

## Article

# Navigations for Hospitality Human Resource Management Research: Observing the Keywords, Factors, Topics under the COVID-19 Pandemic

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**Abstract:** The hospitality industry is one of the most affected by the pandemic, and because of its human close interaction and labor-intensive characteristics, it has left Human Resource Management (HRM) puzzles with organizations' stabilization and recovery. This study aimed to summarize current research on hospitality HRM research outcomes and trends during the COVID-19 pandemic. Utilizing the PRISMA technique and NVivo software, 102 research articles were extracted and analyzed to highlight to overall achievement and movement of hospitality HRM research under the shadow of the COVID-19 crisis. Considering the main purpose of this study, which was to show the status and prospects, the findings indicated 309 free nodes and 26 secondary nodes based on grounded theory. 7 key themes clustered from the analysis and include "environmental factors", "industrial factors", "HRM practice", "organization", "employee", "external outcomes", and "methodology". The results demonstrated the COVID-19 pandemic driven HRM transformation. In addition, it sheds light on how research responds to the shifting navigation of HRM within the hospitality context under the COVID-19 conditions.

**Keywords:** COVID-19; hospitality industry; hospitality HRM; grounded theory; NVivo



**Citation:** Wang, J.; Ban, H.-J.; Joung, H.-W.; Kim, H.-S. Navigations for Hospitality Human Resource Management Research: Observing the Keywords, Factors, Topics under the COVID-19 Pandemic. *Information* **2022**, *13*, 126. <https://doi.org/10.3390/info13030126>

Academic Editor: Symeon Papadopoulos

Received: 16 January 2022

Accepted: 1 March 2022

Published: 2 March 2022

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## 1. Introduction

The new coronavirus disease (COVID-19) has swept the earth rapidly, alarming and shaking the predominantly offline operated industry. Instead, industries with a solid foundation of information technology and automation have stronger resilience to cope with the crisis. For instance, in the manufacturing industry, business operations have been negatively impacted, while revenue growth has occurred in the online gaming industry. More obviously, the education industry is taking steps to seek ways to move from its offline to online operations [1].

Among these industries, the hospitality industry looked to be on the cusp of the pandemic [1]. This is because of its sensitivity to political and economic instability, pandemics, disasters, public incidents [2]. The overall inevitability and seemingly insurmountable obstacles appear in hotels [3], foodservices [4,5], bars [6], and other hospitality businesses [7]. To cope with pandemic influences, the hospitality industry may have to adopt more innovative practices.

Along with the external marketing environment challenges, the internal marketing environment of the hospitality industry has changed radically simultaneously. As a service-providing industry, the linkage between internal and external marketing is essential for the hospitality industry. HRM places great emphasis on providing employees and external

customers with the preconditions for satisfaction. HRM should take the helm and develop capabilities to face the unprecedented changes. Many scholars have shown concern for a re-assessment of HRM because of the contextual backdrop [8]. For instance, several scholars have called for a greater focus on employee nature. The concept of “people-based” or “people-powered” has reappeared on the protagonist stage under the pandemic [9]. Another critical recurring theme is organizational health and safety risks [10]. Furthermore, researchers proposed leading-edge concepts such as HR co-creation [11], agile HR [12], flexible working arrangements [13], requiring more studies on HR strategy and practice. The existing trends and crises have also driven various HRM disciplines across borders. There is still a lack of research on hospitality HRM resilience and reaction facing the crisis era. Specifically, a research gap exists when it comes to providing crossroads and mega-trends within hospitality HRM.

In light of these challenges, the study aimed to (1) explore the published paper status in the hospitality HRM field under the COVID-19 pandemic; (2) extract the keywords and themes concerning hospitality HRM within the COVID-19 pandemic environment; (3) propose research directions related to hospitality HRM and the COVID-19 pandemic. In accordance with previous research exploring thematic context within hospitality HRM, this study utilized the PRISMA flow technique to ensure reliable data collection progress [14]. Instead of applying text mining for bibliometric analysis and topic modeling for qualitative data analysis, this study employed the NVivo approach for thematic analysis as advocated by Braun and Clarke, 2006 [15].

## 2. Literature Review

### 2.1. Hospitality Industry and Crisis

Although the boundaries are difficult to define, the hospitality industry generally refers to enterprises that provide entertainment, travel distribution channels, travel accommodation, and foodservices for travelers [16]. Scholars have outlined four main approaches to describe the nature of hospitality, they are professionalism, hospitableness, experience, and philosophy [17]. Due to the immense scale of the industry, which has grown to include theme parks, airlines, cruise ships, trade shows, fairs, and gaming as well [18], the hospitality industry has become one of the world’s most significant and essential employers [19].

The hospitality industry has been most affected and threatened by crises and disasters [1,20,21]. How the industry responded to the crisis and disasters is a crucial area of research concern. For instance, Chien and Law, 2003 [22] addressed the risk identification, assessment, and alleviation based on the SARS crisis. Wen, Huimin, and Kavanaugh, 2005 [23] conducted a survey investigating SARS’s impact on Chinese tourists. Kim, Chun, and Lee, 2005 [24] examined the Korean hotel industry for evidence on crisis management. Lee, Song, Bendle, Kim, and Han, 2012 [25] investigated how the H1N1 virus affected potential travelers’ decision-making processes. Hung, Mark, Yeung, Chan, and Graham, 2018 [26] developed a case study focused on published guidelines in Hong Kong regarding SARS and H1N1. They described how the hospitality industry is responding to the pandemic. Park, Kim, and Choi, 2019 [27] reported communication environment of social media context changes before and during the Irma hurricane. The authors developed an analytical framework that emphasizes the role of influential actors.

The hospitality industry is facing a superimposed challenge under the pressure of the COVID-19 crisis. For the sake of minimizing the unfavorable wreckage on the hospitality industry due to crisis, scholars tried to offer strategies for surviving even development for hospitality on dry land. Alan, So, and Sin, 2006 [28] laid stress on the need reduce investment and increase negotiation under SARS background. Using a hybrid of humans and machines, Pillai, Haldorai, Seo, and Kim, 2021 [29] boosted Hospitality 5.0 by ensuring hygiene operations and safe accessibility to touchpoints under the COVID-19 pandemic. Im, Kim, and Miao, 2021 [30] noted while reviewing other specific strategies involved, such as restructuring and layoffs, reducing costs and saving cash, changing the way services are delivered, and complying with updated standards but the loss of profits. Moreover,

scholars utilized big data analysis to point out delivery, no-touch, and online shopping emerging as the leading trends for foodservices [4]. Similarly, Mun, Ban, and Kim, 2020 [5] mentioned the new concept and products emerging due to rapid changes in the hospitality industry in the pandemic era. Thus, there is a need to revise the situation of the hospitality industry and verify the drivers of successful recovery paths in the COVID-19 crisis [20].

## 2.2. Hospitality HRM

The most widely used definition of human resource management is the one defined by Snell and Bohlander, 2010 [31] which describes it as a process for managing human capital to achieve the organization's goals. The hospitality industry is a labor-intensive industry, and this feature provides an excellent research environment for exploring HRM issues. In addition to having essential and practical HR functions, such as integrating resources, managing employees, cultivating capabilities, formulating strategies, improving performance, and achieving organizational goals, hospitality HRM also needs to assist the hotel industry in providing high-quality services to customers and maintaining customer relationships, moreover, promoting core competencies while the pursuit of organizational success. In addition to this, the people in the hospitality sector include both employees and customers. Therefore, HRM for hospitality is recognized as a critical element for connecting customers and transforming services, building core competencies, and improving internal and external performance [32].

In hospitality HRM research, the content analysis approach has been observed for decades. A literature review by Guerrier and Deery, 1998 [33] based on 156 publications about hospitality industry HRM research, evaluates the status of hospitality HRM research. The researchers summarized their findings in a multilevel mechanism: marketing, organizational, and employee level. Singh, Hu, and Roehl, 2007 [34] conducted a qualitative research on the development progress (1994–2003) of hospitality HRM literature and proposed nine major HRM research aspects including hospitality career, training, satisfaction, intention, legal and compliance, gender differentiation, work environment, personal development, performance evaluation. Most recently, scholars have suggested HRM practices, turnover intention or behavior, employee and customer satisfaction, conflict, flexible working, well-being, and firm performance have been the dominant aspects of past research [35]. Herbie, Illés, Dunay, and Khalife, 2021 [36] conducted a bibliometric analysis of the tourism and hospitality sector's HRM based on publications from 1977 to 2020. Through analysis, they identified "citizenship behavior and migration workers" as the latest engaging topics. Wang, Dagvadorj and Kim, 2021 [37] brought forward trends of hospitality HRM research through a sample of Korean Citation Index (KCI) publications. In terms of the seven topics, hospitality jobs, relationships, and performance, customers, and services account for the highest ratio.

The existing research mainly reveals the influence of the pandemic on the global economy and workforce market. Moreover, it begins to dig into the movements and creativeness of the HR field with different industries in the post-pandemic contexts. To limit the challenges in the hospitality industry, the HRM department must quickly respond to this new environment.

## 2.3. Grounded Theory and NVivo

This study explored the qualitative content analysis method. Content analysis is an in-depth, systematic analysis of a phenomenon lacking theoretical knowledge of the relevant materials, material coding, classification, aggregation, statistics, and ultimately the formation of specific knowledge of flexible research methods [38]. Braun and Clarke, 2006 [15] mentioned the momentum of widespread adoption of grounded theory when the thematic analysis is required. An operation process consists of reading the description material of a phenomenon lacking theory verbatim, encoding the description material, clustering the coding based on the similarity, affiliation, and related relationship between the coding, and then using the coding to measure the material, and then summarizing

the knowledge of that phenomenon. It is suitable for in-depth analysis and systematic induction of text materials and has significant advantages in describing the main features of a phenomenon for expanding and enriching existing theoretical knowledge.

Grounded theory [39] is widely used in many social science fields, which emphasizes the systematic collection and analysis of empirical facts and the theory of sampling based on empirical facts. According to grounded theory, boundary questions, data search and collection, data analysis and coding, and theoretical model construction are four steps for processing. This paper strictly followed the steps. First, to clarify the research process, this study recognized the need to understand the main question: what is the current research status of hospitality HRM under the COVID-19 crisis? What factors in the context influence the antecedents-HRM-performances mechanism?

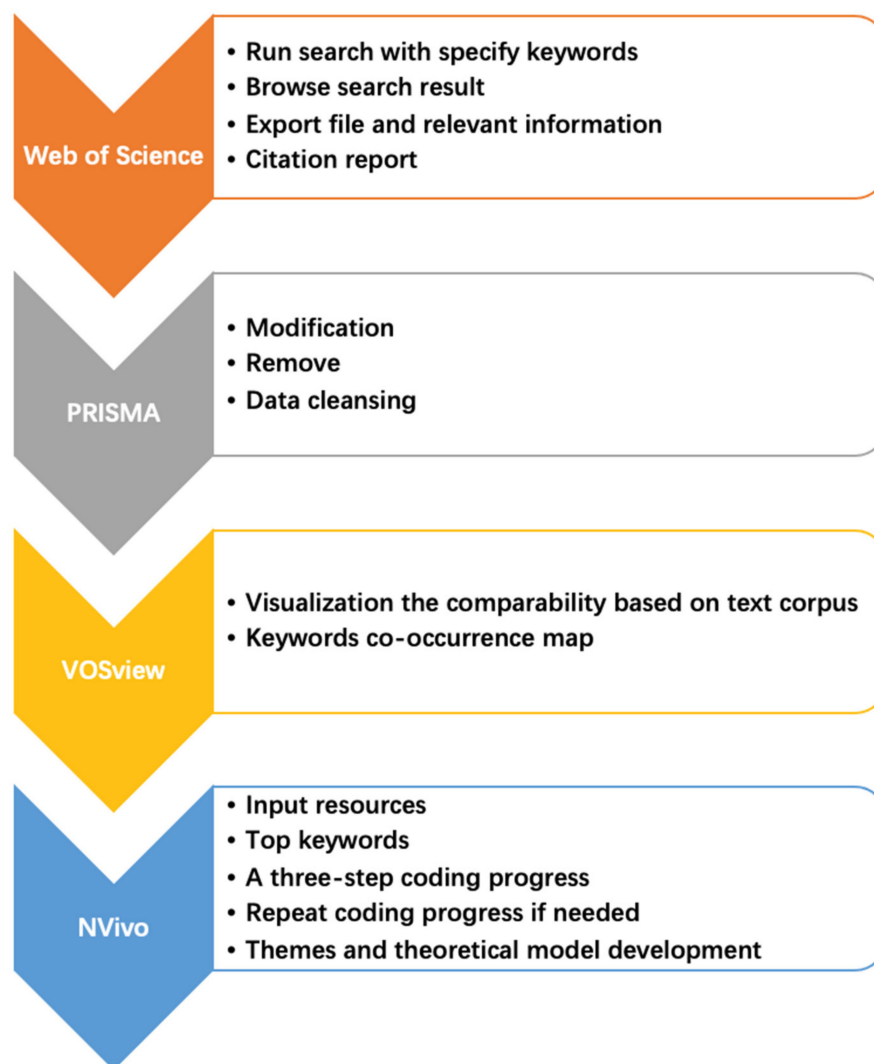
Next, NVivo 12.0 software was developed by QSR as an analysis tool for coding data and organizing nodes for qualitative research, which is certified as a package approach to implementing grounded theory [40]. It is relevant to recognize that NVivo can display grounded theory in multiple facets, even the final step of showing the explanatory model accompanied by a depth of understanding [40,41]. Many scholars conducted research and contributed to hospitality-related issues with the aid of NVivo [42–44]. NVivo makes it possible to import and analyze rich amounts, large sizes, and different types of qualitative data [41]. The process in NVivo includes developing a project, importing documents, coding the node, and conceptualizing the attributes. Entangled in this process, scholars could link the different groups of the data, create and collate the node structure, and visualize and model the data [41].

### 3. Methodology

#### 3.1. Software Selection

Scholars emphasized the need to choose effective tools for qualitative research from a wide range of technologies [45]. Figure 1 outlines the research approach and each selected software. To put this in order, this study incorporated the Web of Science (WoS) database, allowing advanced searches and export of the file, which included an overview of the paper, title, abstract, and keywords [45]. In order to ensure that the report's accuracy and reliability, this study imported PRISMA 2020 [14] and followed its guidance to modify or remove the data. PRISMA flow can be used as the basis of reporting systematic reviews, which benefits in providing a clear and complete process, thereby facilitating reliability [14].

Once the review and citation reports are conducted, VOSview free software [46] creates maps based on text corpus co-occurrence matrix. VOSview is widely implemented because of its high-quality visualization and powerful big data processing capabilities [45,46]. The next step involves data organizing, a three-step coding method, and refining the topic, and NVivo 12.0 was applied at this stage. NVivo is user-friendly, and the internal operating structure is very flexible [41,45]. First, open coding was conducted to break down data into units and determine and mark cluster concepts [39,47]. The second step in the coding process is to use the axial coding function to classify important nodes and data into outlines [39,47]. The third coding step is to associate related topics (or themes) and subtopics (or subthemes) through selective coding [39,47]. Overall, this study followed the conceptual logic of grounded theory [39,47] and, based on the theoretical model of the strategic role of HRM for organizations [31,32] conducted the analysis.



**Figure 1.** Outlined a step-by-step research design.

### 3.2. Procedure

To extract papers that relate to hospitality HRM, “hospitality”, “employee”, “COVID-19”, and “human resource” were entered as the keywords in the WoS database. This study developed a selection strategy for reporting systematic reviews based on the PRISMA flow chart mode [14]. As shown in Figure 2, three consecutive steps, including identification, screening, and inclusion, were procedures. The search result returned 96 articles and 46 related sources (retrieved on 10 November 2021). Then these publications are thoroughly screened. As part of this, we first checked the research area of the sample. Less relevant research areas (such as computer science) were excluded. To further ensure the validity of the data, the title, abstract, and keywords of each publication were analyzed [48]. Finally, publications are discarded because of non-English writing ( $n = 7$ ), unable to download original text ( $n = 26$ ), invalidity ( $n = 4$ ), non-research paper ( $n = 3$ ), and 40 articles are excluded. The final 102 publications sample is listed in Table A1 in Appendix A.

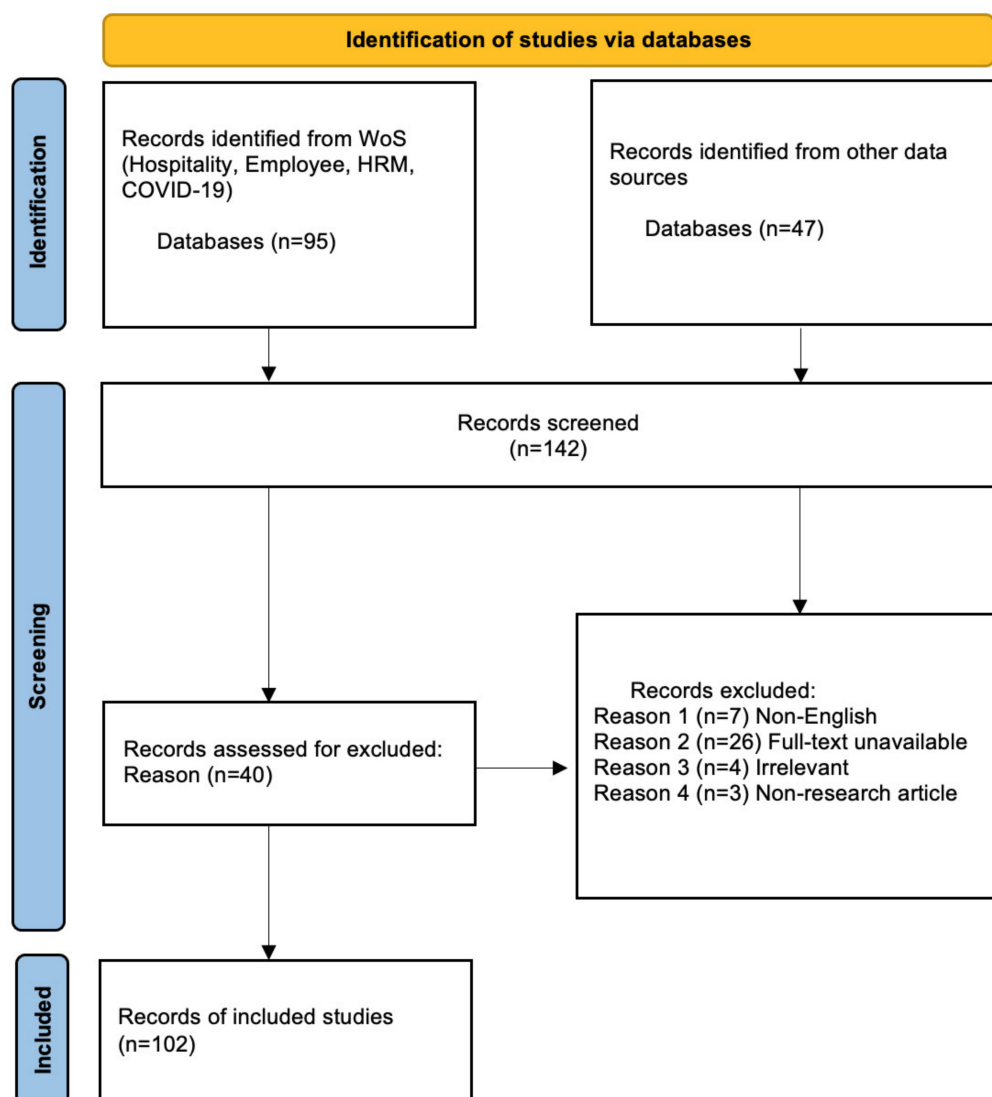


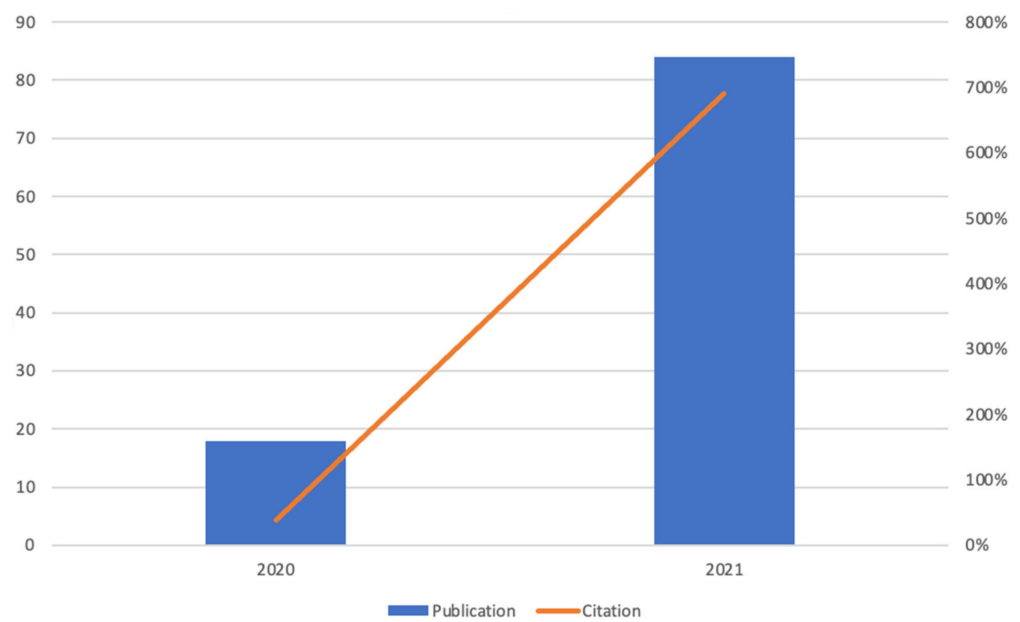
Figure 2. PRISMA flow diagram for selection strategy.

## 4. Results

### 4.1. Overview of Publications

Figure 3 displays the publication and citation report between the years 2020 and 2021. Overall, 102 articles with the topic COVID-19 and hospitality HRM were examined in this study. 84 articles (82.3%) were published in 2021. The citation rate ballooned to almost 17 times from 2020 to 2021. Specifically, the highest cited paper (total citation = 156) is the paper “COVID-19’s impact on the hospitality workforce—new crisis or amplification of the norm?” conducted by Baum, Mooney, Robinson, and Solnet, 2020 [49]. It can be observed that the growth of academic interests, also reflected the urgent research necessity from the side.

Table 1 lists the research areas of publications. The top 10 research areas are concentrated on hospitality leisure sport tourism, management, environment science, green sustainable science technology, environmental studies, business, public environmental occupational health, economics, business finance, sociology, and area studies.



**Figure 3.** Time cited and publications over time.

**Table 1.** Top 10 research areas of publications.

Field: Research Areas	Record Count	% of 102
Hospitality Leisure Sport Tourism	64	62.745
Management	24	23.529
Environmental Science	10	9.804
Green Sustainable Science Technology	8	7.843
Environmental Studies	7	6.863
Business	6	5.992
Public Environment Occupational Health	5	4.902
Economics	3	2.941
Business Finance	2	1.961
Sociology	2	1.961
Area Studies	1	0.980

#### 4.2. Keywords and Co-Occurrence Analysis

In order to extract accurate keywords, this study only uses the title, keywords, and abstracts for word frequency analysis. Table A2 (Appendix B) listed the top 100 words. “employee” (433 count, 2.02% weighted), “covid” (310 count, 1.44% weighted), “hotel” (239 count, 1.11% weighted) and “hospitality” (235 count, 1.09% weighted), “working” (207 count, 0.96% weighted) appeared. There are also some keywords shown exciting clues, such as “health” (207 count, 0.96% weighted), “employed” (120 count, 0.56% weighted), “mental” (78 count, 0.36% weighted). “responsibility” (74 count, 0.34% weighted), “customer” (64 count, 0.30% weighted), “resilience” (61 count, 0.28% weighted), “safety” (57 count, 0.27% weighted), “insecurity” (57 count, 0.27% weighted), “stress” (57 count, 0.27% weighted), “home” (56 count, 0.26% weighted), “change” (50 count, 0.23% weighted), and “risk” (50 count, 0.23% weighted). Figure 4 shows the top 100 frequency words cloud.





### 4.3. Coding Process

After preliminary data processing and analysis, this study adopted the qualitative data analysis method generally advocated by scholars based on the NVivo technique [15,41]. First, after running open code, this study totally obtained 309 nodes (see Figure 6).

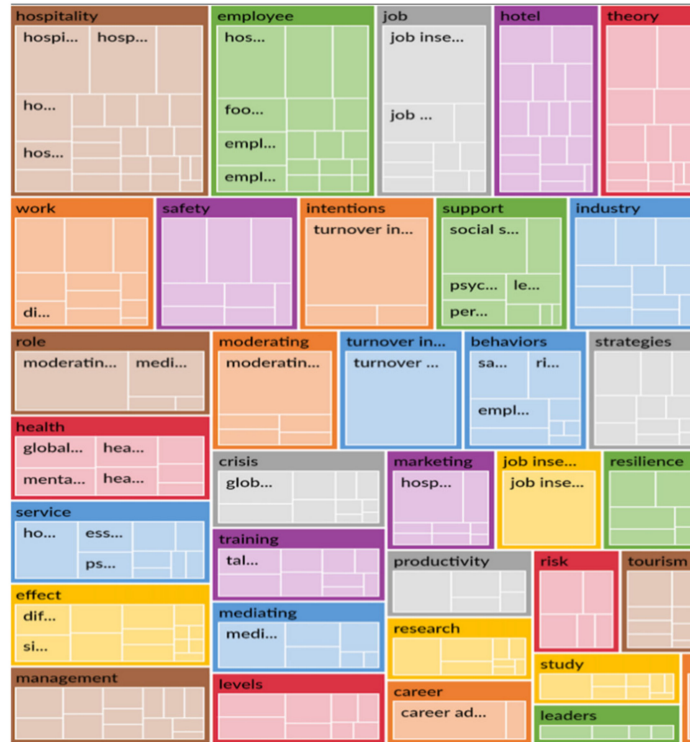


Figure 6. 309 free codes cluster map.

The secondary code is a further induction and integration based on the 309 nodes. This study obtained 26 secondary nodes “behaviors”, “career”, “crisis”, “effect”, “employee”, “health”, “hospitality”, “hotel”, “industry”, “intention”, “job”, “job insecurity”, “leaders”, “levels”, “management”, “marketing”, “mediating”, “moderating”, “productivity”, “research”, “resilience”, “risk”, “role”, “safety”, “service”, “social responsibility”, “strategies”, “study”, “support”, “theory”, “tourism”, “training”, “turnover intention”. Based on these secondary codes, the top 10 clusters represent the relationship between the COVID-19 and the hospitality industry, while the pandemic is closely linked to hotel employees (see Figure 7).

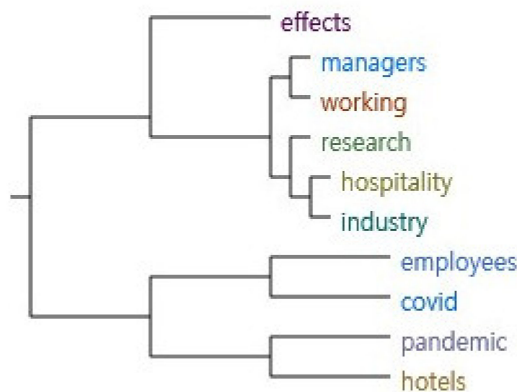


Figure 7. Top 10 clusters.

While open coding leads to searching for themes [15,41], the process of reviewing themes should include re-coding the nodes. This study reorganized the 309 free codes and 26 secondary codes into seven major categories, or themes, namely, “industrial factor”, “environmental factor”, “employee”, “organization”, “external outcomes”, “HRM practice”, and “methodology”. Figure 8 presents the nodes structures. The center is the purpose of the paper, that is, the research of hospitality HRM and the specific hierarchy of hospitality HRM research in the background of the COVID-19 pandemic is expressed in a multi-layered ring. The internal nodes of each layer of the ring are divided into dimensions that reflect the dimensions or categories of hospitality HRM research with COVID-19.



Figure 8. Nodes’ structure.

From the structures of the nodes, it can be seen that the influencing variables of hospitality HRM and COVID-19 are comprised of seven main themes and 26 secondary nodes. The vertical structure of the circle in each sector area reflects the hierarchical relationship of the specific variables of the hospitality HRM research in the context of COVID-19, due to a large number of tertiary nodes, only the themes and the secondary nodes obtained by NVivo [15] encoding are listed in this figure. Accordingly, the size of the sectoral area of each layer is determined by the number of reference points in the code, which represent the number of documents supporting each node, reflecting the influence of a particular factor on all the influencing elements of this layer. Among seven main themes, the “industrial factor” and “organization” account for the most references, reflect the most attention and influence. The order that follows is “employee” and “environmental factors”. It also illustrates from the side that the hospitality industry is a labor-centered industry. A surprising finding is the presence of “methodology” nodes. Scholars tested the different concept of “theory”, multiple “levels”, and the various of “model” around the topic of hospitality HRM and COVID-19. However, the slightly regrettable finding is that there is not much research on the “external outcomes”, as the quality of “service”, “consumption”, and “customer satisfaction”. Perhaps because of the COVID-19 pandemic, studies that observe or investigate such substantive manifestations and performances could not be conducted.

#### 4.4. Conceptual Network

The grounded theory advises scholars to exercise concepts and develop a theoretical model construction [15,39]. In doing so, the final step of analysis is developing a theoretical model construction [15,39]. This study attempted to investigate factors relationships by applying the seven separate themes to the conceptual strategic HRM role model [31,32] and Input-Process-Output (IPO) mechanism. Tables 2–8 presents the detailed description of themes and factors, which blends discovered themes and factors into existing concepts, thus integrating them into a more formidable theoretical framework.

**Table 2.** Nodes for “environmental factors”.

Theme: Environmental	Node Count	Example Nodes (Numb. of Points)
Environmental factors	40	
COVID-19	25	crisis management (1) crisis preparedness (1) crisis responses (1) extraordinary crisis situation (1) global crisis (2) global health crisis (10) pandemic crisis (10)
Health	9	health crisis (1) additional health (1) health complaints (1) health risk (4) mental health problems (2)
Risk	6	risk perception (1) health risk (2) home risks (1) risk reduction strategies (1) various risks (1)

**Table 3.** Nodes for “industrial factors”.

Theme: Industrial	Node Count	Example Nodes (Numb. of Points)
Industrial factors	59	
Tourism	10	domestic tourism (1) food tourism (1) fragile tourism (1) tourism industry (3) tourism organizations (2) tourism sector (1) tourism workforce (1)
Area	5	Canadian lodging industry (1) Indian hospitality industry (1) Taiwanese tourism (1) Chinese hospitality industry (1) Egypt (1)
Hotel	18	boutique hotel (1) chain-managed five-star hotels (5) hotel industry (8) Lebanese hotels (1) multinational hotel corporation experience (1) robot-staffed hotels (1) rural hotels (1) subsidiary hotel properties (1)

**Table 3.** *Cont.*

Theme: Industrial	Node Count	Example Nodes (Numb. of Points)
Hospitality	25	hospitality industry (12) hospitality sectors (5) hospitality context (2) industry revival (1) large-scale industry transformation (1) private equity industry (1) service industries (1) multinational hospitality companies (2)
Marketing	10	stock markets (1) changing marketing channels (2) competitive market (1) hospitality services marketing structure (4) market adjustment (1) transformative marketing structure (1)

**Table 4.** Nodes for “HRM practice”.

Theme: HRM Practice	Node Count	Example Nodes (Numb. of Points)
HRM practice	41	
Training	11	certificate training (1) employee training (1) crisis awareness training (1) confidence-building training (2) contemporary training (1) innovative training (1) talent cultivation training (3) safety coaching (1)
Support	12	community support (2) income support (2) personal support networks (1) psychological support services (1) religious support (1) social support (2) supervisor support (3)
Management	16	crisis management (4) human resource management (11) impression management tactics (1) management safety practices (1)
Leadership	2	leader conscientiousness (1) hotel safety leadership (1)

**Table 5.** Nodes for “influence on employee”.

Theme: Employee	Node Count	Example Nodes (Numb. of Points)
Employee level	54	
Behavior	26	employee withdrawal behavior (3) human behavior (1) instilling servant behaviors (1) prompting safety behaviors (1) risk-taking behavior (2) safety performance behaviors (2) work behavior (1) career adaptability (7) employee productivity (5) employee empowerment (2) employee entitlements (1)

**Table 5.** *Cont.*

Theme: Employee	Node Count	Example Nodes (Numb. of Points)
Psychology	28	aggregation (1) career change intention (4) turnover intention (10) employee anxiety (1) employee fears (3) employee focus (1) employee loyalty (4) employee wellbeing (2) psychological resilience (1) psychological support services (1)

**Table 6.** Nodes for “influence on organization”.

Theme: Organization	Node Count	Example Nodes (Numb. of Points)
Organizational level	59	
Job	30	building job satisfaction (2) job shadows (2) job creation (1) job destruction rates (1) job insecurity (9) job loss (9) job motivation (4) job performance (1) prevented job destruction (1)
Strategies	10	organizational crisis strategies (2) branding strategies (2) corporate narrative strategies (1) different information search strategies (1) innovative strategies (1) recovery strategy development (1) risk reduction strategies (2)
Resilience	9	resilience factors (3) organizational resilience (4) resilience action (2)
Safety	4	organizational safety climate (2) safety procedures (1) safety regulations (1)
CSR	1	social responsibility (1)
Productivity	5	pre-pandemic productivity trend (1) productivity collapse (1) productivity dynamics (2) productivity growth (1)

**Table 7.** Nodes for “influence on service, customer, technology”.

Theme: Outcomes	Node Count	Example Nodes (Numb. of Points)
Service, customer, technology	18	
Service	14	corporate service departments (4) essential service workers (2) personal services sectors (4)
Customer	3	re-visit intention (2) consumption behaviors (1)
Technology	1	service robots (1)

**Table 8.** Nodes for “methodology”.

Theme: Methodology	Node Count	Example Nodes (Numb. of Points)
Research methodology	34	
Model	16	mediating mechanism (6) moderating mechanism (8) gender moderates (1) double mediators (1) chaos theory perspective (1) event system theories (1) expectancy-valence theory (1) impression management theory (1) learning theories (1)
Theory	12	occupational stigma theory (1) proxemics theory (1) resource allocation theories (1) self-categorization theory (1) social exchange theory (1) stakeholder theory (1) transactional theory (1)
Level	6	depression levels (1) increasing levels (1) individual level (1) industry level (1) social interaction levels (1) team level (1)

4.4.1. Theme 1: Input: Environmental Factors

The first theme is “environmental factors”. Scholars have executed many studies to illustrate how and why environmental factors may influence HRM practice so strongly [31,50,51]. In this study, environmental factors mainly refer to the COVID-19 crisis, which is an antecedent that affects the challenge of hospitality HRM. Scholars described how COVID-19 has shocked the hospitality industry. At the same time, it was also concerned with “health” and “risk”.

4.4.2. Theme 2: Input: Industrial Factors

Industry and sector characteristics affect HRM activities in different ways [31,51]. “tourism”, “hotel”, “hospitality”, and “marketing” have been identified. It is noteworthy that “robot-staffed hotels” began to surface and be seen as a remarkable current issue for the hospitality industry [52]. Bowen and Morosan, 2018 [52] provided their view of artificial intelligence (AI) in the hospitality industry and proposed its usage will be effective by the 2030s. Due to COVID-19, the age of AI and robotics in hospitality is coming sooner than expected. The two sides of AI and robotics, including positive and negative influences, are discussed [53–56].

4.4.3. Theme 3: Progress: HRM Practice

It is reasonable to assume that the COVID-19 crisis has triggered the issue related to the rethinking and recrafting of HRM strategies and practices in the hospitality sector. Compared to other topics and themes, it is obvious that scholars have paid limited attention to HRM practice. “Training”, “support”, “management”, and “leadership” are most frequently explored by scholars. For leadership, only “hotel safety leadership” [57] has appeared in multigroup experimental analysis. There is a need for leaders to refine their perspectives on managing employees from a new angle.

#### 4.4.4. Theme 4: Outcome: Influence on the Employee

Scholars believed employees are the foundations of HRM, what is more worthy of mention is that the pandemic has brought people-oriented back to the focal point [9]. “Foodservice employees”, “hospitality employees”, and “service employees” are the group of people who are concerned and pointed out. Various variables have been investigated as employee performance. For example, some scholars explored employees’ “mental health” and “mental problems” under the COVID-19 crisis [58,59]. Employee’s work attitude and “turnover intention” [60–62], career adaptive [63], perspective on career prospect [64,65], risk perspective, well-being, anxiety, and stress [66,67]. It is not surprising how COVID-19 negatively affects hospitality employee work performance; scholars have tried to explore and explain the black box of how the COVID-19 crisis has affected hospitality staff through theoretical mechanisms.

#### 4.4.5. Theme 5: Outcome: Influence on the Organization

“Organization” is a theme with a high proportion of weight, indicating that there are more nodes under this theme, and scholars’ research attention and research outcomes are heightened. The challenge of coping with COVID-19 underlines the need for the organizations to revive their fading business dynamism. “job”, “strategies”, “resilience”, “safety”, “CSR”, and “productivity” are the highlighted issues.

#### 4.4.6. Theme 6: External Outcome: Service, Customer, Technology

Compared with influences on employee level and organizational level, “external outcomes” related to the external performance, factors such as “service”, “customer”, and “technology” are emphasized. The effectiveness of hospitality HRM is not only embodied in internal management and organizational performance but how to provide quality services to customers is also part of the responsibility [32].

#### 4.4.7. Theme 7: Methodology

In the last theme, “Methodology”, by way of example, “model” node was drawn with different mechanisms, whereas “theory” is seen as the theoretical background and logic support, with multiple perspectives of “level” research encapsulated in this theme.

### 5. Agenda for Hospitality HRM

The COVID-19 pandemic has seriously affected the political and economic development pattern in the world. It has profoundly changed the hospitality industry and human resource service mode of hospitality HRM. The normalization of pandemic prevention and control has brought revolutionary challenges to employees and employers. Through an in-depth analysis of the text of research on hospitality HRM during the pandemic period, this study offers the agenda faced by the development of research on hospitality HRM in the post-pandemic era.

The first issue is employee mental health. With the central concern of employees’ positive behavior and psychological health, the hospitality industry should be concerned about employee anxiety, stress, nervousness, and negative turnover intention. Psychological assistance, training programs can be provided appropriately. Furthermore, strengthening leadership services and fostering an internal organizational environment for win-win cooperation are also vital.

The second issue relates to the working environment safety. To cope with the pandemic prevention and control crisis, it is time for business associations to establish comprehensive cleaning and safety standards for enterprises. Furthermore, to achieve a work environment in the negative pandemic situation, HRM for the hospitality sector must be rigorous and flexible. Employees in the hospitality sector are close interaction with guests, making them work at risk in the context of the pandemic. HRM should offer strict workflow and standard checklists to guarantee employees security. Furthermore, employees’ intentions, such as risk perception, are in the chain of the work environment. The need to increase

HRM flexibility in hospitality industry to promote workplace safety is more urgent than ever today.

The third issue involves the disruptive HRM practice. On the one hand, hospitality HRM is facing major development opportunities. Adapting to the changes in the human resource market and the needs of human resource services, disruptive and innovative HR practices are the outlet for problem-solving, which has triggered creative thinking about the HRM perspective. Based on the finding, this study suggests hospitality HRM (1) applying PopTech such as social media, big data, AI, and robotics, speeding up the digital transformation of human resource services, (2) organizational reconstruction and business model reconstruction, (3) enhancing the internationalization of human resource services, and (4) deepening the dialogue between stakeholders including industry, social, and government. These strategies will bring unlimited development space for the development of the hospitality human resource services industry.

The post-pandemic era has arrived, the fourth focus is on recovery and transition. As the hospitality industry develops and recovers in the post-pandemic era, it is crucial to concentrate on the particular problems faced by the transformation and development of market segments and specific HR practices in the background of hospitality and to provide theory and strategic support to HR departments at different levels and types of development planning. Back to our findings, resilience is the main key access point to enhance the organization's capacity to recover.

Furthermore, from the perspective of different parties such as employees, organizations, HRMs, and customers, conducting forward-looking theoretical discussions are required to provide service support for the hospitality industry to seize a new round of significant industry development opportunities to achieve leapfrog development. Additionally, regional and area hospitality HRM case studies can summarize actions and strategies that can be taken in times of disaster.

## 6. Conclusions

Given these efforts, the current study fulfilled the hospitality HRM field in several approaches. First, 102 publications were extracted with the specified keywords and analyzed with VOSview [46] and NVivo [15]. By assessing the current issue of COVID-19 and scientific knowledge of hospitality HRM, this study summarized the research state-of-art in this field. After reviewing to identify the top keywords, nodes, and seven themes, this study proposed a research agenda. Second, regarding to how factors and themes affect employee performance and service quality, this study proposes different interrelationships occurring at different progress of HR systems in predictable patterns by establishing a theoretical framework. From the perspective on the content of the theme dimension of hospitality HRM, antecedents such as environmental factors (e.g., COVID-19) and industry characteristics (e.g., particular sectors) affect the transformation of HRM practices. Through the progress, the antecedent factors have an impact on the organizational level (influence on organizations) and individual level (influence on the employee) performance through various HRM practices. Moreover, service, customers, and new techniques are transferred externally. HRM departments have the role in turning a crisis into an opportunity if only they can minimize the negative impact on employees and organizations by grasping the situation absolutely, responding and acting quickly, adjusting, and making the right decision.

In conclusion, the findings of this study shed light on the hospitality HRM research. Under the pandemic situation, the achievements of hospitality HRM research are fruitful. However, many areas are worthy of deliberation, such as HRM practice innovation and external outcomes (such as themes 6, service, customer, and technologies application). Combined with the environmental background and industrial characteristics, the new opportunities for the development of hospitality HRM in the post-pandemic era are more significant than the new challenges. That is, how HRM can navigate the hospitality in a



complexity crisis context to achieve sustainable development and stable services output is the subject of research.

Nonetheless, certain limitations should be addressed. First, this study inevitably neglects to compare trends before and after the pandemic. For comparison, scholars usually labeled several phases for the pandemic [3] or mapped the timeline [10] for comparing the evolving. In order to overcome this limitation, it is proposed to increase collection time, add resources, and use mixed approaches to analyze the data. Second, this study is short on empirical data supporting. Therefore, the proposed research agenda should be carried out with a quantitative study. Additionally, future studies can be conducted precisely with other samples. This study utilized WoS databases, future study is encouraged to utilize multiple sample sets for a more comprehensive explanation.

**Author Contributions:** Conceptualization, J.W. and H.-S.K.; methodology, J.W.; analysis, J.W., H.-S.K. and H.-J.B.; writing—original draft preparation, J.W.; writing—review and editing, H.-W.J.; supervision, H.-S.K. All authors have read and agreed to the published version of the manuscript.

**Funding:** This research received no external funding.

**Institutional Review Board Statement:** Not applicable.

**Informed Consent Statement:** Not applicable.

**Data Availability Statement:** Data available in a publicly accessible repository.

**Conflicts of Interest:** The authors declare no conflict of interest.

## Appendix A

**Table A1.** Sample list.

	Authors	Y.	Title	Journal
1	Khawaja, Kausar Fiaz; Sarfraz, Muddassar; Rashid, Misbah; Rashid, Mariam	2021	How is COVID-19 pandemic causing employee withdrawal behavior in the hospitality industry? An empirical investigation	Journal of Hospitality and Tourism Insights
2	Park, Eunhye; Kim, Woo-Hyuk; Kim, Sung-Bum	2020	Tracking tourism and hospitality employees' real-time perceptions and emotions in an online community during the COVID-19 pandemic	Current Issues in Tourism
3	Tsui, Pei-Ling	2021	Would organizational climate and job stress affect wellness? An empirical study on the hospitality industry in Taiwan during COVID-19.	International Journal of Environmental Research and Public Health
4	He, Jie; Mao, Yan; Morrison, Alastair M.; Coca-Stefaniak, J. Andres	2021	On being warm and friendly: the effect of socially responsible human resource management on employee fears of the threats of COVID-19	International Journal of Contemporary Hospitality Management
5	Bajrami, Dunja Demirovic; Terzic, Aleksandra; Petrovic, Marko D.; Radovanovic, Milan; Tretiakova, Tatiana N.; Hadoud, Abosa	2021	Will we have the same employees in hospitality after all? The impact of COVID-19 on employees' work attitudes and turnover intentions	International Journal of Hospitality Management
6	Tu, Yidong; Li, Diwan; Wang, Hai-Jiang	2021	COVID-19-induced layoff, survivors' COVID-19-related stress and performance in hospitality industry: The moderating role of social support	International Journal of Hospitality Management

Table A1. Cont.

Authors	Y.	Title	Journal
7 Yan, Jiaqi; Kim, Sunghoon; Zhang, Stephen X.; Foo, Maw-Der; Alvarez-Risco, Aldo; Del-Aguila-Arcentales, Shyla; Yanez, Jaime A.	2021	Hospitality workers' COVID-19 risk perception and depression: A contingent model based on transactional theory of stress model	International Journal of Hospitality Management
8 Chadee, Doren; Ren, Shuang; Tang, Guiyao	2021	Is digital technology the magic bullet for performing work at home? Lessons learned for post COVID-19 recovery in hospitality management	International Journal of Hospitality Management
9 Ruiz-Palomino, Pablo; Yanez-Araque, Benito; Jimenez-Estevez, Pedro; Gutierrez-Broncano, Santiago	2022	Can servant leadership prevent hotel employee depression during the COVID-19 pandemic? A mediating and multigroup analysis	Technological Forecasting and Social Change
10 Karatepe, Osman M.; Saydam, Mehmet Bahri; Okumus, Fevzi	2021	COVID-19, mental health problems, and their detrimental effects on hotel employees' propensity to be late for work, absenteeism, and life satisfaction	Current Issues in Tourism
11 Chen, Chun-Chu (Bamboo); Chen, Ming-Hsiang	2021	Well-being and career change intention: COVID-19's impact on unemployed and furloughed hospitality workers	International Journal of Contemporary Hospitality Management
12 Mioch, Dymphie; Kuiper, Sandra; van den Bijllaardt, Wouter; van Jaarsveld, Cornelia H M; Kluytmans, Jan; Lodder, Esther; Wissing, Michel D	2021	SARS-CoV-2 antibodies in employees working in non-medical contact-intensive professions in the Netherlands: Baseline data from the prospective Co-study.	Preventive Medicine Reports
13 Rezapouraghdam, Hamed; Karatepe, Osman M.	2020	Applying health belief model to unveil employees' workplace COVID-19 protective behaviors: insights for the hospitality industry	International Journal of Mental Health Promotion
14 Altinay, Levent; Arici, Hasan Evrim	2021	Transformation of the hospitality services marketing structure: a chaos theory perspective	Journal of Services Marketing
15 Hu, Xiaowen; Yan, Hongmin; Casey, Tristan; Wu, Chia-Huei	2021	Creating a safe haven during the crisis: How organizations can achieve deep compliance with COVID-19 safety measures in the hospitality industry	International Journal of Hospitality Management
16 Qiu, Shangzhi (Charles); Jiang, Jianing; Liu, Xinming; Chen, Ming-Hsiang; Yuan, Xina	2021	Can corporate social responsibility protect firm value during the COVID-19 pandemic?	International Journal of Hospitality Management
17 Kang, Sung-Eun; Park, Changyeon; Lee, Choong-Ki; Lee, Seunghoon	2021	The stress-induced impact of COVID-19 on tourism and hospitality workers	Sustainability
18 Chalupa, Stepan; Chadt, Karel	2021	The perception of soft skills and their training at hotel front-office in connection to COVID-19 pandemics	TEM Journal

Table A1. Cont.

	Authors	Y.	Title	Journal
19	Im, Jinyoung; Kim, Haemi; Miao, Li	2021	CEO letters: Hospitality corporate narratives during the COVID-19 pandemic	International Journal of Hospitality Management
20	Agarwal, Promila	2021	Shattered but smiling: Human resource management and the wellbeing of hotel employees during COVID-19	International Journal of Hospitality Management
21	Park, In-Jo; Hai, Shenyang	2021	How does career future time perspective moderate in the relationship between infection anxiety with the COVID-19 and service behavior among hotel employees?	Tourism Management Perspectives
22	Vo-Thanh, Tan; Vu, Thinh-Van; Nguyen, Nguyen Phong; Nguyen, Duy Van; Zaman, Mustafeed; Chi, Hsinkuang	2020	How does hotel employees' satisfaction with the organization's COVID-19 responses affect job insecurity and job performance?	Journal of Sustainable Tourism
23	Park,, Chang-Yeon; Choong-Ki, Lee	2020	The effects of the perceived stress and job anxiety of tourism industry employees on job satisfaction and life satisfaction in the context of COVID-19: Focusing on the moderating effect of government trust	Korean Journal of Hospitality and Tourism
24	Baum, Tom; Mooney, Shelagh K. K.; Robinson, Richard N. S.; Solnet, David	2020	COVID-19's impact on the hospitality workforce—new crisis or amplification of the norm?	International Journal of Contemporary Hospitality Management
25	Diep Ngoc Su; Diep Luc Tra; Hanh My Thi Huynh; Hai Hong Thi Nguyen; O'Mahony, Barry	2021	Enhancing resilience in the Covid-19 crisis: lessons from human resource management practices in Vietnam	Current Issues in Tourism
26	Guzzo, Renata F.; Wang, Xingyu; Madera, Juan M.; Abbott, JeAnna	2021	Organizational trust in times of COVID-19: Hospitality employees' affective responses to managers' communication	International Journal of Hospitality Management
27	Farooq, Rayees; Sultana, Almaas	2021	The potential impact of the COVID-19 pandemic on work from home and employee productivity	Measuring Business Excellence
28	Chi, Oscar Hengxuan; Saldamli, Asim; Gursoy, Dogan	2021	Impact of the COVID-19 pandemic on management-level hotel employees' work behaviors: Moderating effects of working-from-home	International Journal of Hospitality Management
29	Burhan, Muhammad; Salam, Muhammad Talha; Abou Hamdan, Omar; Tariq, Hussain	2021	Crisis management in the hospitality sector SMEs in Pakistan during COVID-19	International Journal of Hospitality Management
30	Mensah, Christopher	2021	Using web-survey to collect data on psychological impacts of COVID-19 on hotel employees in Ghana: A methodological review	Cogent Psychology
31	Shah, Chetan; Chowdhury, Abhishek; Gupta, Vikas	2021	Impact of COVID-19 on tourism and hospitality students' perceptions of career opportunities and future prospects in India	Journal of Teaching in Travel and Tourism

Table A1. Cont.

	Authors	Y.	Title	Journal
32	Jung, Hyo Sun; Jung, Yoon Sik; Yoon, Hye Hyun	2021	COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics	International Journal of Hospitality Management
33	Unguren, Engin; Tekin, Omer Akgun; Avsalli, Huseyin; Kacmaz, Yasar Yigit	2021	The Moderator Role of Financial Well-Being on the Effect of Job Insecurity and the COVID-19 Anxiety on Burnout: A Research on Hotel-Sector Employees in Crisis	Sustainability
34	Aguiar-Quintana, Teresa; Nguyen, Thi Hong Hai; Araujo-Cabrera, Yasmina; Sanabria-Diaz, Jose M.	2021	Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience	International Journal of Hospitality Management
35	Luu Trong Tuan	2021	Employer event communication and hospitality workers' resilience during the COVID-19 crisis: the role of core beliefs examination and family support	International Journal of Contemporary Hospitality Management
36	Wang, Yao-Chin; Chi, Christina Geng-Qing; Erkilic, Eren	2021	The impact of religiosity on political skill: evidence from Muslim hotel employees in Turkey	International Journal of Contemporary Hospitality Management
37	Filimonau, Viachaslau; Derqui, Belen; Matute, Jorge	2020	The COVID-19 pandemic and organizational commitment of senior hotel managers	International Journal of Hospitality Management
38	Choi, Miju; Choi, Youngjoon	2021	Employee perceptions of hotel CSR activities during the COVID-19 pandemic	International Journal of Contemporary Hospitality Management
39	Khatri, Puja; Raina, Khushboo; Dutta, Sumedha; Pahwa, Harshleen; Kumari, Preeti	2021	Reaction to COVID-19, social media engagement and well-being: a mediation analysis	A Journal of The Social and Economic Relations of Work
40	Seyitoglu, Faruk; Ivanov, Stanislav	2021	Service robots as a tool for physical distancing in tourism	Current Issues in Tourism
41	Lin, Fang-Yi	2021	Effectiveness of the talent cultivation training program for industry transformation in Taiwan during the COVID-19 pandemic	Service Business
42	Manoharan, Ashokkumar; Jones, Janice; Jiang, Zhou; Singal, Manisha	2021	Career optimism of culturally and linguistically diverse hotel workers in the pandemic age	International Journal of Hospitality Management
43	Canhoto, Ana Isabel; Wei, Liyuan	2021	Stakeholders of the world, unite!: Hospitality in the time of COVID-19	International Journal of Hospitality Management
44	Kaushal, Vikrant; Srivastava, Sidharth	2021	Hospitality and tourism industry amid COVID-19 pandemic: Perspectives on challenges and learnings from India	International Journal of Hospitality Management
45	Bozovic, Tamara; Blesic, Ivana; Knezevic, Milena Nedeljkovic; Deri, Lukrecija; Pivac, Tatjana	2021	Resilience of tourism employees to changes caused by COVID-19 pandemic	Journal of The Geographical Institute
46	Zhang, Jiangchi; Xie, Chaowu; Morrison, Alastair M.	2021	The effect of corporate social responsibility on hotel employee safety behavior during COVID-19: The moderation of belief restoration and negative emotions	Journal of Hospitality and Tourism Management

Table A1. Cont.

Authors	Y.	Title	Journal
47 Singh, Nidhi; Bhatia, Shikha; Nigam, Shailendra	2021	Perceived vulnerability of job loss and satisfaction with life in the hospitality sector in times of pandemic: a multi-mediational approach	International Journal of Contemporary Hospitality Management
48 Wu, Gang; Liang, Lifang; Gursoy, Dogan	2021	Effects of the new COVID-19 normal on customer satisfaction: Can facemasks level off the playing field between average-looking and attractive-looking employees?	International Journal of Hospitality Management
49 Lee, Patrick C.; Xu, Shi (Tracy); Yang, Wan	2021	Is career adaptability a double-edged sword? The impact of work social support and career adaptability on turnover intentions during the COVID-19 pandemic	International Journal of Hospitality Management
50 Bichler, Bernhard Fabian; Petry, Tanja; Peters, Mike	2021	'We did everything we could': how employees' made sense of COVID-19 in the tourism and hospitality industry	Current Issues in Tourism
51 Chen, I-Shuo	2020	Turning home boredom during the outbreak of COVID-19 into thriving at home and career self-management: the role of online leisure crafting	International Journal of Hospitality Management
52 Zhang, Jiangchi; Xie, Chaowu; Wang, Jianying; Morrison, Alastair M.; Coca-Stefaniak, J. Andres	2020	Responding to a major global crisis: the effects of hotel safety leadership on employee safety behavior during COVID-19	International Journal of Hospitality Management
53 Teng, Yi-Man; Wu, Kun-Shan; Lin, Kuan-Ling; Xu, Dan	2020	Mental health impact of COVID-19 on quarantine hotel employees in China	Risk Management and Healthcare Policy
54 Kim, Seontaik; Kim, Peter Beomcheol; Lee, Gyumin	2021	Predicting hospitality employees' safety performance behaviors in the COVID-19 pandemic	International Journal of Hospitality Management
55 Gurlek, Mert; Kilic, Ilker	2021	A true friend becomes apparent on a rainy day: Corporate social responsibility practices of top hotels during the COVID-19 pandemic	Current Issues in Tourism
56 Farrer, James	2020	How are Tokyo's independent restaurateurs surviving the pandemic?	Asia-Pacific Journal-Japan Focus
57 Song, Hanqun; Ma, Emily; Cheng, Mingming	2021	Dining with distance during the pandemic: an enquiry from the theory of proxemics and social exchange	Current Issues in Tourism
58 Yuan, Yue; Kong, Haiyan; Baum, Tom; Liu, Yining; Liu, Chao; Bu, Naipeng; Wang, Kangping; Yin, Zihan	2021	Transformational leadership and trust in leadership impacts on employee commitment	Tourism Review
59 Yu, Heyao; Lee, Lindsey; Popa, Iuliana; Madera, Juan M.	2021	Should I leave this industry? The role of stress and negative emotions in response to an industry negative work event	International Journal of Hospitality Management
60 Abdalla, Moh'd Juma; Said, Hamad; Ali, Laiba; Ali, Faizan; Chen, Xianglan	2021	COVID-19 and unpaid leave: Impacts of psychological contract breach on organizational distrust and turnover intention: Mediating role of emotional exhaustion	Tourism Management Perspectives

Table A1. Cont.

	Authors	Y.	Title	Journal
61	Zhong, Yifan; Li, Yameng; Ding, Jian; Liao, Yiyi	2021	Risk Management: Exploring emerging human resource issues during the COVID-19 pandemic	Journal of Risk and Financial Management
62	Bhrammanachote, Winayaporn; Sawangdee, Yothin	2021	Sustaining or surviving? An exploratory case study on COVID-19's impact towards hotel businesses	Tourism and Hospitality Management
63	Salem, Islam Elbayoumi; Elbaz, Ahmed Mohamed; Elkhwesky, Zakaria; Ghazi, Karam Mansour	2021	The COVID-19 pandemic: The mitigating role of government and hotel support of hotel employees in Egypt	Tourism Management
64	Yu, Yang	2021	Situation of hotels in henan under the influence of COVID-19 epidemic prevention and control	Basic and Clinical Pharmacology and Toxicology
65	Murray, William C.; Holmes, Mark R.	2021	Impacts of employee empowerment and organizational commitment on workforce sustainability	Sustainability
66	Yacoub, Laurent; ElHajjar, Samer	2021	How do hotels in developing countries manage the impact of COVID-19? The case of Lebanese hotels	International Journal of Contemporary Hospitality Management
67	Salem, Islam Elbayoumi; Elkhwesky, Zakaria; Ramkissoon, Haywantee	2021	A content analysis for governments and hotels' response to COVID-19 pandemic in Egypt	Tourism and Hospitality Research
68	Goh, Edmund; Baum, Tom	2021	Job perceptions of Generation Z hotel employees towards working in Covid-19 quarantine hotels: the role of meaningful work	International Journal of Contemporary Hospitality Management
69	Mejia, Cynthia; Pittman, Rebecca; Beltramo, Jenna M. D.; Horan, Kristin; Grinley, Amanda; Shoss, Mindy K.	2021	Stigma and dirty work: In-group and out-group perceptions of essential service workers during COVID-19	International Journal of Hospitality Management
70	Abbas, Muhammad; Malik, Mehwish; Sarwat, Nosheen	2021	Consequences of job insecurity for hospitality workers amid COVID-19 pandemic: does social support help?	Journal of Hospitality Marketing and Management
71	Kaygin, Erdogan; Topcuoglu, Ethem	2020	The effects of COVID-19 pandemic upon tourism: A sample from the city of Kars	Journal of Mehmet Akif Ersoy University Economics and Administrative Sciences Faculty
72	Brizek, Michael G.; Frash, Robert E.; McLeod, Brumby M.; Patience, Melinda O.	2021	Independent restaurant operator perspectives in the wake of the COVID-19 pandemic	International Journal of Hospitality Management
73	Rawal, Yashwant Singh; Pal, Sanjeeb; Bagchi, Purnendu; Dani, Rakesh	2020	Hygiene and safety: A review of the hotel industry in the era of COVID-19 pandemic	Bioscience Biotechnology Research Communications
74	Kearney, N; Hambly, R; Alsharqi, A; Kirby, B	2021	Not relevant responses in the era of COVID-19—are we underestimating dermatology life quality index values?	The British Journal of Dermatology
75	Gupta, Vikas; Sahu, Garima	2021	Reviving the Indian hospitality industry after the COVID-19 pandemic: the role of innovation in training	Worldwide Hospitality and Tourism Themes

Table A1. Cont.

Authors	Y.	Title	Journal
76 Yorulmaz, Murat; Sevinc, Figen	2021	Supervisor support and turnover intentions of yacht captains: the role of work-family conflict and psychological resilience during the COVID-19 pandemic	International Journal of Contemporary Hospitality Management
77 Robinson, Richard N. S.; Brenner, Matthew L.	2021	Wage theft in professional kitchens: Conned or complicit?	Hospitality and Society
78 Rosemberg, Marie-Anne S.; Adams, Mackenzie; Polick, Carri; Li, Wei V.; Dang, Jenny; Tsai, Jenny Hsin-Chun	2021	COVID-19 and mental health of food retail, food service, and hospitality workers	Journal of Occupational and Environmental Hygiene
79 Robina-Ramirez, Rafael; Medina-Merodio, Jose-Amelio; Moreno-Luna, Libertad; Jimenez-Naranjo, Hector V.; Sanchez-Oro, Marcelo	2021	Safety and health measures for COVID-19 transition period in the hotel industry in Spain	International Journal of Environmental Research and Public Health
80 Grandey, Alicia A.; Sayre, Gordon M.; French, Kimberly A.	2021	A blessing and a curse: Work loss during coronavirus lockdown on short-term health changes via threat and recovery	Journal of Occupational Health Psychology
81 Ramkissoon, Haywantee; Mavondo, Felix; Sowamber, Vishnee	2020	Corporate social responsibility at LUX* resorts and hotels: satisfaction and loyalty implications for employee and customer social responsibility	Sustainability
82 Pathak, Deepti; Joshi, Gaurav	2021	impact of psychological capital and life satisfaction on organizational resilience during COVID-19: Indian tourism insights	Current Issues in Tourism
83 Li, Minglong; Yin, Dexiang; Qiu, Hailian; Bai, Billy	2021	A systematic review of AI technology-based service encounters: Implications for hospitality and tourism operations	International Journal of Hospitality Management
84 Fuste-Forne, Francesc; Filimon, Nela	2021	Using social media to preserve consumers' awareness on food identity in times of crisis: The case of bakeries	International Journal of Environmental Research and Public Health
85 Haarmeyer, David	2020	Private equity and the COVID-19 economic downturn: Opportunity for expansion?	Journal of Applied Corporate Finance
86 Ponting, Sandra Sun-Ah	2021	Responding to organizational identity change: ethnographic insights from multinational hotel subsidiaries	Journal of Hospitality and Tourism Technology
87 Acheson, Jean	2021	Job turnover and the policy response in the COVID-19 era	Economic and Social Review
88 Fitzgerald, Niamh; Uny, Isabelle; Brown, Ashley; Eadie, Douglas; Ford, Allison; Lewsey, Jim; Stead, Martine	2021	Managing COVID-19 transmission risks in Bars: An interview and observation study	Journal of Studies on Alcohol and Drugs
89 Sharma, Abhinav; Shin, Hakseung; Jesus Santa-Maria, Maria; Luis Nicolau, Juan	2021	Hotels' COVID-19 innovation and performance	Annals of Tourism Research
90 Boccia, Mark; Cseh, Maria	2021	Full-service restaurants as learning organizations: a multiple-site case study	Learning Organization

Table A1. Cont.

	Authors	Y.	Title	Journal
91	Ferreira, Sandra; Pereira, Olga; Simoes, Claudia	2021	Environmental sustainability in the hotel industry: A perspective from eco hotel managers in Portugal	International Journal of Marketing Communication and New Media
92	Hong, Semyung	2021	The effect of job image and occupational values on the employment preparation Behavior among university students with majors related to aviation tourism	Journal of Tourism Enhancement
93	Williams, Colin C.; Kayaoglu, Aysegul	2020	COVID-19 and undeclared work: impacts and policy responses in Europe	Service Industries Journal
94	de Vries, Klaas; Erumban, Abdul; van Ark, Bart	2021	Productivity and the pandemic: short-term disruptions and long-term implications: The impact of the COVID-19 pandemic on productivity dynamics by industry	International Economics and Economic Policy
95	Hyoseon, Park; Hany, Kim	2021	The relationship between job insecurity and pro-social service behavior of LCC flight attendants, and the effect of job stress and AB personality type	Korean Journal of Hospitality and Tourism
96	Irvine, Annie Louise	2020	Qualitative evidence on the relationships between precarious employment and mental health in western economies: a scoping review protocol	Open Science Framework
97	Mao, Yan; He, Jie; Morrison, Alastair M.; Coca-Stefaniak, J. Andres	2021	Effects of tourism CSR on employee psychological capital in the COVID-19 crisis: from the perspective of conservation of resources theory	Current Issues in Tourism
98	Aigbedo, Henry	2021	Impact of COVID-19 on the hospitality industry: A supply chain resilience perspective	International Journal of Hospitality Management
99	Breier, Matthias; Kallmuenzer, Andreas; Clauss, Thomas; Gast, Johanna; Kraus, Sascha; Tiberius, Victor	2021	The role of business model innovation in the hospitality industry during the COVID-19 crisis	International Journal of Hospitality Management
100	Yu, Jongsik; Seo, Jungwoon; Hyun, Sunghyup Sean	2021	Perceived hygiene attributes in the hotel industry: customer retention amid the COVID-19 crisis	International Journal of Hospitality Management
101	Jiang, Yangyang; Wen, Jun	2020	Effects of COVID-19 on hotel marketing and management: a perspective article	International Journal of Contemporary Hospitality Management
102	Zhai, Huayun; Xiao, Mingsheng; Chan, Kam C.; Liu, Qingzhuo	2020	Physical proximity, corporate social responsibility, and the impact of negative investor sentiment on stock returns: Evidence from COVID-19 in China	International Review of Finance

## Appendix B

Table A2. Top 100 words.

	Word	Length	Count	Weighted Percentage	Similar Words
1	employees	9	433	2.02%	employee, employees, employees'
2	covid	5	310	1.44%	'covid, covid
3	hotels	6	239	1.11%	hotel, hotels, hotels'



Table A2. Cont.

Word	Length	Count	Weighted Percentage	Similar Words
4 hospitality	11	235	1.09%	hospitality, hospitals
5 working	7	207	0.96%	work, worked, working, works
6 pandemic	8	193	0.90%	pandemic, pandemics
7 managers	8	179	0.83%	manage, manageable, managed, management, manager, managers, managers', managing
8 effects	7	172	0.80%	effect, effective, effectively, effectiveness, effects
9 job	3	170	0.79%	job, jobs
10 industry	8	164	0.76%	industrial, industries, industry
11 social	6	136	0.63%	social, socially
12 health	6	134	0.62%	health
13 impact	6	121	0.56%	impact, impacted, impactful, impacting, impacts
14 employed	8	120	0.56%	employed, employer, employers, employing, employment
15 practices	9	118	0.55%	practical, practically, practice, practices
16 role	4	115	0.54%	role, roles
17 organizational	14	108	0.50%	organizational
18 crisis	6	93	0.43%	crisis
19 tourism	7	88	0.41%	tourism
20 support	7	88	0.41%	support, supported, supportive, supports
21 relationship	12	87	0.41%	relationship, relationships
22 behavior	8	80	0.37%	behavior, behavioral, behaviors
23 examining	9	79	0.37%	examination, examine, examined, examines, examining
24 mental	6	78	0.36%	mental
25 precariousness	14	74	0.34%	precari, precarious, precariously, precariousness
26 well	4	74	0.34%	well, wellness
27 service	7	74	0.34%	service, services, servicing
28 positively	10	74	0.34%	posited, position, positionality, positions, positive, positively, posits
29 responsibility	14	74	0.34%	response, responses, responsibility, responsible
30 model	5	73	0.34%	model, modeling, modelling, models
31 relations	9	73	0.34%	relate, related, relates, relating, relation, relational, relations, relative, relatively
32 negative	8	71	0.33%	negative, negatively, negatives, negativities
33 data	4	70	0.33%	data
34 influence	9	69	0.32%	influence, influenced, influences, influencing
35 moderation	10	68	0.32%	moderate, moderated, moderates, moderating, moderation, moderator
36 review	6	67	0.31%	review, reviewed, reviewer, reviews
37 satisfaction	12	67	0.31%	satisfaction
38 csr	3	66	0.31%	csr
39 workers'	8	66	0.31%	worker, workers, workers'
40 mediators	9	65	0.30%	mediate, mediated, mediates, mediating, mediation, mediational, mediator, mediators
41 analysis	8	64	0.30%	analysis

Table A2. Cont.

Word	Length	Count	Weighted Percentage	Similar Words
42 implications	12	64	0.30%	implications
43 customer	8	64	0.30%	customer, customers, customers', customized
44 approaches	10	63	0.29%	approach, approaches
45 affect	6	63	0.29%	affect, affected, affecting, affective, affects
46 psychological	13	62	0.29%	psychological, psychologically, psychology
47 provide	7	62	0.29%	provide, provided, provides, providing
48 intentions	10	61	0.28%	intent, intention, intentions
49 resilience	10	61	0.28%	resilience, resiliency, resilient
50 significantly	13	60	0.28%	significance, significant, significantly
51 organization	12	60	0.28%	organization, organizations, organized, organizing
52 perceived	9	60	0.28%	perceive, perceived
53 career	6	59	0.27%	career, careers, careers'
54 shows	5	58	0.27%	show, showed, showing, shows
55 insecurity	10	57	0.27%	insecure, insecurity
56 safety	6	57	0.27%	safety
57 times	5	57	0.27%	time, timely, times
58 levels	6	57	0.27%	level, levels
59 stress	6	57	0.27%	stress, stress', stressful, stressing
60 home	4	56	0.26%	home
61 factors	7	54	0.25%	factor, factors
62 performed	9	54	0.25%	perform, performance, performances, performed, performing
63 develops	8	53	0.25%	develop, developed, developing, development, develops
64 based	5	52	0.24%	base, based
65 purposive	9	52	0.24%	purpose, purposes, purposive, purposively
66 survey	6	50	0.23%	survey, surveyed, surveying, surveys
67 change	6	50	0.23%	change, changed, changes, changing
68 risk	4	50	0.23%	risk, risks
69 theory	6	50	0.23%	theories, theory
70 perceptions	11	49	0.23%	perception, perceptions
71 trust	5	47	0.22%	trust
72 turnover	8	47	0.22%	turnover
73 resource	8	47	0.22%	resource, resources
74 structural	10	47	0.22%	structural, structure, structured, structures
75 business	8	46	0.21%	business, businesses, businesses'
76 sector	6	46	0.21%	sector, sectoral, sectors
77 need	4	46	0.21%	need, needed, needs
78 including	9	45	0.21%	include, included, includes, including
79 self	4	44	0.20%	self
80 aims	4	44	0.20%	aim, aimed, aims
81 methodology	11	44	0.20%	methodological, methodology
82 design	6	44	0.20%	design, designed
83 experiment	10	43	0.20%	experience, experiences, experiment

Table A2. Cont.

Word	Length	Count	Weighted Percentage	Similar Words
84 theoretical	11	40	0.19%	theoretical, theoretically
85 knowledge	9	40	0.19%	knowledge, knowledgeable
86 discussion	10	40	0.19%	discuss, discussed, discusses, discussion
87 2020	4	40	0.19%	2020
88 online	6	38	0.18%	online
89 future	6	38	0.18%	future, futures
90 new	3	38	0.18%	'new, new
91 human	5	37	0.0017	human, humanized
92 addition	8	37	0.0017	addition, additional, additionally
93 contributes	11	37	0.0017	contribute, contributed, contributes, contributing, contribution, contributions
94 values	6	37	0.0017	value, values
95 commitment	10	37	0.0017	commitment, commitments, committed
96 family	6	36	0.0017	families, families', family
97 emotional	9	36	0.0017	emotional, emotions
98 marketing	9	36	0.0017	market, marketers, marketing, markets
99 group	5	36	0.0017	group, groups
100 qualitative	11	35	0.0016	qualitative

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