays a persevering challenge. The hospitality industry in China has a high supply and demand mainly focused on service workers and Staff, who are mainly from secondary vocational and technical colleges (Baum, Mooney, Robinson & Solnet, 2020). This segment mainly enters hotels as front desk and room service staff, but there is difficulty in becoming senior managers (Tian, 2021). Progressively, hospitality associations are searching for more inventive ways of making enlistment rehearses more effective and alluring. This will be a fundamental driver for expanding the number and nature of candidates and working on the fit among individuals and the association to consolidate assumptions for what is to come. There is the possibility to diminish staff turnover. Along these lines, enlisting the right representatives can further develop administration and consumer loyalty (Bharwani & Butt, 2012).

The COVID-19 outbreak has adversely affected businesses due to the economic downturn. In addition, the move by various governments to work out ways to fill vacancies has affected the tourism industry. In China, the Hospitality industry was in a state of disarray, forcing companies to lay off workers, lay off employees, or close their businesses in anticipation of a break in the action. Based on the experience of the Latino Hotel Association Conference, those affected by the epidemic react differently to stay important and maintain their lifestyle. However, the epidemic also caused increased pressure as workers often worked from home, and others were laid off (Baum, Mooney, Robinson & Solnet, 2020). Although the epidemic has affected the entire economy, HR and human resource management practices have been significantly impacted (Bharwani & Butt, 2012).

Enrolling and choosing hospitality talent and holding hospitality workers is a drawn-out issue on the grounds that the hospitality business conducts enlistment for representatives who are hard to find in the work market and have restricted real vocation life span, and 29.1% of accommodation graduates will leave the hospitality business inside decade (Brown, Arendt & Bosselman, 2014). Among current neighbourliness understudies in China, most young people like to think about positions in enterprises that offer more significant compensations and benefits, and the monetary circumstance of the cordiality business does not live up to the assumptions of graduates (Qiu Zhang & Wu, 2004). Interestingly, in China, the expectation of friend graduates to leave the business is 10-20% (Wu, B. & et al., 2014). These figures feature the enlistment challenges looked at by the neighbourliness

business before COVID (Bharwani & Butt, 2012).

Nonetheless, the exploration writing in China around associations directing enrollment selecti+-on and illuminating enlistment in the accommodation business has not been analyzed top to bottom; by checking on the writing around here while considering the momentum pandemic setting, research question two was figured out as HR were featured by the effect of enlistment choice (Baum, Mooney, Robinson & Solnet, 2020).

2.3 What Do We Know About the Impact of COVID on HRM and Recruitment in the Hospitality Sector?

The hospitality and tourism industry ventures are significantly helpless against pandemics on account of the extraordinary volume of human traffic all over the planet (Zenker & Kock, 2020). The accommodation business, a significant region of the movement business, is weak against destructive occasions and pandemics due to its numerous extraordinary specialists and contributes a gigantic piece of the overall economy, which routinely achieves colossal financial misfortunes (Hall, 2010; Kim, Lee & Tang, 2020).

As indicated by some current exploration, a few researchers accept that the hospitality business has changed its enlistment rehearses notwithstanding the pandemic to draw in more youthful up-and-comers and, in doing as such, to guarantee the security of enrollment during the pandemic. Coronavirus has moved enlistment to advanced media to oversee such impacted HR in the accommodation business (Haas, M. & et al., 2020). Notwithstanding the way that the cordiality business is essentially centred around disconnected work, organizations have changed the enrollment and choice cycle to remote work and permit representatives to telecommute; an action intended to stay away from closeness lifting and keep a protected separation to forestall further infection spread (Costa Dias, M. & et al., 2020). Concerning the current workers inside the association, numerous hospitality organizations are winding up in a condition of staff immersion, as many organizations are encountering monetary emergencies because of the current pandemic impacted lodging income cuts, and associations are endeavouring to decrease costs by cutting staff, which will assist the association with enduring the extreme financial times. Nonetheless, this will eventually decrease the number of employment opportunities in the association, bringing about fewer individuals being recruited during this time frame (Baum, Mooney, Robinson & Solnet, 2020). This makes it hard to track down the qualified possibilities for the predetermined number of open positions.

Human resource management is essential in the organization. The workplace's efficiency would be impossible to achieve otherwise. As the virus becomes a threat, the government of China is more concerned with the safety of its citizens than with economic development and growth. Therefore, companies faced government directives such as job closures and total bans on other industries that did not provide essential services to the people. The hospitality and transport industries suffered a significant setback as travel was banned, and transportation from one place to another was only allowed to transport essential goods. As a result of this limit, there has been a decline in demand for goods such as oil and tourism services as the relevant sectors have been closed. Managers had to choose between obtaining temporary payments by exchanging goods for cash to cover current expenses. As companies rely on cash flow to cover their current costs, reducing the production of goods and services leaves companies with no choice. Moreover, HR in the hospitality industry had to develop new strategies for selecting and recruiting employees.

During this challenging time, when businesses are struggling to combat the effects of COVID-19, HRM has improved the hospitality industry to transition from face-to-face conversations to online conversations. Companies operate remotely due to government restrictions on the distribution of COVID-19. As a result, organizations use technology to recruit people through online job interviews, such as phone and video calls. Jobvite and Hangout are two examples of widely used applications visible for interview purposes. As a result, organizations should avoid face-to-face discussions as much as possible in order to aid the global fight against COVID-19 (Bharwani & Butt, 2012). Furthermore, the COVID-19 epidemic in China has prompted HR to reduce staffing. This is because COVID-19 has had a negative impact on business profits. As a result, many organizations have laid-off workers in restructuring processes to reduce production costs and costs.

HR capacity was tested as the epidemic's impact affected the economy. Human resource management in the organization was based on HR managers' ingenuity and flexibility in managing remote employees. Similarly, Prayag (2020) reports that HR manager jobs have been relocated from physical offices to online virtual offices. This was close to the bare minimum required to keep the industry running. In some cases, employees needed help from digital infrastructure to complete work at home. As a result, human resource management in the Chinese tourism industry is being compelled to adopt digital recruitment and recruitment methods. This has been achieved by introducing digital onboarding programs. Companies are using existing systems to hire skilled technicians as the organization minimizes the adverse effects of COVID-19. As a result, newly appointed employees are recruited through mentoring and training programs on online platforms. Therefore, workers start working from home as the accommodation programs equip them with the right skills.

2.4 Conclusion

Although there has been much discussion about the impact of COVID-19 and its implications for operational and HRM processes, much of the content and comments on these topics are general, providing the ideas and guidance we seek. to define what might be considered a new standard. Working remotely, for example, will be expected, and operating procedures will be adaptable. While this may be because COVID-19 is a global epidemic, we need to understand its impact on operational, welfare, and HRM scenarios in the context of the recruitment of workers in the hospitality industry. Many changes will be the standard across the country, but we should also expect, given the institutional diversity, that there will be a diversity of areas. In China, ongoing book reviews have highlighted critical literary analysis results to understand how HRM hospitality recruits staff. This is because, although many industries have been badly affected by COVID-19, specific industries and sectors have been positively impacted.

Although the literature review predicts an increase in long-term performance in the future, this is not entirely clear. As might be expected, organizations in the hospitality industry are reviewing the efficiency of remote selection and recruitment of employees almost daily. However, many will still commit to long-distance operations. There is also a need to put new programs, policies, and procedures in place. The context cannot be presented without proper determination in the Chinese hospitality industry. The organizations discuss the issue without clear decisions on whether remoteness will continue beyond the epidemic.

3. Methodology Approach

3.1 Research Design Approach

The recent investigation was made even during the outbreak period when COVID-19 was at its peak, and there was a terrible overall confinement situation. As a result, the academics used readily available data to study the ongoing global slump in light of publicly site data. The evaluation will most likely look at the harmful effects of COVID-19 on HRM capabilities in the Chinese hospitality industry. (Hernandez & et al.,2007). The exploration explicitly centres around the enrollment interaction surveying the risks and potentially open doors which the pandemic has presented in leading this capacity towards the recuperation of the business and furthermore towards achieving a supportable arrangement in case such calamity happens once more.

The researcher conducted a writing study, which included book reviews, journal papers, official destinations, and reference books that documented data for information dissipation (Hoque & et al., 2020). These sources are viewed as supplementary data that can be found in academic publications, real-world records, government reports, and real-world informational collections—the study of the force bundle spreading out the advice based on watchwords in the composition. To address the audit's goal and the ideas we found in the composition, we utilized a keyword search. For whole corresponding sides and abbreviations from actual construction that can answer the survey's purpose, the expressions are further refined (Hoque & et al., 2020).

3.2 Data Collection Procedures

As a result, the research structure began with a seeking for publications that evaluated the effect of COVID-19 and HRM overall, followed by a quest for research papers that investigated the effect of the medical problem per each HR role and technique as well as personnel (acquisition) and remuneration. The investigators scanned through papers in Google Scholar, Ebsco, and Interpersonal Research using a combination of terms related to virus, HRM; disease outbreak, and HRM obligations.

This research is based on a literature review to understand the problems faced by human resources and to help make recommendations to reduce their impact.

3.3 Justification of the Research Method

The point of writing an audit in this exploration aims to summarize and assimilate information that has been collected in the field of cordiality in the current COVID era and particularly the field without making any new commitment. They support the scholar in gradually turning the cranks of the topic of investigation because they are based on current information (Hoque & et al., 2020). It is possible to overload entirely them with crucial knowledge about what is going on in modern breakthroughs. In addition, the use of the literal material in this research offers a specific direction which heads the success of the set research hypothesis.

According to the regular conviction, writing audits are just a rundown of the sources connected with the examination (Guest & et al., 2012). Furthermore, many creators of logical compositions accept that they are just overviews of what the explores are done on the picked subject. Be that as it may, running against the norm, it utilizes distributed data from appropriate and pertinent sources like insightful books, articles, most recent distributed research work and some other essential data connected with the point and the exploration goals of this examination (Fernandes & et al., 2013).

The significance of writing audit in this examination composition is being consolidated into an insightful

element to empower the multifold reach of its importance, all the more so on the effects of the pandemic inside the chinoises accommodation industry and furthermore to the whole worldwide lodging business also. It enhances the validity of the evaluation can be determined in a variety of methods, including Providing a comprehension of existing writing while taking into account recent breakthroughs in the subject to aid in the organization of information and the relevance of existing resources. It assists in determining the impact of the most current facts in the field by arranging their knowledge improvement. It lays out situations by drawing out the various dialects of discrepancies between various concerns within the subject. The exploratory holes that were previously studied are now being investigated further in order to layout the most current realities of speculations to increase the value of the field, Indicating the momentum of research placed in the outline of a specific field (Pelletier & et al., 2011).

Using a literature review such a survey is a necessary tool to supplement secondary data sources. It is also a very convenient and safe means of collection during a pandemic.

3.4 Data Analysis

Data analysis in the analysis of the acquired data from the literature review, the research adapts the athematic analysis technique to analyze this data. The analysis of data was basically streamlined within the set research hypothesis, which was set as the key objective which the research was to answer at the conclusive part of the research.

The topical investigation is a method for deconstructing subjective data. It is usually used to refer to a group of texts, such as a conference or records (Knopf, 2006). The expert carefully examines the data to identify common issues - points, ideas, and examples of hinting that appear repeatedly. (Tuckett, 2005). There are different ways to deal with directing topical examination; this exploration follows the most widely recognized structure follows a six-venture process: acquaintance, coding, producing subjects, investigating topics, characterizing and naming subjects, and reviewing (Clarke & et al., 2015). Factor analysis techniques were also used to analyse data from the different kinds of literature. The weakness of the thematic analysis are as follows While the conceptual framework is adaptable, this adaptability can cause fluctuations and a lack of sincerity when constructing ideas drawn from the study. On the other hand, one of its virtues is that it is such a versatile tool; this means that there are numerous ways to draw conclusions from data sets.

4. Data Analysis and Discussions

4.1 Analysis Overview

After comparing the literature of different scholars on the hospitality industry under the impact of pandemics, similarities and differences in content were noted, and these differences brought about changes in the sub-topics in the open questions. For the purpose of the content study, the existing literature on the hospitality industry under the influence of pandemics was read and reread several times to explain the differences and to note substantive similarities and differences. These differences and similarities gave rise to several important sub-topics.

This type of study is crucial, methodical, and one of the techniques for seeing and distinguishing recurring information. To uncover the likenesses, the reactions were coded/marked, which proved effective in keeping them under control. Coding aided in giving the gathered stuff a few authentic levels, while the buildup provided precision.

In that interaction, specific reactions brought about comparative examples across more extensive questions. For instance, multiskilling, reception of innovation, arranging, and the board of assets showed up in reactions to a few inspected articles. The topical examination is an excellent methodology in subjective investigations as it permits observing members' perspectives and assessments from a bunch of information like meeting records (Caulfield, 2019). Cautious perception of 27 sub-subjects brought about four general topics marked as Human Resource Management, Health and Hygiene, Continuity, and Concerns (Caulfield, 2019).

4.2 Management Challenges Posed by the Pandemic

The ability of the representatives was the most prominent topic that came up. This was evident in the way experts saw the critical lessons learned from the ongoing emergency, where multiskilling was viewed as an inactive solution to the issue of reducing overt repetitiveness and retaining representatives over the long haul (Kyriakidou & Maroudas, 2010). This reflects the fact that future leaders should accept the evolving practices associated with workers' dedication in various work jobs, as most people would consider normal to become a standard in friendliness and the tourism sector. Previous research has shown that this can be accomplished through the assignment of extra responsibilities, hands-on preparation, and cross-departmental work projects.

4.3 Challenges of COVID-19 in Hotel Business

Human resource management is concerned with the management, oversight, and development of businesses.

COVID-19 has had a considerable impact on it, creating fundamental difficulties for chief executives and human resource managers. The research examines the impact and challenges of HR and the employment environment, as well as HR restrictions, in this chapter. Hiring, leadership execution, planning and development, panel compensation, board affluence and profitability, and delegation relationships are all things to consider. Each HR task is looked at separately, but they are all connected. This means that any change to one HR threshold will have an impact on the other (Mondy & et al., 2016)

4.4 Employee's Recruitment

Recruitment of workers in the process of finding, acquiring and recollecting qualified employees to help a corporation achieve its missions COVID-19 has a significant impact on it, transforming the way businesses engage (Campell & et al., 2020). Economic activities have grown following the enterprises' resumption in Chinese hotels, according to Cheng et al. (2020), owing to members' re-visitation of their employment during the lockout to their occupational region. In any case, people who spend more time away from home have a lower probability of finding work in the public sector.

Installing staff is a difficult decision for companies to make, but in a calamity like COVID-19, it may be unavoidable. Professionals will be put to the test in this case by assisting managers and personnel throughout the cycle and providing appropriate data. In any case, it is not likely to be simple in terms of contribution. In reality, no one knew when the pandemic would end or if its consequences on businesses would be brief or long-term.

4.5 Employee Training and Talent Growth

When confronted with a disaster, for example, an episode, instruction is essential. It supports the improvement of the expected abilities to labourers to raise COVID-19 agreement, bring down the risk of viral spread, and limit mental issues (Quaedackers & et al., 2020). It likewise helps staff in their acclimation to working from a distance. In actuality, not all specialists have the best innovative potential to deal with said issues made on by the use of ICT, requiring the need to show labourers the best way to utilize ICT to help people impart and cooperate with their chief and associates when they are away from loved ones.

According to Prztula et al. (2020), businesses must reskill and upskill their workers in order to suit the needs of the new remote market. The matter for Human resource professionals in this situation can be connected to the analysis of a workout routine that is customized to the organization's overall viewpoint and also the selection of specific ml algorithms, taking into account actual reengaging components so as to have farmworkers currently offered fast to keep the company going. As a result, supervisors and HR professionals should examine some new options for planning. In this case, to modify representatives' abilities in such a way that a long-term shift to innovative commercial practices is ensured (Devyania & et al., 2020).

The capacity of bosses to get a handle on the virtual administration of staff is additionally pivotal to the development of remote working (Aitken & et al., 2020). HRM experts will play a decisive job in this setting by helping and showing these pioneers the best way to work in a virtual group, helping them in defeating these issues and adapting to teleworking issues with the goal that they can empower their partners.

4.6 Working Conditions

The COVID-19 emergency has had a substantial impact on the company's business working culture. Most businesses have turned to work remotely to ensure business continuity, requiring workers to work from home. Managers and HR specialists seem to have encountered substantial challenges when it comes to working remotely. Regardless, to ensure that agents who operate from home have the appropriate equipment to exercise True, telecommuting necessarily involves the candour of structural components that function with communication between many investigators but instead superiors, for example, Zoom, Microsoft distanced workstation, gaggle reader, and Microsoft handful, where it cannot be monitored by all loyalties because the project budget varies from connection to the alliance. Moreover, robust correspondence, control, support, an implementation by the chiefs, and a realignment of their income for agents operating from home. HRM specialists must also assist supervisors who are curiously driving distant gatherings (Cariguri & et al., 2020).

4.7 Multiskilling as a Solution Towards Improving the Chinese Hotel Sector in Pandemic Era

Throughout the reactions, cleanliness and disinfection remained a recurring sub-theme, whether it was about predicted buyers being discussed extensively in the tourist business and in writing on neighbourliness. The seriousness of this issue cannot be overstated, regardless of the type or size of the foundation. The Chinese hotel industry board should Consider wearing veils until a supported arrangement is completed, such as the most considered solution COVID-19 vaccine. Hotel leaders should consider forming dedicated teams among employees to address cleanliness issues and related planning and mindfulness development, regardless of the type of activity. Based on the responses received, it appears that there is a definite need to establish public norms for the travel sector and friendly initiatives and that their implementation and monitoring should be rigorously

carried out, with bombings receiving appropriate related sanctions.

The idea of retaining idealism, as well as any desires for rehabilitation, remained high. This was especially obvious when it came to reactions to the increase in labour supply. This kindness and viewpoint of the travel industry experts could be attributed to their varied experiences, where they were more than likely exposed to the highs and lows of the sector. Despite the fact that COVID-19 makes a great case in each of the areas, the decreased interest and revenues are apparent outcomes, which may be compared to previous catastrophes that had similar negative consequences.

This time, the entire planet has been kept captive by a terrible virus, which has resulted in Numerous exercises have been put on hold, with the leisure area being the most noticeable loss. The same educators and business professionals did not hold back from underlining human perseverance and expressed confidence in the upcoming rebound while still consoling individuals who have or want to pursue professions in the profession, according to the responses. Members shared various perspectives on the media's response to the ongoing pandemic, with some applauding India's broad communications for bringing the COVID-19 episode to the public's attention, while others predicted that it should be more balanced. Recent press opportunity positioning in 2020 set the stage for the country's media to make sense of the differences in how members viewed the media's role (Slater & Masih, 2020). Furthermore, the underlying floods in contaminations were linked to a rigid assembly in the country's capital Delhi, which sparked debate about the media's handling of the incident on the basis of a specific locality. In the midst of a pandemic, the members predicted that the media should remain fair and not favour certain local areas for gaining attention (Jamal and others).

4.8 Management of COVID Crisis Within the Hotel Industry

Under different types of requests, the board's emergency response remained the same. The emergency board is responsible for creating a blueprint for assistance in the event of unexpected and unplanned events. Because of the flimsy idea of episodes, an early-stage hazard can take the form of an emergency, resulting in unusual outcomes. In an emergency, the board must specify procedures quickly in order to survive or lessen the danger's impact (Mitroff & et al., 2019). It requires frameworks to be updated to meet the unforeseen stages and to have the ability to direct the board in the entire emergency pattern. Reddy and colleagues (Reddy & et al., 2009). As a result, emergency management necessitates swift and timely coordination, both within groups and between people who are the consumers

Professionals with the influx and flows research business recognized it as a significant finding for not only themselves but the government authorities to reduce harm if comparable disasters occurred later. The footsteps of renowned emergency responders executives have been increasing in volume, to the point that Diary of Tourism Futures distributed a position paper on the COVID-19 flare-up in only the third month of its spread in China in 2020. Despite the suggestions given regarding caring for neighbouring residents, effective communication between the tourist industry and accommodation partners, and the need to assist businesses in preparing for global health crises and backing, the researcher; flow analysis supplemented emergency planning and the board of directors based on three critical perspectives, namely industry, mentors/teachers, and government (Tse & et al., 2006).

Following forward, the flow will be investigated. Prior research results, such as COVID-19 and travel characteristics and its effects on short & long voyages, are expected to witness high growth, as are the study's results which can serve as practical foundations for the health illness. Researchers have expected changes in short and long-distance travel since the recent discoveries. Behaviour in the future, describing it as challenging for the travel business (Senbeto & Hon, 2020).

4.9 Employee Preparedness

Representatives' readiness for unanticipated possibilities and the organization of retained reserves are critical essential areas and lessons learned from previous studies. Organizations, large and small, have the challenge of continuing to pay employees in the event of a drop in demand. Effects would allegedly be detrimental to the firm, particularly in the case of COVID-19 (Mccool, 2012). Unavoidable job cuts and a weakened commitment of the region to the GDP are unavoidable, and bailout demands are increasing. Members ranked management of potential assets for tackling such risks as one of the most critical aspects of industrial learning and responsibility (Gossling & et al., 2020). While the world is recognized to be prone to intermittent problems and monetary peaks and valleys, the effects of this epidemic have yet to be fully grasped.

According to the review, recruitment methods are swiftly evolving to comply with COVID-19 preventive measures. This involves changing to online employment modes, going to attract regionally (e.g., jobless migrant workers currently in the labour market in the target country or domestic workers), and arranging for safe and equitable recruitment and selection processes if border controls are relaxed. Social conversation is required to address and agree on the measures to be adopted. During the crisis, the application of agreed-upon international

labour rules, particularly the ILO Ongoing Professional development Convention, is critical.



Figure 1. Impact of COVID in recruitment

Source: Zojceska, A. (2020). 5 Key Recruitment Challenges Caused by Coronavirus. Retrieved 08 April 2022, from <https://www.talentlyft.com/en/blog/article/369/5-key-recruitment-challenges-caused-by-coronavirus>

The 2020 pandemic resulted in numerous employment during the early forced shutdown and confinement times, as enterprises lost up to 90% of their earnings in some circumstances. Companies, in particular, were forced to cancel the majority of their operations, which were their major source of income.



Figure 2. Impacts of pandemic in HRM functions

Source: Influence of COVID-19 Crisis on Human Resource Management and Companies' Response: The Expert Study. *International Journal of Management Science and Business Administration*, (p15), by Gigauri, I. (2020). Retrieved from: <https://researchleap.com/influence-covid-19-crisis-human-resource-management-companies-response-expert-study/>

Though their sales fell, our fixed production costs stayed constant. As a result, enterprises were forced to lower work time, dismiss several of their employees, offer expensive early retirement incentives, and/or lay off a large portion of their personnel in order to survive. Most of these selections were taken alone without the involvement of the human resources department and/or before giving substantial or sceptical thought to the lengthy consequences that an inadequate slight drop is doing to the business brand.

How employment has been affected worldwide

Share of global workforce living in countries with workplace restrictions

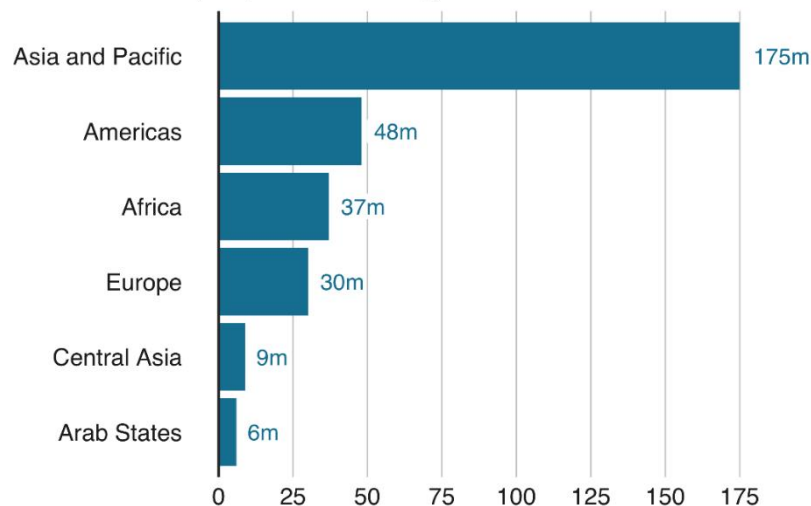


Figure 3. How employment has been affected worldwide

Source: Coronavirus: Half world's workers may see livelihood destroyed. (2022). Retrieved 13 April 2022, Retrieved from: <https://www.bbc.co.uk/news/business-52474849>

Worldwide decline in working hours

Around 305m people are working fewer hours



Full-time workers assuming a 48-hour working week

Source: International Labour Organisation

Figure 4. The global decline on employee working hours

Source: Coronavirus: Half world's workers may see livelihood destroyed. (2022). Retrieved 13 April 2022, Retrieved from: <https://www.bbc.co.uk/news/business-52474849>

The seriousness of the well-being repercussions resulting from the actual links and vicinities was clearly recognized by the members. Many times, the emotions associated with digitalization and the need to adopt web-based communication methods were also noticed (Yeng & et al., 2020). Teachers, for example, concentrated on the requirement for innovative reception by laying out virtual interfaces that limited genuine human contact.

In addition, the use of artificial intelligence and sophisticated machines in the business was suggested, which is in line with a number of academic suggestions (webster & et al., 2018). Machine technologies will increasingly be considered in many travel sectors and tourist operations, with examples such as guiding, housekeeping, kitchens, establishments, inns, and deliveries gaining expanded focus.

5. Research Implications and Conclusions

5.1 Contributions from the Theory Analysis

The review's dedication to the hypothesis is shown by a variety of themes that can be deemed essential elements in future investigations. The four principal difficulties discovered from the sub-subjects generated from the respondents' contributions were Human Resource Management, Sanitation and well-being, Continuity, and Reservations. In the light of the current pandemic, these should be interpreted as a binding commitment to the current hypothesis on neighbourliness and the travel sector.

The audit revealed a surge in distributions prior to the SARS outbreak in the outcome, which gradually began to decline (Israel & et al.,2011). This study contributes to the present collage of writing on pandemic emergencies in the context of the travel business and friendliness by adding to the current assemblage of writing on epidemiological emergencies in the context of the travel industry and sociability.

5.2 Practical Implications

This subsection contains a collection of diversity associated used by ILO affiliates to handle selecting candidates' issues. These activities are classified into broad categorizations that are connected to several of the above-mentioned proposed policies and initiatives. This addendum is intended to be a comprehensive plan that will be continuously updated with relevant laws and guidelines.

Throughout the coronavirus epidemic, containing references to guaranteeing that businesses undertake proper research during hiring to guarantee that susceptible personnel are not misused by third-party companies looking to make money from the strong customer base. In deplorable corporate situations, various stakeholders have built a specialized safety procedure for migrant workers' safe housing, transportation, labour, and care. Please visit the website of the short-term work agency organization for more data.

The Organization of Employment Services, a UK-based alliance of recruitment companies that encourages personally liable hiring and ethical guidelines in the industry, has created a COVID-19-specific portal with info and newspapers about just the virus's implications, as well as usual constituent notifications and assistance.

5.3 Organizational Recommendation

As nations heal from COVID-19, lay the basis for fair recruiting. Organization leaders must create and apply emerging innovations to establish e-recruitment systems based on learnings from the national government's Labor Licensing Scheme. The businesses of sender and recipient should examine international ensuring the availability and conventional contract terms to verify that relevant portions include social safeguards and swift recovery circumstances.

When creating (work) emigration strategy, evaluate the entire recruiting cycle to assure that returns or rehabilitation policies and practices are considered and supported, as well as due engagement with group members—continuing to provide capability building development on Universal Employment Regulations to private job agencies in order to enable the seamless restoration of the fair recruiting process.

5.4 Conclusion and Limitation of the Research

This research is subject to certain limitations that must be adhered to. Some of them are highlighted here, and potential investigation objectives have been presented. Most notably, the investigation is based on a subjective analysis that, despite the fact that it incorporates supervisory or senior academic answers of the participants, may not be able to legitimately continue consequence prediction. In this approach, comprehensive practical inspections are deemed essential in a timely manner to focus on the pandemic's commercial repercussions and develop prototype analyses and solutions to the front and central problem. Be that as it may, this examination makes a sturdier guide in presenting an exploratory stance in order to elicit additional experimental investigations Different aspects displayed as sub-subjects and key broad issues gathered from viewpoints obtained from business experts can be operationalized in later exams by the researchers from here. Quantitative tests or even triangulation studies can add to your experience and help you improve your writing. Despite the fact that SARS and other flare-ups have been documented in the past, the current pandemic's scope and magnitude are nearly identical to much more severe health disasters. As a result, it is strongly recommended that scales be improved to focus on the episode's effects, industry reaction, and movement, as well as customer behaviour.

Another critical restraint that should be addressed is the fact that the review's points of view are from China. A

few distinct subjects may emerge, and some of the elements discovered through momentum exploration may or may not be relevant in other settings. The validity of the evaluation can be determined in a variety of methods, including Providing a comprehension of existing writing while taking into account recent breakthroughs in the subject to aid in the organization of information and the relevance of existing resources. It assists in determining the impact of the most current facts in the field by arranging their knowledge improvement. It lays out situations by drawing out the various dialects of discrepancies between various concerns within the subject. The exploratory holes that were previously studied are now being investigated further in order to layout the layout of geological settings. This broadens the applicability of research that focuses on transient changes in conditions. Going forward, more focused difficulties managing the COVID-19 incident will undoubtedly be required to ensure that writing captures its progression and prescribes procedures to mitigate its impacts.

References

- Alonso A.D., Kok S.K., Bressan A., O'Shea M., Sakellarios N., Koresis A., (2020). COVID-19, aftermath, impacts, and hospitality firms: an international perspective. *Int. J. Hosp. Manag.*
- Bai Y., Yao L., Wei T., Tian F., Jin D.Y., Chen L., Wang M., (2020). Presumed asymptomatic carrier transmission of COVID-19. *JAMA*, 1406–1407. doi: 10.1001/jama.2020.2565.
- Barron, P. (2008), Education and talent management: implications for the hospitality industry, *International Journal of Contemporary Hospitality Management*, 20(7), pp. 730–739.
- Barrows C.W., Gallo M., Mulleady T., (1996). AIDS in the US hospitality industry: recommendations for education and policy formulations. *Int. J. Contemp. Hosp.*
- Baum, T., Mooney, S., Robinson, R., and Solnet, D., (2020). COVID-19's impact on the hospitality workforce—new crisis or amplification of the norm? *International Journal of Contemporary Hospitality Management*, 32(9), 2813–2829.
- Beverly Dawn Metcalfe, Yasmeen Makarem, Fida Afiouni, (2021). Macro talent management theorizing: transnational perspectives of the political economy of talent formation in the Arab Middle East. *The International Journal of Human Resource Management*, 32(1), 147–182.
- Bharwani S., Mathews D., (2012). Risk identification and analysis in the hospitality industry: Practitioners' perspectives from China. *Worldwide Hospitality and Tourism Themes*, 4(5), 410–427.
- Bharwani, S. and Butt, N., (2012). Challenges for the global hospitality industry: an HR perspective. *Worldwide Tourism Hospitality Themes*, 4(2), 150–162.
- Brown, E., Arendt, S. and Bosselman, R., (2014). Hospitality management graduates' perceptions of career factor importance and career factor experience, *International Journal of Hospitality Management*, 37, pp. 58–67. DOI: 10.1016/j.ijhm.2013.10.003.
- Browne A., Ahmad S., Beck C.R., Nguyen-Van-Tam J.S., (2016). The roles of transportation and transportation hubs in the propagation of influenza and coronaviruses: a systematic review. *J. Travel Med*, 23(1), tav002.
- Campbell, M., and Baldwin, S., (1993). Recruitment difficulties and skill shortages: an analysis of labour market information in Yorkshire and Humberside, *Regional Studies*, 27, pp. 271–80.
- Carnevale, J. and Hatak, I., (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management, *Journal of Business Research*, 116, 183–187. DOI: 10.1016/j.jbusres.2020.05.037.
- Chen M.H., Jang S.S., Kim W.G., (2007). The impact of the SARS outbreak on Taiwanese hotel stock performance: an event-study approach. *Int. J. Hosp. Manag.*, 26(1), 200–212. doi: 10.1016/j.ijhm.2005.11.004.
- Chen, M. (2011). The response of hotel performance to international tourism development and crisis events. *International Journal of Hospitality Management*, 30(1), 200212. <https://doi.org/10.1016/j.ijhm.2010.06.005>.
- Chien, G., & Law, R., (2003). The impact of the severe acute respiratory syndrome on hotels: A case study of Hong Kong. *International Journal of Hospitality Management*, 22(3), 327–332. [https://doi.org/10.1016/S0278-4319\(03\)00041-0](https://doi.org/10.1016/S0278-4319(03)00041-0).
- Chinazzi, M. Davis, J. Ajello, M. Gioannini, C. Litvinova, M. Merler, S. Pastore Y Piontti, A. Mu, K. Rossi, L. Sun, K. Viboud, C. Xiong, X. Yu, H. Halloran, E. Longini Jr, I. and Vespignani, A., (2020, April 24). The effect of travel restrictions on the spread of the 2019 novel coronavirus (COVID-19) outbreak, *Science*, pp. 368, 395–400.
- Cho, S. et al., (2006). Measuring the impact of human resource management practices on hospitality firms'

- performances, *International Journal of Hospitality Management*, 25(2).
- Christensen Hughes, J., (2008). Human resource management in the hospitality industry, in Brotherton, B. and Wood, RC (Eds), *Handbook of Hospitality Management*, Sage, London, pp. 273–01.
- Clarke, V., Braun, V. and Hayfield, N., (2015). Thematic analysis. *Qualitative psychology: A practical guide to research methods*, 222, 248.
- Costa Dias, M. et al. (2020). The Challenges for Labour Market Policy during the COVID 19 Pandemic, *Fiscal Studies*, 41(2), pp. 371-382. DOI: 10.1111/1475-5890.12233.
- Cutler S.Q., Carmichael B., (2010). The dimensions of the tourist experience. In: Morgan M., Lugosi P., Ritchie B., editors. *The Tourism and Leisure Experience: Consumer and Managerial Perspectives*. Channel View Publications; Bristol. pp. 3–26.
- Espinoza, R. and L. Reznikova, (2020). Who can log in? The importance of skills for the feasibility of teleworking arrangements across OECD countries, *OECD Social, Employment and Migration Working Papers*, (242).
- Fernandes, G., Ward, S. and Araújo, M., (2013). Identifying useful project management practices: A mixed methodology approach. *International Journal of Information Systems and Project Management*, 1(4), pp. 5–21.
- Forsythe, E. et al. (2020), Labor demand in the time of COVID-19: Evidence from vacancy postings and UI claims, *Journal of Public Economics*, 189, p. 104238,
- Gibbs, C., MacDonald, F. and MacKay, K., (2015). Social media usage in hotel human resources: recruitment, hiring and communication. *International Journal of Contemporary Hospitality Management*, 27(2), pp. 170–184.
- Gigauri, I., (2020). Influence of COVID-19 Crisis on Human Resource Management and Companies' Response: The Expert Study. *International Journal of Management Science and Business Administration*, 6(6), 15–24. doi: 10.18775/ijmsba.1849-5664-5419.2014.66.1002
- Gössling S., Scott D., Hall C.M. (2020). Pandemics, tourism and global change: a rapid assessment of COVID-19. *J. Sustain. Tour*, 1–20.
- Guerrier, Y. and Lockwood, A., (1989). Core and peripheral employees in hotel operations, *Personnel Review*, 18(1), pp. 9–15.
- Guest, G., MacQueen, K.M. and Namey, E.E., (2012). Introduction to applied thematic analysis. *Applied thematic analysis*, 3(20), pp.1–21.
- Haas, M. et al., (2020). Reimagining Residency Selection: Part 1—A Practical Guide to Recruitment in the Post-COVID-19 Era, *Journal of Graduate Medical Education*, 12(5), pp. 539–544. DOI: 10.4300/jgme-d-20-00907.1.
- Hall, C. M., (2010). Crisis events in tourism: Subjects of crisis in tourism. *Current Issues in Tourism*, 13(5), 401–417. DOI: 10.1080/13683500.2010.491900
- Hernandez, J.M.C. and Mazzon, J.A., (2007). Adoption of internet banking: proposition and implementation of an integrated methodology approach. *International Journal of Bank Marketing*.
- Hoque A., Shikha F.A., Hasanat M.W., Arif I., Hamid A.B.A, (2020). The effect of Coronavirus (COVID-19) in the tourism industry in China. *Hospitality Management*, 25(2), pp. 262-277. doi: 10.1016/j.ijhm.2005.04.001.
- Ineson E.M., Benke E., László J., (2013). Employee loyalty in Hungarian hotels. *Int. J. Hosp. Manag.*, 32, 31–39. doi: 10.1016/j.ijhm.2012.
- Israeli A.A., Mohsin A., Kumar B., (2011). Hospitality crisis management practices: the case of China luxury hotels. *Int. J. Hosp. Manag.*, 30(2), 367–374.
- Ivanov S., Webster C., (2018). Adoption of robots, artificial intelligence and service automation by travel, tourism and hospitality companies—a cost-benefit analysis. In: Marinov V., Vodenska M., Assenova M., Dogramadjieva E., editors. *Traditions and Innovations in Contemporary Tourism*. Cambridge Scholars Publishing; Cambridge, pp. 190–203.
- Iverson, R.D. and Deery, M., (1997). Turnover culture in the hospitality industry, *Human Resource Management Journal*, 7, pp. 71-82
- Jamal T., Budke C., (2020). Tourism in a world with pandemics: local-global responsibility and action. *J. Tour. Futures*.

- Kim, J. K., Lee, S. K., & Tang, L. R., (2020). Effects of epidemic disease outbreaks on the financial performance of restaurants: Event study method approach. *Journal of Hospitality and Tourism Management*, 43, 32–41. <https://doi.org/10.1016/j.jhtm.2020.01.015>.
- Knopf, J.W., (2006). Doing a literature review. *PS: Political Science & Politics*, 39(1), pp.127-132.
- Liu J., Huang J., Li Z., Qu X., Zheng X., Tu C., (2020). A High-Efficiency Hospital Emergency-response Mode is Key to Successful Treatment of COVID-19 Patients in Zhuhai.
- Lucas, R.E., (1995). *Managing Employee Relations in the Hotel and Catering Industry*, Cassell, London.
- Major, L. E., & Machin, S., (2020). COVID-19 and social mobility. Centre for Economic Performance, London School of Economics and Political Science, (No.004).
- Mallhotra N., Birks D., (2007). *Pearson education. Marketing Research: An Applied Approach*. 3rd European Edition.
- Marques G., Agarwal D., de la Torre Díez I., (2020). Automated medical diagnosis of COVID-19 through Efficient Net convolutional neural network. *Appl. Soft Comput.*
- McCool B.N., (2012). The need to be prepared: disaster management in the hospitality industry. *J. Bus. Hotel Manag.*, 1(2), 1–5.
- Mitroff I.I., Shrivastava P., Udwadia F.E., (1987). Effective crisis management. *Acad. Manag. Perspect.*, 1(4), 283–292.
- Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M.L., Russo, V., Cortese, C. G., (2020). Wellbeing costs of technology use during COVID-19 remote working: an investigation using the Italian translation of the technostress creators' scale. *Sustainability*.
- Morton, L., (2005). Talent Management Value Imperatives: Strategies for Successful Execution, Research Report R-1360-05-RR, Conference Board.
- Ouchi, F., (2004). A literature review on the use of expert opinion in probabilistic risk analysis.
- Pelletier, M.P., Trépanier, M. and Morency, C., (2011). Smart card data use in public transit: A literature review. *Transportation Research Part C: Emerging Technologies*, 19(4), pp. 557.
- Prayag, G., (2020). Time for reset? COVID-19 and tourism resilience. *Tourism Review International*, 24(2/3), 179184. <https://doi.org/10.3727/154427220X15926147793595>.
- Price, L., (1994). Poor personnel practice in the hotel and catering industry: does it matter? *Human Resource Management Journal*, 4(4), pp. 44–62.
- Przytuła, S., Strzelec, G., & Krysińska-Kościańska, K., (2020). Re-vision of future trends in human resource management (HRM) after COVID-19. *Journal of Intercultural Management*, 12(4), 70–90.
- Qiu Zhang, H., & Wu, E., (2004). Human resources issues facing the hotel and travel industry in China. *International Journal of Contemporary Hospitality Management*, 16(7), 424–428. <https://doi.org/10.1108/09596110410559122>.
- Regmi, K., & Lwin, C. M., (2020). Impact of social distancing measures for preventing coronavirus disease 2019 [COVID-19]: A systematic review and meta-analysis protocol.
- Sostero, M. et al., (2020). *Tele-workability and the COVID-19 crisis: a new digital divide?* Seville: European Commission, <https://ec.europa.eu/jrc/sites/jrcsh/files/jrc121193.pdf>.
- Tian, L., (2021). Analysis of the phenomenon of labour shortage in the hotel industry, its causes and countermeasures. *Market Modernization*, (04), pp.67–69.
- Tse, A., So, S., & Sin, L., (2006). Crisis management and recovery: How restaurants in Hong Kong responded to SARS. *International Journal of Hospitality Management*, 25(1), 3–11. <https://doi.org/10.1016/j.ijhm.2004.12.001>. [Crossref], [PubMed], [Google Scholar].
- Tuckett, A.G., (2005). Applying thematic analysis theory to practice: A researcher's experience. *Contemporary nurse*, 19(1-2), pp. 75–87.
- Walker, A., (2022). Coronavirus: Half world's workers may see livelihood destroyed. Retrieved 08 April 2022, from <https://www.bbc.co.uk/news/business-52474849>.
- Wu, B. et al., (2014). Cracks in the ivory tower? A survey-based analysis of undergraduate tourism education and educators in China, *Journal of Hospitality, Leisure, Sport & Tourism Education*, 14, pp. 26–38. DOI: 10.1016/j.jhlste.2013.12.002.
- Yang L., Henthorne T.L., George B., (2020). *Digital Transformation in Business and Society*. Palgrave

Macmillan; Cham: Artificial intelligence and robotics technology in the hospitality industry: current applications and future trends.

Zeng, B., Carter, R., & De Lacy, T., (2005). Short-term perturbations and tourism effects: The case of SARS in China. *Current Issues in Tourism*, 8(4), 306–322. <https://doi.org/10.1080/13683500508668220>. [Taylor & Francis Online].

Zenker, S. and Kock, F., (2020). The coronavirus pandemic—A critical discussion of a tourism research agenda, *Tourism Management*, 81, p. 104164. DOI: 10.1016/j.tourman.2020.104164.

Zheng Y., Goh E., Wen J., (2020). The effects of misleading media reports about COVID-19 on Chinese tourists' mental health: a perspective article. *Anatolia*, 31(2), 337–340.

Zojceska, A., (2022). 5 Key Recruitment Challenges Caused by Coronavirus. Retrieved 8 April 2022, from <https://www.talentlyft.com/en/blog/article/369/5-key-recruitment-challenges-caused-by-coronavirus>.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).