

Research Article

**Crisis Management in the Hotel Industry Amidst Pandemic**

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**Abstract**

Companies in the GCC countries, irrespective of the type, are affected by the COVID 19 pandemic. Due to the tremendous spread of the coronavirus, companies have challenges to overcome. These are not limited to illness-related, infections, employee absences, psychological impact, etc.

The Hotel Industry in the GCC countries is no different in terms of companies that were greatly affected and its impact might even be more due to the limited freedom of movement imposed by the respective governmental authorities. It is not easy for this sector to quickly adjust to the situation and respond immediately. The challenges of this type of sector lie mainly in the ability to maintain a strategic overview, assess human interactions, coordinate centralized and decentralized steps and ensure that the necessary safety protocols are in place. This can be evidently observed in the region's economy as the country derives income from its tourism industry.

The purpose of this study is to assess the Crisis Management Response of the selected hospitality industry in the GCC region in order to propose recommendations to improve crisis preparedness. Also, this further aims to discuss a suitable pandemic plan as at the present moment, this is a crucial way of combatting the subsequent impact of the pandemic. Hence, the need to conduct this study is of interest to the researchers.

**Keywords:** *crisis, crisis management, crisis governance, hotel industry, management commitment, awareness*

**Introduction**

Following its discovery in Wuhan, China in December 2019, the World Health Organization (WHO) proclaimed the novel coronavirus, or COVID-19, a worldwide pandemic in March 2020. Since the pandemic, countries all across the world have instituted lockdowns, stay-at-home orders, and border closures, affecting more than 4.9 billion people, or more than half of the world's population. While some countries, like Bahrain, Oman, Saudi Arabia, Qatar, Kuwait, and the United Arab Emirates also known as the Gulf Cooperation Council (GCC), have imposed mandatory confinement, others urged their residents to stay at home, with no enforcement measures in place. These countries' adoption of early testing has also aided in the quicker separation of affected individuals.

Despite the apparent success of lockdowns in slowing the spread of COVID-19 in this region, the measures implemented have still shattered the Hospitality and Tourism sector in these countries. Many small and major players in the Travel & Tourism business have been forced to furlough or lay off a considerable section of their personnel as a result of significant revenue declines combined with stable costs.

Travel and tourism contributes to entrepreneurship, and it also provides chances for women, youth, and minorities. It does so independently of gender, educational level, background, or religion, having a significant social influence, particularly in highly developed countries. The contribution of this inclusive sector to local communities is equally crucial, as it supports employment and income production, the preservation of local cultural and natural assets, and access to high-quality infrastructure, among other things.

It is to be noted that hotel and lodging establishments are sites where visitors and employees interact frequently. Due to the pandemic, crisis management has to be seriously taken account by this industry as the aspects of guest housing, the services that this includes (food and beverage, cleaning, activity planning, and so on) as well as the interactions unique to these businesses (guest-guest, guest-staff, and staff-staff), require special consideration. It is in this aspect this research was conducted.

### ***1.1 Statement of the Problem***

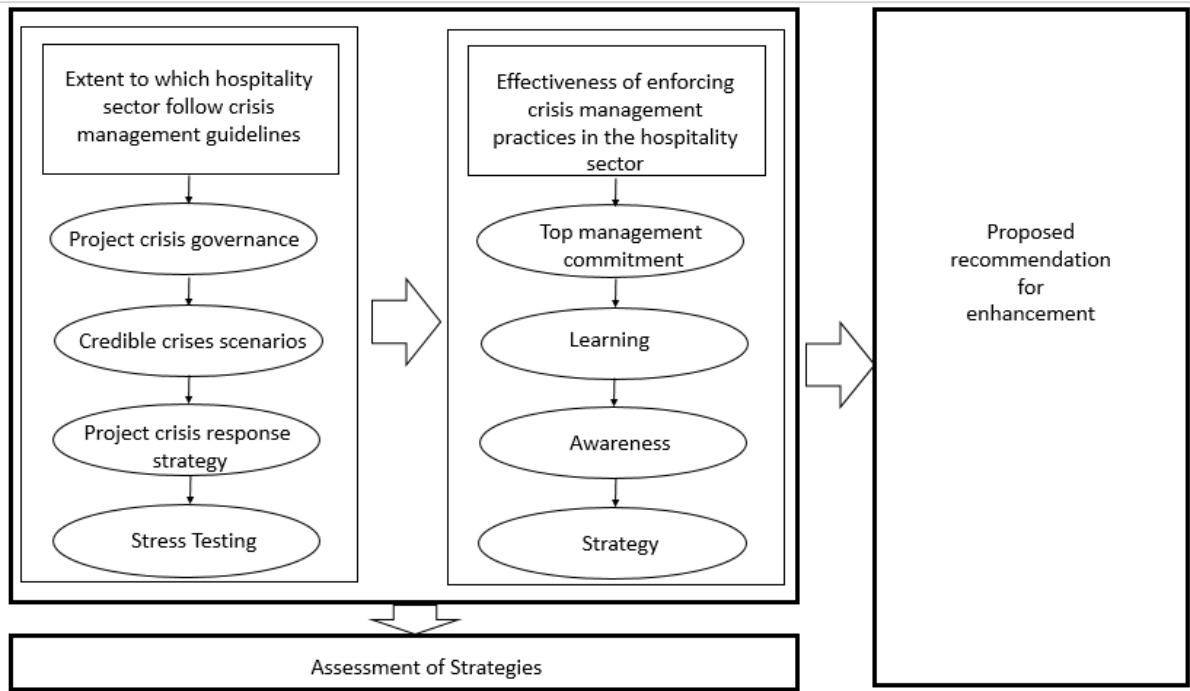
This study aims to assess the crisis management strategies used by hotel industry in the selected GCC countries during the pandemic. The following problems and sub-problems comprise the guidelines for conducting this study:

### ***1.2 Objectives***

The following sub-problems comprised the guidelines for conducting this study

1. To what extent can the Hotel Industry follow the guidelines for crisis management characterized by the following dimensions;
  - 1.1 project crisis governance
  - 1.2 credible crisis scenarios
  - 1.3 project crisis response strategies
  - 1.4 Stress testing
2. How effective is the Hotel Industry in the GCC enforce practices for crisis management during pandemic in terms of following aspects;
  - 2.1 Top management commitment
  - 2.2. Learning
  - 2.3 Awareness
  - 2.4 Flexibility
3. Based on the findings of the study, what measures can be recommended for the enhancement of crisis management in the hotel industry amidst pandemic.

### ***1.3 Conceptual Framework***



#### 1.4 Theoretical Framework

The study was tailored to the idea of Crisis Management Framework of Hollman, 2014 which states that the management of project crisis is should be treated differently from traditional project risk management arrangements. The research focuses on the idea that a crisis management situation can represents a strategic or existential threat to the organization. This approach is also similar to the crisis frameworks used by many companies which currently employ to manage other high-impact events like their reputation management, legal exposures, health and safety standards and etc.

The four components of this framework focuses on; First, the establishment of project crisis governance where it focuses on a project team, project sponsor and a senior panel all exercising oversight. Crisis governance is important as this identifies and formally appoint a governance group which is separate from the existing project management governance, to provide independent challenge during crisis planning and monitoring. If the project is completed as anticipated, the project crisis governance group's commitment is reduced to assisting planning and monitoring. The diagram below depicts an example project crisis governance group and how it interacts with the existing project management structure at various levels;

Second is focused on the identification of crisis scenarios. There is no one-size-fits-all method to handling a project crisis, and as a result, there is no one-size-fits-all crisis solution that will work in all situations. Identifying believable crisis scenarios is thus the first step toward determining effective project crisis solutions. Such situations can be discovered through standard project risk assessments, but we've found that dedicated seminars using distinct thresholds and guidewords are more effective. Suggested approaches to such workshops are illustrated in the next figure. Credible crisis scenarios are ones that surpass a company's risk appetite for significant projects, or occurrences that occur within a traditional risk assessment matrix and have the greatest influence on project delivery, with a reasonable chance of occurring; Third in this model is develop crisis response Strategies. Deep dives can be done to further study and discover the root causes and repercussions of the credible crisis scenarios once they have been found. Then, in a project crisis management plan, relevant precursor events and mitigation measures can be identified and recorded. The left-hand side of the bow tie will allow for the detection of precursor events, while the right-hand side will allow for the detection of

necessary mitigation procedures. Precursor events are tracked as projects are completed to provide early notice of impending disasters and allow for prompt response.

The fourth extent identified is testing and exercising. These are not common practice in project risk management. However, we feel that testing and practicing project crisis management procedures has significant benefits. The following exercises, for example, could be beneficial to projects: A crisis walkthrough consists of a critical assessment of the crisis management plan in a safe and stress-free atmosphere. And the last is the assurance of quality improvement. In this process, many initiatives carried out by energy firms can help to improve these arrangements in the long run. This is illustrated in a nutshell in the theoretical framework of this study.

### ***1.5 Contribution of the Study to Knowledge and Practical Applications***

This study renders a contribution to knowledge by evaluating the methods in which data on project crisis governance, credible case scenarios, project crisis response strategies, and stress testing can be used as guidelines for crisis management. Furthermore, the study emphasizes the need for top management commitment, learning, awareness, and flexibility to make the crisis management in the organization become effective. This study indicates that implementation of tailored project crisis management arrangements can significantly improve the project resiliency thereby avoiding the occurrence of project crisis.

Practical applications of crisis management among Hotel Industry can be cited here. In an organization where crisis management is evident, it is easy to collect data on the various experiences and best practices that the managers have done.

## **Literature Review**

For the purpose of being able to determine the range of interest that theorists and researchers have with regard to the crisis management, the researchers conduct a review of related literature and studies. The expositions of various authors of crisis management literature and the findings of the researchers on crisis management are presented:

Crisis management is the process of intervening or coordinating of individuals or teams before, during, or after the occurrence of an event. The purpose of which is to resolve the crisis, minimize some losses or even protect the organization. It is therefore, the method in which a crisis is handled during its evolution by the top management of a corporation (Eder, 2010). This is considered a process, which aims to control, or lessen to the minimum possible, the destruction a crisis can cause on business activities and to its stakeholders.

In addition, it is observed that the normal flow of life has been interrupted by serious incidents, which is quite challenging. Natural forces such as earthquakes, tsunamis, storm winds, and epidemics cause this situation called crises. It also include intentional actions of “others” which comprise various enemies inside or outside the society such as international conflicts and war, terrorist attacks. Others involve human errors in managing technology. Their roots somehow may be caused by poorly functioning socio-technical and administrative systems, which include infrastructure breakdowns, industrial accidents, economic crises, and political scandals. (Pecujlija, 2019).

Kassel (2020) discussed several approaches that align crisis frameworks with many companies which they currently employ to manage high-impact events. Among these include reputational, legal or health and safety exposures. Having identified this factor, for many companies, the delivery of major projects can mean a critical risk to the future capability of the business. It is therefore appropriate for a business to have contingency arrangements and escalation routes There are four components considered which include project crisis governance; credible crisis scenarios; project Crisis response strategies; stress testing.

The first component is project crisis governance where the key pillar is effective communication. In dealing with ambiguity and uncertainty, and the necessity to put the policies together, governments

have to struggle to solve the crisis while communicating with the people in real-time. This kind of communication where there are conditions of uncertainty is characterized by constant tensions and dilemmas (Taliawi, 2020). Being open and providing optimism and reassurance to people; informing them with technical information and explaining to them some epidemiological dynamics in laymen's terms; giving transparent and accurate information; getting the public ready for the next steps; and empathizing in communicating policies are effective ways in crisis communications.

The second component is credible crisis scenarios where credibility counts (CDC, 2017). During crisis, people depend on responders to provide the information they need to secure themselves and their communities. Information coming from a public official is judged on its trustworthiness. People follow the public health advice of organization and communicators whom they trust.

The third component is project crisis response strategies which are approaches or set of actions to reduce the negative effects of a crisis for stakeholders affected by the crisis and for the organization in crisis (Coombs, 2016). Managers implement these actions in response to a crisis. Moreover, these are also considered critical resources for minimizing the negative effects of a crisis on corporate reputations. There are no organization, which are immune from crises. It is just impossible to identify and remove every crisis risk a business might experience. There are different risks posed by employees, customers, and products. Managers must live with for the organization to survive. Thus, managers should be well informed in crisis response strategies.

The fourth component is stress testing in risk management. This involves highly complex, computer-generated simulation models that apply hypothetical scenarios as their framework of testing – analyzing how the balance sheet of organization responds to specific situations ( Ferguson, 2021) Instead of simply running the company within acceptable levels of risk, solutions for stress testing need to be likewise implemented for organization-specific stress testing. Specific stress tests for organization can give end-to-end visibility to recognize new opportunities and develop performance across every division.

Furthermore, effectiveness of crisis management can be measured in terms of top management commitment, learning, awareness, and flexibility. The PD (2015) stated that top management commitment is needed in crisis management, thus highest-level management should have direct participation in all specific and critical aspects of an organization. In addition, NIOSH (2020) mentioned that this factor has provided motivation and resources to deal effectively in the workplace. Amongst these are organization concern for employee emotional and physical safety and health and equal commitment to the safety and health of workers and patients/clients;

Moreover, Preskill (2020) emphasized learning as another factor to measure effectiveness is learning. According to him, this is needed in times of crisis and requires opportunities for reflection. It also includes creating spaces to think and creating new patterns of thinking.

Coolfire (2021) stressed that awareness of the situation plays an important role in the crisis management akin the sense that one must where the crime is occurring. Geolocation data is necessary for being aware in the situation.

Another factor to be considered is flexibility to the situation. MTI (2020) explained that crisis arises with short notice or no notice at all which really can cause major disturbances in the workplace. An important factor here is volatility where managers and leaders should be flexible to the situations that keep on changing. Becoming more Resilient, being responsive to change, building trust and confidence with employees are important considerations.

### **Methodology**

The descriptive-survey method of research was used in this study. The questionnaire was used as the instrument of data collection. The descriptive study was used because the researchers intended to

conduct a study of the actual situations in connection with crisis management of Hotel Industry amidst pandemic.

**3.1. Research Environment**

This study was conducted in the selected hotel industry in the GCC regions including Bahrain, Qatar, Oman and UAE. The research will employ convenience sampling which involves sample being drawn from the population that is close to the researchers.

**3.2 Respondents of the Study**

Through purposive sampling, 40 respondent hotels have been chosen as respondents of the study as shown in the table below

**Respondents of the Study**  
N= 40

Category	F	%
UAE	21	52.50
BAHRAIN	5	12.50
QATAR	14	35.00
TOTAL	40	100.00

The hotelier respondents comprises of Hotel Industry and are chosen as 1 representative per hotel based on 52.50 percent in the UAE; those in Bahrain comprise 12.50 percent, and those in Qatar comprise 35.00 percent of the respondents. The practitioners are all based in the capital Cities of the respective countries and are chosen based on convenience and stratified random sampling.

**Presentation, Analysis, and Interpretation of Data**

The first part of this study determines the extent to which the Hotel Industry follow the guidelines for crisis management by means of collecting data on project crisis governance; credible crisis scenarios; project crisis response strategies, and stress testing.

The second part determines the effectiveness of the Hotel Industry in the GCC on how they enforce practices for crisis management during pandemic by means of collecting data on top management commitment; learning; awareness; and flexibility. The succeeding tables present the data:

4.1 Extent to which the Hotel Industry follow the guidelines for crisis management

**Table 1: Extent to which the hotel industry used project crisis governance in the crisis management amidst pandemic.**

Areas	UAE		Bahrain		Qatar		Item Average	
	μ	Scale	μ	Scale	μ	Scale	μ	Scale
The hotel has a dedicated governance group to provide independent challenge during crisis planning and monitoring.	3.00	U	4.29	E	4.00	LE	3.76	L
There is a crisis response team who works with the project team to identify potential project crisis scenarios and develop the project crisis management plan	4.14	L	4.43	LE	4.14	L	4.24	LE

Crisis management team gives briefing to senior management periodically, and escalating critical issues for decision-making and approval.	4.29	L	4.43	LE	4.28	L	4.33	L
<b>Factor Average</b>	3.81	L	4.38	L	4.14	L	4.11	L

The above table shows that Bahrain, having an average response of 4.29 is considered to have an aggressive governance group which provides challenging crises management strategies. This is unlikely dissimilar to UAE which shows a lower response as to dedicated work group. In terms of crisis response, it is noting to realize that these countries of the GCC region adopted a dedicated project team to identify potential project crisis scenarios and they were able to develop a crisis management plan. This is same true on the area of decision-making where all the respondent from the different regions agreed on a large extend that they were briefed well continuously and issues were properly escalated.

Understanding governance group is important during emergency situations as crisis team has to be established to solve various challenges and shortcomings which may drive an organization to a larger crisis. (Juneya, 2021) A single brain cannot take all decisions alone and it is notable that Bahrain as a small country was able to deal on the importance of governance group.

Crisis team is found to be very important. As a first step in your crisis management plan, hotel and tourism sectors should develop an internal COVID-19 reaction team. A representative from each department should be on the team. (Hoogan, 2021). Hospitality crisis management plan should always include how to accommodate upcoming reservations for hotels weeks before their check-in dates, and should take steps to put guests at rest still even the risk. Additionally, it was also emphasized that team should be involved in cancellations as this is the most common scenarios. This should be part of hotel's crisis management plan. Because of the COVID-19 pandemic, many individuals are afraid to travel right now. On a daily basis, expect multiple cancellations.

**Table 2: Extent to which the hotel industry used credible crisis scenarios in the crisis management amidst pandemic**

Areas	UAE		Bahrain		Qatar		Item Average	
	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale
There are dedicated workshops to identify different thresholds of crisis scenarios.	4.00	L	4.00	LE	4.23	L	4.08	L
Risk assessments are done (risk identification, analysis, and evaluation)	4.42	L	4.28	LE	4.15	L	4.28	L
Credible crisis scenarios can be defined	4.28	L	4.40	LE	4.28	L	4.32	L
<b>Factor Average</b>	4.23	L	4.23	L	4.22	L	4.23	L

The selected hotel industry have used credible crisis scenarios. Specifically, to a large extent, the hotel industry believe that they have dedicated workshop provided by the respective sectors to identify risk scenarios. Risk assessment were also done properly and also, the hotel industry was able to manage credible crisis scenarios as they viewed it as well defined. It is noted that the range of 4.08 – 4.32 is still a consistent result.

Workshops are important as this is an avenue for hotel workers to upskill and reskill. Providing opportunities for hotel employees to add value to their skill sets should boost hotel company confidence, as layoffs are inevitable at all levels of the industry. Individuals who can improve their skill sets by taking specialty-specific courses stand to gain a lot. Offering 'Recognition of Prior Learning' chances to qualified hospitality front-line personnel could speed up the process of re-skilling, better preparing them for employment in hotels and other hospitality-related operations in a world where lean, skilled operations are required.

**Table 3: Extent to which the hotel industry used project crisis response strategies in the crisis management amidst pandemic**

Areas	UAE		Bahrain		Qatar		Item Average	
	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale
There are strategies and action developed during the crisis	4.14	L	4.00	LE	4.19	L	4.11	L
Resource are being identified	4.00	L	4.57	LE	4.28	L	4.28	L
There is a Crisis management plan developed by the organization	4.14	L	4.29	LE	3.57	L	4.00	L
Crisis Management plan is being communicated among members of the organization	4.23	L	4.40	LE	4.39	L	4.34	L
<b>Factor Average</b>	4.13	L	4.32	L	4.11	L	4.18	L

There is a similarity on the results on the extent to which the sectors utilized project crisis response strategies amidst pandemic which was observed to have a common result of 4.0-4.34 common in the range of Large Extent.



One of the observed response during the initial interview have focused on documentation of a prevention plan which was a common practice of hotel that protects employees and guests while on property to put potential guests at ease and to help ensure a positive, safe experience at their respective hotels. Once your hotel's preventive plan has been defined, begin training personnel to ensure that everyone is on the same page about the steps that need to be taken. It's also crucial to have a consistent message across your brand's online presence and staff communications. Provide staff with specific instructions on how to convey your preventive plan to visitors, acquaintances, and across social media channels.

**Table 4: Extent to which the hotel industry used stress testing in the crisis management amidst pandemic**

Areas	UAE		Bahrain		Qatar		Item Average	
	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale
Crisis management plan is being reviewed in a safe and stress-free environment in order the project team to challenge the plan	4.14	L	4.40	LE	3.75	L	4.10	L
This is a simulation exercise whereby the project management team acts upon detection of occurrence of a project crisis.	4.20	L	3.86	L	3.78	L	3.95	L
<b>Factor Average</b>	4.17	L	4.13	L	3.77	L	4.02	L

As shown in the results of table above, the respondents have answered a common response of Large Extend which is observed to be a very high agreement on the review of crisis management plan to include a stress free environment. Participant from Bahrain have answered 4.40 which draw a very huge confidence on this area. In addition, UAE believes more on the simulation exercise using project management teams to detect occurrence of crisis.

Most of the hotel industry have identified Operations, Human Resources, Marketing, Maintenance and Governmental aspects were reviewed. Simulations and actions that the hotel can take to limit the danger of a COVID19 case and preserve the safety and health of its clients are included in the Operations category. Human Resource practices are management initiatives that are primarily focused on lowering labor expenses. Marketing strategies are related with techniques for increasing hotel occupancy, which include price reductions for services given. The Maintenance category comprises cost-cutting strategies for hotel maintenance difficulties as well as a reduction in the amount of services it offers. Requests by industry to the government for quick cash, the suspension of tax payments, and requests to banks for lower borrowing costs fall into the Government category.

**Table 5: Summarized Data on the Extent to which the hotel industry apply the crisis management**

Areas	UAE		Bahrain		Qatar		Factor Average	
	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale
Project Crisis Governance	3.81	L	4.38	L	4.22	L	4.14	L
Credible Crisis Scenarios	4.23	L	4.23	L	4.22	L	4.23	L
Project Crisis Response Strategies	4.17	L	4.13	L	3.77	L	4.02	L

Stress testing	4.07	L	4.25	L	4.07	L	4.13	L
<b>General Average</b>	4.07	L	4.25	L	4.07	L	4.13	L

The consistency of the summarized data is observed in this research study as all the respondents have agreed to a large extent on all the variables under the application of crisis management in the hotel industry in the area of crisis governance, crisis scenario, crisis response strategies, and stress testing. Each crisis management practice was evaluated in two ways: the importance of the practice and the effectiveness of the practice at the level of use. A Likert scale was used to determine importance. For crisis management, the importance of each practice is assessed, while the efficacy assesses the extent to which each technique has been decided to employ by hotel managers.

**Table 6: Level of Effectiveness of Crisis Management in the Hotel Industry Amidst Pandemic in terms of Top Management Commitment**

Areas	UAE		Bahrain		Qatar		Item Average	
	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale
The managers are able and updated in identifying and predicting probable difficulties in crises	4.00	E	4.14	E	3.75	E	3.96	E
The managers are successful in setting up or developing a crisis committee, in executing periodical maneuvers and training quantitatively and qualitatively staff about crisis management.	4.28	E	4.14	E	4.14	E	4.19	E
The managers have proceeded on automating routine or complex acts (software and hardware systems)	4.14	E	4.29	E	4.32	E	4.25	E
The managers ignore procurement of maintenance services and health and safety at work caused by expensiveness (of economic)?	4.00	E	3.71	E	4.15	E	3.95	E
The managers are successful in reading the reports of events	4.24	E	4.43	E	4.82	VE	4.50	E
The managers take actions to coordinate and communicate with the various departments of hotel, cut paperwork and long administration process in crises.	4.81	VE	4.29	E	4.12	E	4.41	E
The managers are able to reduce the risk of communication with people and give suitable information to media in crisis	4.28	E	4.43	E	4.32	E	4.34	E
The managers take proper actions to set up a health and safety system and to evaluate the risk management.	3.12	N	4.71	VE	4.19	E	4.01	E
The hotel use qualified and experienced workforces in crisis	3.57	E	4.43	E	4.12	E	4.04	E
<b>Factor Average</b>	3.95	E	4.47	E	4.19	E	4.20	E

Table 6 shows that managers in the Hotel Industry of Bahrain has the most effective identification of probable crisis, with an average response of 4.14 followed by UAE. In terms of developing a crisis committee and training the staff related to crisis management, UAE is the most effective having the highest responses of 4.28 while the two countries got equal figure of 4.14. In routine automation,

Qatar got 4.32 making it the highest in this component while UAE has the lowest in hardware and software components. Related to the purchase of services, health and safety at work, Qatar is the one who does not ignore the procurement matter despite its expensiveness where it got 4.15 which is the highest response, followed by Bahrain and UAE with scores of 4.0 and 3.71 respectively. With regard to the reading the reports of events, Qatar is the most effective with 4.82 having the highest response, followed by UAE and Bahrain with 4.43 and 4.24 responses respectively. With regard to the taking actions in coordinating and communicating with various departments of hotel, UAE has the highest response, which is 4.81. This is unlikely dissimilar to Qatar which shows a lower response as to this coordination. In terms of giving suitable information to media in crisis, it is noting to realize that these countries of the GCC region were able to reduce the risk of communication with people. In taking proper actions to set up a health and safety system, Bahrain got the highest response of 4.71 as compared to Qatar and UAE who got 4.19 and 3.12 respectively. In using experienced workforces in crisis, Bahrain is the most effective having a response of 4.43. This is followed by Qatar who got 4.12 and UAE who got 3.57.

It is quite imperative that a company is vigilant to possible new threats while it continue to monitor existing ones. With the occurrence of COVID-19 pandemic, it is evident that a crisis can happen unexpectedly and from unanticipated sources. An organization can emerge stronger and more resilient from a crisis if it can assess potential threats and has a plan in place to quickly respond and recover (NSF, 2020) Top management commitment is very important in establishing a prevention strategy and mitigation measures must be applied.

**Table 7: Level of Effectiveness of Crisis Management in the Hotel Industry Amidst Pandemic in terms of Learning**

Areas	UAE		Bahrain		Qatar		Item Average	
	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale
The organization pay attention to maintenance or reformation and inspection in lieu of denying of events and ignoring equipment imperfections	4.40	E	4.43	E	4.13	E	4.32	E
The hotel pay attention to similar/dissimilar occurrences and events in other hotels in local, national and international levels and use their ideas and measures in crisis	4.18	E	4.40	E	4.10	E	4.23	E
Sharing of information occurs	4.28	E	4.14	E	4.23	E	4.22	E
<b>Factor Average</b>	4.29	E	4.32	E	4.15	E	4.25	E

The above table shows that Bahrain pays much attention to the maintenance and reformation with the highest response score of 4.43 as compared to Qatar and UAE with scores of 4.40 and 4.13 respectively. In terms of coordination with other hotels in local, national and international levels, Bahrain got the highest score, followed by UAE who got 4.18 and Qatar who got 4.10. As to sharing of information, UAE ensures of its occurrence with 4.28 as the highest score. This is dissimilar with Qatar and UAE who got 4.22 and 4.18 respectively.

A crisis management training focuses on emergency response and on keeping members of the community safe. There are essential aspects of learning which has been identified and these include

ability to communicate during crisis; ability to plan before emergencies occur; emergency preparedness and response; and ability to Operate Technology for Emergency Situations (CCCK, 2018).

**Table 8: Level of Effectiveness of Crisis Management in the Hotel Industry Amidst Pandemic in terms of Awareness**

Areas	UAE		Bahrain		Qatar		Item Average	
	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale
The data gathering from individuals' quantified and qualified performance shows personnel know how to perform duty in crisis	4.14	E	4.23	E	4.23	E	4.20	E
The data gathering from quality and quantity view of safety equipment in crisis	4.14	E	4.43	E	4.13	E	4.23	E
The data gathering and information show the range and extension of crisis occurrence and documentation.	4.00	E	4.14	E	4.63	VE	4.26	E
There is sharing of information from managers to personnel and vice versa.	4.00	E	4.40	E	4.20	E	4.20	E
Data was evaluated related to crisis management from organizations and the communication and coordination with them.	3.28	N	4.00	E	3.87	E	3.72	E
<b>Factor Average</b>	3.91	E	4.24	E	4.21	E	4.12	E

Table 8 shows that managers in the hotel industries of both Bahrain and Qatar has the most personnel know how to perform duty in crisis, with an average response of 4.23 followed by UAE. In terms of data gathering from quality and quantity view of safety equipment in crisis, Bahrain is the most effective having the highest responses of 4.43 while the UAE and Qatar got 4.14 and 4.13 respectively. In crisis occurrence and documentation, Qatar got 4.63 making it the highest in this component while UAE has the lowest with the mean 4.00 and Bahrain with 4.14. Related to sharing of information from managers to personnel and vice versa, Bahrain has the highest with 4.40 followed by Qatar and UAE with 4.20 and 4.00 respectively.

With regard to the data evaluation related to crisis management, Bahrain is the most effective with 4.00 having the highest response, followed by Qatar and UAE with 3.87 and 3.28 responses respectively.

Situational awareness is very important aspect in crisis management in the sense that it creates understanding of things, events, people, interfaces, environmental conditions, and other factors that affects human performance in complex and dynamic task situations. (McDonald,2016)

Too much or too little awareness can affect an individual's understanding of the situation. However, clear information can make a gap between the crises be dealt effectively.

**Table 9: Level of Effectiveness of Crisis Management in the Hotel Industry Amidst Pandemic in terms of flexibility**

Areas	UAE		Bahrain		Qatar		Item Average	
	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale
Personnel safety instructions were evaluated in responding well to crisis.	3.37	N	4.43	E	4.12	E	3.97	E
Planning facilities and obtaining them affect response to crisis.	4.14	E	4.0	E	4.10	E	4.08	E
The hotel was able to match and solve the complex and new problems without any interruption in its routine performance in crisis.	2.87	N	3.86	E	4.00	E	3.66	E
<b>Factor Average</b>	3.46	N	4.10	E	4.15	E	3.90	E

Table 9 shows that managers in the Hotel Industry of Bahrain has the most evaluated on personnel safety instructions in responding well to crisis, with an average response of 4.43 followed by Qatar. In terms of planning facilities in crisis, UAE is the most effective having the highest responses of 4.14 while the Qatar and Bahrain got 4.10 and 4.0 respectively. In matching and solving complex problems without any interruption in its routine performance in crisis, Qatar got 4.00 making it the highest in this component while UAE has the lowest with the mean 2.87 and Bahrain with 3.86.

Flexibility in responding to disasters is a key source of individual, organizational, and societal resilience. (Webb, 2021). However, there are recent developments in management structure and policy that have arguably stifled rather than promoted flexibility

**Table 10: Level of Effectiveness of Crisis Management in the Hotel Industry amidst Pandemic**

Areas	UAE		Bahrain		Qatar		Factor Average	
	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale	$\mu$	Scale
Top Management commitment	3.95	E	4.47	E	4.19	E	4.20	E
Learning	4.29	E	4.32	E	4.15	E	4.25	E
Awareness	3.91	E	4.24	E	4.21	E	4.12	E
Flexibility	3.46	N	4.10	E	4.15	E	3.90	E
<b>General Average</b>	3.89	E	4.22	E	4.17	E	4.09	E

Table 10 presents the summary table on the Level of Effectiveness of Crisis Management in the Hotel Industry amidst Pandemic of selected hotels in the GCC countries i.e. United Arab Emirates, Bahrain and Qatar in terms of Top management commitment, Learning, Awareness, and Flexibility.

As revealed, each area was agreed upon by the selected GCC countries with the following weighted mean: Top management commitment, 4.20; Learning, 4.25; Awareness, 4.12 and Flexibility, 3.90. A total factor average was 4.09 for the selected GCC respondents. This findings indicate that respondents have positive perception on the level of effectiveness of crisis management in the Hotel Industry amidst pandemic of selected hotels in GCC countries under study.

Table 10 presents the mean perception scores of respondents on the level of effectiveness on the crisis management. This area reflects no difference on the level of effectiveness of all GCC respondents. As revealed, all items were rated “effective” by all respondents except in the area of Flexibility as rated 3.46 by UAE which interprets “neither”.

**Proposals for the Improvement of Crisis Management in the hotel industry in the GCC region amidst pandemics.**

1. This research should focus on managerial implications for hospitality executives. More specifically, it presents an action plan that hospitality executives can use to manage the changes that COVID-19 has brought.
2. Tourism industry face increased unpredictability in an increasingly complicated and fast-changing world. Thus, there is a need to carefully include into budgeting and planning these risks. The research bring into a proposal of a need of the use of project risk management tools, project risk quantification, and contingency planning.
3. Even if tourism industry with comprehensive and mature project risk management approaches have experienced huge project failures, according to evidence. A further research on approaches should be continuous.
4. The research suggests that implementing customized project crisis management solutions, inspired by the simple structure proposed in this study, can greatly improve project resiliency by preventing or reducing project crises.

As part of the improvement, the research team examined various constraints during the course of this investigation, which will be taken into account in future studies. First, the study was conducted just days before the majority of the government stated its intention to reopen the hotels and issue a comprehensive action plan in accordance with health guidelines. As a result, the real degree of use of each practice could not be measured, just the degree of use that was selected to be employed. However, we predict that the short time between the hotels' opening and the research period will have little impact on the actual application of the practices in comparison to the ones already established by the hotel management. Second, this study looks into 40 different hotel management practices. Additional actions not covered in this study, such as optimizing techniques and protocols with partners (tour operators and suppliers), encouraging hotel executives to work from home, and seeking government support to build and improve health structures on the countries, could be investigated in the future.

**Findings, Conclusion, and Recommendations**

**Findings:**

The study yielded findings which revealed that hotel industries in the selected GCC countries used to a large extent the crisis management in the aspects of project crisis governance, credible crisis governance, project response crisis strategies, stress testing.

Regarding the level of effectiveness of crisis management in the hotel sectors amidst pandemic, the data revealed that selected countries in the GCC has effective system in the aspect of top management commitment, learning, awareness, and flexibility. On the awareness aspect, people must be aware of the mitigation measures, and their responsibilities before a crisis occurs.

**Conclusion:**

In the context of the findings of the study, the researchers conclude that selected GCC countries has used the crisis management to a large extent. In level of effectiveness, the use of crisis management has been effective.

**Recommendations:**

Based on the findings and conclusions, the following recommendations are offered:

1. Crisis management plan should be part of an overall safety and emergency preparedness plan and a standard part of the overall strategic planning process of the hotel industry. Hence, every employee must be made fully aware of the crisis management preparedness program of their own hotels.

2. The hotels must develop a crisis management team that should include top management, operations personnel, public relations, experts, legal assistance and insurance carriers. These people can be called on their particular expertise not only during the planning stage but also if a crisis should occur. The crisis management team, regardless of size, must be responsible for identifying all audiences that may be affected by each crisis situation.
3. Conduct similar research to look for potential issues and develop a plan of action that will keep the crisis management plan up to date and vital.

Image No.	BF Score	Image No.	BF Score
21	0.81613	31	0.76851
22	0.75046	32	0.75838
23	0.69565	33	0.79643
24	0.79923	34	0.77023
25	0.68615	35	0.78937
26	0.75074	36	0.81234
27	0.80724	37	0.78043
28	0.7965	38	0.82817
29	0.78856	39	0.84167
30	0.70884	40	0.82239

**Fig.5.BF score of images**

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