

International Conference on Public Policy & Social Sciences 2023
13-15 September 2023

Organised by Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA (UiTM), Seremban Campus, Negeri Sembilan, Malaysia, and International University of Sarajevo (IUS), Bosnia and Herzegovina

A Systematic Review on the Business Survival and Resilient Strategies for Hotel Owners during Covid-19 Pandemic

**Memiyanty Abdul Rahim^{1,2,3}, Farhatul Mustamirrah Mahamad Aziz^{1,2*},
Hazariah Yais Razali¹, Sri Hardiningsih⁴**

* Corresponding Author

¹ Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, Shah Alam, Malaysia

² Socio-Economic Research Group, ¹ Governance and Policy Studies (GaPs), Universiti Teknologi MARA, Shah Alam, Malaysia

³ The Institute of Big Data and Artificial Intelligence (IBDAAI), Universiti Teknologi MARA, Shah Alam, Malaysia

⁴ Politeknik Negeri Semarang, Semarang, Indonesia

memiyanty@uitm.edu.my, farhatul@uitm.edu.my, hazariah387@uitm.edu.my, sri.hardiningsih@polines.ac.id
Tel: +6017-6162142

Abstract

The Covid-19 pandemic has had critical impacts on the hotel and tourism industry. There are unclear insights on the business survival strategies in the hotel industry during the crisis. This paper aims to scrutinize the implications of the Covid-19 Movement Control Order (MCO) on the hotel industry and identify survival strategies based on reviewing several publications from 2019 till now. This study could assist the regulators in governing the policy for business owners to face any crises in the future with the right strategies.

Keywords: Covid-19; Hotel Industry, Tourism, Business Strategy

eISSN: 2398-4287 © 2024. The Authors. Published for AMER and cE-Bs by e-International Publishing House, Ltd., UK. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>). Peer-review under responsibility of AMER (Association of Malaysian Environment-Behaviour Researchers), and cE-Bs (Centre for Environment-Behaviour Studies), College of Built Environment, Universiti Teknologi MARA, Malaysia.
DOI: <https://doi.org/10.21834/e-bpj.v9iSI22.5898>

1.0 Introduction

The hotel industry, a significant component of the hospitality business, is essential in providing temporary accommodation and valued services to individuals, visitors, and other individuals (Manishimwe, Raimi, and Azubuike, 2022). Sadly, since the end of 2019, countries, societies, and industries all across the world have been affected by the COVID-19 epidemic. The tourist and hospitality industries have been among the most severely affected, with unexpected interruptions in commercial operations, the closing of worldwide borders, limitations on travel, and the imposition of partial or complete lockdowns (OECD, 2020). In addition to partial or complete closures, significant financial losses while managing largely unaffected ongoing expenses, and a lack of certainty for both the short- and long-term market for accommodations, experts in the hotel industry have found themselves under a great deal of financial strain (Jiang and Wen, 2020). The foreign tourist arrivals, bookings, and cancellations have all decreased significantly, placing a severe burden on the

eISSN: 2398-4287 © 2024. The Authors. Published for AMER and cE-Bs by e-International Publishing House, Ltd., UK. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>). Peer-review under responsibility of AMER (Association of Malaysian Environment-Behaviour Researchers), and cE-Bs (Centre for Environment-Behaviour Studies), College of Built Environment, Universiti Teknologi MARA, Malaysia.
DOI: <https://doi.org/10.21834/e-bpj.v9iSI22.5898>

travel and hospitality sector as a whole (Abbas et al., 2021; Paramita & Putra, 2020). Furthermore, the wider hospitality supply chain is instantly impacted by the occurrence cancellations, the closure of accommodation facilities, and attractions for tourists, which impacts industries including the provision of food and beverages, laundry, transport, and airlines (Mafimisebi et al., 2021; Sharma et al., 2021; Singh et al., 2021).

During the period from March 2020 to May 2020, the hotel industry in the United States suffered a significant estimated loss of over \$30 billion (Ozdemir et al., 2021). In China, the peak of the pandemic led to a surge in cancellations, forcing 75% of hotels to close down their operations (Bakar and Rosbi, 2020). Similarly, in several other parts of the world, many hotels had to temporarily suspend their operations, while others had to permanently shut down due to the impact of the COVID-19 crisis (Sharma & Nicolau, 2020). The hospitality sector in Nigeria experienced a severe decline in revenues, downsizing, reduced demand, and business restructuring as a result of the COVID-19 crisis, as observed by Fias et al. (2021). In Malaysia, tourism held the position of the third-largest contributor to the country's GDP after manufacturing and commodities. In Malaysia, tourism held the position of the third-largest contributor to the country's GDP after manufacturing and commodities. In 2018, it accounted for approximately 5.9% of the total Malaysian GDP. The "Visit Truly Asia Malaysia 2020" campaign was launched with the ambitious target of welcoming 30 million tourists and generating RM100 billion in tourism receipts for the year. Unfortunately, the campaign had to be canceled when international borders were closed due to the pandemic. In 2020, international tourist arrivals in Malaysia plummeted by over 83%, dropping from 26,100,784 in 2019 to a mere 4,332,722. Furthermore, tourist receipts experienced a drastic 85% decline, falling from RM86.14 billion in 2019 to RM12.69 billion in 2020. The average per capita expenditure also saw a reduction of 11.3%, from RM3,300 in 2019 to RM2,928 in 2020 (Tourism Malaysia, 2021).

In Malaysia, the government implemented the first Movement Control Order (MCO) on March 18, 2020, intending to promote social distancing and reduce the spread of the virus. During the MCO, non-essential businesses and services were advised to suspend their operations, and public sports, events, gatherings, and travel were prohibited (Alwi et al., 2020). Additionally, travel restrictions were imposed, dining in at restaurants was not allowed, and any planned occasions had to be canceled or postponed without confirmed future dates. The researchers also noted that all tourism activities were required to cease during the MCO period (Karim et al., 2020). Consequently, hotels faced significant challenges in generating profits during this phase (Alwi et al., 2020), resulting in substantial financial losses. On the flip side, the COVID-19 pandemic has not only harmed the hotel industry but has also adversely affected the employees working in hotels (Deraman, Ismail, Hamzah & Tuan Zainudin, 2021). According to the World Travel and Tourism Council (2020), millions of jobs have been put at risk during this pandemic. The crisis has particularly exacerbated these issues for employees in specific roles (Baum et al., 2020), as concerns about job security (Wong et al., 2021) and unfair human resources practices have increased stress levels among hotel staff (Painter-Morland et al., 2018). As a result of the financial difficulties faced by hotels, many employees are now facing job losses and are not receiving their salaries as they normally would. To cut costs, hotel management, in agreement with top executives, has made the difficult decision to lay off staff or ask them to take voluntary unpaid leave (Deraman, Ismail, Hamzah & Tuan Zainudin, 2021). The number of layoffs has been significant, with 800 employees laid off as of April 13, 2020, and a total of 46,000 employees affected (Hadi et al., 2021). Given the increasing number of hotel staff members being laid off or forced to take unpaid leave, they are now required to think creatively and innovatively to survive (Indrayani, 2021). This is particularly challenging for those facing financial difficulties in meeting their daily needs, and married hotel employees may find themselves in even more difficult situations. Notably, a noteworthy trend in the current circumstances is the rise of hotel employees transitioning to become entrepreneurs in other sectors, utilizing popular online platforms such as WhatsApp, Instagram, Facebook, and Twitter (Deraman, Ismail, Hamzah & Tuan Zainudin, 2021).

2.0 Methodology

In this section, the article retrieval method focused on examining business survival and resilient strategies for hotel owners during the Covid-19 pandemic. The systematic review approach was utilized, employing resources such as Scopus, Google Scholar, and Web of Science to conduct the review process. These platforms were used to search for relevant articles and gather comprehensive information related to the topic. To gather information on hotel strategies for surviving the COVID-19 pandemic, data from articles, journals, and previous studies was collected and analyzed. Thematic analysis was employed as the method to examine the data.

The systematic literature review process involved the identification of key concepts related to the research topic from the chosen sources. Common terms and keywords highlighted in the articles were then extracted and organized into a list of frequently mentioned words. By carefully analyzing these lists, the most relevant theme that aligned with the research focus was determined. In this review, two primary journal databases, namely Scopus and Web of Science (WoS), were utilized. Web of Science is an extensive database covering over 256 fields and containing more than 33,000 publications, encompassing a wide array of subjects such as environmental studies, interdisciplinary social sciences, social issues, development, and planning. WoS employs three metrics—citations, articles, and citations per publication—and offers a comprehensive historical collection of citation data spanning over a century from Clarivate Analytics. The second database considered in this review is Scopus, renowned as one of the largest databases for abstracts and citations of peer-reviewed literature. It incorporates over 22,800 articles from 5,000 publishers globally and covers diverse subject areas, including environmental sciences, social sciences, agricultural sciences, biological sciences, and others.

From these databases, five articles were selected as the best articles for further analysis. The researcher then conducted a thematic analysis, identifying and examining themes and sub-themes based on observed patterns and relationships within the articles. This analysis involved grouping, numbering, and highlighting parallels and relationships that already existed in the data. Finally, a

comprehensive discussion was conducted to examine how these strategies were implemented and their role in enabling hotels to withstand the challenges posed by the pandemic.

3.0 Result and Discussion

In this section, we will discuss the business survival and resilient strategies for hotel owners during the Covid-19 pandemic. The hospitality industry has been significantly impacted by the pandemic, with hotels facing numerous challenges to sustain their operations and navigate the uncertain business landscape.

3.1 Cost Cutting Strategies

Hotels have adopted a cost-cutting approach as their initial strategy to cope with the impact of the Covid-19 pandemic. This strategy involves implementing measures such as reducing employees' salaries, implementing layoffs, and facilitating work-from-home arrangements (Jasmine, 2019). The tourism and hospitality sector, including prominent chain hotels like Marriott and Hilton, has experienced job losses as a result of the ongoing effects of Covid-19 (USAToday, 2020). Gössling et al. (2020) emphasized that the accommodation sector and tourist attractions have witnessed a significant decline in their staff numbers. However, Vardarlier (2016) suggests alternative strategies to avoid employee layoffs during times of crisis. These strategies include adjusting wages, reorganizing work hours, and suspending bonus and reward payments.

A similar cost-cutting approach has been observed in the hotel industry in China, where many hotels have swiftly implemented measures to reduce labor costs (Hao et al., 2020). Even well-known hotels have opted to reduce employees' working hours and offer unpaid leave options (Le & Phi, 2020). In Kuala Lumpur, a considerable number of hotel employees, approximately 9,773, have been asked to take unpaid leave (Karim et al., 2020). According to the Malaysian Association of Hotels (MAH) (2020), around 20% of hotel staff have been required to take unpaid leave, and 16% have experienced pay cuts, based on a sample size of 17,826. In Kuala Lumpur alone, about 5,054 employees have had their pay reduced (Karim et al., 2020). These cost-saving measures help hotels sustain their operations in the face of the challenging circumstances brought about by the pandemic.

The escalating COVID-19 cases and ongoing outbreaks in Malaysia pose a significant threat to the economy and financial market. The financial statement is expected to decline, further jeopardizing the global economy (Majid, 2020). Therefore, businesses and companies must adopt a long-term perspective to navigate through the unpredictable nature of this pandemic. In response to the economic impact of the coronavirus pandemic, hotels have started implementing salary cuts for their employees. International companies, such as Lemon Tree and Treebo Hotels, have announced pay reductions for their staff (The Economic Times, 2020). Similarly, Marriott International has asked its corporate employees to take a 20% pay cut, while general managers and department heads are facing proposed pay reductions of 50% and 30%, respectively, in order to sustain operations during the COVID-19 crisis. Hilton Worldwide Holdings Inc. has also taken measures to reduce expenses, including the President and CEO forgoing their salary for the rest of 2020, and the Executive Committee accepting a 50% pay cut throughout the crisis. These actions are viewed as the initial steps towards more proactive measures in the future. This finding aligns with previous studies conducted during the SARS pandemic by Henderson and Ng (2004) and Leung and Lam (2004), which revealed that hotels terminated employee contracts, implemented unpaid leave, and reduced salaries in response to the crisis. Implementing these cost-cutting measures and reducing labor costs enables the hotel industry to address financial challenges and increase its chances of survival during this unprecedented crisis.

3.2 Quarantine Hotel

The second approach involves converting the hotel into a quarantine facility, and some hotels, particularly chain hotels, have chosen to temporarily suspend their operations. According to Shari, Mohamad Yazid, & Shamsudin (2020), several hotels in Penang, such as Jazz Hotel, Mercure Penang Beach, and Gurney Resort Hotel and Residence, decided to temporarily close. Other hotels, including Penaga Hotel and Jerejak Island Resort, also made the same decision. Additionally, in places like Ipoh, Kinta Riverfront Hotel, Tower Regency Hotel, and Travelodge Ipoh were among those on the list of temporarily closed hotels. In China, for instance, approximately 150 Hilton hotels were closed due to the pandemic, and similar measures were taken by hotels in Malaysia. Given the unfavorable conditions for the lodging business at present, hotel management is compelled to make the difficult choice of shutting down their operations.

To cater to individuals under quarantine orders, the hotel serves as a quarantine center. According to the World Health Organization (WHO) and the Centers for Disease Control and Prevention (CDC) guidelines, individuals who have had direct contact with a confirmed COVID-19 case must undergo a 14-day quarantine period. Before the hotel can function as a quarantine center, the staff must receive proper training on how to handle guests or individuals under surveillance. This training is crucial for equipping hotel staff with knowledge on avoiding exposure to the risks associated with COVID-19 (Teng, Wu, Lin, & Xu, 2020). The training encompasses various aspects, such as understanding the contagious nature of the virus, recognizing infection symptoms, practicing self-sanitization and disinfection methods, and more. Additionally, hotel staff are educated about the importance of minimizing public interactions and direct contact with guests, as these measures significantly reduce the risk of COVID-19 transmission (Teng et al., 2020).

In Malaysia, an increasing number of hotels are opting to operate as quarantine hotels as a means of sustaining their business. Anyone entering the country is required to pay the full cost of undergoing a 14-day quarantine at these designated hotels, amounting to approximately US\$34.50 or RM145.97, rounded off to RM150 per day of their stay (Teng, Wu, and Chang, 2021). This approach assists hotels in stabilizing their financial situation and recovering from the significant losses incurred during the initial COVID-19 outbreak. The hotel's finances have significantly improved due to the revenue generated from individuals undergoing quarantine at these establishments, ultimately benefiting shareholders and investors (Teng et al., 2021). Operating the hotel as a quarantine center offers

some financial benefits, providing hotels with a minimum level of profitability during the COVID-19 crisis (Feuer & Newburger, 2020). This strategy has proven beneficial for all parties involved, alleviating pressure on the healthcare system, meeting the demand for comfortable accommodation with high service quality during.

3.2 Price Reduce Strategy

The final strategy is implementing price reductions. Some hotels have taken the initiative to lower their room rates in order to attract guests to check-in, as the revenue from room rates has been significantly affected by the COVID-19 pandemic. In the United States, for example, hotels experienced a significant decline in room revenue in mid-February, and as of June 3rd, 2020, six out of ten hotel rooms were unoccupied (Davahli et al., 2020). Alves et al. (2020) reported that a hotel in Macau went as far as reducing its room rates by 50%. The pricing of hotel rooms is typically determined based on the hotel's star rating and location (Wu et al., 2020). In Hong Kong, it was announced on January 31st that the majority of 5-star hotels would reduce their room rates by half, with 4-star hotels following suit and offering even lower rates.

Despite the fixed supply of hotel rooms, the demand fluctuates, posing a challenge for hotel management (Wu et al., 2020). Therefore, they must employ strategies to generate revenue during this challenging period. With the decline in demand for rooms, reducing the room rates becomes necessary to stimulate demand and help cover a portion of the expenses. Researchers have noted that this presents an excellent opportunity for guests to experience hotel services at significantly lower prices (Ranasinghe et al., 2020). The low-price strategies have had a positive impact on the hotel industry. Reports indicate that, with reduced room prices, occupancy rates increased dramatically to approximately 90% within just two weeks, signaling a positive shift compared to the pre-COVID-19 era (Alves et al., 2020). In addition, in Macau, hotel management confirmed that the lowered room rates helped their establishment survive the COVID-19 crisis.

As indicated by CBRE WTW's Real Estate Market Outlook 2021, the average room occupancy rate in the Klang Valley dropped from 81% to 30%, while average room rates decreased from RM367 to RM213. These figures underscore the challenges faced by the hotel industry, necessitating a strategy to lower room rates. Moreover, hotels can adapt to the pandemic by introducing packages that cater to the specific needs and desires of guests during this time. For instance, work-from-hotel packages and the utilization of meeting rooms as office spaces have gained traction. Hotels in the Klang Valley and Penang have marketed work-from-hotel packages at reduced rates. An example is Gurney Drive, a five-star hotel in Penang, which has introduced a co-working space within the premises to accommodate individuals looking for a conducive work environment (The Strait Times, 2020).

According to the marketing and communication manager of a hotel in George Town, work-from-hotel packages not only offer affordable room rates but also include perks such as lunch or dinner sets, free-flow coffee and tea, complimentary parking, and high-speed Wi-Fi. This alternative presents a viable solution as certain hotel rooms are already designed to meet the needs of business professionals or create a productive work ambiance. With minor modifications, these rooms can be transformed to align with guest demands while providing an additional revenue stream for the hotel (Previndran, 2021). Taking advantage of people's attraction to lower prices has proven to be a successful strategy for sustaining business in the industry. These strategies can be seen in Table 1.

Table 1: Strategies

Strategies	Explanation
<i>Cost Cutting Strategies</i>	Hotels have responded to the Covid-19 pandemic by adopting cost-cutting strategies, including reducing salaries, layoffs, and work-from-home arrangements (Jasmine, 2019). The tourism sector, including major chains like Marriott and Hilton, has suffered job losses due to the ongoing pandemic effects (USAToday, 2020). Gössling et al. (2020) noted a decline in staff numbers in the accommodation and tourist attractions sectors. Vardarli (2016) proposed alternative crisis strategies, such as adjusting wages and reorganizing work hours. Similar cost-cutting approaches have been observed in China's hotel industry, with labor cost reduction measures and unpaid leave options (Hao et al., 2020; Len & Phi, 2020). In Kuala Lumpur, around 20% of hotel staff experienced unpaid leave, and 16% faced pay cuts (MAH, 2020; Karim et al., 2020). COVID-19's impact on Malaysia's economy and financial market underscores the need for businesses to adopt long-term perspectives (Majid, 2020). To navigate the crisis, hotels have initiated salary cuts, with companies like Lemon Tree and Treebo Hotels implementing reductions (The Economic Times, 2020). Marriott International reduced corporate, general manager, and department head pay (The Economic Times, 2020). Hilton's President and CEO forwent salary for 2020, and the Executive Committee accepted a 50% pay cut (The Economic Times, 2020). Similar actions were observed during the SARS pandemic (Henderson & Ng, 2004; Leung & Lam, 2004), highlighting the hotel industry's cost-cutting measures to ensure survival.
<i>Quarantine Hotel</i>	The alternative approach involves transforming hotels into quarantine facilities, with some, particularly chain hotels, opting to temporarily close their operations. Several hotels in Penang, such as Jazz Hotel, Mercure Penang Beach, and Gurney Resort Hotel and Residence, chose temporary closure (Shari, Mohamad Yazid, & Shamsudin, 2020). This decision was echoed by Penaga Hotel and Jerejak Island Resort. In Ipoh, Kinta Riverfront Hotel, Tower Regency Hotel, and Travelodge Ipoh also temporarily closed due to the pandemic. Similar measures were seen in China, where around 150 Hilton hotels closed, mirroring Malaysia's situation. Unfavorable conditions have forced hotel management to make the tough call for suspending the operations. To serve as quarantine centers, hotels undergo training to handle individuals under quarantine orders, aligning with WHO and CDC guidelines for a 14-day quarantine period for COVID-19 contacts. Training covers virus understanding, symptom recognition, self-sanitization, minimizing contact, and more (Teng, Wu, Lin, & Xu, 2020). Malaysia witnesses a rising number of hotels becoming quarantine facilities. Entrants must cover the full 14-day quarantine cost, approximately US\$34.50 or RM150 per day (Teng, Wu, and Chang, 2021). This aids hotels in financial stabilization post-initial COVID-19 losses. The strategy enhances hotel finances, benefiting shareholders and investors (Teng et al., 2021). Operating as quarantine centers provide financial benefits, offering minimal profitability during COVID-19 (Feuer & Newburger, 2020). This mutually beneficial approach eases the strain on healthcare, meets accommodation demand, and maintains service quality during the pandemic.
<i>Price Reduce Strategy</i>	Hotels have implemented a strategy of reducing room rates to counter the revenue decline caused by the COVID-19 pandemic. In the US, room revenue sharply decreased, with six out of ten rooms unoccupied by June 2020 (Davahli et al., 2020). Macau's hotel rates were reduced by up to 50%, and Hong Kong's 5-star hotels decreased their rates by half, subsequently followed by 4-star hotels (Alves

	et al., 2020). The dynamic demand for hotel rooms challenges management, prompting revenue generation strategies. Reduced rates stimulate demand and help cover expenses, providing guests with lower-priced access to hotel services (Ranasinghe et al., 2020). This approach led to a significant occupancy rate increase to around 90% within two weeks in Macau (Alves et al., 2020). CBRE WTW's Real Estate Market Outlook 2021 reveals Klang Valley's occupancy rate plummeted from 81% to 30%, and average room rates dropped from RM367 to RM213. To adapt, hotels introduced tailored packages like work-from-hotel options and using meeting rooms as offices. Work-from-hotel packages offer not only lower rates but also lunch, parking, high-speed Wi-Fi, and other amenities (Previndran, 2021). This approach taps into the appeal of lower prices while meeting guests' evolving needs, contributing to hotel sustainability.
--	--

4.0 Conclusion

The initial outbreak of COVID-19 had a profound impact on the hotel industry, leading to significant revenue losses and raising concerns among top management about the survival of hotels in the industry. Consequently, this study aims to analyze the strategies employed by hotels to endure the challenges posed by the COVID-19 pandemic. Three key strategies were identified: cost-cutting measures, transforming hotels into quarantine facilities, and implementing pricing strategies. The research findings validate the relevance, success, and strategic nature of these strategies, not only in Malaysia but also globally. Furthermore, numerous recent studies support and corroborate the effectiveness of these strategies implemented by hotels in various countries. Therefore, the strategies discussed in this study can serve as valuable tools for hotels to generate revenue and ensure their survival amidst the ongoing COVID-19 pandemic.

Acknowledgments

This study has been funded by Universiti Teknologi MARA under the FSPPP Research Grant Collaboration (600-TNCPI 5/3/DDF) (FSPPP) (005/2023). We would like to express our gratitude to Universiti Teknologi MARA, Shah Alam, Selangor. Many thanks to the Master of Corporate Administration students for assisting and being involved in the research jobs.

References

- Abbas, J., Mubeen, R., Iorember, P. T., Raza, S., & Mamirkulova, G. (2021). Exploring the impact of COVID-19 on tourism: transformational potential and implications for a sustainable recovery of the travel and leisure industry. *Current Research in Behavioral Sciences*, 2, 100033. <https://doi.org/10.1016/j.crbeha.2021.100033>
- Bakar, N. A., & Rosbi, S. (2020). Effect of Coronavirus disease (COVID-19) to tourism industry. *International Journal of Advanced Engineering Research and Science*, 7(4), 189–193. <https://doi.org/10.22161/ijaers.74.23>
- Davahli, M. R., Karwowski, W., Sonmez, S., & Apostolopoulos, Y. (2020). The Hospitality Industry in the Face of the COVID-19 Pandemic: Current Topics and Research Methods. *International Journal of Environmental Research and Public Health*, 17(20), 1–20. <https://doi.org/10.3390/ijerph17207366>
- Deraman, F., Ismail, N., Hamzah, S. N., & Tuan Zainudin, T. Z. A. (2021). Review of Hotels' Survival Strategies during COVID-19 Pandemic in Malaysia. *E-Academia Journal*, 10(2). <https://doi.org/10.24191/e-aj.v10i2.16289>
- Gössling, S., Scott, D., & Hall, C. M. (2020). Pandemics, tourism and global change: a rapid assessment of COVID-19. *Journal of Sustainable Tourism*, 29(1), 1–20. Tandfonline. <https://www.tandfonline.com/doi/full/10.1080/09669582.2020.1758708>
- QHenderson, J. C., & Ng, A. (2004). Responding to crisis: severe acute respiratory syndrome (SARS) and hotels in Singapore. *International Journal of Tourism Research*, 6(6), 411–419. <https://doi.org/10.1002/jtr.505>
- Indrayani, I. G. A. P. W. (2021). Surviving the COVID-19 Pandemic: Hoteliers' Resilience. *International Journal of Social Science and Business*, 5(4), 481. <https://doi.org/10.23887/ijssb.v5i4.38459>
- Jasmine, C. A. (2020). Impacts of Covid-19 on Company and Efforts to Support Organization Adaptable. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3590726>
- Mafimisebi, O., Obembe, D., Kolade, O., Obembe, F., Owoseni, A., & Mafimisebi, O. (2021). Covid-19 and the tourism industry: An early stage sentiment analysis of the impact of social media and stakeholder communication. *International Journal of Information Management Data Insights*, 1(2). <https://doi.org/10.1016/j.ijime.2021.100040>
- Majid, T. S. M. (2020, March 17). *Covid-19: Panic and the Malaysian Economy*. NST Online. <https://www.nst.com.my/opinion/columnists/2020/03/575187/covid-19-panic-and-malaysian-economy>
- Manishimwe, T., Lukman, R., & Azubuike, C. J. (2022). Customer-centric influence of entrepreneurial marketing on business performance of hotels in Nigeria during the COVID-19 crisis. *Journal of Revenue and Pricing Management*. <https://doi.org/10.1057/s41272-022-00383-w>
- OECD (2020). Rebuilding tourism for the future: COVID-19 policy responses and recovery. (2020). <https://doi.org/10.1787/bced9859-en>
- Shari, N. S., Mohamad Yazid, M. F., & Shamsudin, M. F. (2020). The strengthen strategies during post Covid 19 after the virus crisis hit hotel industry in Malaysia. *Journal of Postgraduate Current Business Research*, 1(1).
- Sharma, A., & Nicolau, J. L. (2020). An open market valuation of the effects of COVID-19 on the travel and tourism industry. *Annals of Tourism Research*, 102990. <https://doi.org/10.1016/j.annals.2020.102990>
- Sharma, G. D., Thomas, A., & Paul, J. (2021). Reviving tourism industry post-COVID-19: A resilience-based framework. *Tourism Management Perspectives*, 37, 100786. NCBI. <https://doi.org/10.1016/j.tmp.2020.100786>

Singh, A. L., Jamal, S., & Ahmad, W. S. (2021). Impact assessment of lockdown amid COVID-19 pandemic on tourism industry of Kashmir Valley, India. *Research in Globalization*, 3. <https://doi.org/10.1016/j.resglo.2021.100053>

Teng, X., Teng, Y. M., Wu, K. S., & Chang, B. G. (2021). Corporate Social Responsibility in Public Health During the COVID-19 Pandemic: Quarantine Hotel in China. *Frontiers in public health*, 9, 620930. <https://doi.org/10.3389/fpubh.2021.620930>

Teng, Y.-M., Wu, K.-S., & Lin, K.-L. (2020). Life or Livelihood? Mental Health Concerns for Quarantine Hotel Workers During the COVID-19 Pandemic. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.02168>

Tourism Malaysia (2021). International tourist arrivals to Malaysia plunge 83.4% in 2020. Tourism Malaysia Corporate Site. <https://www.tourism.gov.my/media/view/internationaltourist-arrivals-to-malaysia-plunge-83-4-in-2020>

USA Today (2020) Marriott furloughs tens of thousands of employees due to coronavirus. Available at: <https://www.usatoday.com/story/money/2020/03/17/marriott-furloughs-layoffs-coronaviruscovid-19/5068070002/>