

**Restoration & Rebuilding Pakistan's Tourism & Hospitality Sector:
Transforming Business Processes****Qadar Bakhsh Baloch, Syed Naseeb Shah, Faryal Raheem***Abasyn University Peshawar***Asia Umar Khan**

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Abstract

The descriptive cum correlational research aims to suggest a framework for modification in business process to restore and rebuild, pandemic hard hit, tourism, and hospitality sector. The research premises on the rationale that under the persistent and looming pandemic threat, continued closures, and lockdowns of the tourism destinations with rising unemployment is not the answer to live with. Drawing from the exploratory research, a resilience-based framework model, to restore and rebuild Pakistan tourism and hospitality sector amid pandemic, an instrument was self-developed and validated before its operationalization. After checking the reliability and validity of the instrument through Cronbach's Alpha and exploratory factors analysis, the instrument was administered through mix of physical and online distribution. The sample of 312 respondents, representing variety of stakeholders from tourism and hospitality businesses across favorite destinations, responded through a mix of online and physical survey. The research found an adaptable resilience-based framework model for the restoration and recovery of tourism and hospitality businesses amid pandemics. The model called for placement of health safety features, provision of service quality, technological interventions, and socially responsible imaging of hotels. However, the desired outcomes can only be reached through well-knitted joint response from all the stakeholders including government, community, tourists, and the destination managers. The research argued that the restoration and rebuilding of tourism and hospitality business, is likely to renovate into sustainable tourism capable of kick-starting employment generation, poverty alleviation, society's well-being, and economic growth without compromising people health.

Keywords: Tourism and hospitality business, COVID Pandemic, business restoration, transformation of business processes, business resilience.

Over the years Pakistan has been investing upon its tourism capital to tape early returns to compensate long drawn country's fiscal and current account deficit. The focus of the country's tourism management has been upon '3 A' i.e. 'attracting' tourists, improving 'accessibility' to the destinations, and enhancing quality and quantity of 'accommodations' for all segments of the tourists to stay in comfort. The managerial efforts started paying encouraging dividends to the extent that new destinations started joining the trips inventory for domestic and international tourists. Post War against terror socio-political stability coupled with incredible cultural hospitality, Pakistan was placed as "Best Holiday Destination" and was ranked third-"highest potential adventure destination" in the world for the year 2020 (Eurasian Times, 2020). The gathering phase of the tourism development got entrapped with the rapid spread of COVID-19 thereby interrupting the promising march to sustainable inclusive growth and poverty reduction in the area. The endemic soon turned in to pandemic with perplexing chaos and turmoil around the world (Rodríguez, et. al, 2020). The consequentially detrimental effects of the communicable pandemic killed over six millions, leaving generations behind worst forms of inequalities, layoffs, health impacts and business closures. Amongst the hardest hit industries was the tourism and hospitality sector that was crippled from the frequent lockdowns and overextended restrictions on travels. World Health Organization (2020) proposed washing, sanitization and personnel hygiene practices as preventive measures among hospitality workers, however, the longevity of the Pandemic made all efforts of revival and restoration redundant for conceivable future. Unprecedented travel restrictions and destinations closures nosedived global tourism, plummeting tourists flow by 74% in 2020, estimated loss of 1.3 trillion \$ over 100 million jobs in tourism sector (UNWTO, 2021). Asia and the Pacific observed -84% drops in tourists' inflow from 2019s arrivals. Country wise International tourists' arrival in South Asia

for the year 2019 as reported by World Bank and World Tourism organization (UNWTO) shows Pakistan’s tourism in a very marginal position in South Asia:

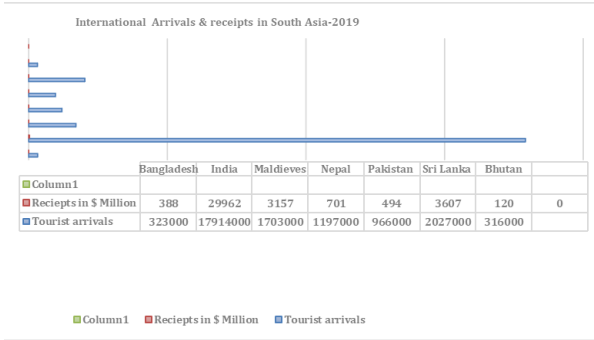


Figure 1. International Arrivals & Receipts in South Asia-2019

Source: UNWTO, International Tourism Highlights-2020 (DOI. 10.18111/9789284422456)

The geographically and culturally diverse landscape of Pakistan tourism ideally attract adventurers, nature lovers, socio-cultural and religious tourists. The tourism attracts include; highest mountain peaks, glaciers, deserts, long stretches of virgin sea beaches, blue water lakes, lush green valleys, unique species of bio-diversity, archaeological treasure of ancient civilizations, Buddha’s and Sikhs relics, artefacts and shrines (Baloch, 2007; Baloch and Rehman, 2015; Khan, et.al. 2019). Pakistan couldn’t develop its tourism sector to tape benefits integral to its splendid potential because of lack of political will, inadequate budgeted priority, rudimentary infrastructure, shortage of trained manpower, absence of national tourism strategy, and neglected involvement of community and stakeholders (Weiss and Khattak, 2013; Alasttal and Burdey, 2017; Arshad, et.al, 2018; Hell, et.al.2020). The preventive measures like lockdown, stay at homes, social distancing, restriction on marquees and restaurants, ban on air travel and mass transport, and have virtually shut down Pakistan’s hospitality sector (Bartik et al., 2020). The prolonged pandemic triggered an impulsive market crisis in hospitality sector, forced substantial layoffs of skilled workforce have added further in to the already grimed economic scenario. The reopening process was very slow and economically ineffective required for sustained revival of the industry because of the reduced capacity of dine-in, in open air area and with stern social distancing. The pandemic has caused unparalleled socio-economic and environmental setbacks to the tourism and hospitality industry across destinations. Owing to the devastating effects of pandemic on businesses on one hand, and resurgence of the variants one after the other, early restoration and rebuilding of tourism and hospitality sector seems a viable option with transformed business processes and customers safe hygienic environment. Tourism and hospitality related research studies in light of COVID-19 predicament have mostly fixated upon the challenges and the lessons industry can learn from the scenario. Drawing from the resilience theory, the research paper endeavours to investigate factors and suggest business processes transformation that effectively help restoration and rebuilding of Pandemic hit Pakistan’s tourism and hospitality business across destinations.

Literature Review

The hospitality and tourism serves manifold offerings to the customers along the continuum of intangibility and tangibility. The hospitality and tourism services includes; lodging, dining, concert or music galas, event organizing, theme parks, transportation, sea or desert safaris, restaurants, supermarkets, movie theatre, art exhibition or an athletic or sports event. The literature investigating correlation between the pandemics and the tourism industry found unanimous in reflecting warning that pandemics posed a major danger to society and tourism (Gössling, 2002; Hall, 2006, 2020; Page and Yeoman, 2007; Scott and Gössling, 2015; Bloom and Cadarette, 2019; Benjamin, et.al. 2020). The pandemic spread was found more threatening for congested population travelling in mass transits, concentration of people in ceremonies, political or social gatherings, entertainment and recreation places such as; hotel dining halls, cinema halls, dancing floors and music concerts etc. (Pongsiri et al., 2009; Labonte et al., 2011). Since the issue around which the research evolved was a recent phenomenon, therefore, the relevant literature was found very scarce and mostly from the developed regions. The limited number of research studies offered a set of transformative strategies and changes in business processes for the restoration, revival and

rebuilding of tourism and hospitality business. These strategies are discussed in succeeding paragraphs:

- a. Businesses are backbone to the thriving economies and tourism and hospitality is among the leading one due to its unparalleled contributions to the state, communities, people and the environment. The pandemic crisis seriously eroded the operational viability of businesses in general and tourism sector in particular thereby putting question on the economic worthiness of states and their operators. The crises put states and their governments in a perplexing position in preempting, preventing, protecting and reacting to the continually transgressing the effects of pandemics across their populations, businesses and destinations. The crises called for collecting timely feedbacks, making clear, fool proof and informed decision making processes and befitting interventions. The literature suggests that government intervention was the leading strategy across various countries that thrived in containing pandemic in their territories. These interventions included; timely surveillance, mass level testing and vaccinations, strict quarantines and financial bailout packages to the people and the businesses.

The informed decision making and determining appropriate counter measures needed timely estimates of virus's trajectory and institutional capacity to undertake protective and reactive measures ranging from quarantine, confinements, health care management. The speed and scale of pandemic crises has exposed a number of gaps in public governance. The co-ordination and leadership across governments led to new initiatives to marshal evidence and communicate to relevant quarters. Governments of Pakistan, in this regard, established National Center of Corona (NCOC) for monitoring, data management and response, having vertical and horizontally coordinating network of units at national, provincial, divisional and down to district levels. The NCOC has the capacity to counsel on public health policies in prevention, diagnosis, vaccinations, treatment, care, and communication to face the emerging challenges from the new variants. The NCOC continued to update its data regarding pandemic spread across countries, make assessments and suggest regulations imposing restrictions on movements from high risk countries/ places, ban on flights, travels

Bailout packages served as an incentive to survive against disclosures, reinforce subsidies or tax rebate. Financial relief and bailout package reinforced businesses struggles for their survival and productivity in hard times. McCartney (2020) observed that governments of Latin America, Africa, Asia, Australia, Canada and European Union have adopted public-private partnership model for restoration and rebuilding of tourism and travel sector. Indonesia, Japan, South Africa, Switzerland, USA and Italy have set special funds, worth billion dollars, to bailout their businesses including tourism and hospitality sector, improvement of tourist destinations, tourists friendly travel environment, and encouraging international tourists. Dube, et.al. (2021) and Sardar, et.al. (2022) have suggested extra-ordinary financial and other support measures, safety and health protocols for the gradual reopening of the as the industry. The restoration and revival incentive included; airline and railway relief packages, capital loans for industry, tax payment deferrals, liquidity support, fiscal relief, and customer's credit coupons etc. Pakistan's government hurled financial support initiative providing 12 million families of daily wagers with instant cash reprieve amounting to Rs. 12,000, out of Rs.144 billion package, under "Ehsaas Emergency Cash Program".

- b. The WHO and the UNICEF advised governments to educate and encourage their people and organizations to adhere to SoPs and support preventive / protective procedures to avoid spread of COVID-19. Government of Pakistan through its ministry of health and NCOC issued comprehensive SoPs with the operating infrastructure to monitor, and reinforce its implementation phase across length and breadth of the country. Tourism and Hospitality sector was also given SOPs specifically tailored for their requirements for strict adherence as pre-conditions for opening and restoration of their business supply chain infrastructure. Some of the facets of SoP for tourism businesses include:
 - i. Social distancing and under - utilization of space for the customers in dining halls, air lines, railways, and operas, musical and dancing halls etc.

- ii. Use of face masks and other protective gears and observance of social distancing for a specific distance at all cost.
 - iii. Use of dedicated task forces for monitoring and evaluations of all of the above SOPs for strict compliance through law enforcing agencies and in coordination with the management of hotels, and destinations..
 - iv. Creating public awareness about the SOPs and Provision of vaccination facilities at entry points of tourism destinations.
- c. A service is an act or intangible performance offered by one party to another therefore, a service marketer ensures positive interaction amongst its three mandatory players i.e. the business firm, employees and the customers. To achieve accomplished success the service marketing has to pass through a 'Marketing Triangle', having three steps i.e. external marketing for making promises, interactive marketing for keeping promises and internal marketing for enabling promises. The central role in all of the stages of the service marketing revolves around the employees and customers. External Marketing makes promises through its communication offering their services which sets the tone for client expectations. Interactive marketing attempts to keep the promises intact during the interactive session between the customer and the service delivery personnel. The process involved calls for effective training and willingness of the employees to the utmost standards so as to enable them to deliver during Covid-19 environment as per the expectation of the customers. Similarly the external marketing from the Hospitality and tourism sector must make promise of delivering quality service with special focus on health safety and hygienically protected environment for all types of services. The marketing messages must cultivate confidence amongst the employees and customers to be effectively motivated to contribute in revival of the business in befitting manners. Employees and Customers confidence is essential and a critical pathway to restart and revive the shut industry for the last one and half year. The revival of the hospitality and tourism industry will obviously depend on advancing confidence in travelling and service delivery with subsiding risk perception involved because of COVID threat ([Assaf & Scuderi, 2020](#)).
- d. Domestic tourism encompasses the activities of inhabitants of a country travelling to and residing in destinations located inside their country, but away from their normal environment (Morupisi and Mokgalo, 2017).The COVID-19 pandemic has caused domestic and international tourism crisis because of the unparalleled travel warnings, and travel constraints including closure of tourists services through closure of borders, airlines, sea and land transport, hotels, motels, sports events, business conferences and socio-religious festivals etc. Besides the businesses firms, the most affected component of amongst tourism beneficiaries is the local community which has suffered the most. The revival of international tourism will only be possible when the movement across national borders is allowed and restrictions imposed on international flights are removed. However, domestic tourism can easily be regenerated with the adherence of standing operating procedures such as; wearing masks, ensuring personnel sanitization and social distancing, vaccinations, avoidance of crowding and following to health policy measures in this regard (Haywood, 2020). Year 2021 has witnessed domestic tourists, poised to dominate the destinations like Swat, Murree, and Northern Areas of Pakistan. The surge in the tourists' inflow reflects the people resilience and window of opportunity for revival that can be further multiplied through well-coordinated public-private sector tourism promotion for revival strategy. The feeling of belongingness amongst the local community to rejoice meeting with their family and friends, explore natural beauty or seek thrills of adventure tourism will thrive domestic tourism thereby setting the terms for the revival of the tourism industry (Edensor, 2020; Huang, et.al, 2020).
- e. The Planning, implementation and coordination of large scale national efforts in flattening COVID-19 incidence curves and conserving low mortality rates were directly dependent upon adoption of digital technology. The countries that succeeded used digital technologies for pandemic surveillance, testing, contact tracing, quarantine, and other health care interventions to control and mitigate the COVID. Mobile applications helped people to provide real time information about the destinations and route thereof, Robots substituted people, automation technologies, and artificial intelligence connect people without any physical contact

(Hall et al., 2020; Benjamin, al.al.2020; Stankov et al., 2020). China's policy of using Artificial Intelligence and drone based surveillance cameras, digital recorders, and quick response (QR) code system for monitoring and controlling of public gathering in pandemic volatile areas and potential cases(Whitelaw, et al, 2020). Australia legislated wearing of tracking devices by the individuals in quarantine. Singapore, South Korea, Iceland, and Government of Taiwan made use of mobile app in tracing out any default quarantine cases and successfully maintained one of the lowest per-capita COVID-19 mortality rates in the world. (Whitelaw, et. al, 2020).

3. Theoretical Building Blocks: Salient of theoretical input for the study as derived from the review of literature exercise is summed up as follow:

- a. The Pandemic has brought observable changes in people's living and travelling pattern and in shopper's preferences of connecting virtually and shopping locally.
- b. The restoration and rebuilding of the tourism industry depends upon boosting confidence in travelling and subsiding perceived risk through joint and coordinated response from the Government, community, destination's management and the tourists.
- c. Resilience' pronounces the ability of a system to absorb variation and continue to persist, it is believed that sustained growth of tourism is deeply embedded in interplay between the social, economic, institutional, and ecological variables thereby resulting in to destination resilience, sustainable tourism, or community-tourism resilience despite pressures emanating from political-economic and ecological discourses (Holladay, 2018; Cheer, et.al. 2019). Pakistan has no choice but to push and pull the domestic tourism resilience to fuel the recovery and restoration of the tourism so as to enable the communities to restore and rebuild their living.
- d. The restoration, revival and rebuilding of tourism and hospitality industry is directly linked with the resilience based coordinated networking amongst the; governments, market players, and local communities. Financial bailout package help businesses to resolute organizational resilience.
- e. This pandemic lends an opportunity to explore and consider better-suited technologies to restore and rebuild the function ability of the tourism and hospitality industry, fear free accessibility for the tourists to regain consumers-employees confidence.
- f. Tourism businesses to improve the element of community belongingness through sourcing of local resources including; food, raw materials, services, or the workforce.

4. Hypotheses & Theoretical Frame Work: Set of hypotheses derived from the review of literature is as follow.

H-1: Government interventions in response to Vovi-19 hold significant relationship with restoration Tourism and hospitality businesses.

H-2: Technological innovation has significant relationship with business restoration in Tourism and hospitality sector.

H-3: Revival of employees and customers confidence holds significant relationship with business restoration in Tourism and hospitality sector.

H-4: People sense of belongingness holds significant relationship with business restoration in Tourism and hospitality sector.

H-5: Adherence to COVID SoP holds significant relationship of business restoration in Tourism and hospitality sector.

H-6: Provisions of service quality by the businesses holds significant relationship with business restoration in Tourism and hospitality sector.

H-7: Hotel's image for healthy and hygienic environment holds significant relationship with business restoration in Tourism and hospitality sector

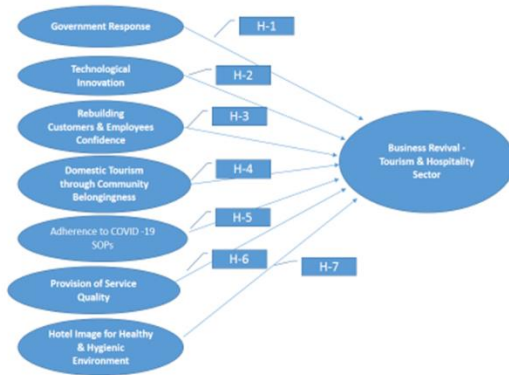


Figure 2. Theoretical Framework

Methods & Material

Correlational research, following quantitative approach, administered questionnaire to the sample of 312 respondents including, 230× tourists (74%), 50×hotel managers (16%) as well as 32×health officers. Self-developed and validated instruments, anchored on a five point Likert type rating scale ranging from strongly disagree=1 to strong agree=5 were checked for reliability through Cronbach’s Alpha.

Results

The model was evaluated in four phases and the model was believed reliable as outer loading of all the corresponding item exceeded than threshold of 0.60 (Hair et al., 2016). At second stage, the reliability was examined through Cronbach’s Alpha as well as composite reliability (CR) measure and the constructs were found reliable as their α -reliability and CR values exceeded 0.7 (Bari & Fanchen, 2017). Finally, the average variance extracted (AVE) measure helps to determine the limit to which a variable converges on its indicators by evaluating the item variance (Hair et al., 2016). Table number-1 below explains that all values of AVE are higher than the threshold level of 0.5 (Bari & Fanchen, 2017).

Table 1: Model Measurement

Constructs	Items	Loading	Cronbach’s Alpha	CR	VE
Government Response and Interventions (6×items)	GR1	0.79	0.93	0.88	.60
	GR2	0.76			
	GR3	0.83			
	GR4	0.70			
	GR5	0.64			
	GR6	0.70			
Technological Innovation (3×items)	TI1	0.77	0.91	0.92	.80
	TI2	0.84			
	TI3	0.87			
Rebuilding Customer and Employees’ Confidence (3×items)	RCEC1	0.72	0.87	0.82	0.60
	RCEC 2	0.70			
	RCEC 3	0.80			

Domestic Tourism and Community Belongingness (3×items)	DTCB1	0.86	0.89	0.80	0.58
	DTCB 2	0.70			
	DTCB 3	0.78			
Adherence to Covid-19 SOPs (5×items)	ACS1	0.75	0.93	0.88	60
	ACS2	0.73			
	ACS3	0.76			
	ACS4	0.75			
	ACS5	0.79			
Provision of Service Quality (3×items)	PSQ1	0.91	0.94	0.94	0.84
	PSQ2	0.81			
	PSQ3	0.88			
Hotel Image for Healthy and Hygienic Environment (3×items)	HIHHE1	0.68	0.87	0.79	0.56
	HIHHE 2	0.73			
	HIHHE 3	0.66			
Business Revival (7×items)	BR1	0.66	0.93	0.89	0.53
	BR2	0.77			
	BR3	0.72			
	BR4	0.70			
	BR5	0.62			
	BR6	0.66			
	BR7	0.64			

BR=Business Revival, GRI=Government Response and Intervention, TI=Technological Innovation, RBCCE=Rebuilding Confidence of Customers and Employees, DTCB=Domestic Tourism and Community Belongingness, ACS= Adherence to Covid-19 SOPs, PSQ=Provision of Service Quality, HIHHE= Hotel Image for Healthy and Hygienic

Research applied Pearson's Correlation to establish relationship between independent variables and outcome variables. Table 2 below shows significant positive relationship between the independent variables and dependent variable of the study the 0.01 level (2-tailed) of significance.

Table 2: Correlation Matrix

	BR	GRI	TI	BC	DTCB	ACS	SQ	HIHHE
BR	1							
GRI	.. .735	1						
TI	.. .256	.. .288	1					
RBCCE	.. .770	.. .910	.. .305	1				
DTCB	.. .770	.. .910	.. .305	1.000	1			
ACS	.. .753	.. .907	.. .287	.. .939**	.. .939	1		

PSQ	.262 **	.302 **	.944 **	.337**	.337 **	.304 **	1	
HIHH	.841 **	.680 **	.226 **	.725**	.725 **	.703 **	.248 **	1

BR=Business Revival, GRI=Government Response and Intervention, TI=Technological Innovation, RBCCE=Rebuilding Confidence of Customers and Employees, DTCB=Domestic Tourism and Community Belongingness, ACS= Adherence to Covid-19 SOPs, PSQ=Provision of Service Quality, HIHHE= Hotel Image for Healthy and Hygienic Environment.

Table 3: Linear Regression Analysis

	Business Revival	
	β	ΔR^2
Government Response and Intervention	0.735*	0.541
Technological Innovation	0.256*	0.065
Rebuilding Confidence of Customers and Employees	0.770*	0.593
Domestic Tourism and Community Belongingness	0.770*	0.593
Adherence to Covid-19 SOPs	0.753*	0.567
Provision of Service Quality	0.262*	0.069
Hotel Image for Healthy and Hygienic Environment	0.841*	0.707

Results of linear regression analysis at table 3 above suggest that government response and intervention predicts 54.1% variance in business revival ($\beta = .735^*$, $p < 0.01$), technological innovation predicts 6.5% variance in business revival ($\beta = .256^*$, $p < 0.01$), rebuilding confidence of customers and employees predicts 59.3% variance in business revival ($\beta = .770^*$, $p < 0.01$), domestic tourism and community belongingness predicts 59.3% variance in business revival ($\beta = .770^*$, $p < 0.01$), adherence to Covid-19 SOPs predicts 56.7% variance in business revival ($\beta = .753^*$, $p < 0.01$), provision of service quality 6.9% variance in business revival ($\beta = .262^*$, $p < 0.01$) and hotel image for healthy and hygienic environment predicts 70.7% variance in business revival ($\beta = .841^*$, $p < 0.01$).

Discussion

Drawn from the resilience theory, this study explains the resilience-based revival of hospitality and tourism business in Pakistan in post Covid-19 scenario. This study explains how

certain factors may help survive, recover, and even thrive in the face and wake of misfortune. The study found that government response intervention predicts 54.1% variance in business revival ($\beta = .735^*$, $p < 0.01$). The current study empirically confirms Government response in preventive control, provision of health resources, enforcement mechanism for Covid-19 SOPs, bail-out support for the businesses having suffered from prolong closure and cooperation/ coordination with private sector and the community. Substantial research has supported these findings suggesting that subsidies, tax rebates and bailout packages were instrumental in revival of business in post covid-19 scenario (Tsonas 2020; Higgins-Desbiolles, 2020). Countries like Indonesia, Japan, South Africa, Switzerland, USA and Italy have effectively taken up the situation by setting up special funds for hospitality and tourism sector.

Role of technology may prove instrumental in resilience based revival of hospitality and tourism business. Digital technology has helped in overcoming sever socio-economic concerns associated with the indiscriminate lockdowns in many countries (Hall et al., 2020; Stankov et al., 2020). Countries like China, Australia, Singapore, South Korea, Iceland, and Taiwan has made use of technology to detect and fix the spread of corona virus (Whitelaw, Sera, et al, 2020). More recently, robots have been used to deliver groceries at houses to avoid human contact in UK. However, our study reported that technological innovation predicts only 6.5% variance in business revival ($\beta = .256^*$, $p < 0.01$). The reason for such lower predictive ability of technological innovation in Pakistan is lack sound technological base in the country in general and especially in hospitality and tourism business. The incorporation of digital technology into pandemic policy and response from Government, tourism and hospitality sector management would help for timely scrutiny, preemption, detection, contact tracing, treatment, flattening and mitigating the COVID-19 incidence curves and maintained low mortality rates. Therefore, Integration of technologies in tourism areas policy response could contribute manifold to facilitate planning, surveillance, testing, contact tracing, quarantine, and control of disease spread from one destination to other.

The study found that rebuilding confidence of customers and employees predicts 59.3% variance in business revival ($\beta = .770^*$, $p < 0.01$). Recent studies also suggest that revival of the hospitality and tourism industry will obviously depend on advancing confidence in travelling and service delivery with subsiding risk perception involved because of COVID threat (Assaf & Scuderi, 2020; Yu et al., 2020 and Mao et al., 2020).

Our study revealed that domestic tourism and community belongingness predicts 59.3% variance in business revival ($\beta = .770^*$, $p < 0.01$). National statistics also suggest that millions of Pakistanis moved to local destinations like Swat, Murree, and Northern Areas of Pakistan during the year 2021. This window of opportunity for revival can be further multiplied through well-coordinated public-private sector tourism promotion for revival strategy. The feeling of belongingness amongst the local community to rejoice meeting with their family and friends, explore natural beauty or seek thrills of adventure tourism may also thrive domestic tourism thereby setting the terms for the revival of the tourism industry (Edensor, 2020; Huang, et.al, 2020).

The study reported that adherence to Covid-19 SOPs predicts 56.7% variance in business revival ($\beta = .753^*$, $p < 0.01$). These findings suggest that adherence to SOPs devised by state to fix the spread of Covid19 may help in the smooth functioning of business. These findings are confirms the previous studies that reported that domestic tourism can easily be regenerated with the adherence of standing operating procedures such as; wearing masks, ensuring personnel sanitization and social distancing, vaccinations, avoidance of crowding and following to health policy measures in this regard (Haywood, 2020). The study findings supports Gursoy et al. (2020) that visible sanitizing efforts, social distancing, limiting the number of customers served, more rigorous and frequent cleaning of high-touch surfaces in common areas, and employee training of health and safety protocols are the most important safety precautions customers expect from a restaurant and a hotel.

The study results reported that provision of service quality predicts only 6.9% variance in business revival ($\beta = .262^*$, $p < 0.01$). The reason for lower predictive ability has been supported by experiences of customers regarding the unsatisfactory service quality by the hotels during the wake of pandemic in the country. Contrary to it, studies suggest that provision of quality service in line with the SOPs of combating the corona virus may prove instrumental for the revival of hospitality and tourism industry (Assaf&Scuderi, 2020). Finally, results of the study reported that hotel image for healthy and hygienic environment predicts 70.7% variance in business revival ($\beta = .841^*$, $p < 0.01$). Health department shall ensure timely positioning of the updated COVID testing and vaccination facilities along the route and at the tourists destination. Provision of timely Health Services for all of the stakeholders of tourism. Managers of the hotels, restaurants and the destinations shall ensure provision of quality service and in line with the SOPs of combating the virus. In line with these findings, previous studies reported that around one-third of restaurant customers and around 40% of the hotel customers are willing to pay more for increased safety precautions. This clearly suggests

that hotels managers must implement more rigorous safety/cleaning procedures to meet the expectations of customers and tourists as a portion of them are willing to pay for those added safety measures (Gursoy et al., 2020).

Research Implications

- a. **Theoretical Implications:** The study contributes in suggesting a set of variables as predictors for the revival of resilient based tourism and hospitality business amid pandemic environment. The predictors include; Government interventions, technological innovations, rebuilding customers and employees confidence, boosting domestic tourism, community and people sense of belongings, adherence to standard operating procedures, provisions of health and hygienic facilities and quality service. The set of predictors offers a rudimentary but crucial contribution to the existing body of literature for the revival of tourism and hospitality business in the backdrop of epidemiological catastrophe. This research is not only a wakeup call for preparing the business to combat the after effects of the pandemic rather offers a perspective for future investigations by other service businesses in varying socio-geographical context.
- b. **Managerial Implications:** theoretical framework derived from the study calls for the managerial implications concerning organizational restructuring through adoption of advance technology, arranging customers space with social distancing, advancing technological skills and hygienic discipline amongst employees, setting mechanism for strict adherence of COVID related SOPs and provision of quality service befitting for their health needs. The research implies that the evolving practices learned by the employees in their multiple service roles in pandemic business environment shall qualify as future norm in tourism and hospitality sector. Regardless of the type and size of the hotel or tourism entity, the business survival shall govern through formulations of stark standards operating procedures and practices including mandatory wearing of masks, vaccination of employees and customers, temperature testing at entry and exit points, and maintaining a purpose oriented task capable of handling health and hygiene issues and holding frequent training sessions for employees training and awareness. The research also expect from the management of the large scale players of tourism and hospitality business to adopt relevant tools of artificial intelligence and robotics in service delivery value chain such as; booking counters, supervision, dusting, kitchens, airports, hotels, provisions etc.
- c. **Limitations and Future Research:** This study holds few limitations that need to be addressed, with objectivity based alignment of academic and corporate interests, in future research with. The foremost limitation is the qualitative part of research uses online interview rejoinders from the selected focus group followed by the quantitative survey from the various stakeholders of the industry, located in Northern Areas including Gilgat Baltistan of Pakistan, and may not justifiably generalization of the results. Another limitation is that the mixed research generally took into cognizance of the respondents from the senior officials of public administration and health sector, senior managers of hotels of different categories operating in the area and not considering all stakeholders in its true perspective. Therefore, future research is expected to investigate the perspective of all stakeholders of the tourism and hospitality industry including; airlines, travel intermediaries, mobile restaurants and other accommodation providers in on the destinations, different cadres of employees and students/ academia of tourism and hospitality discipline etc. Other limitation of the study is that the research investigated the effects of a problem which is still persistently evolving in nature with varied manifestations in diverse geographical settings. Therefore, a study in later time frame and in different geographical location may come out with other themes and predictors. The future research agenda is proposed to investigate organizational, economic, environmental, and social and policy setbacks faced by the tourism and hospitality industry due to COVID-19 pandemic. The research shall also explore the ways and means to suggest transformative innovations for the tourism industry to successfully challenge any such crises in future.

Conclusion

The tourism and hospitality business was considered one of the carrier of the coronavirus therefore, among the first few to shut down that brought the global tourism nearly to a halt. The prolonged closure of the industry threatened its operational survivability, economic viability thereby laying off most of their employees. Taking input from the past literature and the in hand investigation the research proposed a resilience-based framework for the revival of the industry's business. It is believed that the resilient attitude from the governments, community, tourism and hospitality

enterprises, industry's employees and the customers will result in to the evolving sustained revival of the tourism and hospitality sector. The reclamation of international tourism in Pakistan seems sluggish and slow-moving however, the nature bound domestic tourism is rebounding and thriving back especially towards the destinations located in Swat, Murree, Narran, Kaghan and Northern Areas of Gilgat Baltistan. The revival of the tourism and hospitality business shall guarantee's quality of life for the community and the tourists at destinations; and assure that the paybacks of tourism are relished commonly and fairly. However, it shall be noted by all the stakeholders that harmonization, coordination and digitalization of COVID-19 related health and sanitary procedures, including testing, locating and inoculation certificates, are indispensable to encourage safe travel and prepare for the revival of the tourism. With domestic tourism as a first priority, persuasive marketing and promotions, product development initiatives and distinct rebates for the domestic travellers, tour operators, and travel agents shall be vigorously operationalized to stimulate demand. The pandemic has offered an opportunity to critically analyse and invest in organizational capacity building and human capital through technological innovation, digital skills, and health protocols as to build resilience in the sector with a roadmap to respond to the future shock, if any.

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