

## POST-PANDEMIC RECOVERY STRATEGIES: A SYSTEMATIC REVIEW ON TOURISM AND HOSPITALITY INDUSTRY

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### ABSTRACT

The tourism and hospitality industry has been profoundly impacted by the COVID-19 pandemic, necessitating a systematic review to comprehend the strategic recovery approaches suggested and employed across the industry. The review will examine existing literature to identify key challenges, trends, threats, and opportunities following the pandemic. The comprehensive analysis revealed that the recovery strategies require substantial shifts in customer satisfaction levels, adoption of sustainable practices, technological advancements, and heightened health-related considerations.

### 1. INTRODUCTION

The tourism and hospitality industry encompasses various fields within the service sector, covering lodging, food and beverage service, event planning, theme parks, and travel. It includes establishments such as hotels, travel agencies, restaurants, and bars. Although the hospitality industry does not have a universally accepted start date, its history spans thousands of years and regions. For instance, in ancient Greece, "xenia" - also known as the sacred rule of hospitality - emphasized the generosity and courtesy shown to those far from home or host guests (Cvent, 2020). While the modern interpretation of hospitality may differ from that of thousands of years ago, the central theme remains: providing quality service to guests.

The tourism and hospitality industry, a vital part of the global economy, has undergone significant changes due to the challenges posed by the COVID-19 pandemic. Before the pandemic, the sector experienced notable technological advancements, financial performance, and customer experiences (Chen and Wu, 2022). However, with the onset of the pandemic in early 2020, travel came to a sudden halt, resulting in a sharp decline in the restaurant and hotel subsectors due to health and safety concerns. This led to widespread disruption and uncertainty. The systematic literature review aims to examine the post-COVID-19 landscape of the tourism and hospitality industry. It will delve into strategic changes, consumer attitudes, financial impact, travel trends, and overall industry dynamics during the crisis. The authors will analyze various scholarly articles to underscore the industry's resilience, sustainability, customer satisfaction, technological advancements, and strategies for reinvigorating normal operations, recuperating losses, and ensuring sustainable growth in the post-pandemic era. Understanding the evolving landscape and seizing new opportunities in the tourism and hospitality industry is crucial for stakeholders. This study will offer a roadmap for future strategies for all industry stakeholders.

The structure of the paper is as follows: The first section outlines the methodology used for the methodological review and the analysis of the paper selection process (methodology section). The subsequent section presents the findings of the review, emphasizing the main issues and providing a descriptive analysis of papers related to the tourism and hospitality industry (findings section). The third section discusses the integration of aspects identified in the study and offers suggestions for potential implementations, limitations, possible criticisms, and recommendations for future research (conclusion section).

### 2. METHODOLOGY

A systematic literature review was conducted in accordance with other authors' work (Moher et al., 2009). A comprehensive systematic study was reviewed and developed using credible secondary sources, including recent work in the field, such as articles, book chapters, and conference proceedings.

The well-known PRISMA Checklist was followed, and the most essential guidelines adhered to produce a seven-step analysis (Zahana & Bonadonna, 2020; Moher et al., 2009). Noteworthy authors and their significant

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contributions to the field in the past five years, such as Chi et al. (2020) and Gössling et al. (2021), whose findings have significantly impacted the field, have been incorporated to add relevance to the overall project.

First, the research paper's topic was defined by examining existing literature in the field. A systematic search procedure was developed using credible databases and publications, primarily from Scopus, Web of Science, Google Scholar, prestigious universities, and trade presses. The databases were explicitly chosen for their comprehensive indexing of tourism and hospitality-related journals and scholarly recovery and crisis management studies. The search process involved using keywords such as "tourism recovery," "hospitality industry recovery," "COVID-19 impact," and "pandemic economic resilience" in search engines and applying filters to consider citation indexes and publication dates, ensuring that the literature reviewed was up-to-date. The search produced numerous results, then narrowed to 110 articles. After a thorough review, irrelevant and duplicate articles were discarded, resulting in 70 of the most relevant articles.

Once the papers were selected, the authors undertook an in-depth review process. This involved closely analyzing the papers to gather essential data and insights from various secondary sources. The study mainly focused on integrating and synthesizing the material through analysis. Subsequently, the authors drafted and wrote various parts of the project. Table 1 delineates the various steps in the process.

**Table 1: Synthesis of the seven-step review**

Steps	Activities
One	Begin by defining the research topic and assessing the existing relevant literature in the area
Two	Select relevant secondary material by identifying and using selective online resources such as databases
Three	Devising a strategy to conduct filtered searches to narrow down secondary source materials
Four	Formulating a strict selection criterion to analyze selected papers
Five	Analysis of the collected data and integrating it with the various sources
Six	Synthesis of the systematic review and drafting
Seven	Integrating the various parts of the study and producing the final write-up

### 3. RESULTS AND DISCUSSION

#### 3.1. Descriptive analysis of the selected papers

The systematic review has yielded critical findings on the subject of hotel business, hotel management, hospitality management, tourism, and hotels. A total of 70 relevant articles were identified based on the established parameters. Each chosen article is accompanied by essential information such as the author's names, titles, year of publication, the language used, and a unique identifying number (code). This data is a reference point for further analysis and correlation with subsequent findings. Further details have been provided in Appendix- 1.

The hospitality and tourism industry has garnered increased attention in recent years due to the impacts of COVID-19. Out of 70 articles, 51 were published between 2020 and 2024, focusing on the industry's crisis and recovery from the pandemic.

The geographic breakdown (Table 2) of the studies provides valuable insights. 40 out of 70 research articles were conducted in Asia, with the highest 10 in China, primarily focusing on strategic approaches, the effects of COVID-19 on the hospitality industry, and the post-pandemic recovery strategies. Additionally, 17 out of 70 studies were carried out in Europe, while 7 out of 70 articles shed light on the USA.

**Table 2: Geographic area of the study of articles**

<b>Continent</b>	<b>Nation</b>	<b>Code No</b>	<b>No. of Articles</b>	
Asia	Bangladesh	(11)	7	
		Pabna		(1)
		Dhaka		(13)
		Rajshahi		(14)
		Chittagong		(16)
		Cox's Bazar		(57)
		Rajshahi		(24)
	China	(31) (46) (63)	10	
		Taiwan		(17)
		Hong Kong		(18) (29)
		Xinjiang		(60)
		Heilongjiang		(65)
		Dengfeng and Kaifeng		(66)
		Kowloon		(43)
	Myanmar		1	
		Inle Lake		(8)
	Pakistan		2	
		Islamabad		(42) (49)
	India		5	
		Mumbai		(45)
		Kerala		(56)
		Ludhiana		(6)
	Indonesia		5	
		Yogyakarta		(10) (54)
		Bali		(64)
		South Jakarta		(32)
	Iraq		1	
Iran		1		
Israel		1		
	Zemach		(28)	
Philippines		1		
Saudi Arabia		2		
	Jeddah		(34)	
Thailand		1		
Uzbekistan		1		
	Bukhara	(23)		
	Vietnam	(35) (59)	2	
North America	USA	(67)	7	
		New York		(15) (22)
		Texas		(25)
		Florida		(44)
		Hawaiian		(51)
		California		(47)
Australia and Oceania	Australia		1	

Continent	Nation	Code No	No. of Articles
	Victoria	(3)	
New Zealand		(58)	1
Europe	UK	(48)	4
	Guildford	(19)	
	Manchester	(36)	
	Cheltenham	(50)	
	Greece	(4) (38)	2
	Italy	(40)	1
	Poland	(30)	1
	Spain	(33)	3
	Valencia	(2)	
	Madrid	(5)	
	Sweden	(39)	1
	Croatia	(52)	1
	Switzerland	(7)	2
	Geneva	(9)	
	Ukraine	(27)	1
North Asia and Eastern Europe	Russia		1
	Ekaterinburg	(21)	
Other		(53) (55) (69) (70)	4

All 70 articles have shown several focus areas. Different aspects have been studied in the articles taken from several journals. The categories of involved journals are, "Strategic Management," "Crisis Management," "Social Science," "Environmental Science" and "Modern Science." The sources and categories pertaining to the articles have been furnished in Appendix- 2.

181 writers in all contributed to the chosen articles. The average number of authors per manuscript ranges from 4 to 5. In 24 papers, there is one author, which is the most common number. Results are shown in Table 3.

**Table 3: Number of authors per article**

No. of Authors	Code no.
10	(12)
8	(46)
6	(27)
5	(5) (42) (54) (55) (66)
4	(2) (4) (14) (17) (18) (21) (24) (25) (49) (61)
3	(7) (15) (19) (29) (33) (35) (38) (39) (44) (47) (48) (70)
2	(3) (8) (10) (11) (13) (20) (31) (37) (41) (43) (45) (50) (51) (52) (59) (68)
1	(1) (6) (9) (16) (22) (23) (26) (28) (30) (32) (34) (36) (40) (53) (56) (57) (58) (60) (62) (63) (64) (65) (67) (69)

Two authors out of a total of 181 have participated in two research articles. The University of Gloucestershire is the only European institution where two articles have been studied by two authors from the same university. The Table provides additional information.

### 3.2 Assessment of contents of the reviewed articles and related classification

Articles were described according to their significant details, such as published year, location of the study, publications, study categories, number of authors per article, and classification process. The literature review was organized into five research areas based on this methodology: Hospitality Industry, Covid-19 Pandemic Crisis, Impacts, and Recovery; Hospitality Industry, Strategies, Structures, management, and Globalization; Hospitality Industry and Sustainability Factors; Hospitality Industry and Customer Satisfaction Variables; And Hospitality Industry and Information Technology (Table 4).

**Table 4: Literature classification based on content assessment**

Topics	Code no.	No. of Articles
Hospitality Industry, Covid-19 Pandemic Crisis, Impacts and Recovery	(1) (4) (5) (10) (13) (21) (31) (33) (35) (38) (39) (41) (43) (49) (50) (53) (54) (57) (59) (61) (62) (64) (67) (70)	24
Hospitality Industry, Strategies, Structures, management and Globalization	(2) (6) (9) (10) (14) (15) (16) (18) (20) (23) (25) (26) (27) (28) (29) (30) (32) (34) (36) (45) (65) (66)	22
Hospitality Industry and Sustainability Factors	(2) (8) (17) (18) (21) (22) (25) (37) (40) (48) (50) (51) (55) (56) (60) (68) (69)	17
Hospitality Industry and Customer Satisfaction Variables	(3) (7) (11) (12) (28) (42) (43) (44) (52) (58)	10
Hospitality Industry and Information Technology	(19) (24) (27) (3) (45) (46) (47) (63)	8

The following discussion will thoroughly analyze a specific set of research articles, shedding light on the classifications of the studies and delving into their respective findings. This in-depth exploration will comprehensively understand each characteristic addressed in the research articles. Through this comprehensive analysis, a succinct conclusion can be drawn from the collective findings of the studies.

### 3.3 The impact of the Covid-19 Pandemic on the Tourism and Hospitality Industry

The COVID-19 pandemic had a catastrophic impact on the tourism industry, especially in countries like Bangladesh, India, Maldives, Thailand, and Sri Lanka, whose economies heavily rely on tourism and the hospitality sector (Bagchi, 2022; Sufi, 2008; Darajat & Abdurahim; Parveen, 2013). The pandemic has significantly led to economic downturns. For instance, companies in the industry have faced sudden cash shortages and decreased revenue, particularly in sectors such as airlines and retail (Sraboni et al., 2022). The impact of the pandemic varies for different segments, with areas with a lower business-to-leisure traveler ratio expected to experience long-lasting adverse effects (Maiti, 2022). A study conducted by Xia in 2023 revealed that The World Travel and Tourism Council (WTTC) forecasted an overwhelming loss of USD 2.1 trillion in global tourism revenue (Xia, 2023).

The pandemic also negatively affected employment opportunities (Bagchi, 2021; Hidalgo et al., 2021), making expenditures skyrocketing and people losing jobs (Mia & Hasan, 2021). The Xia (2023) study supported the findings as mentioned earlier. The study revealed that the WTTC projected the endangerment of 75 million jobs due to the pandemic (Xia, 2023). Sadly, COVID-19 has also had a psychological effect on the employee's mental health

and higher turnover intention during the current pandemic (Khawaja et al., 2022). Despite some negative issues, COVID-19 impacted positively as the pollution decreased during the lockdowns (Bagchi, 2021).

### ***3.4 Post-Pandemic Recovery of the Tourism and Hospitality Industry***

After the pandemic, organizations have made it a priority to focus on implementing effective recovery management strategies in order to help the hotel industry respond to this unprecedented crisis. These strategies include managing customers' customer satisfaction and health security, executing sustainable practices, and adopting advanced tourism management technologies. It is also essential to recognize the new needs of tourists in the post-pandemic world, develop an information system to meet the requirements of new everyday situations and raise awareness among tourism stakeholders.

### ***3.5 Sustainability and Recovery***

The tourism and hospitality industry is considered one of the fundamental pillars of economic development (Baum, 2013; Parveen, 2013; Talawanich, S., & Wattanacharoensil, 2020). Experts have highlighted the importance of sustainability as an integral part of the recovery strategy (Wu et al., 2023; Widjaja et al., 2023; Molina et al., 2022). Past Studies (Molina et al., 2022; Madera et al., 2017; Jones et al., 2016) demonstrate that the sustainability of the hospitality industry can be facilitated more intensely by political, social, environmental, economic, and natural calamities-related issues around the world. The hospitality industry is unpredictable and may decrease in several situations, such as the COVID-19 crisis. The appropriate strategic approaches to overcome corporate, social, and disaster-related challenges are the ways to make this business sustainable for the future (Ovchinnikova et al., 2021; Tsai et al., 2017; Jones & Comfort, 2020). Studies conducted by Eva in 2024 and Singh in 2023 emphasized the importance of integrating social and environmental considerations into business practices to promote sustainable tourism (Eva, 2024; Singh, 2023). In the same vein, another study conducted in Croatia stressed sustainable developments and green projects as part of the tourism sector recovery strategy, integrating the national resilience plan into sustainability (Gržinić and Šergo, 2023). This alignment is underpinned by another study (Rimbano, 2023), which advocates a sustainable framework as part of the recovery strategy in the tourism sector. Sustainability has also been highlighted as the foundational element of resilience in the tourism sector in Indonesia in a study conducted by Nasution et al. in 2023. The study also advocated a multi-stakeholder participatory system for the recovery of rural tourism (Nasution et al., 2023). Sustainable food management is pivotal for recovery. A proposal has been put forward for a comprehensive framework to guide decision-making on sustainable food management in hotels, considering various aspects of the food supply chain (Molina et al., 2022; Sufi, 2008). Furthermore, studies have demonstrated that potential recovery lies in sustainable, environmentally friendly designs and technological developments, which will propel hospitality management programs toward more terrific refinement in the future (Buijendijk & Tschunkert, 2016; Aladaget al. 2020; Grasparil & Bastida, 2022; Carlo, 2021).

### ***3.6 Customer Satisfaction and Recovery***

Effective customer service is crucial for rebuilding consumer confidence in the tourism and hospitality industry following the pandemic. The literature emphasizes the need for tourism and hospitality businesses to adapt customer service strategies in response to changing post-pandemic consumer expectations. Crisis management strategies, such as offering additional accommodation options, can significantly influence tourism success in the recovery phase (Rahman, et al., 2023). Noor (2023) highlights factors contributing to customer satisfaction in the hotel industry, such as financial stability and lifestyle preferences (Noor, 2023). On the other hand, Tormysheva's (2023) review emphasizes the importance of identifying factors influencing customer activity and the need for effective management practices to attract tourists back to the industry.

Recent studies have focused on the impact of customer service on travel intentions and behaviors. These studies emphasize the importance of understanding the factors that influence travel intentions for the recovery of the tourism sector. Improved customer service can significantly influence travelers' decision-making processes in the post-pandemic context (My and Tung, 2023). Additionally, research indicates that assessing satisfaction with tourism public services can drive improvements and innovations in service delivery, leading to sustainable growth in the industry (Wu, 2024).

The expansion of the tourism industry is driven by the ability to introduce new products and experiences (Nasution & Mavondo, 2008). Each vacation destination across the globe offers multiple accommodation options. However, customers usually opt for a single place for their vacations. Unhappy customers tend to seek a different hotel for their next vacation in order to have a different experience, while satisfied customers will come back, leading to customer loyalty (Mazumder & Hasan, 2014; Ali et al., 2021; Pizam et al., 2016). A Study conducted by (Nasution & Mavondo, 2008) shows that customers increasingly demand superior customer value at ever-decreasing prices due to high competition among hoteliers and the availability of alternatives. Customers strive to fulfill a set of needs and desires, partly related to the primary service and partly to additional attributes (Mazumder & Hasan, 2014; Pizam et al., 2016). For instance, the primary purpose might be a hotel stay, while the additional attributes may include accessibility, convenience, timing flexibility, and interaction with service providers and other customers. When customers are presented with the actual offering of these various variables, they form impressions, which are immediately compared to their expectations, and their level of satisfaction is determined by their perceived service quality (Nasution & Mavondo, 2008; Gelbman, 2021).

### **3.7 Technology and Recovery**

Integrating technology and digitalization is paramount for the recovery of the tourism sector and is extensively discussed in the literature. Over the past decade, information technology has significantly impacted the global hospitality and tourism industries (Xu et al., 2020). Technology has played a pivotal role in reducing costs (Xu et al., 2020; Norman et al., 2014; Dyshkantiuk et al., 2020), enhancing operational efficiency (Xu et al., 2020; Bharwani and Mathews, 2021; Norman et al., 2014; Dyshkantiuk et al., 2020), and improving services and customer satisfaction (Sardar et al., 2021; Hao and Chon, 2022; Bharwani and Mathews, 2021; Lin et al., 2020). Implementing advanced reservation systems, guest services, and communication technologies mutually benefits customers and companies (Sardar et al., 2021; Hao and Chon, 2022). The industry embraces modernization by deploying service robots, contactless services, and leveraging social media (Bharwani and Mathews, 2021; Dyshkantiuk et al., 2020). While the recent COVID-19 pandemic has disrupted the industry, modern technology can aid management in better preparing for future challenges. Research indicates that technology and the hospitality industry are now interdependent so that the industry can operate as a modern entity (Xu et al., 2020). Studies also demonstrate the importance of leveraging big data and artificial intelligence in the recovery strategy. For instance, very recent studies by Liu in 2024 and Zhang et al. in 2023 highlighted that organizations should adopt innovative tourism practices that can process big data and employ artificial intelligence to improve customers' experience and suppress the environmental impact (Widjaja et al., 2023; Zhang et al., 2023). In addition, examining the tourism market structure in small cities reveals that using technology-driven data analytics can effectively optimize the supply of tourism products and adapt to evolving consumer demands in the post-pandemic era (Wu et al., 2023). Technological advancements will improve sustainability levels and contribute to environmental stability by reducing waste. Furthermore, it will enhance recovery prospects through marketing and operational strategies. A study conducted in Bali, Indonesia, by Adnyani (2024) underscores the importance of technology transfer in cultural tourism, suggesting that digital platforms can be used to promote tourism-related items and improve operational efficiency (Adnyani, 2024). The transition from traditional to digital marketing is highlighted in the studies by Yang (2024) and Adekuajo (2023), emphasizing the significance of aligning digital platforms to leverage local tourism features for recovery. These studies illustrate how digital tools can enhance companies' visibility and consumer engagement (Yang, 2024; Adekuajo, 2023).

## **4. CONCLUSION, LIMITATIONS, AND FUTURE RESEARCH DIRECTIONS**

The review delves into the hospitality industry's journey through the Covid-19 pandemic and its subsequent recovery. It examines the industry's sustainability factors, customer satisfaction, and information technologies as part of the recovery strategies.

Understanding customers is crucial as they heavily influence business profitability, and the industry should be prepared for unforeseen threats. Exceptional HRM is necessary to modernize operations and fully satisfy customers. The industry's growing emphasis is on developing and implementing sustainable practices that encourage resilience and stability. It has become increasingly imperative for organizations to strategically embed sustainability into their recovery plans. This involves not only addressing environmental factors but also fostering responsible tourism

practices. By doing so, organizations can contribute to the long-term health of the industry and the environment while meeting the changing demands and expectations of consumers.

In the context of the tourism sector's recovery, embracing technological advancement and digital transformation has become a vital strategic goal. The demand for digital platforms for activities such as booking, virtual experiences, and contactless transactions is steadily increasing. This shift towards digitalization fundamentally reshapes how businesses operate and interact with their customers, underscoring the importance of providing services even in the face of physical limitations.

The authors of this systematic review encountered several limitations. The collected data had constraints, as some key searches were limited to papers with specific titles. Furthermore, there were gaps of several years between certain papers, potentially resulting in the inclusion of different strategies and ideas. The studies under review varied in quality due to differences in research structure, data robustness, and methodology, impacting the generalizability of the findings related to recovery strategies. Another limitation highlighted is geographical variability. For instance, the effectiveness of recovery strategies may not be consistent across different regions due to variations in healthcare systems, legislation, and overall market conditions. Additionally, some of the recovery methods examined in this study may be more applicable to specific sub-sectors within the industry (e.g., urban vs. rural destinations, luxury vs. budget travel, etc.) rather than the industry as a whole, thereby limiting the broader applicability of the study.

This systematic review found that most papers focused on sustainable practices, customer satisfaction, and technological development as part of the recovery strategies. The future studies may examine other factors as well, i.e., health and safety protocol, flexible and inclusive policies, psychological and social impact, government collaboration, etc.

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### Appendix 1: Selected articles with code and primary information

Code	Authors	Year	Title	Language
1	Bagchi	2021	Exploring the Impact of Covid-19 on Tourism Industry of Bangladesh: An Empirical Study	English
2	Molina et al.	2022	Addressing Sustainable Food Management in Hotels: Proposing A Framework and Examining Hotel Groups	English
3	Nasution & Mavondo	2008	Customer Value in The Hotel Industry: What Managers Believe They Deliver and What Customer Experience	English
4	Belias et al.	2020	Strategic Management in The Hotel Industry: Proposed Strategic Practices to Recover from COVID-19 Global Crisis	English
5	Hidalgo et al.	2021	Does Hotel Management Matter to Overcoming The COVID-19 Crisis? The Spanish Case	English
6	Sufi	2008	Hospitality Industry: An Overview of Strategy, Structure, and Globalization	English
7	Nicod et al.	2007	Self-Catering Accommodation in Switzerland	English
8	Buijtendijk & Tschunkert	2016	Hotel Industry Expansion and Sustainable Development: A Case Study of Inle Lake, Myanmar.	English

9	Baum	2013	International Perspectives on Women and Work in Hotels, Catering And Tourism	English
10	Darojat & Abdurahim	2022	Sharia Hotel Management Strategy in Facing Covid-19 Pandemic (A Case Study of Namira Sharia Hotel Yogyakarta)	English
11	Mazumder & Hasan	2014	Measuring Service Quality and Customer Satisfaction of the Hotels in Bangladesh: A Study on National and International Hotel Guest	English
12	Ali et al.	2021	Hotel Service Quality: The Impact of Service Quality on Customer Satisfaction in Hospitality	English
13	Mia and Hassan	2021	Post-COVID Challenges to The Tourism and Hospitality Industry: A Study on Bangladesh	English
14	Akter et al.	2019	The Need Assessment of English Language in Tourism and Hotel Management in Bangladesh: A Statistical Approach	English
15	Rutes et al.	2001	Challenges in Hotel Design: Planning the Guest-Room Floor	English
16	Parveen	2013	Current Status of Tourism Industry in Bangladesh: An Empirical Evaluation	English
17	Tsai et al.	2020	Disaster Prevention Management in The Hotel Industry: Hotel Disaster Prevention Literacy	English
18	Aladag et al.	2020	Strategy Implementation Research in Hospitality and Tourism: Current Status And Future Potential	English
19	Xu et al.	2020	How Will Service Robots Redefine Leadership in Hotel Management? A Delphi Approach	English
20	Talawanich & Wattanacharoensil	2020	Transforming Graduates into Successful Hotel Management Trainees: Exploring Important Management Trainee Competencies	English
21	Ovchinnikova et al.	2021	The Importance of Corporate Social Sustainability in The Anti-Crisis Management of A Hotel Business	English
22	Dev	2020	The Future of Hospitality Management Programs: A Wakeup Call	English
23	Samatovich	2021	Importance of Marketing in Tourism and Hotel Industry	English
24	Sardar et al.	2021	ICT Applications in Tourism and Hospitality Industry of Bangladesh: A Research Review	English
25	Madera et al.	2017	Strategic Human Resources Management Research in Hospitality and Tourism: A Review of Current Literature and Suggestions for The Future	English
26	Sutono	2019	Supply Chain Management: Implementation Issues and Research Opportunities in Tourism Industry	English
27	Dyshkantiuk et al.	2020	Modern Hotel Business Management Tools	English
28	Gelbman	2021	Tourist Experience and Innovative Hospitality Management in Different Cities	English
29	Tsai et al.	2009	Tourism And Hotel Competitiveness Research	English

30	Bednarska	2013	Quality of Work Life in Tourism – Implications for Competitive Advantage of The Tourism Industry	English
31	Jiang & Wen	2020	Effects of COVID-19 on Hotel Marketing and Management: A Perspective Article	English
32	Soelton	2018	How Culture, Training Standards, and Discipline on Employee Performance Affect Hotel Management	English
33	Moreno et al.	2021	Going Beyond the Curve: Strategic Measures to Recover Hotel Activity in Times of COVID-19	English
34	Sharaf	2011	Hydrochemistry of The Groundwater Aquifer in As Suqah Area, Makkah District, Western Arabian Shield, Saudi Arabia.	English
35	Hoang et al.	2021	The Survival of Hotels During The COVID-19 Pandemic: A Critical Case Study in Vietnam	English
36	Brotherton	1999	Towards A Definitive View of The Nature of Hospitality and Hospitality Management	English
37	Grasparil & Bastida	2022	Sustainable Best Practices and External Environmental Factors as Determinants of Hotel Performance in Region XI	English
38	Pavlatos et al.	2020	Crisis Management in The Greek Hotel Industry in Response to COVID-19 Pandemic	English
39	Gössling et al.	2021	Pandemics, Tourism and Global Change: A Rapid Assessment of COVID-19	English
40	Carlo	2021	Critical Success Factors in Hotel Companies: A Managerial Perspective	English
41	Salama & Mansour	2022	The Impact of the Covid-19 Pandemic on Green Hotel Management	English
42	Satti et al.	2020	Innovations for Potential Entrepreneurs in Service Quality and Customer Loyalty in The Hospitality Industry	English
43	Hao & Chon	2022	Contactless Service in Hospitality: Bridging Customer Equity, Experience, Delight, Satisfaction, And Trust	English
44	Pizam et al.	2016	Customer Satisfaction and Its Measurement in Hospitality Enterprises: A Revisit and Update	English
45	Bharwani & Mathews	2021	Techno-Business Strategies for Enhancing Guest Experience in Luxury Hotels: A Managerial Perspective	English
46	Lin et al.	2020	Task-Technology Fit Analysis of Social Media Use for Marketing in The Tourism and Hospitality Industry: A Systematic Literature Review	English
47	Norman et al.	2014	Technology Outsourcing in Human Resource Activities in Hospitality	English
48	Jones et al.	2016	Sustainability in The Hospitality Industry: Some Personal Reflections on Corporate Challenges and Research Agendas	English
49	Khawaja et al.	2022	How Is COVID-19 Pandemic Causing Employee Withdrawal Behavior in The Hospitality Industry? An Empirical Investigation	English
50	Jones & Comfort	2020	The COVID-19 Crisis and Sustainability In The Hospitality Industry	English

51	Eva	2024	Covid-19 disruptions driving sustainable tourism: a case of the Hawaiian tourism industry	English
52	Gržinić & Šergo	2023	Security Challenges in Croatian Tourism – New Perspectives for Stakeholders	English
53	Rimbano	2023	The application of POAC management in the tourism sector in post-pandemic economic recovery based on e-commerce	English
54	Nasution et al.	2023	Post-covid tourism recovery strategy for tourism villages: multi-stakeholder participatory approaches	English
55	Widjaja et al.	2023	Tourism business sustainability analysis in the post-pandemic era: A systematic literature review	English
56	Rahman et al.	2023	Local economic impact of COVID-19 on the urban tourism-related services: A perspective of Kochi Heritage City, Kerala	English
57	Noor	2023	Exploring user-generated content for beach resorts in Cox's Bazar, Bangladesh: A pre-and post-pandemic analysis.	English
58	Tormysheva	2023	Factors influencing customer activity in the contemporary tourism industry in Aotearoa.	English
59	My & Tùng	2023	Travel intention and travel behavior in the post-pandemic era: Evidence from Vietnam	English
60	Wu	2024	An empirical Study on the Tourist cognitive evaluations of Tourism Public Services in Xinjiang Province, China	English
61	Sobhani et al.	2022	Tracing the impact pathways of COVID-19 on tourism and developing strategies for resilience and adaptation in Iran	English
62	Maiti	2022	Impact of COVID-19 on individual income in tourism and hospitality industry in India: a difference-in-differences approach. <i>Tourism Economics</i>	English
63	Xia	2023	How has online digital technology influenced the on-site visitation behavior of tourists during the COVID-19 pandemic? A case study of online digital art exhibitions in China	English
64	Adnyani	2024	The participation of the Indigenous Women's Association in the recovery of cultural tourism in Bali, Indonesia.	English
65	Yang	2024	Analysis of local characteristic tourism based on gray prediction and bp neural networks. <i>Frontiers in Sustainable Development</i>	English
66	Wu et al.	2023	Analysis of tourist market structure and its driving factors in small cities before and after COVID-19.	English
67	Adekuajo	2023	The digital evolution in hospitality: a global review and its potential transformative impact on U.S. tourism.	English
68	Fatema & Elbanna	2023	Drivers and outcomes of corporate sustainability in the Indian hospitality industry	English
69	Singh	2023	Theoretical and methodological contribution of sustainable practices to the hospitality industry	English
70	Zhang et al.	2023	The COVID-19 pandemic and tourists' risk perceptions: tourism policies' mediating role in sustainable and resilient recovery in the new normal	English

*Appendix 2: Sources and Categories*

<b>Source</b>	<b>No. of Articles</b>	<b>Code no.</b>	<b>Category</b>
International Journal of Contemporary Hospitality Management	9	(19) (25) (31) (36) (43) (44) (46) (48) (50)	Crisis Management: Covid-19 Pandemic Social Science: Economy, Sustainable Behavior Modern Science: Service Design, Contactless Service, Hospitality Technology
International Journal of Hospitality Management	3	(3) (7) (33)	Strategic Management: Customer Value, Service Quality Social Science: Consumer Psychology Crisis Management: Covid-19 Strategic Measures
Journal of Tourism and Hospitality Management	2	(11) (40)	Strategic Management: SERVQUAL Model Social Science: Service Quality, Service Quality Gap, Expectations, Perceptions, And Satisfaction
International journal of research	1	(1)	Crisis Management: Covid-19, Pandemic Social Science: Economics, GDP Environmental Science: Pollution, Natural Resources
British Food Journal	1	(2)	Environmental Science: Sustainability Indicators Social Science: Sustainable Supply Chain, Food Waste Management Strategic Management: Food Chain Management
Academic Journal of Interdisciplinary Studies	1	(4)	Crisis Management: Global Crises, Covid- 19, Recovery
Tourism Management	1	(5)	Crisis Management: Covid-19, Pandemic Strategic Management: Employment Regulations, Innovation And Differentiation Strategies, Reorientation
Journal of Hospitality Application & Research	1	(6)	Strategic Management: Globalization, Modes Of Entry Of Hospitality Companies In The International Markets
Research in Hospitality Management	1	(8)	Strategic Management: Value Chains, Power Asymmetries Social Science: Sustainability, Governance, Least Developed Countries
INTERNATIONAL LABOUR OFFICE	1	(9)	Strategic Management: Human Resources Strategy, Women Employment, Social Science: Global Policy Gender Equality
Advances in Economics, Business and Management Research	1	(10)	Social Science: Shariah Policy, Economic Performance Crisis Management: Covid-19, Pandemic Recovery Strategic Management: Shariah Financial Management Strategies
International Journal of Engineering, Business and Management	1	(12)	Social Science: Service Quality, Customer Satisfaction
Canadian Journal of Business and Information Studies,	1	(13)	Crisis Management: COVID 19, And Challenges to Tourism
7th Int. Conf. on Data Science & SDGs	1	(14)	Strategic Management: Statistical Approach, Need Assessment, Communications
Cornell Hotel and Restaurant Administration quarterly	1	(15)	Strategic Management: Structural Planning Social Science: Customer Satisfaction, Sustainability

Scientific Research Journal	1	(16)	Strategic Management: SAARC Tourism, Tourism Products, Bangladesh Parjaton Corporation Social Science: Domestic and Foreign Tourists And Institutional Facilities
Journal of Hospitality and Tourism Management	1	(17)	Crisis Management: Disaster Prevention Literacy, Scale Development Strategic Management: Modified Delphi Method, Experimental Designs
International Journal of Hospitality Management	1	(18)	Strategic Management: Strategic Planning, Implementation Aspects Social Science: Future Potentials
Journal of Teaching in Travel and Tourism	1	(20)	Strategic Management: Management Trainee, Competency, Entry-Level Manager, Hospitality Management Curriculum
Advances in Social Science, Education, and Humanities Research	1	(21)	Crisis Management: Covid-19 Crisis Strategic Management: Corporate Sustainability
Journal of Hospitality & Tourism Research	1	(22)	Strategic Management: Hospitality Management Programs, Challenges, Opportunities, Future
International Journal of Business, Technology, and Organizational Behavior	1	(23)	Strategic Management: Strategic Goals, Tourism Marketing Functions
Journal of Business management	1	(24)	Modern Science: ICT Application In Tourism And Hospitality Industry, Content Analysis
Uncertain Supply Chain Management	1	(26)	Strategic Management: Supply Chain, Customer Relationship Management, Tourism Industry Performance, Marketing Planning Capabilities, Marketing Implementation Capabilities, Customer Orientation, Knowledge Management
International Journal of Advanced Research in Engineering and Technology	1	(27)	Modern Science: Booking Module, Chabot, Internet, Acquiring, Social Platform
Sustainability	3	(28) (56) (60) (61) (63) (70)	Social Science: Sustainability, Urban Tourism, Local Culture, Local Economy, Vision and Values, Community-Based Tourism Modern Science: Creativity, Innovation, Technology Crisis Management: COVID-19 Impact, Post-Pandemic Recovery
Journal of Travel & Tourism Marketing	1	(29)	Strategic Management: Competitiveness, Destination, Productivity
Journal of Travel and Tourism Research	1	(30)	Strategic Management: Quality Of Work, Human Resources, Competitive Advantage
European Research Studies Journal	1	(32)	Strategic Management: Training Standards, Discipline, Employee Performance Social Science: Kaizen Culture
journal of king Abdulaziz university earth sciences	1	(34)	Environmental Science: Natural Resources
Serv Bus	1	(35)	Crisis Management: Covid-19, Survival Strategies Social Science: Sustainable Approaches
The International Journal of Business Management and Technology	1	(37)	Strategic Management: Business Management, Hotel Performance, Descriptive – Correlation Environmental Science: Sustainable Best Practices, External Environmental Factors

Anatolia	1	(38)	Crisis Management: Covid 19 Strategic Management: Management Practices
Journal of Sustainable Tourism	1	(39)	Crisis Management: Covid 19, Pandemic Social Science: Global Change, Travel Restrictions, Tourism Demand, Resilience
African Journal of Hospitality, Tourism and Leisure	1	(41)	Environmental Science: Green Hotels, Green Management Crisis Management: Covid-19, Pandemic
Asia Pacific Journal of Innovation and Entrepreneurship	1	(42)	Strategic Management: Service Quality, Customer Satisfaction Social Science: Innovations, Customer Loyalty, Perceived Price
Worldwide Hospitality and Tourism Themes	1	(45)	Modern Science: Technology, High-Tech, Luxury Hotels, Guest Experience, High-Touch
Journal of Hospitality and Tourism Technology	1	(47)	Modern Science: Human Resource Technology, Technology Outsourcing, Hospitality Outsourcing
Journal of Hospitality and Tourism Insights	1	(49)	Crisis Management: Covid-19, Withdrawal Behavior
International Conference on Tourism Research	1	(51)	Social Science: Sustainable Practices
Faculty of Security, Skopje	1	(52)	Crisis Management: Security Challenges Strategic Management: Stakeholders' Perspective
European Journal of Theoretical and Applied Sciences	1	(53)	Crisis Management: Post-Pandemic Recovery Modern Science: Technology, Digitalization, Innovation
Journal of Contemporary Governance and Public Policy	1	(54)	Crisis Management: Post-Pandemic Recovery Strategic Management: Stakeholders' Perspective
Journal of Business and Management Studies	1	(55)	Social Science: Sustainable Tourism Crisis Management: Post-Pandemic Recovery
Environment and Social Psychology	1	(57)	Social Science: Customer Satisfaction Crisis Management: Effect of COVID-19, Post- Pandemic Recovery
The Journal of Applied Research and Practice	1	(58)	Social Science: Sustainable Approaches, Customer Approaches
Organizations and Markets in Emerging Economies	1	(59)	Crisis Management: COVID-19, Post-Pandemic Recovery
Tourism Economics	1	(62)	Criss Management: COVID-19 Impact Social Science: Economy
Jurnal Manajemen Perhotelan	1	(64)	Social Science: Local Culture Crisis Management: COVID-19 Effect, Post- Pandemic Recovery
Frontiers in Sustainable Development	1	(65)	Social Science: Local Practices, Sustainable Practices
Isprs International Journal of Geo-Information	1	(66)	Social Science: Market Structure Crisis Management: Pre-Pandemic Effect, Post- Pandemic Recovery
International Journal of Applied Research in Social Sciences	1	(67)	Modern Science: Technology, Digitalization, Innovation
Management Decision	1	(68)	Social Science: Sustainable Practices
Evergreen	1	(69)	Social Science: Sustainable Practices

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