

# Impact to the operating tourism business during COVID-19 pandemic towards crisis management practices in the province of Quirino

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## ***Abstract***

The global CoViD-19 crisis has greatly impacted the economy, society, and labor market, affecting every product supply and demand. The tourism and hospitality industries have encountered persistent challenges, with major declines in income and growth, as well as job losses in specific sectors as a result of travel bans and border closure measures. This study aimed to assess the Impact of CoViD-19 among the 254 tourism business employees and owners in Quirino province and the Crisis Management Practices they employed during the pandemic. Findings reveal the CoViD-19 pandemic has a positive impact on Environment while its negative impacts were posted on Economy. Looking at the Crisis Management Practices of the Tourism Businesses in Quirino province, Cost Control posted the highest level of agreement among the respondents. Based on the findings of the study, there is a high significant relationship between the Impacts of CoViD-19 in the Tourism Businesses of Quirino Province and Crisis Management Practices executed by the Tourism Businesses in Quirino Province. Hence, the positive and negative impacts of the pandemic are significantly associated with the respondents' adoption to the various Crisis Management Practices. The empirical results of the study may guide the Tourism industry in the province in formulating exigency plans in controlling the drastic effect of the pandemic. Also, various strategies may be employed to collaborate with other agencies in the government to discuss coping measures and comprehensive crisis management systems.

***Keywords:*** crisis management practices, COVID-19 impacts, pandemic, tourism

## **Impact to the operating tourism business during COVID-19 pandemic towards crisis management practices in the province of Quirino**

### **1. Introduction**

COVID-19, a worldwide epidemic that has killed hundreds of thousands of people and halted the global economy, has been plaguing humanity in recent months. The intensity of the pandemic can be estimated using data from previous outbreaks such as SARS, Spanish Flu, and others. This pandemic is an unprecedented “super-shock” for the tourism industry (Wassler & Fan, 2021). Without a doubt, the tourism industry is one of the industries that has been most impacted by the COVID-19 pandemic. Airlines, transportation, cruise lines, hotels, restaurants, attractions (such as national parks, protected areas, and cultural heritage sites), travel agencies, tour operators, and online travel organizations have all been severely hit by the pandemic.

The unpopular Quirino Province which is dubbed as “Basket of Happiness” has evolved into a tourism harbor with its plenty of untouched, natural resources that turned into natural parks, falls, caves, rivers, etc. Because of its hidden natural treasures, Quirino, the smallest and youngest province in Cagayan Valley, could be called the proverbial lily as mentioned by Supetran (2018). Given its abundance of natural resources, the province is a quiet and landlocked haven of ecotourism locations recognized by the regional development council for sustainable ecotourism development. The tourism of the province is a developing sector which contributes to socio-economic development opportunities while vigorously pursuing environmental and natural resource conservation and protection. Quirino Province’s tourism industry is also very much affected by the global pandemic. Small and medium-sized enterprises such as resorts, restaurants, hotels, tour and travel agencies and micro-firms which include a large informal tourism sector like souvenir shops in open-air stalls, snack, home stays and local guides account for about 80 percent of the tourism sector, and many of them may not survive the crisis without substantial support. This will have a domino effect throughout the tourism supply chain, hurting livelihoods in agriculture, fishing, the creative industries, and other service industries.

It is worth noting that while previous crises have hampered worldwide tourism, the quickly expanding global COVID-19 pandemic has put this sensitive industry under unprecedented strain (Singh, et al, 2021). The spread of the virus has seriously jeopardized lives, and measures such as lockdown have presented a critical risk to the masses’ livelihoods (Sharma & Mahendru, 2020). Rapid reviews, according to the WHO (2017), give timely evidence for policymakers to respond to the situation. Since the COVID19 pandemic threatens to be particularly fatal for the tourism industry, a rapid review of the available literature is highly recommended.

The Philippine government has taken a number of steps to combat COVID-19, including the passing of the Bayanihan 1 Act, the formation of an interagency task force on COVID-19, quarantine measures, economic lockdown, the establishment of COVID-19 testing, quarantine, and treatment facilities, and the passage of the Bayanihan Act 2 for a three-phase economic recovery plan (Magcale-Macandog et al, 2021). As the number of infected cases rises across the country, pressure is mounting to put a stop to the tourism businesses. Measures and campaigns such as work from home, stay at home, social distancing, crowd control, and so on are being implemented. Kukanja et al. (2020) on the other hand, introduced an approach to classify crisis management practices which are workforce, cost control, organizational support and marketing crisis management practices.

This paper is important because understanding the level of COVID impacts will help us identify the extent of its current effects and predict future effects on the travel and tourism industry in Quirino province. The new normal in the management of businesses was settled once some businesses were allowed to operate again. Different schemes were developed to get back on track and go on to business again. Also, this study will explore how tourism business owner anticipated the crisis, how it affected their business, and how they responded with measures and practices that demonstrated resilience in the face of the ongoing crisis. The findings of this study

have significant implications for tourism business owners and managers in Quirino Province given the mounting fears of more COVID-19 waves around the world. It will help policymakers and practitioners design policies aimed for capacity building and operational sustainability of the travel tourism sector years to come as a response to the COVID-19 crisis the province.

### *1.1 Objectives of the study*

This study aimed to measure the impact of COVID to the tourism business in the Province of Quirino. More specifically, this study aimed (1) to determine the impact of COVID-19 in tourism businesses in terms of economic, socio-cultural and environmental aspect; (2) to determine the crisis management practices executed by the tourism businesses in terms of the 4 dimensions: Marketing, workforce, cost control, organizational support; (3) to test if there is a significant relationship between the impact and crisis management practices in the tourism business in times of COVID-19; and (4) to propose an action plan based on the result of the study.

## **2. Methods**

**Research Design** - The descriptive method of research was used in the study. A description analysis of data was utilized to identify the most significant factors to answer the problems of the study. The data was collected using questionnaires consisting of 3 parts. The first part is about the profile of the respondents and the second part was the variable of the economic, socio-cultural and environmental impacts, and the third part explores the crisis management practices the respondents implemented in response to the pandemic.

**Participants of the Study** - The participants of the study are the owners and employees of the tourism establishments in Quirino Province identified by the Provincial Tourism Office based on their inventory list per municipality. For the respondents, 254 respondents were utilized among the total operating tourism-related businesses in Quirino Province. 111 from food and beverage, 43 from accommodation, 22 from resorts, 8 from souvenir shops, 41 tour guides, 14 from transportation category and 15 travel agencies and tour operators.

**Data Collection Instrument** - In order to collect relevant data for the study, the researcher utilized an adapted instrument. The questionnaire is composed of three parts: first part was the rating of severity of positive and negative impact of COVID in various aspects, and the second part is the crisis management practices by the tourism businesses in terms of marketing practices, workforce practices, cost control practices and organizational support during the pandemic which was adopted from the study of Kukanja et al. (2020). The result of reliability statistics showed that the computed Cronbach's alpha value of 0.827 signifies that the instrument for Positive Impact and 0.884 for Negative Impact signifies good in the rule of thumb while the value of .902 for Crisis Management denotes a strong or excellent internal consistency. Thus, this set of questionnaires is considered reliable for use.

**Data Gathering Procedure** - The researcher requested a record on the list of tourism-related businesses in Quirino Province at the Provincial Tourism Office. Questionnaires were administered to the participants as well as informal interviews were conducted to gather needed information and clarify their responses. On the first week of data gathering, the researcher sent the online survey questionnaire through google form link through messenger. To complete the needed respondents, the researcher looked for a way to gather data by visiting the establishment and ask employees and owners to answer the hard copy survey questionnaire. The researcher also had an informal interview with some of the respondents to clarify their responses. Due to travel constraints brought by COVID19, the researcher also tried to call the business contact numbers and was able to gather data through phone conversation.

**Data Analysis** - After gathering all the data needed, personal encoding was done by the researcher. All data were treated using a statistical software known as PASW version 26 to further interpret the result of the study using an alpha level of 0.05. To arrive at results, the following statistical tools were used: Weighted Mean and Ranking were used to determine the intensity of COVID19 impact to the business establishments. Analysis of

Variance (ANOVA) was used to test the significant difference as part of the non-parametric tests to determine the significant differences. Spearman rho was used to test the significant relationship between the variables.

**Ethical Consideration** - The researcher is aware that it is imperative that ethical issues are considered during the formulation of the evaluation plan. The researchers guaranteed accountability and responsibility of the following ethical considerations to the research participants: informed consent, voluntary participation, to do no harm, confidentiality, anonymity and to only assess relevant components. The respondents' participation in this study was voluntary. A consent form will be filled up by the partakers and crafted as proof that the participants agreed and are informed that they are subjected into this study.

### 3. Results and Discussion

**Table 1**

*Positive Impacts of Covid19 in the Tourism Businesses in Quirino Province*

	WM	VI	Rank
<b>Economic</b>			
The pandemic stimulated local trade.	3.71	A	3
The pandemic opened an opportunity for me to add new business ideas.	3.11	MA	5
The pandemic encouraged me to patronize local suppliers.	3.65	A	4
The pandemic strengthened the supply chain network at provincial/regional levels.	3.85	A	1
The pandemic encouraged new trading opportunities among the municipalities	3.72	A	2
Composite Mean	3.61	Agree	
<b>Socio-Cultural</b>			
Public order crime caused by tourism (such as drug addiction, alcoholism, gambling, prostitution, loitering) was reduced due to pandemic.	3.82	A	5
Pandemic encouraged Quirinians to take interest in the developing tourist spots and tourism businesses present within the Province.	4.04	A	3
The pandemic caused to increase residents' understanding of their own local cultures, food, and traditions.	4.09	A	2
Employees of tourism enterprises in our province were encouraged to practice bayanihan as a result of the pandemic.	3.93	A	4
The pandemic paved way for improvements in our province's security and health departments.	4.15	A	1
Composite Mean	4.00	Agree	
<b>Environmental</b>			
The pandemic paved way in the environmental protection.	4.17	A	3
The pandemic paved way in the improvement of infrastructure and road.	4.21	A	1
The pandemic caused lesser traffic congestion.	4.16	A	4
There is a reduction of greenhouse gases emission due to pandemic.	4.18	A	2
There is a reduction of air, water and noise pollution due to pandemic.	4.15	A	5
Composite Mean	4.17	Agree	

*Legend:* 4.50 – 5.00 = Strongly Agree (SA); 3.50 – 4.49 = Agree (A); 2.50 – 3.49 = Moderately Agree (MA); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 1 reflects the summary on the positive impacts of CoViD-19 on the Tourism Businesses in Quirino Province. Based on the data, the respondents agreed to the positive impact of pandemic along Economic, Socio-Cultural, and Environmental with a composite mean value of 3.93. It is also evident in the table that Environmental Impact ranked first with a weighted mean value of 4.17. This implies that respondents of the study greatly believed that our environment has somehow benefitted by the pandemic. The result is supported by the study of Khan et al. (2020) that safely concluded that there were several environmental benefits from the CoViD-19 outbreak. The projected reduction in pollution in the coming years is one of the positive environmental implications. However, Kumar et al (2020) believed that these positive impacts caused by the imposed lockdown in several countries, particularly during the early stages are just short-term benefits and these positive environmental impacts will begin to fade as varied activities return to normal levels. The CoViD-19 crisis has once again highlighted the need of bringing international efforts together and coordinating them to confront global environmental issues (Bobylev, 2020).

On the other hand, economic got the lowest weighted mean in terms of Positive impacts of CoVID19 in the tourism businesses in Quirino Province. This means that the respondents agreed that among the three aspects, the

economy is the least benefitted by the crisis. Provincial government throughout the nation reacted with lockdowns, travel restrictions, testing and quarantining, and economic packages as a result of the crisis. Businesses are frequently harmed by crisis events due to decreased demand and revenue, supply, and resource shortages, rising expenses, disruption of normal operations, and employee layoffs. In the summary of findings of Barlan and Borbon (2022) states that the economic impact of CoVID to the travel and tourism industry will be unparalleled compared to the pandemics that have occurred previously.

**Table 2**

*Negative Impacts of Covid19 in the Tourism Businesses of Quirino Province*

	Economic	WM	VI	Rank
	The pandemic caused price increase in basic commodities used in the production	4.36	A	2
	The demand for investment was reduced	4.30	A	4
	The supply chain was affected due to pandemic.	4.26	A	5
	Customer demand has decreased due to pandemic.	4.59	SA	1
	Staffs or staff working hours were reduced.	4.35	A	3
	Composite Mean	4.37	Agree	
	Socio-Cultural			
	The pandemic had a bad impact on our customers' attitudes on my employees.	3.73	A	5
	The epidemic has a negative impact on our customers' buying behavior.	3.98	A	4
	My living expenses increased as a result of the pandemic.	4.05	A	3
	My lifestyles changed as a result of the pandemic.	4.21	A	2
	I'm concerned about my staff and my own health and safety when we are at work.	4.44	A	1
	Composite Mean	4.08	Agree	
	Environmental			
	There is more domestic waste from sanitizers, alcohol, disposable masks and PPEs.	4.23	A	3
	There is an increase in the need to use of plastics due to transparent covers, disposable masks, face shield and other PPEs	4.24	A	1.5
	The pandemic caused lesser recycling activities.	4.24	A	1.5
	Composite Mean	4.24	Agree	

*Legend:* 4.50 – 5.00 = Strongly Agree (SA); 3.50 – 4.49 = Agree (A); 2.50 – 3.49 = Moderately Agree (MA); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 2 indicates the summary of the negative impacts of CoViD-19 in the Tourism Businesses of Quirino Province. Based on the data, the respondents agreed to the negative impacts of pandemic along Economic, Socio-Cultural and Environmental with a composite mean value of 4.23 which is interpreted as agree. It is also evident in the table that Economic Impact ranked first with a weighted mean value of 4.37. This means that the study's participants strongly believed that the pandemic had a significant impact on our economy. The rise in cases of CoViD-19 has had a substantial impact on the world economy, which may have harmed stability in the Philippines and the province. When a country's economy is damaged, it is expected to impact greatly the business sector. Some Asian and Pacific countries are significantly more vulnerable than others to COVID19's economic contagion according to the study conducted by Tandon et al. (2021). According to Lim (2021), from late July and early August to the present, the Philippines has been regarded as the worst performer in East Asia and the Pacific in terms of CoViD-19 prevention and economic recovery, with the highest number of cases, highest percentage of active cases, lowest percentage of recovery rates, highest CoViD-19 deaths per million population, and one of the ASEAN countries experiencing negative growth in Gross Domestic Product (GDP). As a result, the Philippines' economy is expected to be the severely damaged in East Asia and the Pacific.

Moreover, Socio-Cultural Impact got the lowest weighted mean value of 4.08. The societal effects of pandemics were significant, with travel restrictions, schools closing, business closing, sporting events as well as fiestas that Quirinians look forward being canceled. Also, COVID-19's impact on the emotions and behaviors of employees and customers in tourism businesses in Quirino should be investigated, as COVID-19 has impacted not only people's health and lives, but also most tourism businesses (Yin, 2021). Worries and negative psychological states have been shown to have a negative impact on performance in previous studies (Sklett, 2018; Stefan & David, 2013). Another important issue is population movement. Border checkpoints made movement impossible, preventing people from visiting their families or transporting products to marketplaces. Many people's travel plans, livelihoods, and family lives were disrupted as a result of airport closures and airline

cancellations. This pandemic has an impact on the culture of the place, the culture of customers, and may change the market structure.

**Table 3***Crisis Management Practices executed by the Tourism Businesses in Quirino Province*

Marketing Practices	WM	VI	Rank
Target new market segments	4.20	A	3
Enlarge marketing campaign	3.83	A	6
Provide highly discounted rates and special offers	3.62	A	8
Study and understand the needs (expectations) of the target customer segments	4.22	A	2
Focus on loyal customers	3.78	A	7
Make use of electronic marketing and opaque distribution channel	3.89	A	5
Increase marketing budget	3.60	A	9
Keep up with the competitors to take advantage of any developments that arise	4.15	A	4
Improve the quality of our offering	4.39	A	1
	Composite Mean	3.96	Agree
Workforce Practices			
Reduce wages and pay rate	3.66	A	6
Give employees mandatory unpaid vacations	3.78	A	4
Reduce the number of employees	4.30	A	1
Increase the productivity	3.74	A	5
Require staff to take additional duties that are not in their job description	4.07	A	3
Make changes in the organizational structure	4.18	A	2
Extend staff working hours	3.47	A	7
Replace permanent employees with part-time employees	3.33	A	8
	Composite Mean	3.82	Agree
Cost Control Practices			
Emphasize cost control and reduce operating costs	4.33	A	2
Postpone some of the firm's due costs and/or reschedule payments	4.03	A	6
Develop additional avenues for revenues	4.07	A	5
Close some non-profitable departments and/or business operations	4.17	A	3
When purchasing, use less expensive substitutes	4.34	A	1
Use new IT technologies for reducing operating costs	3.83	A	7
Shrink all planned investment	4.13	A	4
	Composite Mean	4.13	Agree
Organizational Support			
Cooperate with other tourism provider	4.06	A	2
Cooperate with different organizations (commerce, business associations, etc.)	3.98	A	3
Cooperate on activities that could improve the image of the tourist destination	4.07	A	1
Composite Mean	4.04	Agree	

Legend: 4.50 – 5.00 = Strongly Agree (SA); 3.50 – 4.49 = Agree (A); 2.50 – 3.49 = Moderately Agree (MA); 1.50 – 2.49 = Disagree (D); 1.00 – 1.49 = Strongly Disagree (SD)

Table 3 indicates the summary of the Crisis management practices executed by the Tourism Businesses in Quirino Province. Based on the data, the respondents agreed to these practices along Marketing, Workforce, Cost Control and Organizational Support with a composite mean value of 3.99. Looking into the ranking, *Cost Control Practices* (4.13) ranked first. The global CoViD19 crisis has already impacted negatively on the economy, society, and labor market, affecting every product supply and demand. From the beginning of the pandemic, the tourist and hospitality industries have encountered persistent challenges, with major declines in income and growth, as well as job losses in specific sectors as a result of travel bans and border closure measures. Business owners and managers in Quirino province use cost control as a crisis management strategy to cope with the massive effect of the pandemic. Reactive crisis management strategies include workforce reductions and increased cost control. Tourism business is a very labor-intensive industry. According to Kukanja et. al (2020), cost cuts are necessary, but they must be performed with caution, as they risk harming a tourism marketing position, particularly its image and the quality of its services. Hence in the study of Brioso and Borbon, (2021) the pandemic has forced the hotel industry to adopt digital marketing wherein tourist agreed that digital marketing impacts their purchase intentions. Moreover, workforce practices (3.82) ranked last. Based on the previous tables, the most common practice adopted by Tourism Business owners and managers in Quirino regarding workforce in time of the pandemic is reducing the number of employees. Unfortunately, due to low

income, tourism businesses are forced to cut costs of hotel activities in difficult times. They should, however, do so without affecting the quality of the services provided. Cutting labor costs should not be the foundation of a cost-cutting plan. In terms of salary, insurance, and benefits, human resource is the most expensive component of a business' operational costs. In fact, some managers in the Tourism and Hospitality sectors were unable to afford such expenses, especially during times of crisis (Bartik et al., 2020). In addition, the issue of balancing both work and life in the current context of the pandemic forces the industry to reevaluate work-life policies and management (Cabaraban & Borbon, 2021).

**Table 4**

*Relationship between the impacts of covid19 on the tourism businesses and crisis management practices*

Positive Economic Impact	rho-value	p-value	Interpretation
Marketing Practices	.659**	0.000	Highly Significant
Workforce Practices	.583**	0.000	Highly Significant
Cost Control Practices	.504**	0.000	Highly Significant
Organizational Support	.386**	0.000	Highly Significant
Negative Economic Impact			
Marketing Practices	.611**	0.000	Highly Significant
Workforce Practices	.552**	0.000	Highly Significant
Cost Control Practices	.701**	0.000	Highly Significant
Organizational Support	.499**	0.000	Highly Significant
Positive Socio-Cultural Impact			
Marketing Practices	.648**	0.000	Highly Significant
Workforce Practices	.563**	0.000	Highly Significant
Cost Control Practices	.704**	0.000	Highly Significant
Organizational Support	.579**	0.000	Highly Significant
Negative Socio-Cultural Impact			
Marketing Practices	.635**	0.000	Highly Significant
Workforce Practices	.589**	0.000	Highly Significant
Cost Control Practices	.633**	0.000	Highly Significant
Organizational Support	.542**	0.000	Highly Significant
Positive Environmental Impact			
Marketing Practices	.664**	0.000	Highly Significant
Workforce Practices	.612**	0.000	Highly Significant
Cost Control Practices	.671**	0.000	Highly Significant
Organizational Support	.568**	0.000	Highly Significant
Negative Environmental Impact			
Marketing Practices	.682**	0.000	Highly Significant
Workforce Practices	.549**	0.000	Highly Significant
Cost Control Practices	.578**	0.000	Highly Significant
Organizational Support	.532**	0.000	Highly Significant

*Legend:* Significant at p-value < 0.01

Table 4 shows the relationship between the impacts of COVID- 19 to tourism businesses and the crisis management practices. From the result, it was observed that the computed rho-values indicates a strong direct correlation, and the resulted p-values were less than the alpha level of 0.01. This means that a significant relationship exists and implies that the more positive and negative the impact of COVID – 19, the better is the crisis management practices employed.

Economic impact has a significant relationship with the crisis management practices implemented along marketing, workforce, cost control and organizational support. According to Gallen (2020), it is critical for tourism industry stakeholders to examine the direct economic impact of the COVID-19 pandemic's progression. These situations created a lot of uncertainty and frequently necessitate prompt answers in order to avoid harmful consequences like temporary closing of business or bankruptcy. The result shows that tourism businesses that experience greater economic impact are also implementing more of the given crisis management practices. The negative economic impact such as price increase can be mitigated by cost control practices such as using less expensive substitute; decreased customer demand needed more crisis management along marketing like targeting new market segment; and reduced staff can be addressed by workforce practices such as extending working hours or making changes in the organizational structure. Tourism businesses in Quirino province are more

reactive because they find it necessary to implement protective measures to at least reduce the economic impact. Similarly, Keogh-Brown et al. (2010) concluded that the more crisis management participation a hotel has, the more effective it can be. Correspondingly, inadequate awareness of how to respond to a crisis has also been linked to negative consequences for the accommodation sector (Chien & Law, 2003).

Socio-cultural impacts are also found to have a significant relationship with the crisis management practices in marketing, workforce, cost control and organizational support executed by the tourism-related firms in Quirino province. Success strategies from previous crises can be different and therefore difficult to replicate and learn from. Positive socio-cultural impacts of the on-going pandemic like reduced public crimes, bayanihan among tourism businesses and improved health and security departments will help hasten the return to normal activity in the medium–long term. Similarly, Heredia-Colaco & Rodrigues (2021) highlighted that hoteliers are attempting to incorporate new customer behavior patterns into their sales and marketing tactics. Other negative impact like worries about their staff’s health can be lessen by implementing workforce practices such as reducing number of employees. These socio-cultural impacts have been experienced not only by the tourism businesses owners and employees but also by the customers. This may be the reason why the respondents agreed in cooperating on activities with other tourism providers and organization to improve the image of the destination.

As to the environmental impacts, it has been found that it has a significant relationship with crisis management practices in marketing, workforce, cost control and organizational support. This means that the tourism-related businesses that experience more positive and negative environmental impact employed better or more crisis management practices. The findings of Grozinska-Jurczak (2020) show that the vast majority of business stakeholders care about the environment and recognize the importance of phasing out single-use plastic from the global economy.

Environmental impact such as lessening recycling activities and increased use of plastics has also increased the cost of operation and reduced the firm’s revenue. Tourism business owners who felt these impact has employed more crisis management especially in cost control. Recent study has revealed that the hospitality business is poorly prepared in the event of a crisis due to a lack of dedicated resources, as well as a lack of understanding and experience on how to act Bremser et al. (2018); Ghaderi et al. (2014), Okumus and Karamustafa (2005). However, during crisis situations, creativity in implementing crisis management practices have an integral advantage to those tourism businesses heavily impacted by pandemic. Strategic measures to recover from the epidemic are still underway, with everything from particular health and safety regulations to long-term vouchers to promote bookings or sales (Heredia-Colaco & Rodrigues, 2021). They reflect the essence of flexibility and open-mindedness in thought and action. As a result, they pave the way for better, more robust, and out-of-the-box solutions to the challenges brought by this pandemic. Crisis should be handled and mitigated in such a way and to such an extent that their major negative consequences are addressed (Broshi-Chen, 2021).

**Table 5**

*Proposed Action Plan*

<b>Key Results Areas</b>	<b>Proposed Strategy</b>	<b>Outcome</b>
Economic Impact <i>Customer demand has decreased due to pandemic</i> This aims to update and enrich the market branding and strategies of Tourism Business that are responsive to customers’ needs and demands.	Coordination with the Department of Tourism (DoT) in conducting trainings and seminars focusing on digitalization and safety and health standards to be observed during the pandemic	Owner and managers will be able to bring out their creativity in delivering services that could help them increase customer demands. It could also tap their full potential to make changes and innovations in their businesses that could widen the scope of their target market.



**Impact to the operating tourism business during COVID-19 towards crisis management practices in Quirino**

<p><b>Socio-cultural Impact: <i>I'm concerned about my staff and my own health and safety when we are at work.</i></b></p>	<p>Provision of tools and equipment that could help minimize the spread of virus (e.i. digital temperature checker and sanitizer, etc.) by the tourism business owners</p> <p>A budget plan may be considered by the local leaders thus allocating the parts of budget in the next years in equipment needed to ensure the health and safety of tourists and employees in the tourism establishments by the government to ensure that the tourism industry in the Province of Quirino will be able to keep up with the increase of tourist arrivals.</p>	<p>Better work performance of tourism employees.</p> <p>There will be an increase in Tourist arrivals in the province due to available tools and equipment for their safety against the virus.</p>
<p><b>Environmental Impact: <i>The pandemic caused lesser recycling activities</i></b></p>	<p>Strict adherence and implementation to RA 9003 (Ecological Solid Waste Management) by the business owners and employees by installing visible of signages of solid waste management and segregation</p>	<p>Customers will be reminded and be more aware of the Ecological Waste Management. Their awareness and adherence to the police will help lessen waste and produce responsible tourists/ customers.</p>
<p><b>Marketing Practices: <i>Increase marketing budget</i></b></p> <p>To support/ assist the tourism business in their financial and technical capabilities in Marketing their product/ brand</p>	<p>Lesser interest or Interest-free loans for tourism business owner for maintenance and operating expenses. It will primarily be utilized for operating capital as well as marketing and promotional activities</p> <p>DOT Region 2 may help in marketing Quirino's tourism businesses (e.i. restaurants, uniques products, newly developed attraction) by making advertisement about it.</p>	<p>Funded businesses that will normalize their operations and will help the boost their marketing strategies to cope with the demand of the crisis.</p> <p>More people will learn about Quirino Province' tourism industry in the new normal and be encourage to visit the province.</p>
<p><b>Workforce Practices: <i>Replace permanent employees with part-time employees</i></b></p> <p>To ensure consistency in implementing crisis management practices across all departments while in a skeletal workforce</p>	<p>Establishing a core crisis team to coordinate response effort will act as go to personnel throughout the crisis.</p>	<p>Continuity of the business will be ensured</p>
<p><b>Cost Control Practices <i>Use new IT technologies for reducing operating costs</i></b></p> <p>To capacitate owners and managers in the use of new IT technologies applicable in their business operation.</p>	<p>Capacity- building seminars/ programs in coordination with the DOT on the integration of IT technologies to the owners and employees in their business operation.</p>	<p>The tourism businesses will be agile and quick to respond to change within the market.</p>
<p><b>Organizational Support <i>Cooperate with different organizations (chambers of commerce, business associations, etc.)</i></b></p>	<p>Tourism business owners may build relationships with event organizers and other organization. They may also form association (ex. travel agency org., Restaurant Owners Association)</p>	<p>This will allow the managers and owners to reach a new market group while also benefiting from the advertising efforts of the partner organization. Also, they will be able</p>

To build camaraderie and stronger ties among the tourism stakeholders in the province.

to strategize and coordinate as an association to the proper agency that could help them in their recovery from the covid crisis.

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#### 4. Conclusions and Recommendation

The CoViD-19 pandemic has a positive impact on Environment while its negative impacts were posted on Economy. The CoViD-19's massive impact has had a lot of implications for the environment. Air quality has improved in many places, and environmental degradation has decreased in several areas of the world, as a result of strict limitations and a considerable delay in social and economic activities. Furthermore, climate change, transboundary pollution, marine and ocean pollution, biodiversity loss, and other environmental challenges are all global in scale today. Looking at the Crisis Management Practices of the Tourism Businesses in Quirino province, Cost Control posted the highest level of agreement among the respondents. With this result, managers and business owners in Quirino use less expensive alternatives when purchasing to cope with the increasing effect of the present situation. While on the other Crisis Management Practices along Marketing, Workforce and Organizational Support, they improved the quality of their offering, reduced the number of their employee and they cooperate on different activities that could improve the image of tourist destination respectively. There is a high significant relationship between the Impacts of CoViD-19 in the Tourism Businesses of Quirino Province and Crisis management practices executed by the Tourism Businesses in Quirino Province. Hence, the positive and negative impacts of the pandemic are significantly associated with the respondents' adoption to the various Crisis Management Practices. The researcher has crafted an action plan as Intervention Program focused on the Crisis Management as a guideline for tourism business on how to deal with the current problem or even avert future crisis situations.

*Policy Makers* may examine existing policy gaps and take steps to address the rising challenges in the Tourism Businesses in the province. Though there is a positive impact of the CoViD-19 on environment, they may also revisit the waste management system to limit the possibility of the CoViD-19 pandemic spreading to the environment within the community. Also, standardization, processes, guidelines, and strict application of medical waste management should be carefully studied. Legislators may change or adopt appropriate legislation. Trading partnerships among towns in the region, in particular, may evolve, and new agreements may be formed based on the experience with CoViD-19 pandemic circumstances.

*Provincial Tourism Office and Department of Tourism Region* may be the forefront in implementing the crafted Intervention Program by the researcher. It is suggested for the department to revisit the result of this study to enhance and improve the said intervention program. It is advised that an impact study may be done after its implementation.

*Managers, Business Owners and Other Tourism Stakeholders* may consider the empirical results of this study in formulating exigency plan in controlling the drastic effect of the pandemic. They may consider various strategies through which they could collaborate with other agencies in the government to discuss coping measures and comprehensive management systems. Also, they may look into the crafted intervention program by the researcher to how it could be of help in reducing the burden brought by the pandemic. This may help them to speed up their post-crisis recovery.

*Future Researchers* may make an in-depth study about the impacts of the pandemic and the Crisis Management Practices (CMPs) with inclusion of other larger data collection and longitudinal research to detect the crisis' long-term impacts. They may consider a wider range of scope to deeply examine the relationship that may exist between the impacts and CMPs. They may consider extending the scope of the study to other regions to have a comparative data on how the virus outbreak has impacted the tourism business sectors.

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