

Impact of covid 19 on employee service and organizational performance in luxury hotels in India: A review paper

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Abstract

The main purpose of the study is to examine the impact of covid 19 on employee service and organizational performance of luxury hotels in India. Hospitality Industry is considered as one of the major sector for growth and development of economy in India, as per the report of India 2019 Annual Research', clearly indicate that travel and tourism in India has provided 42.7 million jobs or 8.0% of the total employment and contributed 9.2% of the GDP. But in last year 2020 due to coronavirus there is drastic fall in the employment rate and increment in turnover rate in hotel industry. Result obtained from all these is, employees working efficiency and service ability declined which ultimately reduces organizational performance. This paper focus on the impact of covid 19 on employee service and organizational performance, what remedies should be followed to improve employee service and organizational performance. Methodology used in this paper is a systematic literature review, in order to identify and analyze reliable literature. In the process of literature search five different scientific online databases are involved namely as emerald, saga, web knowledge, Science direct and ProQuest. Various keywords such as employee service, organizational performance, luxury hotels and coronavirus are used in order to scan these online database systematically. Findings of the paper indicate that there is major impact of covid 19 on the mental state of employees as their salary reduces even many of them terminated from work, due to which they bear a lots of stress and tension and their performance decreases. When employees performance decline then automatic organizational performance will also decline.

KEY WORDS: Coronavirus, luxury hotels, hospitality industry, employee performance, organizational performance.

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I. INTRODUCTION

Hotel industry in India is a major factor behind generation of employment opportunity and growth of economic nation, as in hospitality industry all the activities are directly or indirectly depends on human element, so there main focus is on employee's requirements, need and their performance. As per data given by Indian government 1/11 people of India are employed in hotel industry of all caste, religion, gender, etc. 41.6 million employees are engaged in hotel industry, in India there are almost 691 luxury hotels. The key drivers of growth among the services sector in India is Indian tourism and hospitality industry. A research study done by The World Travel & Tourism Council (WTTC), the global authority on travel and tourism, has mentioned 'India 2019 Annual Research', which clearly indicate that travel and tourism in India has provided 42.7 million jobs or 8.0% of the total employment and contributed 9.2% of the GDP. As per the report of Ministry of Travel and Tourism 2018, employment opportunities provided by Travel and Tourism sector in India is 9.3%, especially in the area of cabins & hostels guest houses, lodge, hotels & motels, apartments, bed & breakfast establishments, house boats, camps and resorts. Hotel Industry is among top 10 sector in India to attract highest FDI. FDI attracted by Hospitality sector in India April 2000 to Sept. 2017 is 10.6 billion US Dollar. But last year due to the spread of coronavirus there is a drastic fall in the economy and GDP of nation. Indian government has imposed lockdown throughout country and banned all domestic as well as international flights.

Decision of lockdown helps in the spread of the vicious coronavirus to a significant level, but it largely affected the country's economic growth. Due to lockdown and spread of coronavirus people stop visiting hotels, result of which arrived that hotels industry start facing drastic fall the in their income source, when there is no source of income for hotel industry then it became difficult for them to maintain all their maintenance charges and to pay proper salary to their employees, so to manage their expenses they reduces employee salary and even terminated few of employees from their work. When employees salary were reduced and few of them were separated from work, then tension arises in their mind and they feel unsafe, in such condition it become difficult for them to perform with their best ability and fullest efficiency. In such situation it become most important to manage employee deliberately and motivate them to perform with their fullest ability. This paper highlight what impact does covid 19 have on employee performance and overall organizational performance. Along with

impact what action should be taken in order to improve employee as well as organizational performance are also discussed.

II. LITERATURE REVIEW

Covid 19

Most common and dangerous disease spread throughout whole world was coronavirus commonly named as COVID-19. COVID-19 is similar to SARS-COV known as severe acute respiratory syndrome and MER-COV, also known as zoonotic events which cause serious severe respiratory illness. (Rothan & Byrareddy, 2020). COVID-19 was initially detected in Wuhan a city of China. 41 patients were tested positive and confirmed by the office of World Health Organization (WHO) on 31 December 2019. (Gossling, Scot & Hall, 2020). People strongly believed that these patients have got coronavirus due to seafood wet animals in wholesale market in Wuhan, where-else other believed that it is caused due to eating of bat. (Bagoch, Watts, Thomas-Bachli, Huber, Kraemer & Khan, 2020). At the end of January 2020 almost 7700 cases were reported positive of coronavirus in different city of China and almost 90 cases were reported positive out of China in different countries. (Rothan & Byrareddy, 2020). After that on same date it is decelared as a public health emergency by World Health Organisation. It is clearly stated by World Health Organisation that coronavirus spread coming in contact with infected person and it can be curtailed by early detection, isolation, prompt treatment (Sohrabi, Alsafi, O'Neill, Khan, Kerwan, Al-Jabir & Agha, 2020). In the starting of March nearby 5th March 2020 coronavirus was spread almost in 85 countries (Guo et al., 2020), and it is declared as a pandemic on 11th March 2020 by World Health Organisation., the outbreak of coronavirus is not a first pandemic threat observed by world, before COVID-19 there has been different major pandemic outbreaks in twentieth and twenty-first centuries, in 1918 to 1920 almost 100 million people lost their life due to outbreak of Spanish flu. Then in 1960 HIV/AIDS took life of nearby 35 million people and in 2009 swine flu (influenza) was detected who took over almost 284000 life (Hall, Scot & Gossling, 2020).

Impact of covid 19 on hotel industry and employees working there.

Major impact of COVIDV -19 is on hospitality and tourism industry. Due to the spread of coronavirus both demand and supply of travel has affected which directly affect hospitality industry. Due to the spread of coronavirus there is global recession in the year 2020 (**Thashneem T. Bhanuland Prasanna Kumar J.P, 2020**). If the contribution of tourism and hospitality sector is measured for economic growth and GDP of nation then it contribute 9 % of overall GDP. Due to COVID-19 there is near by 125 trillion of loss was incurred by hospitality industry in 2020, (as per the data provided by ministry of tourism). The impact of coronavirus was very massive. Income source for hospitality industry declined to very low level. Hospitality Industry provide 1/11 employment, but in last year there is loss of 38 million jobs in hospitality industry which is 70% of total workforce employed in the country. Where-else as per the report of World Economic Forum there is 5 million jobs were lost in travel and tourism sector. Even if employees were not sepreated from their job then their salary were reduced to very low level, only 50% to 40% of salary were paid to employees. Hoque, Shikha, Hasanat, Arif & Hamid (2020) mentioned into their study that due to massive spread of COVID-19 fear of infection generated into minds of people as virus has resulted as great threat to people normal life. Beside all these points government of country also imposed lockdown and janta curfew into whole country and put certain restriction over travel which reduced the number of visitors and customers in hotels due to which no income is generated (Gossling, Scot & Hall, 2020). According to data provided by Ministry of Tourism there are almost 690 luxury hotels in India and 40 million jobs are employees in luxury hotels. But due to break down many hotels were shut down as they were not able to meet their fixed expenses along with many jobs were lost due to such drastic reason.

Not only on the hotel industry but coivid-19 badly affect the working force of hotel industry (Estrada, M., Park, D. & Lee, M, 2020). Due to lockdown and temprarory shut down in hotel industry mental, emotional and economical state of employees working in hotel industry are negatively affected, (Bloomberg 2020). Employees engaged in hotels industry were either paid very low according to their status or they were terminated from their work (Reno Gazette Journal, 2020). A feeling of insecurity generates into mind of employees and their faith and loyalty towards particular organization reduces (Statista 2020b). When employees feel unsafe into work environment then it will become difficult for them to perform with their best ability. Efficiency of employees declined which will result into reduction of their productivity level also (Ren, J., 2020). When employees does not perform their job with their fullest efficiency and does not provide proper service to customers. Visitors who visits hotel does feel satisfied with the service provided by staff then he would not visit that particular organization again and even recommend other also not to visit there, this will reduce the income generation source for hotel organization (Estrada, M., Park, D. & Lee, M, 2020). All these factors will bring negative impact on the overall performance of organization. Due to decline in employee working efficiency overall organizational performance also decreases (Chinazzi, M., Davis, J., Ajelli, M., Gioannini, C., Litvinova, M., Merler, S., Pastore y Piontti, A., Rossi, L., Sun, K., Viboud, C., Xiong, X., Yu, H., Halloran, M.E., Longini

Jr, M. & Vespignani, A, 2020). So it become very important that employees feel secured regarding their job and salary such that they perform with their fullest efficiency and organizational performance also increases (Mangiapane, G, 2020).

III. METHODOLOGY:

A standardized and replicable procedure is used while conducting a systematic literature review

Which include languages, search operators, keywords and inclusion and exclusion criteria. Tranfield et al.'s (2003) Main purpose served by literature review is to identify and analyze relevant literature. A systematic literature review help in framing a logical conclusion regarding what is known and what is to be known. (Farrington et al., 2017; Omerzel, 2016). Mainly four steps are included in this paper: data collection, first screen, second screen, and finding.

Data collection

At first stage a search is made for relevant literature. The literature search is based on five scientific database which are emerald, saga, web knowledge, Science direct and ProQuest. Various keywords and search strings such as Employee performance, employee service, organizational performance, covid-19, and hospitality industry are used to search for relevant literature. Then after a two-step process is used, at first step various synonyms of employee performance and organizational performance were identified then after at second step key words were discussed with peer researchers.

First screen:

Initially 100 papers were selected, then there were further screened and analyzed by their abstract and title on the basis of following exclusion criteria:

- _ the industry which do not focus on hotel industry
- _ the article is under review or not relevant to the topic
- _ the article which is not published in a peer-reviewed journal,

A total of 50 papers remained after applying these criteria, which were subsequently subject to In-depth reading.

Second screen:

At second screening main focused was on in-depth reading on the paper and then a final decision was taken about which article to be included and which not be included. At this stage criteria used for selection of papers was

- Which is not related to the organizational performance and employee performance/service perspective.
- Which is not relevant to the concerned industry or organization.

By considering all these points finally 35 papers were finally selected which are included in this paper.

IV. FINDING AND ANALYSIS:

At this stage finally selected papers are arranged according to their publication year and along with that citation analysis was also done in order to select most influential publication. After that papers were presented in a systematically and appropriate method such that main theories were presented into a systematic manner.

Justification of the study:

As it is mentioned that hotel industry act as a very important pillar in the overall nations economic growth and also generate employment at greater extent, also all the functions and activities performed in hotels are directly or indirectly related to human resource, so in order to have competent and abled employees in the organization it become very essential to have adequate policies and regulations in organization which help in providing a proper healthy and safe working environment to employees. If employees feel safe and justified in organization then only it is possible that he/she work with their fullest efficiency. Due to covid-19 there is drastic fall in jobs in hospitality industry due to which many of employees were terminated from their work and their pay scale were reduced. A felling of insecurity generates into their mind. Loyalty and faith of employees reduces towards organization. When employees feel unsecure, their faith reduces then automatically their productivity and efficiency level decreases. Employees not perform with their fullest efficiency then organizational performance will also affected negatively. So there is great need for understanding the condition the situation of employees working in such situation. This study mainly focus on effect of covid-19 on employees performance and overall organizational performance.

Impact of covid 19 on Luxury hotels organizational performance and employee service

Hospitality Industry in India consist of Hotels, restaurants, motels, lounge, bad breakfast establishment, house boat, apartments, etc. which provides stay, food and other basic necessities for a visitor and traveler Hospitality industry boost up overall GDP of country, but due to spread of coronavirus and then lockdown there is drastic fall in the source of income for hospitality industry due to which GDP also declined. Not only on country's GDP and source of income for hospitality industry it also impact internal factor in hotels like employee performance, employee security, employee efficiency and overall organizational performance. The major effect of coronavirus on tourism and hospitality industry is that it completely cripple the industry. AS per the report of Ministry of Civil Aviation, there is 25% to 30% fall in international visitors to India due to spread of coronavirus. As per the figure presented by Ministry of Tourism, Government of India there is drastic fall in the FTA (Foreign Tourist Arrivals), there is major fall in FTA which is about 67% in first quarter which is from January to March. Tourist Visit dropdown was about 40%. Foreign Tourist Arrivals in India has declined during February 2020 was 9.3% month by month and then 7% fall every year. During February 2020 there was .62 lakh fall in FTA early it was 10.87 lakh in February 2019 then it fall down to 10.15 lakh, but in January 2020 it again rose to 11.18 lakh.

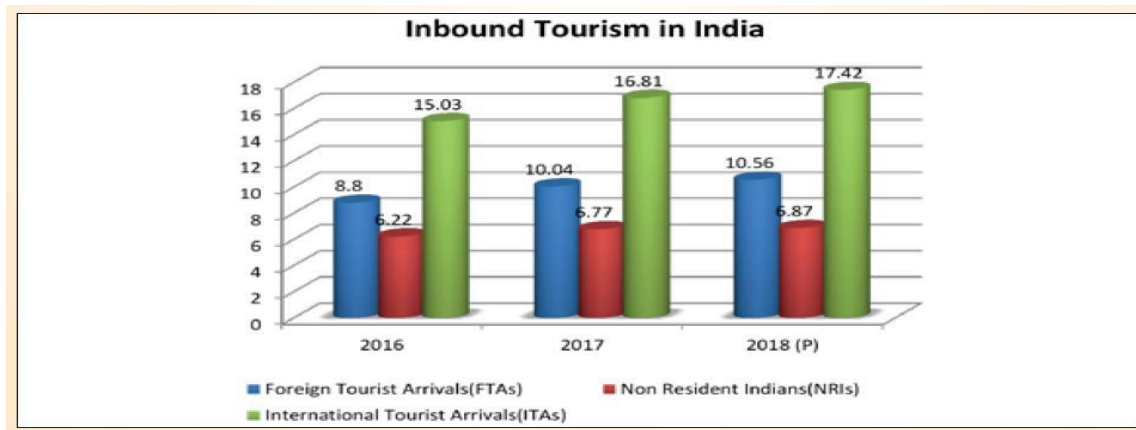


Figure shows comparison between FTA, ITA and NRI in three years

Due to the spread of coronavirus situation is getting uglier and uglier. Hotel and tourism sector along with its different geographical segments like heritage, leisure, adventure, cruise and corporate and MICE (Meetings, Incentives, Conferences & Exhibitions) are affected the most due to covid19. Since a long period hospitality industry are considered as a major factor which contribute in the nation economic growth and it is widely accepted almost in every country of world year after year it gives major contribution in the development of that particular country. It always happen that Whenever there has been any major impact on the economy of any country, its first impact always remain on tourism and hotel industry as people start to cut down on their travel budgets first. If we look at the impact of covid 19 on Indian hospitality sector then it is very major and immense, as due to covid 19 people cancelled their flights and trains tickets and also cancelled their hotel bookings. Due cancellation of hotel bookings and train and flights hotels are almost closed with effectively zero income for the last few month and it became difficult for them to even bear their fixed cost. The Indian hotel sector was badly affected due to spread of this disease, there is very low demand and very few potential reservations. Essentially, all transitional demand has vanished entirely – the remainder is mainly due to the government's recommendations for foreign travelers to India for certain long stay guests or hotels. As compared to 2019 The overall occupancy rate in the luxury hotels segment is decline by 16.7 – 20.5 percentage points in 2020, where else ADRs are estimated to decline by 7% to 8% for the same year. Result of all this shows a negative impact on, RevPAR and there is a significant decline of 31% to 36.2%. There is also decline in the revenue of Indian hotels from US\$ 8.85 billion to US\$ 10 billion, which shows an erosion of 39% to 45% compared over last year. Beyond the actual business loss, the owner of luxury hotels will also bear losses due to debt repayments, fixed operating expenses, interest payments and many other legal and compulsion requirement to be considered as part of the sector. AS per the report of the World Travel and Tourism Council, there is almost 12 to 14 percentage reduction in jobs and almost 50 million of jobs were ended due to the COVID-19 pandemic.

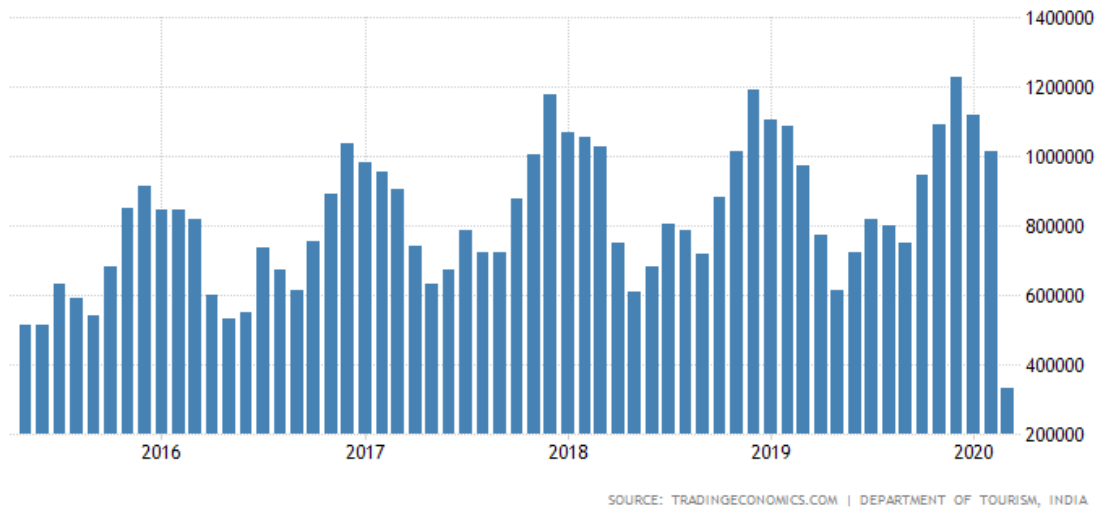


Figure showing loss of Tourists in India in 2020 compared to last 5 years

When there is a drastic fall in the income source for luxury hotels and even in reduction of jobs, then a feeling of insecurity, tension and anxiety arises in the mind of employees. Employees always had a fear that their job may be terminated any time and they will be jobless. Even if they are not terminated then they are paid very beyond to their expectation and to their status. All these adverse and negative factors stops an employee to perform with its fullest efficiency and create a major gap between employee and their job. When employee does not perform with their best efficiency then it will automatically reduce their productivity and again then had fear of losing their job. Coronavirus shows adverse impact on the mental and emotional health of employees. Employees are getting hopeless regarding their job and result of which they are not showing any interest into their work and also not contributing in bringing any creativity in the organization. Employees are not happy and satisfied with their work so they are shifting their job frequently, due to which turnover rate in hotel organization increases. Now when employees are satisfied with their working environment and they are not performing efficiently then there is drastic fall in overall organizational performance. Result of which hotels' are facing lose and reaches at stage of shut down.

What measure steps should be taken to prevent employees and organization from bearing loss?

As discussed above that due to spread of coronavirus situation is not same for both organization as well as for employees working in that particular organization. There is adverse effect on the mental and emotional state of employees. Salary of employees were reduced, as hotel organization were not able to meet there operating and fixed cost. Even in few organization employees were terminated from their job, all these factor bring negative impact on employees and in result their productivity and working efficiency reduces. When employees were not able to perform with their full efficiency then automatically organization overall performance also declined. Now it's very important to take preventive measures in order to avoid all these adverse impact. We can make new policies and guidelines for employees by keeping all important factor in minds such as their working condition, salary, health factor, safety, etc. There must be different operational guidelines and recommendation for hotels. Take necessary action in order to bring back the confidence of employees towards organization. Let's consider few measures to recover loss incurred by employees and hotel organization due to covid 19.

1. There should new guidelines and protocols for those who provide services in hospitality industry such that employees feel that they are justified with their work.
2. There should be new and revised operational recommendations for various hotels, restaurants, homestay, boat house, lounge, etc., such there should be clarity ad transparency among their operations.
3. As there is major loss incurred in hospitality industry due to spread of coronavirus so by keeping that in mind there should be effective and good scheme with some economical help such that loss suffered by hospitality industry can be recovered.
4. There should be proper support and protection to all those employees who has suffered unemployment or may be reduction in their earning scale
5. Hospitality industry must ensure job safety and healthy working condition to all employees such that they can perform with fullest efficiency.
6. Both government and hospitality industry should provide possible support to those employees who have migrated as they lost their job due to spread of covid-19. Government and hospitality industry must help them to restart their life and work again.

7. There should be proper training and development and reengagement processes for all employees with their specific duties in their particular departments.
8. Hotel industry must insure that safety measure are to be kept at first position. There should be proper screening, sanitation and other safety measures such as wearing mask and social distancing are to be implemented properly in every organization such that employees feel themselves safe while working.
9. There should be proper screening and sanitation of every visitor and all other safety measure to be properly followed by them.
10. Hotel industry must provide proper salary to their employees on time, if due to some reason they are able to pay on time then they should ensure to employees that they will pay them their salary very soon.
11. Confidence of visitors and tourist have to be bought back such that they visit hotels and source of income generates for hotels.

Not only Hospitality industry individually but government also provide proper support to both hotel organization as well as to employees by providing fiscal and monetary support. Few steps were taken by government of India in order to get out of this situation such as:

1. There are certain recommendation given by Federation of Association in Indian Tourism and Hospitality (FAITH) to government of India regarding some important measures regarding revival of Hospitality Industry:

- a) There should be full relief in various statutory dues such as custom duty, GST, license fees to be paid in advance, etc. for complete one year.
- b) There should be a minimum fund of rupees 50,000 core raised by Reserve Bank Of India for loss incurred by hospitality industry due to covid-19.
- c) There should be extension in the equal monthly installments (EMIs) of principal interests on loan up to 12 months.
- d) In order to boost up domestic tourism there should be 200 percentage weighted reduction in certain expenses incurred by hotel industry in order to carry out their meetings, conferences and exhibitions.
- e) There should be exemptions of rs 1.5 lakh to various visitors who are willing to spend their holidays in India.

2. Here are certain measure steps taken by The Ministry Of Tourism Of Government Of India in order to help hospitality industry to survive and recurred in the phase of covid-19.

- a). New protocols and guidelines are to be framed for all the service providers in hospitality industry at the time of covid-19.
- b). There should be separate operational and functional recommendations for hospitality industry.
- c). Various scheme such as Incredible India and .Dekho Apna Desh helps in generating demand of tourist and help in revival of hotel industry.
- d). Prime Minister of India launched Atmanirbhar Bharat Abhiyaan in order to boost up domestic tourism and to make India self-reliant.

V. CONCLUSION

As it is mentioned above due to spread of coronavirus there are certain major changes which took place, such as government imposed lockdown, social distancing etc. due to lockdown everything were closed flights were banned, hotels were closed due to which there were no source of income and when income does not generates for hotel organization it become difficult for them to meet all fixed expenses, so due to prevailing situation they reduces the pay scale of employees and in some cases even employees were removed from their job. All this factors bring a negative impact on the mentality of employees. Employees now feel unsafe with their job. Feeling of insecurity generates into their mind. Let's consider some adverse effect of covid-19 on employee performance and overall organizational performance. The Indian hotel sector was badly affected due to spread of this disease, there is very low demand and very few potential reservations.

1. AS per the report of Ministry of Civil Aviation, there is 25% to 30% fall in international visitors to India due to spread of coronavirus.
2. As per the figure presented by Ministry of Tourism, Government of India there is drastic fall in the FTA (Foreign Tourist Arrivals), there is major fall in FTA which is about 67% in first quarter which is from January to March.
3. The overall occupancy rate in the luxury hotels segment is decline by 16.7 – 20.5 percentage points in 2020, where else ADRs are estimated to decline by 7% to 8% for the same year.
4. AS per the report of the World Travel and Tourism Council, there is almost 12 to 14 percentage reduction in jobs and almost 50 million of jobs were ended due to the COVID-19 pandemic.

5. There is a drastic fall in the income source for luxury hotels and even in reduction of jobs, then a feeling of insecurity, tension and anxiety arises in the mind of employees. Employees always had a fear that their job may be terminated any time and they will be jobless.

6. All these adverse and negative factors stops an employee to perform with its fullest efficiency and create a major gap between employee and their job. When employee does not perform with their best efficiency then it will automatically reduce their productivity and again then had fear of losing their job.

So, these were various major effect of covid-19 on employee's performance and overall organizational performance. Now to come over all these adverse effect both organization itself and government took some preventive measure and what an organization should do, let's consider them

a) There should be full relief in various statutory dues such as custom duty, GST, license fees to be paid in advance, etc. for complete one year.

b) There should be a minimum fund of rupees 50,000 core raised by Reserve Bank Of India for loss incurred by hospitality industry due to covid-19.

c) In order to boost up domestic tourism there should be 200 percentage weighted reduction in certain expenses incurred by hotel industry in order to carry out their meetings, conferences and exhibitions.

d) New protocols and guidelines are to be framed for all the service providers in hospitality industry at the time of covid-19.

e) There should be separate operational and functional recommendations for hospitality industry.

f) As there is major loss incurred in hospitality industry due to spread of coronavirus so by keeping that in mind there should be effective and good scheme with some economical help such that loss suffered by hospitality industry can be recovered.

g) There should be proper support and protection to all those employees who has suffered unemployment or may be reduction in their earning scale

h) Hospitality industry must ensure job safety and healthy working condition to all employees such that they can perform with fullest efficiency.

i) Both government and hospitality industry should provide possible support to those employees who have migrated as they lost their job due to spread of covid-19. Government and hospitality industry must help them to restart their life and work again.

j) There should be proper training and development and reengagement processes for all employees with their specific duties in their particular departments.

By keeping and implementing all these points and with proper and adequate support of government situation of employees and hotel organizational performance can be improved.

Limitations and future research

This study is mainly based on review of literature and desk research, and it is descriptive in nature. In future further researchers can conduct various empirical study in order to examine the impact of covid -19 on employees service and hotel performance by developing and validating various research frameworks. Another limitation of this study is that it only focused on impact of covid-19 on employee's service and hotel performance where-else coronavirus affect other factors also. One more limitation is that it only focus on hospitality industry in India where-else covid-19 affect others sectors also. So in the future researcher can conduct study on other major factors of hospitality industry such as organizational justification among employees, learning and development opportunities for employees, etc. Along with this researchers can conduct study in other relevant sector also, such as tourism, etc.

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