

# In the Face of a Global Pandemic, Resilient Leadership in Hotels: A Case Study

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## Abstract

The COVID-19 pandemic's countermeasures, as movement limitations and quarantine, have unleashed devastation on the inn business. Be that as it may, viable reaction answers for the travel industry and cordiality enterprises are scant. This report portrays a reaction technique concocted by a case inn in Vietnam to empower it endure this trying time. Our exact investigation additionally centers around the development of a paid quarantine administration for a situation inn, which can help the two lodgings and experts in Vietnam in proficiently answering the pandemic.

Reason Almost every overall area has been affected by the COVID-19 predicament. The inn business, then again, was the hardest hit, scrutinizing the initiative. Subsequently, the reason for this exploration is to investigate the deterrents that cordiality chiefs in India face in exploring the emergency. The concentrate additionally takes a gander at how pioneers oversee significant partners' assumptions, convey hard choices with staff, look for recovery drives, and research the job of innovation in enduring the emergency.

The effect of COVID-19 on the inn area has been pulverizing, and the Chicago lodging market, similar to other people, has seen sensational drops in inhabitation, incomes, and productivity, bringing about radical work force cuts and operational modifications.

**Keywords:** Resilient leadership, Hotels, COVID-19, Leadership challenges.

## 1. Introduction

Tourism has always been extremely exposed to a variety of threats. Unforeseen events frequently begin with a decrease in the number of tourists and eventually have an impact on the public and worldwide economies. The SARS pandemic in China in 2003 essentially affected the travel industry and brought about an emotional drop in the economy (Scarlett, 2021). In 2020, the ongoing COVID19 emergency will have demolished the overall the travel industry economy by 60-80 percent. Besides, it is broad all over the planet and is unleashing destruction on the worldwide economy (WTO, 2021). The risky situation coming about because of the COVID-19 catastrophe is contrasted with the Spanish flu pandemic, especially as far as how it prompted a medical care emergency, financial precariousness, and market instability (Teeroovengadam et al., 2021). The lodging business endured excessively because of the coordinated job of movement and the travel industry. After lockdowns and carrier retractions, the business is scarcely getting by, bringing about unfortunate inn inhabitation, which prompts compensation cuts and colossal cutbacks. These actions significantly affect the passionate and actual soundness of workers (Hao et al., 2020).

Since to COVID-19's disastrous worldwide results, most state run administrations have executed travel limitations and nation lockdowns. Accordingly, overall the travel industry has experienced a significant decay. Since most inns have shut, practically all countries have seen a critical drop in the travel industry, and the inn area pay expectation for 2020 has been reconsidered to be in not kidding decline (Gössling et al. 2020). The most exceedingly terrible results have happened in nations with the largest quantities of Covid contamination cases, like the United States, Russia, and Brazil (Gössling et al. 2020; Worldometer 2021), as well as those that have forced serious limitations on

populace travel, like Germany and Greece (Gössling et al. 2020; Worldometer 2021). (Worldometer 2021). Different countries, like New Zealand, Vietnam, and Korea, have of late exhibited an elevated degree of protection from the Covid sickness, though there is just a thin likelihood that these nations will resume and draw in vacationers from nations where the infection is endemic. In spite of the COVID-19 pandemic's boundless consequences for friendliness and the travel industry, the fundamental worries were not such a huge amount about the degree to which the plague had hurt the lodging business.

In industry distributions and famous media, the effect of the COVID-19 pestilence on the lodging industry has been totally chronicled. With diminished appearance and neighborhood lockdown orders, STR year-end information uncovers that the U.S. lodging industry's inhabitance, ADR, and RevPAR arrived at new lows in 2020. (Luther, 2021). The business has topped 1 billion unsold room evenings, outperforming the 786 million unsold room evenings experienced during the downturn of 2009. (Luther, 2021). Almost 100,000 rooms were lost because of suspension of tasks and terminations, resulting in a \$3 trillion loss in revenue (Mandigo, 2021).

Despite the COVID-19 pandemic's uncertainty and chaos, the hotel business remains optimistic. The number of hotel rooms in destinations throughout the world increased by 8% over the previous year, marking a new high (Firshein, 2021). Hotels that managed to keep functioning, even at a reduced level, did so by devising inventive techniques for meeting guest expectations and adhering to health and safety regulations for both guests and employees. Even in the face of significant layoffs, they remained engaged with their employees. In light of shifting circumstances, they invested in new technologies and rethought established methods. They devised innovative ways to make the most of limited human and physical resources. Many people remained upbeat and enthusiastic about the future.

## **2. Review of the Literature**

### **2.1. Impact of COVID-19 on the hotel industry in India:**

The COVID-19 dilemma, as well as the restrictions that have resulted from it, such as the shutdowns, have had serious effects for human lives and organisations. The solution to such a problem, which takes the form of social distancing policies, obstructs mobility, which is at the heart of tourism (Rahmafritria et al., 2021). According to the World Health Organization, there are 8.5 million cases worldwide, and the number is continually growing (WHO, 2020). In the midst of the global economic crisis, India's industry, particularly tourism and hospitality, has been severely harmed. Given that India's growth rate was among the best in the world in 2019, COVID-19 will have a considerably greater impact. In comparison to the global average, the national unemployment rate of 7.1 percent in 2020 represents a bad performance (Dhingra and Ghatak, 2021). Massive layoffs, early retirement, being laid off, taking unpaid vacation, cutting welfare benefits, changing working shifts, or taking up alternate positions are all having a negative impact on the hotel business (Edgecliffe, 2021). During the fiscal year 2020–21, the Indian hotel business lost 1.30 billion USD (75 percent of revenues) and is on the edge of collapse (FHRAI, 2021). The industry anticipates that the government's financial policies will aid it, particularly the cancellation of debts owed to banking institutions (Business Standard, 2021).

However, another scenario anticipates a large contraction in the hotel industry, indicating a dismal future for employees and investors (Taylor, 2021). The COVID-19 problem has caused a rethinking of traditional managerial tasks such as operations, strategy, cost control, and human resources. While such techniques are intended to promote an organization's survival, they can cause anxiety among key stakeholders, particularly employees, who are wary of layoffs, cost cutbacks, and losses.

### **2.2. Managing uncertainty during COVID-19: leadership perspectives:**

In a situation where the future of India's hospitality industry, as well as the interests of employees, investors, and other stakeholders, it's important to know what the industry's primary challenges are. Employees have been impacted the hardest by the epidemic in terms of stress and uncertainty as a result of enormous job losses, in addition to the devastating consequences on all stakeholders (WHO, 2020). Researchers examine the necessity for a variety of leadership styles to solve the current problem in the context of the current crisis. Several elements

influence leadership, including the qualities of leaders what's more, adherents, the climate, and the kind of association among workers and pioneers (Al-Ababneh, 2013). The analysts present a few authority hypotheses to work on the writing. Boyne proposes groundbreaking initiative and pioneer part trade hypothesis with regards to the inn area (2010). Groundbreaking initiative is characterized as an interaction in which supporters draw in with pioneers so that it valuably affects representative commitment, inspiration, and impact to accomplish authoritative objectives (Nothouse, 2016). Groundbreaking pioneers are expected to utilize successful relational abilities and appeal to direct all partners toward the association's vision (Fitzgerald and Schutte, 2010).

One more administration style exhorted by (Oruh et al., 2021) to help limit representative pressure during hard periods like the COVID-19 plague is sympathetic authority. Sympathy in the working environment has a more extensive significance than basically recognizing misfortune, and it stretches out to helping people in commonsense ways (Peticca-Harris, 2019). Moreover, sympathetic authority exhibits getting, altruism, and moral help (Wasylyshyn and Masterpasqua, 2018). The commitment to variety and comprehensiveness is becoming overall as associations shift to another functioning worldview because of the COVID-19 pandemic, which has had sweeping cultural and monetary implications for the Indian friendliness industry. It is currently basic for organizations to foster comprehensive administration (Mehta et al., 2020; Deloitte, 2021). Foundations with comprehensive initiative recognise a varied range of customers and perspectives (Titus, 2021).

### **3. The Case For Resilient Leadership**

The term "resilient leadership" has emerged as a way to depict an administration procedure that permits organizations to make due and keep on satisfying their missions (Petty, 2020). "The limit of a framework (individual or complex) to adjust, adjust, and recover notwithstanding difficulty" is the manner by which flexibility is characterized (Fletcher and Sarkar, 2013). The possibility of strength incorporates recuperation that prompts positive transformation and improvement of new abilities, or "flourishing" (Ledesma) (2014). Versatile individuals have been shown to be better at adapting to misfortune, feeling a feeling of cognizance, and taking full advantage of individual qualities and assets (O'Leary, 1998). They are bound to have a significant reason throughout everyday life, accept they have command over future occasions, and gain and develop from both happy and negative experiences (Bonanno, 2004). They exude an unwavering feeling of optimism and hope (Ledesma, 2014).

Resilient leaders share traits that show up in their impact on their followers and the workplace as a whole. Empathy, decisiveness, purpose, agility, transparency, vision, and inventiveness are all traits they bring to difficulties (Deloitte, 2020). Several empirical research show that resilience increases a pioneer's capacity to manage affliction and that it goodly affects devotees' prosperity (Foerster and Duchek, 2018). Versatile Leadership is a technique or theory that spotlights on getting ready individuals, associations, and cycles to conform to shocks. "Driving for flexibility is a cognizant obligation to analyze the whole association and system and find answers for expand risk ahead of the following critical calamity." It's a perspective about everything, displaying numerous situations constantly, and creating cycles, procedures, and ability outfitted to satisfying the goal and getting through the shocks (Petty, 2020)."



**4. Characteristics of resilient leaders**

Resilience, according to Very well Mind, is what gives people the mental strength to deal with stress and adversity. It is the mental reservoir of strength that people can draw upon in times of crisis to keep them from collapsing. Resilient people, according to psychologists, are better equipped to deal with adversity and rebuild their life after a setback.

In a professional setting, leaders generally demonstrate resilience in the following ways:

- Rather than succumbing to despair or avoiding challenges through unhealthy coping mechanisms, resilient people confront problems head-on.
- They are unflappable in the face of tight and stressful situations, even when they are completely unexpected or unusual.
- They have a high tolerance for ambiguity and uncertainty, and they can quickly adjust to new situations.
- They take care of their own mental and physical health, recognising that they need to be in good shape to perform at their best.
- They communicate in a measured and confident manner at all times, which instils confidence in their leadership.
- They have a strong grasp of reality, both in terms of being able to put mistakes or setbacks into context and in terms of setting realistic goals.

**5. Conclusion**

According to external statistics and our study, the Coronavirus pandemic affects lodgings and the chiefs who are driving them through the emergency. Numerous lodgings have arrived at phenomenal degrees of versatility, with less fatty and

more deft activities, compliment hierarchical designs and the end of old storehouses, nimbler and more cooperative groups, and new levels of flexibility. In spite of the way that the example was minuscule and self-chose, the discoveries uncover a few significant real factors about how inns have changed because of the emergency and what's in store for the business.

On account of the negative wellbeing impacts of the COVID-19 pandemic, as well as the way that the economy and society are as yet capricious, we accept there is still space for more investigation into how cordiality organizations in different nations answer drives that think about the consequences for representatives, clients, society, and other pertinent businesses. Since response methods, for example, paid quarantine administrations were just carried out for a couple of months for our situation lodging, it would be helpful to return to Viehost's case to take a gander at the drawn out consequences and impacts of their responses.

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