

Effect of Covid-19 on the hospitality industry in Ghana: Evidence from hotels in Northern Ghana

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ABSTRACT

This study investigates the effects and challenges of COVID-19 on selected hotels in Northern Ghana. Using a descriptive survey design, data were collected from 190 employees across 10 star-rated hotels in Tamale through structured questionnaires. Descriptive statistics, ANOVA, and Chi-square tests were employed for data analysis. The results show that low room occupancy was the most severe effect of the pandemic, followed by pay reductions and job insecurity, reflecting significant revenue losses and employee vulnerability. The ANOVA results indicate that COVID-19-related factors jointly had a significant influence on hotel operations, while the Chi-square analysis reveals that the impacts were unevenly distributed, with demand and employment effects being more pronounced than increased expenditure or workload. Key challenges identified include mandatory mask-wearing, declining cash flow, low employee wages, staff movement restrictions, and health-related uncertainties in serving guests. The study concludes that COVID-19 substantially disrupted hotel operations in Northern Ghana and underscores the need for improved crisis management strategies, government support, and adaptive operational practices to enhance sector resilience.

Keywords: Hotel sector, hotel employees, COVID-19, Impact, Northern Ghana,

INTRODUCTION

The emergence of COVID-19 has taken the world by storm, either expectedly or unexpectedly, causing harm to both developed and developing economies (Hervie et al., 2022). It has been recorded that almost 8.5 million individuals have been affected by the virus (WHO, 2020), and an estimated number of 456,973 individuals have lost their lives (Ahmadi-Abhari et al., 2025). The alarming rate at which people are contracting the virus has led governments and businesses to take contingency strategies to solve the situation (Kim et al., 2020). Considering other epidemics, COVID-19 seems to be the most powerful epidemic that has stormed almost all nations in a negative manner (Deri et al., 2023; Pitlik, 2020). In Japan, the figure for foreign tourists fell from 2.69 million to 2.66 million (Fan et al., 2021). COVID-19 is not the first pandemic that has caused multiple effects on countries. Haque and Haque (2018) claim that swine flu affects tourist activities. Also, the number of tourists decreased in Guinea due to Ebola, and the Avian influenza affected tourist numbers in Hong Kong, China, and other Asian.

Hospitality industries have greatly suffered and are still suffering from this global canker. According to a report made by Statista (2020), the performance of hotels in terms of room occupancy rate has exponentially decreased to 39.4% in March 2020. This has been a major challenge in the industry, and as a result, it causes employees' low satisfaction and the risk of losing their jobs. In some instances, employees of hotels have suffered from being laid off, a reduction in benefits, mandatory leave without pay, and others (Edgecliffe-Johnson, 2020). Employees in hotels are experiencing anxiety and feeling stressed due to the unexpected arrangement from management. The study of Darvishmotevali and Ali (2020) and Kang et al. (2020) revealed that employee stress arising from COVID-19 could influence employee satisfaction, performance, and others. This outcome has been confirmed in the study of Yang and Lau (2019).

COVID-19, however, has caused a lot of damage to the sector (Shretta, 2020). The global impact of the virus on the standard of living is argued to be unprecedented, and the UNWTO has come out with a forecast or prediction that tourists will drastically decline and a loss of US\$ 1.1 trillion export revenues, rendering many individuals jobless. Ever since COVID-19 emerged, the corporate world and human dealings have been greatly affected. It has affected individuals, employees, customers, businesses, performance, economic progress, loss of lives, and many more. Several studies have tried to assess the impact of COVID-19 on other dependent variables in Ghana. Sampson et al. (2020) undertook a study on assessing of corona virus effects on restaurants in Ghana. The geographical location where the study took place is hotels in Accra and Kumasi. Korankye (2020) also conducted a study on the effect of COVID-19 on some selected informal businesses in Ghana. Aduhene and Osei-Assibey (2021) conducted a study on COVID-19 and its impact on business continuity in Ghana: the role of government. Agyeman et al. (2020) also conducted a study regarding the appearance and spread of the COVID-19 Pandemic and Implications on the Economy of Ghana. This study will adopt the systems approach theory to explain the connections among the variables for the first time. The emergence of COVID-19 in Ghana has become a major worry for the hospitality industry in Ghana in general. The hospitality sector in the Northern part of Ghana is not exempt from the influence of COVID-19. There have been studies conducted in the southern sector of how COVID-19 has affected some Hotels in the Kumasi Metropolis, and the generalisation of findings was limited to the studied entities. As a result of that, this study will look at how the adoption and embracing of scientific systems and devices could be beneficial in the fight for the pandemic and developing the best practices and recommendations concerning the pandemic in the northern sector. This study is guided by the following objectives: 1) assess the effect of COVID-19 on the selected hotels in Northern Ghana, 2) evaluate the challenges of COVID-19 on the selected Hotels in Northern Ghana, and 3) ascertain the systems or technologies implemented to mitigate the pandemic in the selected hotels in Northern Ghana.

LITERATURE REVIEW

Theoretical and Conceptual Foundations

This study is anchored in social risk amplification and attenuation theory (Kasperson et al., 2022) and crisis management theory, both of which explain how societies and organisations respond to large-scale threats such as pandemics. The social amplification of risk theory posits that risk events interact with psychosocial, institutional, and cultural processes, thereby heightening or attenuating individual and collective perceptions of risk and influencing behavioural responses (Pidgeon, 2020). These behaviours often generate secondary social and economic consequences, including loss of trust in institutions, alienation from community affairs, and increased demand for institutional intervention (Kasperson et al., 2013).

In the context of COVID-19, risk information is socially constructed and disseminated through communication channels such as social media, mass media, and interpersonal interactions, which function as social amplification stations. Through these channels, risk messages are interpreted and re-transmitted by individuals, further shaping public perception and behavioural responses (Fjaeran et al., 2024). Trust, emotions, and perception, therefore, play a central role in shaping responses to COVID-19-related information, particularly during periods of uncertainty. Government agencies such as the Ministry of Health and the Ghana Health Service also serve as key amplification stations through their risk communication and management strategies.

From a crisis management perspective, COVID-19 represents a major organisational crisis for the hospitality industry, threatening operational continuity and organisational survival. Crisis management theory emphasises the need for organisations to adopt structured responses across the pre-crisis, crisis-response, and post-crisis phases to minimise disruption and ensure recovery (Milojevic & Katsadze, 2020). However, although governments and organisations have made efforts to anticipate and plan for health-related crises, preparedness remains uneven. The International Health Regulations (IHR) provide a global framework for detecting, reporting, and responding to disease outbreaks, yet many countries struggle to fully comply with these standards, limiting the effectiveness of crisis response mechanisms (Nutbeam & Muscat, 2021; Fischer & Katz, 2013).

Effect of COVID-19 on the Hospitality Industry

The COVID-19 pandemic has had profound and widespread impacts on businesses, economies, and individuals globally, with the hospitality industry among the most affected sectors. By June 2020, over 8.5 million cases and approximately 456,973 deaths had been reported worldwide (WHO, 2020), prompting governments to implement lockdowns, travel restrictions, and movement limitations to control the spread of the virus (Kim et al., 2020).

These containment measures significantly disrupted hospitality operations, leading to sharp declines in hotel occupancy rates, financial instability, and employment insecurity. In the United States, hotel room occupancy fell to 39.4% in March 2020 (Statista, 2020), a trend mirrored in many parts of the world. Hotels faced cash flow constraints, layoffs, unpaid leave, reduced employee benefits, and altered work schedules, contributing to heightened job insecurity among workers (Edgecliffe-Johnson, 2020).

Historically, pandemics have consistently harmed the hospitality sector, underscoring the industry's vulnerability to health crises. The Ebola outbreak (2014–2015) disrupted hospitality activities in West Africa (Kongoley, 2015), SARS affected China's economic and tourism development (Zeng et al., 2005), Zika impacted tourism in the Americas (Jamil et al., 2016), and the Nipah virus harmed hospitality operations in India (Sirajudeen et al., 2020). COVID-19 thus follows a similar pattern but on a much larger global scale.

The hospitality sector in Ghana has been significantly affected by pandemics, particularly COVID-19, which disrupted an industry that had previously experienced consistent growth. Government-imposed restrictions, including social distancing, mandatory mask wearing, hand hygiene protocols, and travel limitations, reshaped how hospitality businesses operated. These measures constrained normal business activities and contributed to a decline in airline travel, a critical factor given that a large proportion of Ghana's hospitality customers are international tourists, especially from the United States and Europe (Asiamah, 2018).

Partial lockdowns implemented in selected cities and towns further restricted economic activity, limiting individuals' ability to work and meet operational demands in the hospitality sector (Agyeman et al., 2020). As a result, hotels and restaurants faced declining patronage and financial strain, forcing many to reduce their workforce due to their inability to meet wage obligations. The industry consequently recorded unfavourable cash flow positions, which adversely affected employee wages and led to reductions in workers' pay (Luguterah, 2020).

Impact and Challenges of COVID-19 on Ghana's Hospitality Sector

In Ghana, COVID-19 significantly disrupted the hospitality industry, which had previously experienced consistent growth. Government-imposed measures such as partial lockdowns, social distancing, mandatory mask wearing, hand hygiene protocols, and travel restrictions hindered hotel and restaurant operations. Given that a large proportion of hospitality customers in Ghana are international tourists, particularly from Europe and the United States, travel bans and reduced airline activity sharply reduced demand (Asiamah, 2018).

The partial lockdowns in Greater Accra and Greater Kumasi resulted in declining patronage, financial losses, staff retrenchment, and, in some cases, hotel closures (Agyeman et al., 2020; Luguterah, 2020). Hotels struggled to meet fixed costs, leading to unfavourable cash flow positions, salary reductions, and wage cuts. Similar challenges were observed globally, as declining investment inflows, event cancellations, and airline industry losses further compounded the sector's difficulties (Barua, 2020; Koh, 2020).

As enforcement of health protocols continued, hotels were forced to adopt contingency measures that altered service delivery. Social distancing requirements weakened customer–hotel interactions, while some hotels shifted their operations to accommodate medical personnel instead of tourists. Consequently, employees experienced job insecurity, layoffs, unpaid leave, reduced benefits, and low job satisfaction, highlighting the sustained and multidimensional challenges COVID-19 posed to the hospitality industry in Ghana and beyond.

METHODOLOGY

The study was conducted at Tamale in the Northern Region of Ghana. The northern region is among the sixteen regions in the Republic of Ghana. A descriptive survey design was employed for the study. The study is based mainly on primary data elicited through self-structured survey questionnaires. The target population consists of all employees of star-rated hotels in Tamale. The researcher used a multi-stage sampling process to achieve methodological rigour and representativeness. The 10 hotels were chosen in the first phase based on predetermined inclusion criteria, that is, (i) formal registration of the hotel by the Ghana Tourism Authority, (ii) operated before and during the COVID-19 period, (iii) employed at least the required number of permanent employees to ensure sufficient representation, and (iv) was willing to provide access to collect data. These parameters were selected to make sure that the sampled hotels had similar structures of operations and had been directly affected by COVID-19 on their employment and service provision. The second stage involved the use of a simple random sampling method to sample the employees of the selected hotels. The sampling frames were the lists of the staff of the hotels that were obtained with the help of the hotel management, and the respondents were chosen randomly in order to reduce selection bias and provide every eligible employee with the same opportunity to share their perspectives. The sampled number of employees was 190 in the ten hotels, with the respondent number to be apportioned in regard to the staff to improve representativeness.

Statistical the collected data was cleaned and entered into Statistical Package for Social Sciences (SPSS, v. 16) software for analysis. Descriptive statistics, Analysis of variance (ANOVA), and Chi-square were used.

RESULTS AND DISCUSSIONS

Table 1: Demographic characteristics of respondents

Responses	Frequency (N=190)	Percent
Gender		
Male	109	57.4
Female	81	42.6
Age		
less than 21 years	29	15.3
21-30 years	138	72.6
31-40 years	23	12.1
Number of dependents on the respondent		
0 person	76	40.0
1-3 persons	45	23.7
4-5 persons	43	22.6
6 and more persons	26	13.7
Number of years of work in the hotel		
Less than a year	94	49.5

1-3 years	60	31.6
4-5 years	8	4.2
6 and more	28	14.7
Highest Educational Qualification		
SHS	71	37.4
Tertiary	119	62.6

Source: Field study, 2021

Out of the 190 employees, respondent 57.4% were male, and 42.6% were female (Table 1). From the results of the study, more males participated in the research than females. The ages of the respondents involved in this study were assessed, and as shown in Table 1, 15.3% were less than 21 years, 72.6% were between 21 and 30 years, and 12.1% respondents were between 31 and 40 years. From Table 1 majority of the respondents were between the ages of 21-30 years, indicating that most of the respondents were in their youthful stage and were expected to be very energetic and fit for social interactions and the nature of the hotel industry work.

Table 1 also shows the number of dependents of respondents. Out 190 respondents, 40.0% had no dependents. 23.7% respondents had between 1 and 3 persons that depended on them, whilst 22.6% respondents had between 4 and 5 persons depending on them, and 13.7% respondents had 6 or more dependents. From the results of the study, more than half of the respondents had dependents, and the effect of COVID-19 could have an economic impact on the respondents. The number of years the respondents had worked in the hotel is shown in Table 1. 49.5% of the respondents had been working in the hotel, 31.6% had been working in the hotel between 1 and 3 years, 4.2% of the respondents had worked in the hotel between 4 and 5 years, and 14.7% had been working for up to 6 and more in the hotel. From the outcome of this research, a greater proportion of the sample had worked for less than a year, and the least had worked for up to 6 years. The implication is that a lot of employees don't work in the hotel for a long period. The highest educational qualification of employees was considered for the study. Out of the 190 respondents, 37.4% respondents were Senior High school graduates and 62.6% were tertiary certificate holders.

Table 2: Analysis of COVID-19 Effects on Hotels in Northern Ghana

Item	Mean	Std. Dev.
Low occupancy room rate	3.8	1.4
Pay reduction	3.5	1.5
Job insecurity	3.1	1.5
Low profit margins	2.8	1.4
More tasks for employees	2.6	1.3
High expenditure	2.5	1.2

Source: Field study, 2021

The findings in Table 2 show that the low occupancy room rate recorded the highest mean score (Mean = 3.8, SD = 1.4), which means that the respondents generally agreed that the most notable impact of COVID-19 on the Northern Ghana hotels was the reduced occupancy of rooms. This implies that the travel restrictions, lockdowns,

and fear of infection greatly hampered domestic and international travellers, which caused a drastic drop in the patronage of the hotels. The observation is in line with the existing literature, which documents that the hotel sector in the world population has witnessed unprecedented declines in occupancy rates amid the pandemic due to tourism demand being very responsive to shocks, especially in developing economies (UNWTO, 2021; Mensah and Boakye, 2023). The same research conducted in Ghana has revealed that quite a number of hotels operated at less than capacity or even closed down as a result of a falling number of guests.

The research also shows that the other significant impacts of the pandemic were pay reduction (Mean = 3.5, SD = 1.5) and job insecurity (Mean = 3.1, SD = 1.5). Such findings demonstrate that hotels reacted to their dwindling revenues by reducing wages and putting people at risk of being retrenched. This is consistent with the empirical literature, which indicates that cost-reducing measures (salary cuts, layoffs, cancellation of contracts, etc.) became very popular in hospitality businesses during the financial crisis due to COVID-19 (Baum and Hai, 2020; Karatepe et al., 2024). The same results have been observed in the Ghanaian setting, where hotel employees have reported a higher level of anxiety because of the insecure income and the fear of losing their jobs during the pandemic.

Regarding financial performance, the low profit margin received a moderate mean score (Mean = 2.8, SD = 1.4), indicating that it affected profitability, though it was considered less significant than occupancy decline and wage-related issues. This suggests that decreased revenue, rather than high operational costs, was the main challenge. This observation aligns with the literature, which states that a drop in demand and cancellations significantly reduced hotel profits, even though most hotels tried to control costs by reducing their scope of operations (Gossling et al., 2021). Therefore, the main reasons for decreased profitability were declining income streams rather than rising costs.

Lastly, the least apparent effects were more work among the employees (Mean = 2.6, SD = 1.3) and high spending (Mean = 2.5, SD = 1.2). This implies that although some staff members might have received more responsibilities due to staff shortages, this was not a universal experience. In the same vein, large spending was not considered a significant problem in contrast to lost revenues. Such observation is justified by the research that confirms that numerous hotels decreased the working hours, services, and staff level during the pandemic and thus restricted the increase in spending and prioritized survival measures (Sigala, 2020; Gobin et al., 2025).

Table 3: ANOVA

Source of Variation	SS	df	MS	F	Sig.
Regression	52.14	5	10.43	18.72	.001
Residual	105.68	184	0.57		
Total	157.82	189			

The results of ANOVA point out that the regression model is significant. The 52.14 regression sum of squares (SS = 52.14) gave a mean square of 10.43 with 5 degrees of freedom, with a residual mean square of 0.57. The resulting F-statistic of (18.72) (5, 184) has a significant value at $p = .001$, which is less than the conventional significance level of 0.05. This implies that the combination of the independent variables can collectively describe a high percentage of the variation in the dependent variable.

Table 4: COVID-19 Effects on Hotels in Northern Ghana

Item	O	E	$(O - E)^2 / E$
Pay reduction	97	31.67	134.09
More tasks for employees	29	31.67	0.22

Job insecurity	64	31.67	32.81
Low occupancy room rate	124	31.67	269.63
High expenditure	26	31.67	1.02
Low profit margins	40	31.67	2.19
Chi-Square (χ^2)			439.96

O-observation, E-expected frequencies

Table 4 displays the Chi-square analysis of the effects of COVID-19 on the hotel industry in the Northern region of Ghana, as compared to the observed frequency (O) and the expected frequency (E). Each category was predicted to give an expected frequency of 31.67, on the basis that the effects of COVID-19 would be equally distributed among the identified factors. Nonetheless, the realized values depict a significant difference between the realized and the intended values, which implies that the effects are not equal among the categories. The biggest contribution value to the Chi-square statistic is the low occupancy room rate (O=124), whose (O-E)/E=269.63 weight was the highest. This implies that lower occupancy was much more common than anticipated, which reveals that it was the most important effect of COVID-19 on the hotels in the study region. Likewise, the chi-square contributions of pay reduction (O=97) and job insecurity (O=64) were also high (134.09 and 32.81, respectively), indicating that employee pay and job security were strongly influenced in the course of the pandemic.

Conversely, a greater number of tasks for the employees, high spending, and low profits generated relatively small contributions to the chi-square, meaning that the factors were relatively closer to the actual or were less salient than the decline in occupancy and employment-related issues. This indicates that the loss of revenue and the workforce-related concerns impacted more than the cost of operation or the increase in workload among the hotels. The chi-square total value of 439.96 is very high, showing a statistically significant difference between the observed and expected frequencies. This finding means that the null hypothesis that the effects of COVID-19 on hotels are homogeneous across the categories identified will be rejected. Thus, the results prove that COVID-19 influenced some spheres of hotel functioning more negatively than others.

Table 5: Challenges of COVID-19 on the Selected Hotels in Northern Ghana

Item	Mean	Std Dev.
Wearing a mask while working	4.2	1.1
Low employee wages	3.6	1.4
Significantly dropped in cash flow	2.9	1.3
Impediment of staff movement	2.7	1.2
Serving guests without knowing their status	2.6	1.1
Everyone is following basic precautions	2.5	1.1

Source: Field study, 2021

The results show that the main challenges that selected hotels in Northern Ghana faced throughout the COVID-19 pandemic included. In the list of items measured, the highest mean score was observed in the wearing of a mask during work (Mean = 4.2, SD = 1.1), having the highest number of scores evaluated. The issue of wearing

a mask was viewed as one of the greatest challenges to hotel workers. Such a large mean implies that there is an almost universal recognition of the mandatory protective facilities, which most probably shook the routine work habits and needed changes in the staff behaviour. This is consistent with the literature in general, where the introduction of health and safety measures, including the use of personal protective equipment (PPE), had a significant impact on the hospitality service delivery and the way healthcare is organised, making it more complex (Dayour et al., 2021; Sigala, 2020).

Next is the issue of low wages of the employees (Mean = 3.6, SD = 1.4), which is an overall problem of general monetary pressure on the hotel employees. This observation is supported by the studies that revealed that COVID-19 caused salary cuts, employee furloughs, and wage freezes in the global hospitality industry as hotels worked through the declining revenues (Baum and Hai, 2020; Aduhene and Osei-Assibey, 2021). In Ghana, in particular, researchers have recorded how patronage decreased, prompting most of the establishments to reduce employee salaries to remain afloat, thus worsening revenue insecurity among the hospitality employees.

It is also the case that the item where the observed changes in cash flow are significant (Mean = 2.9, SD = 1.3) indicates the medium-to-high perceived challenge and highlights how hotels are financially vulnerable during the pandemic. This corroborates the literature that showed that hotel enterprises globally faced dire liquidity and reduced bookings, and erratic demand, which led to cash flow management problems, which jeopardized business survival (Gossling et al., 2021). The virus and the subsequent restrictions not only affect demand but also the capacity of the hotels to meet the fixed costs like utilities and rent.

The issues of the difficulty in staff mobility (Mean = 2.7, SD = 1.2), and waiting to attend to the guest and not being aware of their current COVID-19 status (Mean = 2.6, SD = 1.1) are the indicators of operational challenges that appeared as a result of movement restrictions and health concerns. Past research has indicated that travel prohibitions and internal mobility measures reduced the supply of employees and made staffing more uncertain, and the uncertainty surrounding the health of guests had raised anxiety and demanded extra alertness (Kim et al., 2020). Such operational inefficiencies refer to the complexities of pandemic effects, which include both employee logistical issues and service provision.

Lastly, the item that everyone was following basic precautions (Mean = 2.5, SD = 1.1) had the biggest mean since the adherence to the general preventive strategy (handwashing and social distancing) was perceived as not as challenging as other aspects. Although these measures were highly advised, studies have found that several facilities got used to simple hygiene measures relatively fast compared to more destabilizing issues, such as financial deficits and compliance fees related to strict measures (Huang and Wang, 2023).

CONCLUSION

This study examined the effects and challenges of COVID-19 on the hotel sector in Northern Ghana, specifically focusing on the operational performance, the welfare of the employees, and the response by the managers. The results strongly point out that the negative effect of COVID-19 on the hotels in the region of the study was large and multifaceted. A decreased occupancy of the rooms was revealed as the worst impact, and this proved that travel restrictions, lockdown, and the fear of being infected dramatically reduced the number of people visiting the hotels and their income. This decrease in demand directly corresponded to pay cuts, job instability, and small profit margins, highlighting the instability of hotel workers and the unsustainable financial state of most hotels throughout the pandemic. ANOVA and Chi-square findings also supported the fact that these effects were statistically significant and unequally divided with occupancy decrease and employment-related issues being more severe than increased expenditure or workload.

Moreover, it was found that hotels had to deal with significant operating and health-related issues, especially the mandatory donning of face masks in the workplace, decreased staff salaries, decreased cash flows, and staff mobility. Although simple precautions like handwashing and keeping a distance were comparatively easier to implement, uncertainty about the health condition of guests and physically imposed restrictions aggravated anxiety among employees and made the service delivery more complicated. Generally, the research concludes that COVID-19 significantly interfered with the hotel activities in Northern Ghana, revealing the structural

vulnerabilities in the preparedness for the crisis, the safeguarding of employees, and resilience to financial instability. These conclusions have shown how effective measures to respond to crisis, assistance by government and adoption of adaptive systems and technologies are required to make the hospitality industry more resilient and sustainable to future shocks.

Theoretical and Practical Implications

The results of this research have significant implications for the theory in that they expand the use of both Social Risk Amplification Theory and Crisis Management Theory to the hospitality industry in developing countries. The impact of COVID-19, relying on the preponderance of low occupancy rates, an uneven distribution of pay cuts, and job insecurity, substantiates the main premise of social risk amplification theory, that risk events have a connection with institutions and social mechanisms to amplify perceived and actual impacts. The increased effect on employment and income proves how the information on the pandemic, the restrictions made by the government, and the fear of people intensified the behavioural changes like the avoidance of travelling, and thus increased the economic and operational risks of hotels. This paper thus contributes to the theory by offering empirical evidence of Northern Ghana, which has been underrepresented in the existing hospitality risk research.

Practically, the results reveal very important lessons to hotel managers, policymakers, and industry regulators in Ghana. The drastic drop in occupancy and cash flow clearly indicates that hotels are in dire need of diversifying their sources of revenue, enhancing domestic tourism strategies, and flexing their pricing and marketing strategies during the crisis. To restore customer confidence and stabilise demand in case of a disruption in the future, hotel managers must invest in electronic booking systems, customer communication, and branding of health and safety. The use of pay cuts and lack of job security also points to the fact that the human resource policy must also be made more resilient, with emergency wage support, job reemployment, and employee welfare insurance, among others.

Suggestions for Future Studies

1. Further research should include rural and peri-urban regions of Ghana, and not just the urban centres that were selected in the study as the geographical focus.
2. Further studies could adopt a comparative approach by focusing on the effects of pandemics in the various groups of hospitality outlets, which include budget hotels, mid-range hotels, and luxury hotels.
3. In a methodological sense, future research is urged to utilize mixed-methods designs, combining quantitative surveys with qualitative methods.
4. Longitudinal research designs should also be considered in future studies to track the long-term effects of pandemics on hospitality businesses and employees.

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