

THE IMPACT OF THE PANDEMIC CRISIS ON CHANGES IN THE MANAGEMENT OF HOSPITALITY BUSINESSES IN SLOVAKIA

Erika Kormaníková^{1*}, Anna Šenková²

¹Internal doctoral student, University of Prešov, Faculty of Management and Business, Slovakia, erika.kormanikova@smail.unipo.sk

²Associate professor, University of Prešov, Faculty of Management and Business, Slovakia, anna.senkova@unipo.sk

*Corresponding author: erika.kormanikova@smail.unipo.sk

Abstract

The main topic of the paper is the impact of the global pandemic, which arose because of the spread of COVID-19 disease to accommodation and catering facilities in Slovakia. The paper consists of three parts. In the first part of the paper, we define the basic concepts and information related to the studied issue, which were obtained through literary research mainly of foreign Internet sources. In the second part of the thesis, we focus on identifying factors influencing the operation of accommodation and catering facilities during the period of global crisis and proposing solutions to mitigate their impact. We drew attention to the current crisis, which arose because of the outbreak of the global pandemic and the war in Ukraine. Hospitality establishments have been hardest hit by this crisis, so they have also become the subject of our investigation. In the third part of the paper, we present the results of the analysis of primary data obtained through a questionnaire survey from persons in leading positions of accommodation and catering facilities in Slovakia. The research results were processed using mathematical-statistical methods, presented graphically and conclusions and recommendations were drawn from them.

Key words: *Hospitality management. Accommodation facilities. Catering facilities. COVID-19.*

JEL Classification: M21, Z32.

INTRODUCTION

The global pandemic caused by the outbreak of the new disease COVID-19 has affected the operation of the whole world. There are sectors that have been strengthened by this crisis, but there are many sectors that have been damaged. Among the most affected is the hospitality industry, which has been feeling the impact of the pandemic to the greatest extent since it began. Accommodation and catering establishments were forced to adapt to this situation very quickly to keep operations active for as long as possible, see Gallo et. al. (2021). Anti-pandemic measures imposed by the state made it impossible for facilities to operate in proper mode, so these operations were forced to use a crisis plan. Although more than three years have passed since the outbreak of the pandemic, the effects of this crisis are still being felt by tourism establishments. The subject of our research was to identify the main factors that influenced the management and functioning of the examined accommodation and catering facilities during the COVID-19 pandemic.

The host-guest relationship has always existed. Hospitality, which we can name as the ability to offer its guests a certain comfort, originated in the home environment and with the advent of emerging cities acquired the characteristics that we know even in today's form. The first definitions of hospitality touch on the relationship between guest and host, their interactivity, and a mixture of tangible and intangible factors, with the host providing safety and psychological and physiological comfort to the guest, see Baker, Magnini (2016). The hospitality sector, according to book of author Hobbs (2006), includes work in hotels and other accommodation, catering establishments, and work in tourism. A characteristic element of work in this area is to a large extent seasonality, when many facilities need employees who would strengthen the employee base in a specific period – for example, during the summer

season, winter skiing, etc. Modern hospitality management should also be focused on moving away from typical and traditional tools to meet customer needs, which is due to several influences. According to a study reported by Sukach, Kozlovska, Sushko (2021), successful development of hospitality is not possible without applying modern tools based on the principle of marketing, mainly because of the specific characteristics of this industry. According to Karan (2020), the hospitality industry is the first to decline in times of crisis and the last to recover after the crisis. In some countries, hospitality is the largest employer because it not only meets citizens' daily needs, but it also adds value to lifestyle, nightlife, and tourism. It thus creates a multidimensional impact on the economy, society, and culture, which is the main reason for the domino effect that can be observed at the outbreak of the crisis – the decline of this sector causes major changes in all sectors affected by its existence. The fragility of this environment, according to the data of authors Baker, Magnini (2016), is mainly due to the influence of the human factor, which is very pronounced in this sector. For this reason, it is necessary for companies to incorporate internal marketing into their management, thanks to which the impact of the human factor would be minimized and stabilized, and early education in this area is key to this change. The challenges of attracting, motivating, and retaining a quality workforce are greater in the hospitality sector than in many other service sectors.

Catering facilities can be spoken of as objects and their premises preparing drinks and meals, their subsequent sale and related sale of semi-finished products or goods or services of food nature. In addition to the specific premises of the building where the sale of prepared meals and drinks takes place, premises associated with their preparation, as well as storage or administrative activities necessary for their legal sale are considered hospitality facilities, see Patúš et al. (2011). Catering services also contribute to the development of tourism and are considered an integral part of the stay, while the gastronomic experience can also be the motivation for tourism. Through these services, participants meet subsistence nutritional needs as well as enjoy leisure time when travelling. Catering services consist of serving meals themselves, but an integral part is also a social-entertainment function that complements the overall experience.

According to the data of author Ionel (2017), accommodation is the main service offered by the hospitality unit. Without the accommodation option, the hospitality service would not work. However, it is not only about the possibility of overnight stay, but the buyer also receives benefits such as the environment, safety, or decoration. These services may vary with respect to other devices, but also within a single unit. The offered properties must be found in every tourist establishment, which includes hotels, motels, tourist hostels, inns, campsites, etc. According to study of authors Cser, Ohuchi (2018), establishments that provide predominantly tourist accommodation can be classified in several ways and use different symbols to distinguish them.

Tourism, along with accommodation and catering establishments, must adapt most quickly to market changes. Their success on the market is influenced by many factors, including competition, growth in tourist demand, innovative distribution channels, etc. For tourists to reap the full benefits of these changes, tourism businesses need to adapt their efforts and, in many cases, change their management. This overcoming of new obstacles can also be referred to as crisis management until the business is fully adapted, see Pavia, Floričić (2017).

The official beginning of the COVID-19 pandemic according to Kretchmer (2020) to December 2019, when, according to official information, the first patient became infected with the new virus. Since then, this virus has spread at tremendous speed throughout the world, growing into a global pandemic. Critical global responses to control the spread of the COVID-19 pandemic have included travel restrictions, as most countries imposed partial or total border closures. Subsequently, other global problems began to arise from these measures, as it was travelling Hustle and gastronomy is the main source of revenues in some countries of the world. Carriers, accommodation and catering service providers and various tourist destinations associated with active recreation have suffered from the disruption of mobility. In

addition to leisure and recreation service providers, other areas also suffered losses, including international trade, much of which comes from coronavirus-infested China. The individual milestones in the evolution of the COVID-19 pandemic are graphically illustrated in following figure 1.

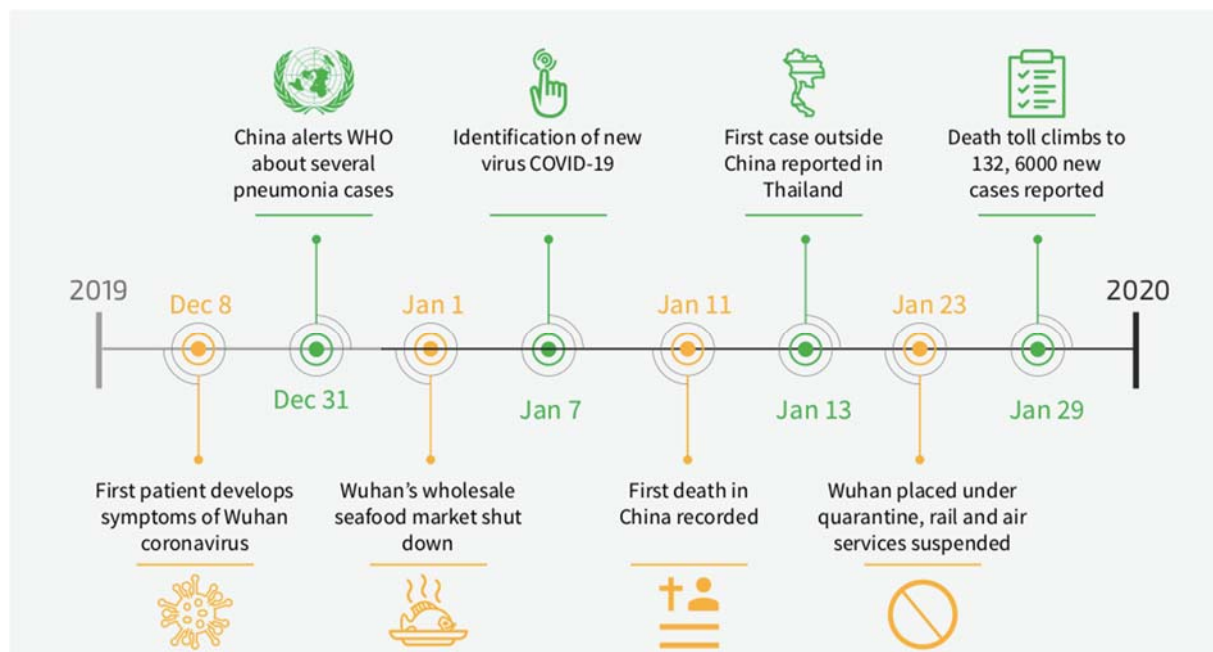


Figure 1: Coronavirus Timeline: The Beginning

(Source: <https://spendmatters.com/2020/03/03/as-coronavirus-spreads-vendors-of-supply-risk-management-share-their-insights/>)

After what was referred to as a "global lockdown", individual economies had to take responsibility for their own measures and take the pandemic situation into their own hands. The further course of the COVID-19 pandemic has been accompanied by decisions by individual governments that interfere in social and working life. With the increasing obligation to quarantine, the demand for services decreased or approached zero in some phases of the pandemic development, see Džuka, Klučárová, Babinčák (2021). This was also due to the initiative for global distancing, lockdowns, and blockades. The pandemic has also led to unprecedented job and income losses, resulting in millions of jobs and billions of euros in potential job losses, see Dube, Nhamo, Chikodzi (2020).

Measures against COVID-19 in Slovakia changed cyclically according to the current pandemic situation and after the summer period of 2020, when the number of positive cases did not increase daily, anti-pandemic measures were in force to a minimal extent. However, the situation changed rapidly in autumn, when the number of citizens testing positive began to increase again. After a period when hospitality and accommodation establishments were subject to almost no measures, operations were again restricted. New measures introduced before the arrival of 2021 caused the number of guests in accommodation facilities to decrease by up to 94%, which was the second highest situation since April 2020, when the pandemic began to spread widely in Slovakia, see Statistical Office of Slovakia (2023).

In addition to state support, according to Karan (2020), businesses could feel support mainly from business owners, who could aid through postponing or reducing repayments. However, many landlords refused to take this step and operations were therefore forced to operate in difficult conditions to obtain minimal profit. In addition to the negative impact on businesses, this situation also had a negative impact on the safety of employees and customers who visited the establishment in person. Instead of containing the spread of the

novel coronavirus, the operators themselves supported its expansion in these conditions. At the same time, the situation raised the important question of whether hospitality businesses were ready to sustain and successfully recover from the period of operational discontinuity caused by waves of the outbreak of the pandemic. Businesses had to face a sudden outflow of customers and an inability to generate cash flow from sales, which put them at great risk, see Wieczorek-Kosmala (2021).

MATERIAL AND METHODS

The main aim of the paper is to identify factors influencing the operation of accommodation and catering facilities in Slovakia during the period of global crisis related to the COVID-19 pandemic. The main method of primary data collection was a questionnaire survey. To carry out the questionnaire survey, it was necessary to initially evaluate the number of accommodation and catering facilities operating in the territory of the Slovak Republic and create a representative sample from them, addressing which would subsequently lead to an improvement in the results achieved by the questionnaire survey. 310 facilities operating throughout the territory of the Slovak Republic were contacted.

In the first step, organizations associating hotels and restaurants in Slovakia (e.g., Association of Hotels and Restaurants of Slovakia) were contacted. In the absence of a response, the selection of specific accommodation and catering facilities followed, which was carried out through internet portals gathering their contact details. The facilities were then contacted by email inviting them to fill out a questionnaire. Targeted e-mail communication has proven to be more effective, as a larger number of respondents responded to a direct request. We surveyed respondents for basic information about the devices, as well as the knowledge that the respondents have.

RESULTS AND DISCUSSION

A total of 310 accommodation and catering establishments were interviewed during the data collection period (1 February 2022 to 10 March 2022). Of this amount, 94 respondents responded, which represents an overall success rate of 30.32%. The greatest interaction was observed when communicating with higher-class accommodation facilities – out of the 48 accommodation facilities in classes 4* and 5* surveyed, 23 properties participated in the survey, representing 47.92%. The credibility of the responses was also important in the survey and therefore responses were requested exclusively from those in leadership positions. 53.19% of respondents answered in the position of "General Manager", 15.96% of respondents answered in the position of "Food & Beverage Manager", 27.66% of respondents answered from the position of "Owner" and 3.19% of respondents answered in the position of "Director".

A detailed breakdown of the sample of accommodation facilities can be seen in Table 1. This consisted mainly of accommodation belonging to Class 3* and Class 4*. Within class 1*, a negligible number of accommodation facilities interacted, as this class is the least widespread. We attribute the high response from 4* accommodation facilities to the high level of public relations, as e-mail communication for these establishments is key in attracting potential customers.

Table 1: Breakdown of accommodation facilities by type and class

| | Class 5* | Class 4* | Class 3* | Class 2* | Class 1* |
|----------------|----------|----------|----------|----------|----------|
| City hotel | 1 | 1 | 1 | 0 | 0 |
| Spa hotel | 0 | 2 | 2 | 2 | 0 |
| Wellness hotel | 1 | 7 | 4 | 0 | 0 |
| Mountain hotel | 1 | 4 | 3 | 0 | 0 |
| Boutique hotel | 2 | 4 | 0 | 0 | 0 |
| Pension | 0 | 0 | 9 | 8 | 2 |

| | | | | | |
|----------|---|----|----|----|---|
| Σ | 5 | 18 | 19 | 10 | 2 |
|----------|---|----|----|----|---|

(Source: authors' processing)

Since the survey was carried out in both accommodation and catering establishments, Table 3 shows the representation of different types of catering establishments, both standalone and those that are part of the accommodation.

Table 2: Distribution of catering establishments by type

| Type of catering establishment | Number of devices |
|---|-------------------|
| Basic catering establishments | 16 |
| Complementary catering establishments | 6 |
| Social and entertainment establishments | 12 |
| Mountain hotel | 0 |
| Boutique hotel | 2 |
| Pension | 4 |
| Σ | 40 |

(Source: authors' processing)

Table 2 shows that the final sample of catering establishments consisted mainly of establishments providing basic catering services and establishments providing social and entertainment services. The mountain hotel had no representation in the survey sample. The number of catering establishments addressed in boutique hotels was also low.

The survey was carried out in the territory of the Slovak Republic. The main indicator here is the unit of territorial division – region. Through the survey with respect to the regions of the Slovak Republic, we can determine the place of operation of accommodation and catering facilities that participated in the survey. These facts can be seen in the following Tables 3 and 4.

Table 3: Overview of accommodation facilities with respect to regions of the Slovak Republic

| | City hotels | Spa hotels | Spa hotels | Mountain Hotels | Boutique Hotels | Guest houses | Σ |
|-------------------------------|-------------|------------|------------|-----------------|-----------------|--------------|-----------|
| Bratislava region | 1 | - | 3 | - | 2 | 2 | 8 |
| Trnava region | - | 4 | - | - | 1 | 1 | 6 |
| Trenčín region | - | - | - | 2 | - | 1 | 3 |
| Žilina region | - | - | 2 | 2 | - | 4 | 8 |
| Nitra region | - | - | - | - | - | - | 0 |
| Banská Bystrica region | 1 | - | 1 | - | - | 3 | 5 |
| Prešov region | - | 1 | 4 | 4 | 1 | 3 | 13 |
| Košice region | 1 | 1 | 2 | - | 2 | 5 | 11 |
| Σ | 3 | 6 | 12 | 8 | 6 | 19 | 54 |

(Source: authors' processing)

Table 4: Overview of catering facilities with respect to regions of the Slovak Republic

| | Basic catering establishments | Complementary catering facilities | Social and entertainment facility | Boutique Hotels | Guest houses | Σ |
|--------------------------|-------------------------------|-----------------------------------|-----------------------------------|-----------------|--------------|----------|
| Bratislava region | 2 | - | 2 | - | 1 | 5 |

| | | | | | | |
|-------------------------------|-----------|----------|-----------|----------|----------|-----------|
| Trnava region | 1 | 1 | - | - | - | 2 |
| Trenčín region | - | 1 | 1 | 1 | - | 3 |
| Žilina region | 1 | - | - | - | 1 | 2 |
| Nitra region | 2 | - | 1 | - | - | 3 |
| Banská Bystrica region | 1 | 1 | 1 | - | - | 3 |
| Prešov region | 3 | - | 3 | - | 1 | 7 |
| Košice region | 6 | 3 | 4 | 1 | 1 | 15 |
| Σ | 16 | 6 | 12 | 2 | 4 | 40 |

(Source: authors' processing)

After previous data concerning the selection of individual accommodation and catering companies, in the next part of the questionnaire we focused on managerial competencies and their application during the crisis, which we can call the period of a global pandemic. From the theoretical basis of the studied issue, for lasting prosperity the facility must necessarily create a contingency plan that it could use in the event of a crisis, thus minimizing the damage that a potential crisis could cause. These facts were also sweaty in the case of the questionnaire survey carried out, where more than half of the respondents stated that they create a crisis plan during the period of prosperity, which can be seen in the following figure 2.



Figure 2: Breakdown of facilities from the perspective of creating a crisis plan
 (Source: authors' processing)

In theory, 52 facilities had a crisis plan ready. We also asked respondents about specific elements of the crisis plan – in this case, to stimulate employees during the period of an active crisis plan. The answers of respondents were repeated several times – employees were stimulated mainly in money during the crisis – in the form of allowances, benefits, bonuses, or payment of full salary during inactive operation. In some cases, employers have taken approaches to create unique conditions for employees. These were mainly reimbursement of stays in various facilities, teambuilding, and motivational programs.

Employers also consider open communication to be essential in stimulating employees during the crisis, which made it easier to follow up.

A prerequisite for successful management of crisis situations is possession of qualities that are necessary in leadership positions. According to data of authors Paprskárová, Sochanič (2019), these are mainly human skills, which consist of the ability to communicate with co-workers to achieve jointly set goals. On the other hand, conceptual skills are also essential, representing the ability to think comprehensively, foresightedly, and analytically. In the questionnaire survey, we found out which characteristics these are, according to respondents.

In Figure 3 below, we can see that organizational ability is considered by those in leadership positions to be the most important. We can conclude this precisely because as many as 92% of respondents in accommodation facilities stated that organizational ability is most required. For catering establishments, 65% of respondents expressed a positive opinion. The second most important, according to respondents, is leadership. For additional skills, the opinions of those working in hospitality establishments differ. While conflict management is important for those working in accommodation establishments (59.3%), only 32.5% of respondents consider this competence important for catering establishments. A similar contrast can be observed with the competence "analytical thinking", where 45% of respondents answered that this competence is one of the most important in catering establishments. By contrast, only 20.3% of accommodation establishments had this competence.

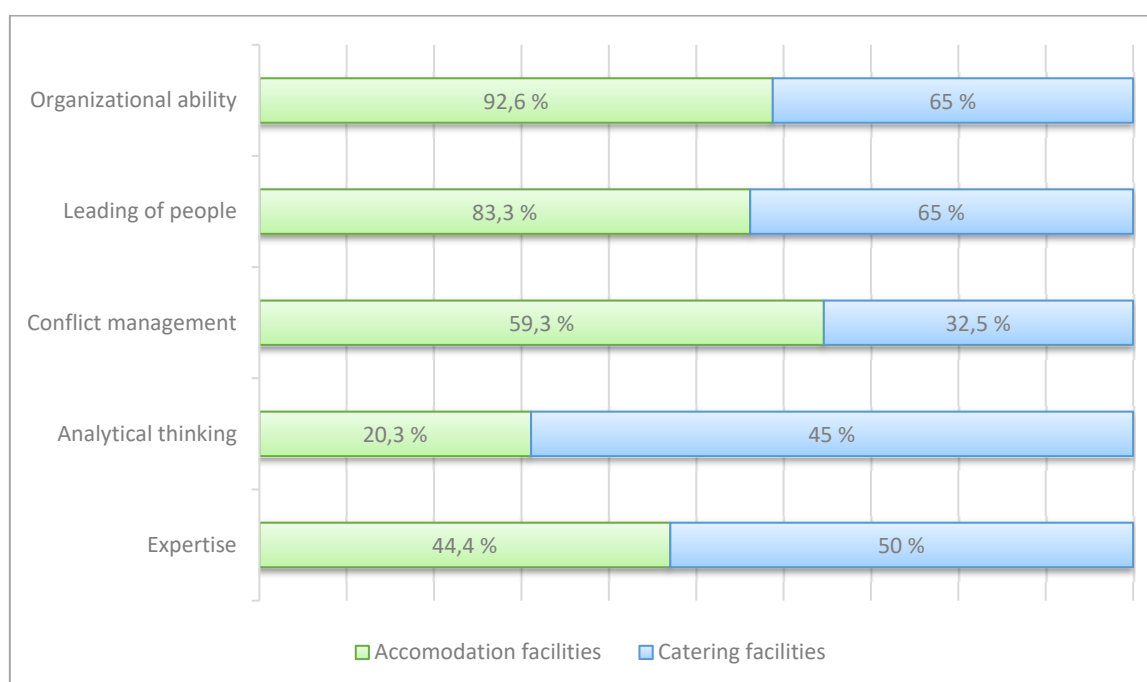


Figure 3: Competences of those holding managerial positions
(Source: authors' processing)

In the next part of the questionnaire survey, we investigated the connection of theoretical knowledge of managers with their use in practice. To obtain answers, respondents were presented with 5 statements related to managerial knowledge of the hospitality crisis. A 5-step Likert scale was used, which measured the degree of agreement with the statements presented on a scale of 1-strongly disagree, 2-rather disagree, 3-neither-disagree, 4-rather agree, and 5-strongly agree.

For a clearer evaluation of the results, we decided to reduce the responses to those with a positive opinion, a dissenting opinion and those for which respondents could not express themselves.

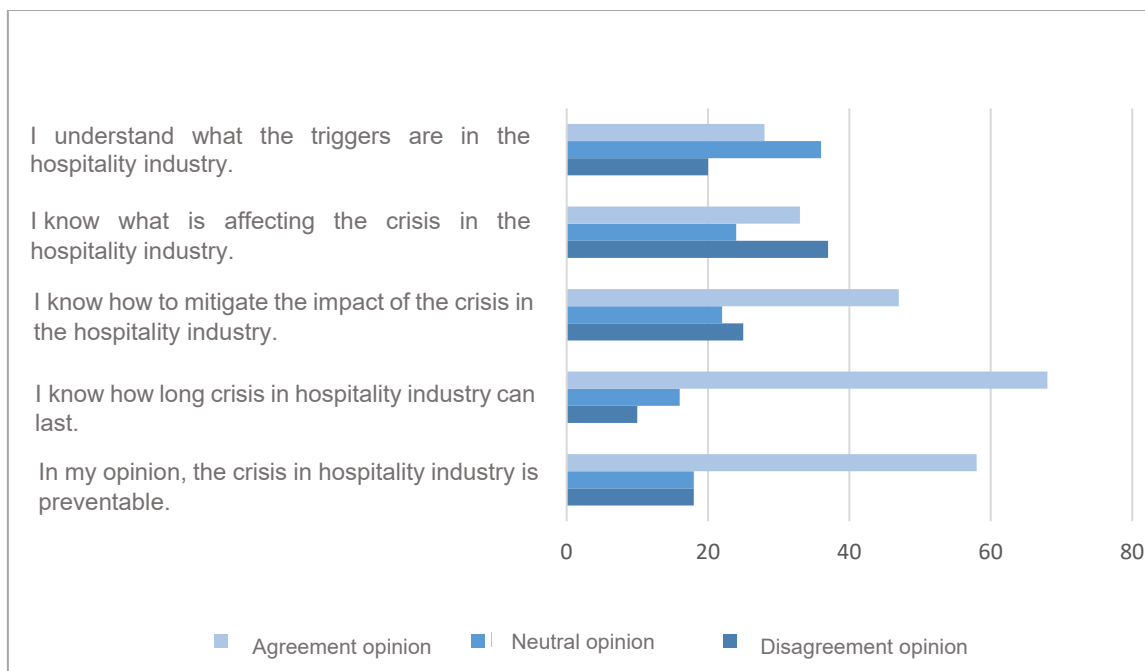


Figure 4: Respondents' views on the crisis in the hospitality industry
(Source: authors' processing)

Figure 4 shows that a large proportion of respondents understand the emergence of a crisis in the hospitality industry and know how to act in such a situation. As many as 68 respondents out of a total of 94 can estimate the duration of the crisis. Respondents also agreed with the view that the crisis in the hospitality industry could be avoided – the number of respondents with this opinion was as high as 58. When asked about the factors influencing the crisis and mitigating its impact, respondents' opinions differed – 33 respondents answered in favor of the first statement, while as many as 37 respondents answered disapprovingly. 47 respondents answered in favor and 25 out of a total of 94 respondents disagreed. 36 respondents, representing 38.3% of respondents, were indifferent to the statement about the triggers of the hospitality crisis. 20 respondents disagreed, 28 in agreement.

In the questionnaire survey, we also surveyed the specific impacts of the pandemic on accommodation and catering facilities and how the facilities managed to cope with them. We were also interested in the extent to which facilities decided to use the financial assistance provided by the Government of the Slovak Republic as support for facilities that suffered damage due to the global pandemic, such as a decrease in customers, sales, or reduced staffing levels. In the following questions, we asked whether facilities had received this assistance from the state and whether it helped them cope with the impact of the pandemic more easily. 100% of accommodation establishments benefited from this state aid, while catering establishments benefited from this aid only 55%.

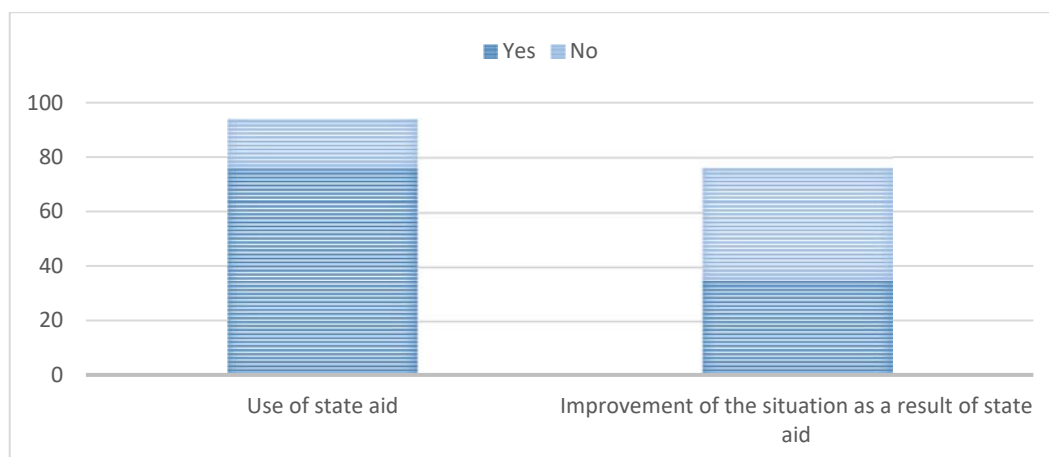


Figure 5: Financial assistance from the state
(Source: authors' processing)

Figure 5 shows that a large proportion of respondents (80.85%) decided to use state aid. However, only 46% of these respondents say they have seen the positive effects of this assistance. We can talk about specific assistance as contributions that the Government of the Slovak Republic has decided to provide to all facilities that meet certain criteria, such as a percentage decrease in sales compared to previous years or zero debts of the state. The facilities were then able to use these allowances as salaries for employees who were unable to work at the height of the pandemic due to the closure. In certain cases, this contribution could constitute aid that would prevent installations from getting into debt or going bankrupt.

During the height of the pandemic, facilities were forced to find other solutions to help them cope best with this crisis. Through a questionnaire survey, we found out which specific interventions in operation these were. While the most significant changes for catering establishments were the opening of the delivery window (65% of respondents) and the introduction of delivery (55% of respondents), for accommodation establishments it was mainly the change of opening hours (64.8% of respondents). Within the **accommodation facilities**, the changes were not significant, as catering establishments that operate as part of accommodation establishments have been prevented from operating almost since the outbreak of the pandemic. Some establishments responded by adapting and creating a dispensing window within the accommodation, but this brought problems in serving accommodated guests. Among the changes reported by persons in management positions of accommodation facilities were also changes in the form of a virtual receptionist (possibility to stay without direct contact with the accommodation facility's staff), servicing of meals in rooms or limitation of cash payments.

Within **catering establishments**, there have been several changes in the operation of facilities. In addition to the most significant changes mentioned, respondents indicated that they changed the opening hours, ordered online items, limited cash salary, adjusted meal offerings and lowered prices.

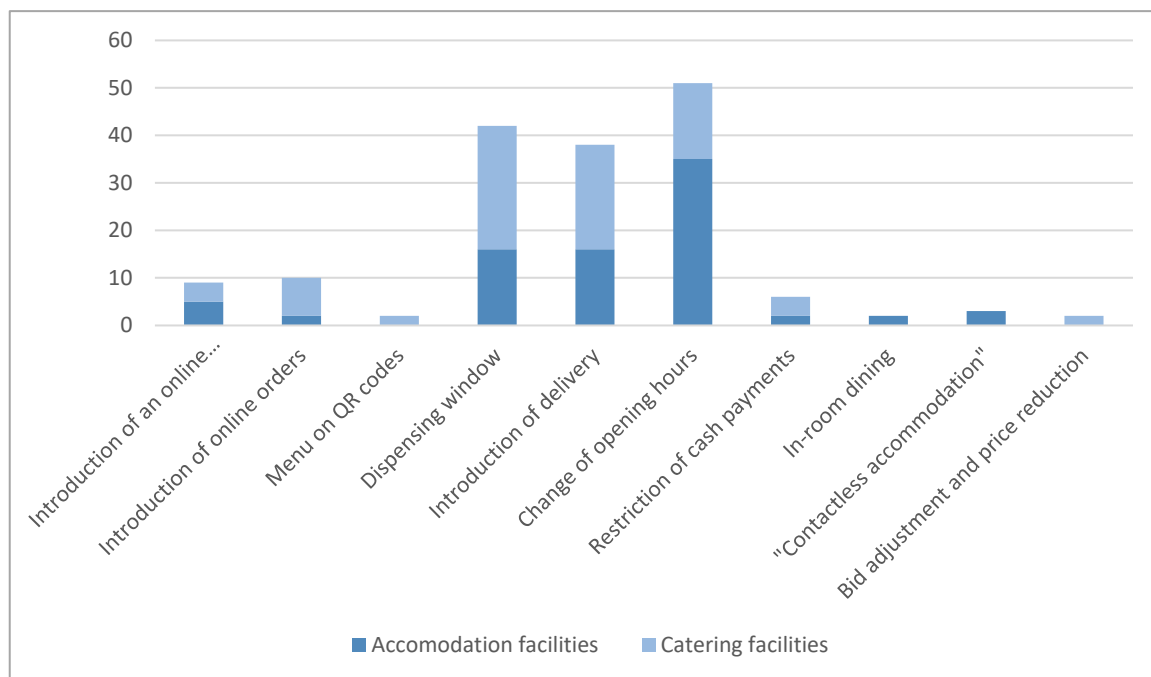


Figure 6: Changes in accommodation and catering operations
 (Source: authors' processing)

The measures put in place by the facilities are mainly related to the global pandemic and adaptation to anti-pandemic measures. Part of our research was also the question of whether any of the measures in place proved so successful that the facility decided to keep it in the future.



Figure 7: Have any of the measures worked so well that you decided to make them part of the day-to-day business?
 (Source: authors' processing)

Even though a large part of respondents would not keep anti-pandemic changes in the facility, 39 respondents replied that they decided to integrate the measures in place into the normal functioning of the business. These are mainly measures such as delivery, which was absent from the facility until the beginning of the pandemic. Many companies have expanded their field of operation through the introduction of delivery and in this way have had the opportunity to increase their sales.

CONCLUDING REMARKS

Based on the primary data obtained through a questionnaire survey from directly addressed axis in leading positions of catering and accommodation facilities, which answered questions about their knowledge, coping with the pandemic crisis, or the impact that the facility has to face after this crisis, we found that many respondents (facilities) were already out of operation at the time of the research, which can be attributed to the strong impact of the crisis. In this research, we also found that the hospitality crisis caused by the global pandemic had a huge impact on these establishments. At the same time, the education of the heads of the axis or adaptation to the crisis through the introduction of concrete measures, including the creation of a special crisis plan tailored to the needs of the COVID-19 pandemic, were not enough to mitigate its consequences. It is such a plan when the facility can prepare for a similar crisis and eliminate the consequences of the crisis during its operation. If a person in a leading position decides to prepare such a plan, it is necessary to initially proceed to certain actions, such as:

- environmental analysis,
- true SWOT analysis of the enterprise,
- drawing up a financial plan,
- training of both employees and self-development of a person in a leadership position.

Thus, individual steps help the company to find out in which area the most problems are located and then implement such a crisis plan that will at least partially cover these problems.

Another way of responding to the crisis is for businesses to re-attract customers to use their services. We can assume that by providing accommodation and health services, we meet basic physiological needs of people that never cease to be felt. This is the fact that will keep accommodation and catering facilities in existence. One of the proven ways to communicate to customers the return to traditional service provision is the introduction of bonuses for regular customers (e.g., customers who have used the services of the facility in the past) or the acquisition of new customers who are willing to try facilities they have not visited before after the pandemic crisis. During the crisis period, the facilities could also be used to modernize the offer, thoroughly disinfect the equipment, etc.

Considering the specificity of this situation, which forced the facilities of the hospitality industry to limit their operation for almost two years, we can almost certainly say that consumer behavior has changed over this period. The key for devices now is to capture this "boom" and provide customers with what they are looking for after two years of restrictions. This is mainly about **the number of staff** that has fluctuated the most during these two years. After a period of uncertainty, when facilities were laid off rather than hired, it is important to conscientiously select a workforce that can responsibly approach the coming wave of consumers. The advantage created by this situation is also the possibility to retrain already employed personnel and thus achieve the required level of provided services.

Another key factor is material security and **readiness for a new customer base**. This factor can also be described as communication to customers, as material security indicates the ability of guests to receive and provide them with services at the level, they expect from them. In this way, device owners communicate that they want consumers to choose to use services in their device and are ready to provide them with these services. By implementing these simple features, devices can start normal operations in small steps, which may show greater prosperity than in the pre-global pandemic era. These are elements that should include all devices without distinction, since the essence of consumer behavior has remained unchanged – to use the service as quickly, simply, and as high quality as possible.

ACKNOWLEDGEMENT

This paper presents some results from research project KEGA 005PU-4/2022 – „Innovation of the study program Tourism, Hotel and Spa Industry in the first degree of study in the study field Economics and Management”.

REFERENCES

- Baker, M., & Magnini, V. P. (2016). The evolution of services marketing, hospitality marketing and building the constituency model for hospitality marketing. *International Journal of Contemporary Hospitality Management*. 28(8), 1510-1534.
- Cser, K., & Ohuchi, A. (2018). World Practices of Hotel Classification Systems. *Asia Pacific Journal of Tourism Research*. 13(4), 379-381.
- Dube, K., Nhamo, G., & Chikodzi, D. (2020). COVID-19 cripples' global restaurant and hospitality industry. *Current Issues in Tourism*. 24(11), 1487-1490.
- Džuka, J., Klučárová, Z., & Babinčák, P. (2021). COVID-19 in Slovakia: Economic, social, and psychological factors of subjective well-being and symptoms of depression during the pandemic. *Ceskoslovenska Psychologie* (2021). 65(2), 125-126.
- Gallo, P., Matušíková, D., Šenková, A., Šambronská, K., & Molčák, T. (2021). Crisis and recovery of business entities in tourism in the post pandemic period in Slovakia. *GeoJournal of Tourism and Geosites*, 38(4), 1033–1041.
- Hobbs, G. (2006). *Jobs and Careers Abroad: Specific Careers – Hospitality and Catering*. Richmond: Trotman Publishing Ltd.
- Ionel, M. (2017). *Hospitality Industry*. Retrieved January 11, (2023). https://stec.univ-ovidius.ro/html/anale/ENG/2016/2016-I-full/SectionIII/12.Ionel_Marian.pdf.
- Karan, T. (2020). *Business World: Covid 19 Impact on Hospitality and Startup Sector*. New Delhi: Athena Information Solutions Pvt. Ltd.
- Kretchmer, H. (2020). Key milestones in the spread of the coronavirus pandemic. Retrieved February 28, (2023). <https://www.weforum.org/agenda/2020/04/coronavirus-spread-covid19-pandemic-timeline-milestones/>.
- Papřskářová, P., & Sochanič, V. (2019). Competencies of managers on different levels of management depending on the degree of control. Retrieved March 1, (2023). https://www.researchgate.net/publication/339290684_Kompetencie_manazerov_na_roznych_urovniach_manazmentu_v_zavislosti_so_stupnom_kontroly#fullTextFileContent.
- Patúš, P., Gúčík, M., & Marušková, J. (2011). *Management of hospitality facility operations*. Banská Bystrica: DALI-BB.
- Pavia, N., & Floričić, T. (2017). Innovative Accommodation Facilities in Tourism and Hospitality Industry – Integrated Hotels. *ToSEE – Tourism in Southern and Eastern Europe*. 4, 437-450.
- Sukach, O., Kozlovska, S., & Sushko, N. (2021). Modern Management technologies in the hospitality industry. *Baltic Journal of Economic Studies*. 7(3), 168-176.
- Statistical Office of Slovakia, (2023). Development of tourism in accommodation facilities in the Slovak Republic in January 2021. Retrieved February 28, (2023). https://slovak.statistics.sk/wps/portal/ext/products/informationmessages/inf_sprava_detail!/ut/p/z1/jdDLCoMwEAXQb_ELcjX10eVEMKYNQmrijl5viSoTWdIH6_RWhy0ZnN3DuZRjmWMfcPHymcXhPz3m4L3vvkptJVSZESIDQHOp0rqsylYJpY9aulJdUHIINZFrGUFTay9FwDuLM7cnjzxD25T3A-etb5lZCxphaNw1kExVQPJSorF36kg1w_QHfD7aueD2s7TCpkYLgCz0mXzw!/dz/d5/L2dBIS_EvZ0FBIS9nQSEh/k
- Wieczorek-Kosmala, M. (2021). COVID-19 impact on the hospitality industry: Exploratory study of financial-slack-driven risk preparedness. *International Journal of Hospitality Management*. 94, 102799.