

Organizational Resilience in the Hotel Sector: A Systematic Review of Strategies, Practices, and Actions During Crises

La résilience organisationnelle dans le secteur hôtelier : Revue systématique des stratégies, pratiques et actions en période de crise

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Abstract

This article conducts a systematic review of the literature on resilience practices, actions, and strategies adopted by hotels during periods of crisis. Building on studies published over the last decade, the review distinguishes between immediate practices, managerial actions, and long-term strategies, and examines how hotels develop resilience through operational adjustments, human resource management, strategic adaptation, and organizational learning. The findings show that resilience in the hotel sector extends beyond short-term responses, reflecting a multidimensional and proactive capability that relies on innovation, knowledge accumulation, and collaboration with internal and external stakeholders.

The analysis also reveals significant variations in practices and strategies depending on the type of crisis (health, geopolitical, economic, or environmental) as well as contextual factors such as institutional environments, cultural norms, and resource availability. These factors are particularly influential in emerging economies, where resilience mechanisms often rely on flexibility, social capital, and inter-organizational cooperation. This article contributes to the literature by linking hotel resilience to dynamic capabilities and strategic renewal and provides practical insights for hotel managers seeking to strengthen organizational adaptability and long-term competitiveness.

Keywords: hotel resilience; crisis management; resilience strategies; organizational learning; dynamic capabilities; tourism crises; hospitality management.

Résumé

La résilience organisationnelle dans le secteur hôtelier est un phénomène multidimensionnel et dynamique, influencé par les ressources internes, les capacités adaptatives et les facteurs contextuels et culturels. Cette revue systématique de la littérature (2015–2024) examine comment les hôtels développent et mobilisent la résilience face aux crises, notamment les pandémies, les instabilités géopolitiques et les fluctuations économiques. L'étude distingue trois horizons temporels : court terme (pratiques opérationnelles immédiates), moyen terme (adaptations humaines et stratégiques) et long terme (apprentissage organisationnel et innovation). Quatre dimensions principales de la résilience sont identifiées : opérationnelle, humaine, stratégique/marketing et organisationnelle basée sur l'apprentissage. Les résultats soulignent que : les ressources internes renforcent les capacités adaptatives, les dimensions de résilience interagissent de manière séquentielle et cumulative, et le contexte et la culture modèrent l'efficacité des pratiques de résilience. Cette étude propose un cadre conceptuel intégré, offrant des implications théoriques et managériales pour le secteur hôtelier et orientant les recherches futures sur la résilience organisationnelle.

Mots-clés : résilience organisationnelle, secteur hôtelier, capacités adaptatives, apprentissage organisationnel, revue systématique.

Introduction

The hotel sector, a core component of the global tourism system, is characterized by high vulnerability to crises and external disruptions. Its strong dependence on international mobility, demand seasonality, and labor-intensive services makes it particularly sensitive to shocks such as pandemics, geopolitical instability, and economic downturns (Brown et al., 2017; Hall, 2019). The COVID-19 pandemic further exposed the structural fragility of the hospitality industry and underscored the need for robust mechanisms that enhance organizational resilience (Baum & Hai, 2020). In response, scholars have increasingly examined how hotels anticipate, absorb, and recover from crises through proactive management practices, innovation, and collaboration with internal and external stakeholders (Filimonau et al., 2020; Dülger et al., 2023).

Recent research on operational resilience in hotels has identified cost-control measures, efficiency improvements, and the digital transformation of services as central strategies for maintaining business continuity under crisis conditions (El-Said et al., 2023; Choi et al., Lima Santos et al., 2024). Human resilience encompasses employees' adaptability, emotional stability, and the ability to respond effectively to crises, which is strengthened by supportive and crisis-responsive leadership (Elshaer, 2024). Strategic and marketing resilience in the hospitality and tourism sector involves destination repositioning, product diversification, and the promotion of domestic tourism as mechanisms to mitigate the impact of external shocks (Assaf & Scuderi, 2020). In developing economies, learning-based resilience is influenced by institutional learning, informal networks, and locally rooted partnerships, which enhance hotels' capacity to anticipate, adapt to, and recover from environmental uncertainties (Edeh et al., 2024).

Research on hotel resilience adopts diverse perspectives, reflecting variations in crisis types, methodological approaches, and geographic contexts. Several studies emphasize the role of innovation and adaptive management as key drivers of competitiveness and long-term survival under conditions of uncertainty (Filimonau et al., 2020; Baum & Hai, 2020). Others highlight the limitations of existing resilience frameworks, particularly regarding the integration of contextual and cultural factors into resilience analysis (Duchek, 2020; Elshaer, 2024). While these studies provide valuable insights into innovation, adaptive management, and the role of contextual factors in hotel resilience, the literature remains fragmented, and there is still a lack of comprehensive syntheses that integrate strategies across different crisis types, organizational levels, and regional contexts.

However, despite this expanding body of research, no systematic review has yet provided an integrated analysis that simultaneously links the four main dimensions of resilience (operational, human, strategic/marketing, and organizational learning-based resilience), the temporal horizons of crisis response (immediate, medium-term, long-term), and cross-context variations across crisis types and geographical settings. Existing reviews address these elements separately but do not articulate how they interact dynamically. This absence of an integrated typology represents a major gap in the hospitality resilience literature.

Furthermore, while several reviews focus on tourism resilience or crisis management in general, none specifically develop a temporal–dimensional framework tailored to hotels, nor propose a conceptual model capturing the sequential progression from operational absorption to strategic adaptation and long-term organizational transformation. This study therefore addresses a clear and explicit research gap.

Based on this gap, the present review brings three original contributions. First, it develops a structured typology articulating the interaction between resilience dimensions and temporal horizons; second, it proposes an integrated conceptual framework linking internal resources, adaptive capabilities, temporal responses, and contextual moderators. And third, it provides a cross-context comparative synthesis that distinguishes resilience patterns across crisis types and geographical regions (developed vs. developing economies).

However, despite this expanding body of research, no systematic synthesis has yet mapped, in an integrated manner, the full range of resilience strategies implemented by hotels across crisis types and regional contexts. The hospitality literature increasingly distinguishes between immediate practices (e.g., rapid operational adjustments), short-term managerial actions (e.g., adaptive resource allocation, staff redeployment), and long-term organizational strategies (e.g., innovation, digital transformation, strategic planning). Yet, few reviews explicitly articulate how these three levels interact during crisis response, which limits understanding of how hotels transition from reactive measures to structured, forward-looking strategies (Rivera, 2020; El-Said, Smith, & Al-Yafaei, 2023; Choi et al., 2023).

This article addresses these gaps by asking: *“What resilience strategies, actions, and immediate practices are identified in the hospitality literature during crises, and how do they vary across crisis types and geographic contexts?”*

To answer this question, the article pursues three main objectives. First, it provides a comprehensive synthesis of academic studies on hotel resilience during crises. Second, it classifies the immediate practices, short-term actions, and long-term strategies according to

crisis type (sanitary, geopolitical, economic, or environmental) and geographical categories, distinguishing between developed and developing countries. Third, it identifies existing conceptual and methodological limitations and proposes directions for future research.

The remainder of the article is structured as follows. Section 2 outlines the methodological approach adopted for this literature review. Section 3 develops the theoretical framework on organizational resilience in the hospitality sector, including the influence of contextual and cultural factors. Section 4 provides a detailed synthesis and analysis of the resilience strategies, medium- and long-term actions, and immediate practices identified in the literature. Section 5 presents the discussion, while Section 6 concludes the study with key contributions, practical recommendations, and directions for future research.

1. Methodology of the Literature Review

1.1. Research Approach

This study employs a systematic literature review to investigate organizational resilience within the hotel sector. The main objective is to understand how hotels develop and adjust their practices, actions, and strategies in response to diverse crises, including economic, health-related, geopolitical, and environmental disruptions. Guided by established frameworks for systematic reviews (Tranfield et al., 2003; Kitchenham, 2004), the methodology emphasizes transparency, rigor, and replicability, ensuring that the process of identifying, selecting, and analyzing studies is both structured and traceable. By adopting this approach, we aim to synthesize existing knowledge, identify dominant trends, and highlight conceptual and empirical gaps in the field of hotel resilience.

This review focuses primarily on studies published after 2015, while including a few earlier foundational works (2010–2012) that remain relevant for context or theoretical grounding. The rationale for focusing on recent literature is twofold:

- First, these articles often synthesize and cite earlier studies, providing an up-to-date overview of the field;
- Second, they offer empirical evidence and conceptual developments aligned with contemporary challenges, such as COVID-19, environmental sustainability, and digital transformation (Hall, 2019; Rivera, 2020; Filimonau et al., 2020).

In order to enhance the scientific robustness of the review, this study explicitly follows the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework. The entire selection process was planned, documented, and executed following PRISMA's four stages: Identification, Screening, Eligibility, and Inclusion.

1.2. Search Strategy and Identification Protocol

The literature search was conducted across multiple high-quality academic databases, including Scopus, Web of Science, ScienceDirect, Emerald Insight, and Google Scholar. Keywords were carefully selected in both English and French to maximize coverage: resilience, hotel industry, crisis management, tourism recovery, strategic adaptation, *résilience*, *secteur hôtelier*, *gestion de crise*, and *stratégies organisationnelles*.

Searches were performed between March and June 2024 to ensure the inclusion of the most recent post-COVID-19 research. Boolean operators and truncation were systematically applied, including combinations such as “*resilience*” AND “*hotel*”, “*crisis management*” AND “*hospitality*”, “*tourism resilience*” AND “*organizational capabilities*”, and their French equivalents. Grey literature (reports, theses, working papers) was excluded to maintain academic rigor and ensure the reliability of peer-reviewed evidence.

To ensure methodological rigor, a PRISMA-inspired identification protocol (as shown in Diagram 1) was applied:

1) Identification

- Initial searches returned 312 articles across databases.
- An additional 18 records were identified manually through cross-referencing key studies.

2) Screening

- Duplicate records (42) were removed, resulting in 288 unique publications.
- Titles and abstracts were screened, excluding studies that did not address hotel-specific resilience, were non-academic, or outside the temporal range (2015–2024).
- 253 records were excluded at this stage.

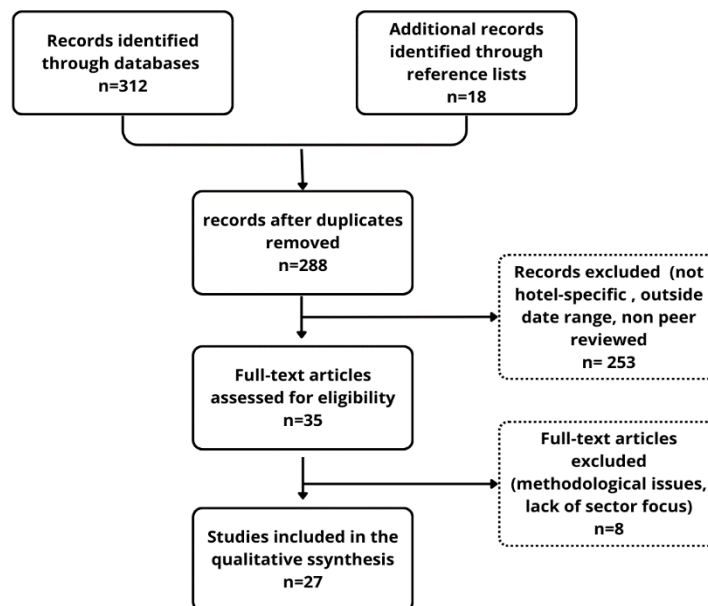
3) Eligibility

- 35 full-text articles **were** assessed for eligibility based on methodological quality, conceptual clarity, and relevance.

4) Inclusion

- After full-text examination, 8 studies were excluded due to insufficient methodological rigor or lack of hotel-specific focus.
- A final sample of **27 studies** was retained for qualitative synthesis.

Figure 1. PRISMA Flow Diagram



1.3.Inclusion and Exclusion Criteria

To maintain consistency and relevance, explicit inclusion and exclusion criteria were defined prior to the screening process:

- **Inclusion criteria:**

- Empirical or conceptual studies addressing organizational resilience in the hotel sector.
- Articles published in peer-reviewed journals between 2010 and 2024, with a focus on post-2015 works.
- Studies conducted in diverse geographical contexts, including developed and emerging economies.
- Articles in English or French.
- Studies providing clear methodological information (qualitative, quantitative, or mixed methods).

- **Exclusion criteria:**

- Studies focusing on tourism in general without specific reference to hotels.
- Non-peer-reviewed sources (conference papers, working papers, reports).
- Articles lacking methodological transparency or sufficient empirical evidence.
- Publications outside the temporal range or not providing novel insights into hotel resilience.

- Studies in which resilience is mentioned only tangentially or without conceptual development.

1.4. Screening and Selection

The screening process followed a two-stage procedure designed to ensure clarity and analytical consistency.

- In a first phase, all titles and abstracts were examined to identify studies with clear relevance to organisational resilience in the hotel sector. Only articles addressing crisis responses, adaptive practices, or resilience mechanisms within hotel contexts were retained for full-text assessment.
- In the second phase, the full texts of these potentially eligible studies were reviewed to verify their methodological robustness, conceptual alignment, and contribution to the research question.

This sequential approach ensured the coherent selection of studies that met the defined inclusion criteria.

To reinforce the reliability of the analysis, coding and classification were conducted through repeated verification cycles. Initial coding decisions were revisited in a second analytical pass, allowing the refinement of categories and the resolution of interpretative ambiguities as the synthesis progressed. Each article was systematically examined with regard to the type of crisis explored, the nature of the resilience strategies identified, the geographical and institutional context, the methodological design, and its principal empirical or conceptual insights. While no formal inter-coder statistics were applied, given the qualitative and narrative orientation of the synthesis, the structured coding protocol and iterative verification process ensured coherence, transparency, and analytical rigour across the reviewed studies.

1.5. Data Synthesis

A comprehensive summary table was created to synthesize findings across the final 27 studies. The table highlights authors, publication year, journal/source, methodology, data type, context and crisis type, and main contributions. This format provides clarity on research focus, methodological diversity, and major theoretical insights, forming a foundation for the discussion of hotel resilience strategies. The Table 1 presents the key studies and gives an overview of how the analysis was conducted

Table 1. Summary of Key Research on Hotel Resilience (2010–2024)

No	Authors	Year	Journal / Source	Methodology	Data Type	Context & Crisis Type	Main Contributions
1	Biggs, D. C.; Hall, C. M.; Stoeckl, N.	2012	Journal of Sustainable Tourism	Multiple case study	Interviews, scenario analysis	Phuket, Thailand – natural disasters & political crisis	Community social capital, formal/informal networks, and enterprise flexibility enhance tourism business resilience
2	Melián-Alzola, L. ; Fernández Monroy, M. ; Hidalgo Peñate, M.	2020	Tourism Management Perspectives	Quantitative (scale development)	Questionnaire survey	Canary Islands – economic, climate uncertainty, crisis	Holistic model of organizational resilience; strategy and change predict resilience and hotel performance
3	Filimonau, V. ; Derqui, B. ; Matute, J.	2020	International Journal of Hospitality Management	Quantitative	Survey (senior managers)	Spain – COVID-19	Organizational resilience and CSR practices enhance employee job security and commitment
4	El Said, O. A.; Smith, M.; Al Yafaei, Y.	2023	International Journal of Hospitality Management	Mixed methods	Interviews + secondary data	Global hotel sector – COVID-19	Resilience action framework: digitalization, operational flexibility, anticipation
5	Edeh, F. O. ; Islam, M. F. ; Nwali, A. C.	2024	Discover Sustainability	Quantitative	Survey	Nigeria – environmental uncertainty/crisis	Organizational learning strengthens hotel resilience through anticipation and recovery capacity

No	Authors	Year	Journal / Source	Methodology	Data Type	Context & Crisis Type	Main Contributions
6	Elshaer, I. A. ; Azazz, A. M. S. ; et al.	2024	Administrative Sciences	Quantitative ; PLS-SEM	Survey (employees of “green” hotels)	Egypt – environmental sustainability	Green HRM, circular economy, green culture → organizational resilience and adaptability
7	Elshaer, I. A.	2024	Sustainability	Quantitative ; PLS-SEM	Survey	Egypt – post-COVID-19	Psychological and organizational resilience; includes contextual and cultural factors

The synthesis demonstrates a progressive shift from operational continuity toward multidimensional, adaptive resilience, incorporating innovation, leadership, learning, and relational capabilities (Hall, 2019; Rivera, 2020; Filimonau et al., 2020).

1.6.Limitations of the Review

Despite efforts to ensure methodological rigor, several limitations remain.

- First, the diversity of conceptual frameworks across studies makes direct comparison challenging.
- Second, empirical evidence is concentrated in high-income regions, leaving contextual gaps in emerging economies.
- Third, some earlier studies (2010–2012) employ broad or implicit definitions of resilience, which may lead to interpretive differences.
- Finally, although the review focuses on the most recent and relevant articles, this selective approach may overlook niche studies that could offer additional insights.

These limitations underscore the need for future comparative, multi-level, and longitudinal research on hotel resilience, particularly in under-represented contexts such as developing economies (Hall, 2019; Edeh et al., 2024).

2. Theoretical Framework: Organizational Resilience in the Hospitality Sector

2.1. Concept and Definition of Organizational Resilience

Organizational resilience refers to an enterprise's ability to anticipate disruptions, absorb shocks, and recover while maintaining essential functions and adapting to changing conditions (Duchek, 2020; Elshaer et al., 2024).

In the hospitality sector, resilience is especially critical due to the industry's dependence on international mobility, seasonal fluctuations, and labor-intensive operations (Brown et al., 2017; Hall, 2019). Recent crises, including pandemics, geopolitical instability, and extreme events, have exposed structural vulnerabilities and highlighted the importance of integrated, proactive resilience strategies (Baum & Hai, 2020; Filimonau et al., 2020).

2.2. Theoretical Lenses Underpinning Hotel Resilience

Several theoretical frameworks explain how hotels develop and sustain resilience. Each lens contributes a distinct perspective and helps clarify the mechanisms that transform resources into adaptive responses:

- *Dynamic Capabilities (Teece, 2007)*: This perspective focuses on the ability to reconfigure resources, innovate, and respond rapidly to environmental changes. In hospitality, it supports understanding of how hotels adjust operations and strategies during crises (Assaf & Scuderi, 2020; Baum & Hai, 2020).
- *Absorptive Capacity (Cohen & Levinthal, 1990)*: Absorptive capacity highlights the ability to identify, assimilate, and apply external knowledge. Hotels with stronger learning mechanisms are better positioned to interpret disruptions and deploy appropriate responses (Prayag et al., 2020).
- *Organizational Learning (Argyris & Schön, 1978; Lengnick-Hall et al., 2011)*: This theory emphasizes collective learning, crisis routines, and double-loop learning. It sheds light on how hotels transform experience into improved preparedness and adaptive practices (Filimonau et al., 2020; Edeh et al., 2024).
- *Resource-Based View (Barney, 1991)*: The RBV explains resilience through the lens of valuable, rare, and difficult-to-imitate resources such as human capital, digital infrastructure, and organizational slack (Elshaer, 2024; Rivera, 2020).
- *Social Capital Theory (Putnam, 2000; Aldrich & Meyer, 2015)*: Social networks, trust, and community cooperation enhance resilience by facilitating collaboration and local support, particularly in tourism-dependent regions (Biggs et al., 2012; Edeh et al., 2024).

- *Contingency Theory* (Lawrence & Lorsch, 1967; Ritchie & Jiang, 2019): This lens highlights the need for organizational responses to align with environmental conditions. It helps explain why hotels in different institutional or cultural settings adopt different resilience strategies.

2.3. Dimensions of Resilience in the Hospitality Sector

The literature identifies **four complementary dimensions** (as shown in Table 2) through which global organizational resilience materializes in hotel operations. Each dimension mobilizes specific resources and mechanisms that strengthen crisis response:

- *Operational Resilience*: Process flexibility, digitalization, and service continuity allow hotels to reduce operational disruptions. Critical resources include digital technologies, modular infrastructures, standardized but adaptable routines, and operational slack (Rivera, 2020; Filimonau et al., 2020).
- *Human Resilience*: Employees' adaptability, motivation, and emotional stability underpin organizational continuity. Training, cross-functional skills, psychological support, and strong internal communication sustain team cohesion in periods of uncertainty (Elshaer, 2024; Dülger et al., 2023).
- *Strategic and Marketing Resilience*: Hotels adjust their market positioning through offer redesign, product diversification, and domestic tourism promotion. This dimension depends on strategic capabilities, market intelligence, and partnerships (Assaf & Scuderi, 2020; Baum & Hai, 2020).
- *Organizational Learning-Based Resilience*: This refers to learning from crises, institutionalizing best practices, and strengthening preparedness. Key resources include organizational memory, leadership, crisis routines, and a culture that supports double-loop learning and innovation (Duchek, 2020; Lengnick-Hall et al., 2011).

Table 2. Summary of Organizational Resilience Dimensions in the Hospitality Sector

Dimension	Mobilized Resources	Mechanisms / Practices	Theoretical Lens	Key References
Operational Resilience	Digital technologies, modular infrastructures, slack resources, information systems	Process flexibility, digitalization, rapid operational reconfiguration, service continuity	Dynamic Capabilities, RBV	Rivera, 2020 ; Filimonau et al., 2020
Human Resilience	Human capital, internal communication, leadership	Training, psychological support, motivation, cohesion	RBV, Organizational Learning	Elshaer, 2024 ; Elshaer et al., 2024 ; Dülger et al., 2023
Strategic / Marketing Resilience	Strategic capabilities, market intelligence, partnerships	Offer repositioning, product diversification, domestic tourism promotion	Dynamic Capabilities, Absorptive Capacity	Assaf & Scuderi, 2020 ; Baum & Hai, 2020 ; Prayag, 2018
Organizational Learning-Based Resilience	Knowledge management, leadership, corporate culture, crisis memory	Experience capitalization, formalization of best practices, double-loop learning, collective learning, corporate entrepreneurship	Organizational Learning, RBV, Absorptive Capacity	Duchek, 2020 ; Lengnick-Hall et al., 2011 ; Filimonau et al., 2020 ; Edeh et al., 2024

These four dimensions should be interpreted as sub-components that together shape the broader construct of organizational resilience.

2.4.Contextual and Cultural Factors

Hotels' resilience is strongly influenced by contextual, institutional, and cultural environments. These external factors do not act as standalone components but moderate the relationship between internal capabilities and resilience outcomes. By distinguishing developed vs. emerging economies, the framework clarifies how the same internal capabilities: resources, dynamic capabilities, and learning, interact differently with contextual moderators to produce resilience outcomes. This distinction provides a more nuanced understanding of hotel resilience and informs context-specific strategies.

- *Social cohesion and community norms* enhance collaboration, information flow, and collective crisis response, particularly in emerging economies where institutional support may be weaker (Biggs et al., 2012; Orchiston et al., 2016).
- *Institutional quality and governance* influence how hotels compensate for weak regulations or leverage public support. In developed economies, robust public policies and structured governance enable faster adoption of digital solutions and operational adjustments (Hall et al., 2018; Ritchie & Jiang, 2019; Rivera, 2020).
- *Socio-economic constraints in tourism-dependent regions* encourage frugal innovation, diversification, and adaptive practices, often critical in emerging economies (Sigala, 2020; Gössling, Scott & Hall, 2021).
- *Organizational learning and crisis memory* strengthen anticipation and preparedness, supporting medium- and long-term resilience across all contexts (Vogus & Sutcliffe, 2007; Prayag et al., 2020).
- *Professional networks and inter-firm cooperation* support collective adaptation and resource pooling, especially important in contexts with limited institutional support (Meriläinen & Lemmetyinen, 2011; Bao et al., 2023).

Table 3 summarizes studies examining how contextual, institutional, and cultural factors influence hotel resilience. It highlights the role of these factors as moderators between internal capabilities (resources, dynamic capabilities, learning) and resilience outcomes. The table distinguishes between findings from developed economies, where formal institutions and governance structures play a central role, and emerging economies, including African contexts, where social capital, community networks, and adaptive local practices are critical to resilience.

Table 3. Key Studies on the Impact of Contextual, Cultural, and Institutional Factors on Hotel Resilience

Reference (Author, Year)	Journal / Source	Context Studied	Contextual / Cultural Factors	Main Findings (Impact on Resilience)
Biggs, Hall & Stoeckl (2012)	Journal of Sustainable Tourism	Reef tourism (Phuket, Thailand)	Local social capital, community networks, territorial governance	Community networks enhance absorptive capacity and facilitate collective recovery after disasters.
Rivera (2020)	Int. J. of Hospitality Management	Hospitality (COVID-19)	Public health policies, government support, regulations	Institutional support determines the speed of operational responses and adoption of digital solutions.
Filimonau, Derqui & Matute (2020)	International Journal of Hospitality Management	Hospitality (COVID-19)	Organizational learning capacity, leadership, local resources	Organizational learning and adaptive leadership improve preparedness and post-crisis reinvention.
Prayag (2018)	Tourism Management Perspectives	Multi-context studies	Organizational culture, institutional capital	Resilience is explained by dynamic capabilities linked to institutional and cultural context.
Baum & Hai (2020)	Int. J. Contemporary Hospitality Management	Global hotel industry (COVID-19)	Market structure, dependence on international tourism	Highly tourism-dependent countries need combined operational strategies and public policies to restore resilience.
Sigala (2020)	Int. J. of Hospitality Management	COVID-19 and tourism	Regulatory regime, sectoral solidarity, business networks	Institutional context and sectoral networks shape the viability of adaptive strategies.
Gössling, Scott & Hall (2021)	Journal of Sustainable Tourism	COVID-19 impacts – international comparison	Economic structure, mobility policies, consumer preferences	Political and structural differences explain divergent recovery trajectories of destinations.

Reference (Author, Year)	Journal / Source	Context Studied	Contextual / Cultural Factors	Main Findings (Impact on Resilience)
Vogus & Sutcliffe (2007)	IEEE Int. Conf. Systems, Man and Cybernetics	Various organizations	Safety culture, resilience routines, sensemaking	Organizational culture and sensemaking routines are critical for operational and organizational resilience.
Lengnick-Hall, Beck & Lengnick-Hall (2011)	Human Resource Management Review	Firms in turbulent contexts	Organizational memory, slack resources, formal learning structures	Collective learning and slack resources facilitate adaptation and strategic renewal.
Cohen & Levinthal (1990)	Administrative Science Quarterly	Theory (absorptive capacity)	Capacity to absorb and exploit external knowledge	Absorptive capacity is key for transforming external signals into innovation and resilience.
Teece (2007)	Strategic Management Journal	Theory (dynamic capabilities)	Dynamic capabilities, contextual resource integration	Dynamic capabilities enable rapid resource reconfiguration and improved resilience.
Ritchie & Jiang (2019)	Int. J. of Tourism Research	Review of tourism crisis management	Institutional capacity, preparedness, multi-level governance	Quality of multi-level governance and institutional coordination determines sectoral response effectiveness.
Aldrich & Meyer (2015)	Journal of Contingencies & Crisis Management	Community and social resilience	Social capital, community networks, solidarity	Social capital enhances collective resilience and compensates for institutional deficits during crises.

2.5. Resilience Strategies and Practices Adopted by Hotels in Times of Crisis

The hospitality sector is particularly vulnerable to external disruptions, including pandemics, geopolitical instability, economic downturns, and natural disasters. The literature highlights that hotel responses to crises unfold across different temporal horizons, ranging from immediate operational practices to medium-term adaptation efforts and long-term strategic transformations. While immediate practices are oriented toward stabilizing operations and ensuring business continuity, long-term strategies reflect structural changes grounded in innovation, learning, and business model reconfiguration (Filimonau et al., 2020; Baum & Hai, 2020). Understanding this temporal layering is essential to distinguish contingency-driven actions from forward-looking resilience-building mechanisms.

Across recent studies, several key domains of resilience emerge, including operational flexibility, digitalization, human resource management, marketing strategies, financial management, collaborative partnerships, and organizational learning (Dülger et al., 2023; Edeh et al., 2024). These domains mobilize different resource bases and capabilities, revealing how hotels combine rapid crisis response with deeper strategic shifts. The following subsections synthesize these contributions by grouping responses according to their temporal scope.

1) Immediate Practices (Short-term Actions)

Short-term actions represent rapid adjustments implemented to absorb the initial shock of a crisis and maintain essential functions.

Hotels frequently deploy operational flexibility, such as adjusting workflows, cross-training employees, and reallocating resources to critical functions to limit service disruptions (Rivera, 2020; Filimonau et al., 2020). The accelerated adoption of digital tools, including online check-in, contactless technologies, and intensified digital marketing, has also played a central role in ensuring both safety and communication continuity during crises.

In health-related crises, hotels rapidly implement enhanced hygiene and safety protocols, including sanitation routines and social distancing measures, to protect both employees and guests (Sigala, 2020; Gössling, Scott & Hall, 2021). Similarly, short-term financial measures, such as cost reduction, liquidity preservation, renegotiation of supplier contracts, or temporary workforce measures, serve to safeguard cash flow and avoid operational collapse (Baum & Hai, 2020). Together, these immediate responses help hotels absorb the initial impact of disruptions while laying the groundwork for subsequent adaptation phases.

2) Medium-term Actions

Medium-term actions support organizational adjustment once the initial shock has been contained. A central domain involves human resource adaptation, including employee training, psychological support, flexible HR policies, and role adjustments designed to stabilize performance and preserve human capital (Elshaer, 2024; Dülger et al., 2023).

Hotels also pursue market diversification to reduce dependence on volatile international markets, promoting domestic tourism, repositioning products, and cultivating niche segments (Assaf & Scuderi, 2020; Baum & Hai, 2020). Parallel to these efforts, collaborative networks and local partnerships gain strategic importance by enabling resource sharing, joint marketing efforts, and collective learning. Cooperation with local communities, suppliers, and industry associations strengthens adaptive capacity and contributes to sector-level resilience (Meriläinen & Lemmetyinen, 2011; Edeh et al., 2024).

3) Long-term Strategies

Long-term strategies entail deeper structural transformations that enhance future preparedness and competitive advantage. Hotels increasingly engage in strategic repositioning, reviewing business models, diversifying service offerings, and embedding sustainability principles to anticipate future disruptions and reshape their market positioning (Prayag, 2018; Baum & Hai, 2020).

A critical long-term dimension involves organizational learning and knowledge management, whereby lessons from past crises are formalized, institutionalized, and integrated into strategic routines. Practices such as knowledge repositories, post-crisis evaluations, and double-loop learning foster a proactive and innovative organizational culture (Duchek, 2020; Lengnick-Hall et al., 2011; Edeh et al., 2024).

Longer-term resilience also depends on innovation and technological investment, including smart management systems, digital infrastructures, and novel service models that enhance operational efficiency and adaptability in the face of future uncertainties (Rivera, 2020; Filimonau et al., 2020). These strategic investments move beyond immediate survival to build durable resilience capabilities that support sustained competitiveness.

To facilitate a clear understanding of the diverse resilience measures adopted by hotels, Table 4 provides a structured synthesis of immediate practices, medium-term actions, and long-term strategies. Each entry highlights the domain of intervention, the specific practices or strategies implemented, their temporal focus, and the key scholarly references supporting them. This table offers a concise yet comprehensive overview of how hotels operationalize resilience, linking

practical actions to strategic objectives and providing a foundation for further analysis of their effectiveness.

Table 4. Synthesis of Immediate Practices and Long-term Strategies in Hotels

Temporal Focus	Domain	Practices/Actions	Key References
Immediate	Operational	Flexible operations, staff redeployment, cross-training	Rivera, 2020 ; Filimonau et al., 2020
	Digitalization	Contactless check-ins, online booking, digital marketing	Filimonau et al., 2020 ; Dülger et al., 2023
	Health & Safety	Hygiene protocols, social distancing	Sigala, 2020 ; Gössling et al., 2021
	Financial	Cost-cutting, cash flow management	Baum & Hai, 2020
Medium-term	Human Resources	Training, psychological support, flexible HR	Elshaer, 2024 ; Dülger et al., 2023
	Market Diversification	Domestic tourism, niche products	Assaf & Scuderi, 2020 ; Baum & Hai, 2020
	Partnerships	Local collaborations, industry alliances	Edeh et al., 2024 ; Meriläinen & Lemmetyinen, 2011
Long-term	Strategic Repositioning	Brand repositioning, service diversification	Prayag, 2018 ; Baum & Hai, 2020
	Organizational Learning	Knowledge management, double-loop learning	Duchek, 2020; Lengnick-Hall et al., 2011; Edeh et al., 2024
	Innovation	Technological investment, smart service models	Rivera, 2020 ; Filimonau et al., 2020

3. Integrated Conceptual Framework for Organizational Resilience in the Hotel Sector

Organizational resilience in hotels can be understood as a *dynamic, capability-driven system* that evolves over time in response to disruptions. This framework synthesizes the literature on resilience and provides a structured view of how internal resources enhance adaptive capabilities, which subsequently shape hotel responses across short-, medium-, and long-term horizons. These responses generate distinct resilience outcomes, operational, human and strategic, and organizational, while being moderated by contextual and cultural factors.

While previous research has extensively examined individual dimensions of organizational resilience, such as operational, human, strategic, or learning-based resilience (Filimonau et al., 2020; Elshaer, 2024; Lengnick-Hall et al., 2011), there is limited attention to the dynamic interactions among these dimensions. Existing studies largely focus on single dimensions or treat resilience as a global capability, without explicitly modelling how short-term operational responses influence medium-term human and strategic adaptations, and how these in turn shape long-term organizational learning and transformation.

The conceptual framework proposed in this study addresses this gap by integrating a temporal and sequential perspective, demonstrating how internal resources enhance adaptive capabilities, which then translate into structured resilience practices over time. By linking temporal responses to specific resilience dimensions and considering contextual and cultural moderators, the framework provides a novel lens to understand the cascading and reinforcing effects between resilience dimensions in the hotel sector.

3.1. Core Mechanisms Underlying Hotel Resilience

Resilience in hotels is conceptualized as a *capability-based, dynamic phenomenon* rather than a static attribute (Teece, 2007; Ducheck, 2020). Three interconnected mechanisms structure hotel resilience:

- *Internal Resources*: Hotels rely on tangible and intangible assets, including digital infrastructure, skilled personnel, financial resources, and organizational memory, which form the foundational platform for resilience (Barney, 1991; Rivera, 2020).
- *Adaptive Capabilities*: Dynamic capabilities, absorptive capacity, and organizational learning allow hotels to leverage resources effectively by interpreting signals, reconfiguring operations, and institutionalizing knowledge (Teece, 2007; Cohen & Levinthal, 1990; Lengnick-Hall et al., 2011; Filimonau et al., 2020; Edeh et al., 2024).
- *Contextual and Cultural Moderators*: External conditions, such as institutional quality, socio-economic factors, social capital, and cultural norms, moderate the effectiveness

of resource mobilization and adaptive capabilities, shaping how resilience practices unfold across temporal layers (Biggs et al., 2012; Ritchie & Jiang, 2019; Prayag, 2018).

3.2.Temporal Layers of Resilience Practices

The framework organizes hotel responses across three temporal layers:

- *Short-term (Immediate) Practices*: Operational adjustments, digital solutions, hygiene protocols, and cost-control measures absorb shocks and stabilize day-to-day operations, producing operational resilience (Sigala, 2020; Baum & Hai, 2020).
- *Medium-term Actions*: Employee training, psychological support, market diversification, and partnerships adapt operations to evolving conditions, building human and strategic/marketing resilience (Assaf & Scuderi, 2020; Elshaer, 2024). These actions rely on the stability created by short-term operational practices.
- *Long-term Strategies*: Innovation, technological investment, business model transformation, and institutionalized learning transform organizational functioning, supporting organizational learning-based resilience (Prayag, 2018; Lengnick-Hall et al., 2011). Medium-term adaptations provide the foundation for these long-term strategies.

This temporal structuring illustrates a sequential and reinforcing process:

absorption → adaptation → transformation.

3.3.Integration of Resilience Dimensions

The temporal perspective clarifies the *dynamic interactions among resilience dimensions* :

- Operational resilience (short-term) provides stability that supports human and strategic resilience (medium-term).
- Human and strategic resilience enable long-term organizational learning, innovation, and strategic renewal.

Each dimension reinforces the next, forming a continuous and temporally structured pathway toward sustained organizational resilience.

3.4.Summary of the Integrated Framework

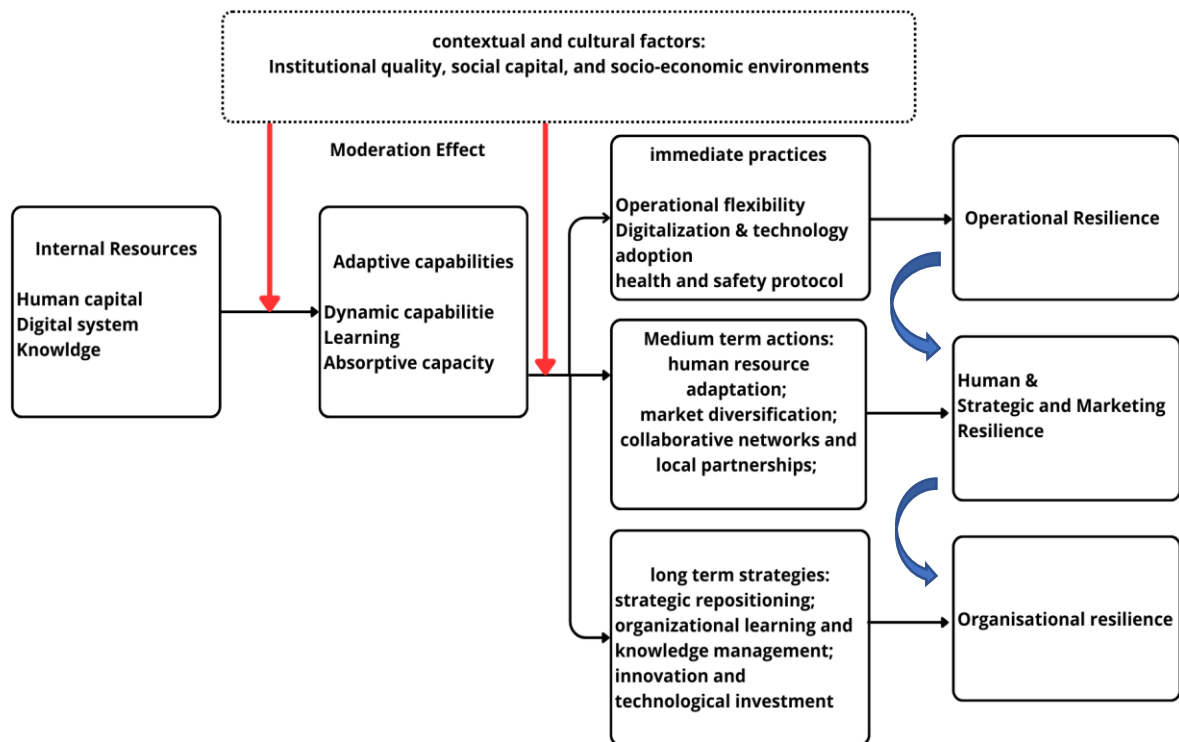
As shown in Figure1, the integrated framework can be summarized as follows:

- Internal resources enhance adaptive capabilities,
- Adaptive capabilities generate temporal responses (short-, medium-, long-term),
- Each temporal response reinforces a corresponding resilience dimension :
 - Short-term → Operational resilience
 - Medium-term → Human and strategic/marketing resilience
 - Long-term → Organizational learning-based resilience

- Contextual and cultural moderators influence the effectiveness of all relationships.

In fact, Figure 1 illustrates this framework, depicting the sequential flow from resources to adaptive capabilities, temporally structured resilience practices, and resulting resilience dimensions, under the influence of contextual and cultural moderators.

Figure 1. Integrated Conceptual Framework of Organizational Resilience in the Hotel Sector



4. Discussion

4.1. The Multi-Dimensional Nature of Hotel Resilience

The literature indicates that organizational resilience in hotels is a multi-dimensional and dynamic construct, encompassing operational, human, strategic, and organizational capacities (Duchek, 2020; Lengnick-Hall et al., 2011; Filimonau et al., 2020). These dimensions do not operate in isolation; rather, they interact dynamically, forming a capability system through which hotels absorb shocks, adapt to changing conditions, and transform in response to crises. This interaction follows a temporal sequence where operational resilience provides immediate stability, enabling human and strategic capacities to adapt in the medium-term, which in turn supports long-term organizational learning and transformation.

Operational resilience provides immediate stability, allowing hotels to maintain service continuity in the face of disruptions, supported by flexibility, reconfiguration, and digitalization

(Rivera, 2020; Filimonau et al., 2020). Human resilience, grounded in skills, motivation, psychological stability, and communication, sustains adaptive behaviors and learning (Elshaer, 2024; Dülger et al., 2022). Strategic and marketing resilience ensures long-term competitiveness by promoting market repositioning, diversification, and product innovation (Assaf & Scuderi, 2020; Baum & Hai, 2020). Finally, organizational or learning-based resilience integrates knowledge from past crises and institutionalizes adaptive routines, enabling hotels to transform their practices over time (Argyris & Schön, 1978; Duchek, 2020; Lengnick-Hall et al., 2011).

Overall, the four dimensions form an interdependent system, where effective short-term operational adjustments are a prerequisite for medium-term human and strategic adaptations, ultimately enabling long-term organizational renewal.

4.2.Temporal Sequencing of Responses

Crisis responses in hotels follow a temporal structure that can be broadly categorized into short-term, medium-term, and long-term actions (Sigala, 2020; Baum & Hai, 2020; Prayag, 2018).

- Short-term responses: Immediate practices, such as operational adjustments, health and safety protocols, staff redeployment, and digital tools, primarily contribute to operational resilience by absorbing shocks and maintaining core functions (Rivera, 2020; Filimonau et al., 2020). These actions are reactive by nature but are critical in setting the stage for subsequent adaptive processes. They serve as the foundation upon which medium-term adaptations are built, highlighting the sequential dependency among resilience dimensions.
- Medium-term actions: include employee training, psychological support, partnerships, and market diversification, which enhance human and strategic resilience (Assaf & Scuderi, 2020; Elshaer, 2024). They reflect adaptive learning, enabling hotels to reorganize operations, strengthen human capital, and reorient market strategies while consolidating knowledge gained from immediate responses. These medium-term actions are explicitly constructed on the operational stability provided by short-term practices, ensuring that adaptive capacities develop in a coherent and cumulative manner.
- Long-term strategies: Long-term actions, such as innovation, business model transformation, and institutionalized learning, drive organizational resilience (Prayag, 2018; Lengnick-Hall et al., 2011; Edeh et al., 2024). They represent transformational processes, where hotels leverage accumulated experience, resources, and capabilities to

anticipate future crises and sustain competitive advantage. Importantly, long-term strategies are contingent upon both short-term operational stability and medium-term adaptive adjustments, illustrating a clear cascading process: absorption → adaptation → transformation.

4.3.From Internal Resources to Adaptive Capabilities

Internal resources, tangible and intangible, form the foundation of resilience in hotels (Barney, 1991; Rivera, 2020). These resources include human capital, digital infrastructure, financial reserves, and organizational memory. The literature emphasizes that resources alone do not confer resilience; rather, they are activated through adaptive capabilities such as dynamic capabilities, absorptive capacity, and organizational learning (Teece, 2007; Cohen & Levinthal, 1990; Argyris & Schön, 1978).

Adaptive capabilities serve as the mechanism through which resources are transformed into actionable resilience practices. For example, the ability to analyze operational data quickly enables flexible decision-making, while prior knowledge of crisis management allows hotels to implement rapid and effective interventions.

The cumulative nature of capability development emphasizes that short-term practices activate resources, medium-term actions build adaptive competences, and long-term strategies institutionalize learning, creating a reinforcing cycle across temporal layers.

4.4.Moderating Role of Context and Culture

The effectiveness of resilience mechanisms is significantly moderated by contextual and cultural factors. Institutional quality, socio-economic conditions, social networks, and cultural norms shape how resources and capabilities translate into resilience outcomes (Biggs et al., 2012; Aldrich & Meyer, 2015; Ritchie & Jiang, 2019).

For instance, hotels operating in emerging destinations may rely more on social capital and local networks to compensate for institutional gaps (Orchiston et al., 2016; Putnam, 2000). In contrast, hotels in developed economies may leverage formal structures, policies, and crisis support mechanisms to reinforce their strategies (Sigala, 2020). Cultural norms influence leadership styles, decision-making, and communication patterns, affecting the speed and effectiveness of adaptive responses (Prayag et al., 2020).

It is important to emphasize that these contextual and cultural factors do not constitute additional dimensions of resilience; rather, they moderate the efficiency, timing, and impact of internal resources and adaptive capabilities, influencing outcomes across operational, human, strategic, and learning-based domains.

4.5. Summary Integration

The integrated conceptual framework proposed in this article captures the interplay between resources, adaptive capabilities, temporal responses, and contextual moderators. Key insights include :

- Resource activation: Internal resources are mobilized through adaptive capabilities to generate resilience.
- Temporal differentiation: Immediate practices support operational resilience; medium-term actions enhance human and strategic resilience; long-term strategies foster organizational resilience.
- Dynamic interaction: Resilience dimensions are interdependent, with operational adjustments enabling strategic repositioning and learning, which in turn strengthens long-term capabilities.
- Sequential reinforcement: Each temporal layer builds on the previous one, illustrating how short-term absorption leads to medium-term adaptation and ultimately to long-term transformation.
- Contextual shaping: External conditions and cultural factors moderate the strength and trajectory of resilience, creating differentiated patterns across destinations and hotel types.

5. Conclusion and Contributions

This systematic review highlights the multidimensional, dynamic, and context-dependent nature of organizational resilience in the hotel sector. By distinguishing immediate practices, medium-term actions, and long-term strategies, the study clarifies how hotels operationalize resilience across four dimensions: operational, human, strategic/marketing, and organizational (learning-based) (Duchek, 2020; Filimonau et al., 2020; Prayag, 2018). The findings indicate that:

- Internal resources (human, technological, organizational memory) strengthen adaptive capacities, which are subsequently translated into time-structured resilience practices and strategies.
- Resilience dimensions interact dynamically according to the temporal horizon: short-term → operational resilience, medium-term → human and strategic resilience, long-term → organizational resilience. This temporal structuring demonstrates the sequential and reinforcing nature of resilience, where each layer builds upon the previous one, ensuring that crisis responses are cumulative and capability-driven.

- Contextual and cultural factors moderate the effectiveness of these practices, emphasizing the importance of incorporating institutional, social, and cultural aspects in resilience analysis (Biggs et al., 2012; Aldrich & Meyer, 2015; Rivera, 2020).

These results confirm that hotel resilience is not merely a reactive response to crises: it is capability-driven, proactive, and integrated, transforming disruptions into opportunities for strategic and organizational renewal. Overall, the study underscores that the strategic value of resilience lies in the dynamic interplay among dimensions over time, rather than in isolated or static interventions.

5.1.Theoretical Contributions

This study offers several key theoretical contributions:

- Integrative Model of Resilience Dimensions: Articulates four complementary dimensions of hotel resilience and clarifies their temporal interactions, providing a holistic view of resilience.
- Operational Temporal Framework: The short-, medium-, and long-term distinction provides a precise analytical tool for understanding the evolution of practices and strategies, and for visualizing causal pathways between resources, adaptive capacities, and resilience types.
- Strengthening Dynamic Capabilities Theory: By linking internal resources → adaptive capacities → temporal responses, the study illustrates how hotels convert tangible and intangible resources into sustainable resilience advantages (Teece, 2007; Cohen & Levinthal, 1990; Barney, 1991).
- Integration of Contextual and Cultural Factors: Enriches existing models by incorporating external moderators, often overlooked, to explain variations in resilient performance across institutional and social environments (Putnam, 2000; Orchiston et al., 2016).
- Bridging Resilience, Organizational Learning, and Strategic Renewal: Combines resilience theory, dynamic capabilities, absorptive capacity, and organizational learning, creating a robust interdisciplinary framework for future hospitality and tourism research.
- Explicitly linking temporal sequencing and dimensional interactions enhances theoretical clarity and highlights the cumulative, reinforcing nature of resilience practices.

5.2. Managerial Contributions

Although this is a systematic and academic review, several managerial insights emerge:

- Emphasizes the need to align internal resources and adaptive capacities to generate resilience responses tailored to different temporal horizons.
- Provides a structured view of immediate practices, medium-term actions, and long-term strategies, helping managers prioritize and coordinate interventions.
- Highlights the importance of considering institutional, social, and cultural contexts to enhance the effectiveness of resilience strategies.
- Identifies potential trade-offs between short-term cost-reduction measures and long-term human capital preservation, encouraging balanced strategic thinking.
- Managers can leverage the temporal and sequential framework to understand how operational, human, and strategic interventions cumulatively support organizational learning and long-term resilience.

5.3. Future Research Directions

Building on the findings, several avenues for further research are suggested:

- Comparative studies: Examine differences across hotel types (independent vs. chain, luxury vs. economy), geographical locations (developed vs. emerging countries), and types of crises (health, economic, environmental).
- Longitudinal studies: Investigate the long-term effectiveness of resilience strategies and their impact on organizational performance over time.
- Multi-level and mixed-method approaches: Explore interactions between internal resources, adaptive capabilities, contextual factors, and strategic adaptation.
- Operational measurement tools: Develop validated scales or PLS-SEM models to quantify resilience dimensions, adaptive capacities, and the effectiveness of practices.
- Frugal resilience practices: Study innovative approaches in emerging markets, including informal networks and resource-constrained innovation, to better understand context-specific strategies.
- Broader literature integration: Extend analyses beyond the 27 selected studies to incorporate earlier or alternative research perspectives, ensuring more comprehensive theoretical generalization.
- Future research could also empirically test the sequential and reinforcing relationships among resilience dimensions over time, and measure how contextual and cultural moderators shape these dynamics.

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