Post COVID-19: The Future of Hospitality and Tourism Industry after a Shift in Travel Priorities

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Abstract

This study examined the recovery strategies for tourism businesses to rebuild the business volume after a shift in travel priorities in Thailand. This study was conducted as the qualitative research method. This study employed face-to-face semi-structured interviews to collect data from two managing directors, five managers, and three lecturers with a total sample of ten informants at hotels, travel companies, and universities in Bangkok and Samut Prakan province, Thailand from October 12, 2021, to October 20, 2021. The sampling technique was purposive sampling method to select informants for the interview. The constant comparative method was employed for analyzing interview data. The key finding indicated that hygiene and safety are the most critical priorities for tourists to travel again, so tourism businesses need to use hygiene and safety protocols to ensure tourists' confidence after the COVID-19 outbreak. Also, tourism businesses need to collaborate with the public sector and introduce marketing strategies to stimulate demand in the post-COVID-19 crisis. Furthermore, tourism businesses need to use crisis management strategies to deal with different challenges after the COVID-19 crisis. Lastly, tourism businesses need to adapt businesses strategies along with opportunities arising after the COVID-19 crisis to rebuild the business volume in the post-COVID-19 pandemic.

Keywords : COVID-19, Hospitality and Tourism Industry, Risk Management, Recovery Strategies, Social Distancing

JEL Classification Code: D81, I18, L83, Z31

1. Introduction[1]

The hospitality and tourism industry are an important industry that plays a significant role in the economy of Thailand as it generates much income for the country, which is primarily dependent on the arrival of tourists, especially international tourists. In 2019, Kasikornbank stated that the number of international tourists who travel to Thailand was around 39.8 million people and generated an income for Thailand of around 2.2 trillion Baht (Kasikornbank, 2019). Such statistics demonstrate that international tourists are an essential part of the growth of the hospitality and tourism industry in Thailand because they spend much money on the consumption of tourism products and services.

The primary purpose of visit for international tourists who travel to almost all regions around the world, can be attributed to their pursuit for leisure with a percentage of 55% in 2019. Other reasons include visiting friends and relatives, medical purposes, and religious purposes at around 28%; business purposes around 11%; and others around 6% (World Tourism Organization, 2021). On the other hand, international tourists preferred to travel by air as

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it was the main mode of transport to reach other countries which accounted for 59% in 2019 (World Tourism Organization, 2021). This shows that more tourists traveled to other countries by air transport because it is a comfortable and fast mode of transport to save time and to reach their destination quickly.

The emergence of the new coronavirus (SARS-CoV-2) at Wuhan, China, a disease that can destroy the respiratory system of people who get infected, has created a significant burden for the hospitality and tourism industry around the world because it uncontrollably spread from Wuhan, China to many other countries in the world (Shereen et al., 2020). As a result, most countries are affected by the coronavirus, including Thailand, whose first coronavirus case was found on January 22, 2020 (Tantrakarnapa & Bhopdhornangkul, 2020). Unfortunately, everything went from bad to worse because the number of infected people grew dramatically from March 26, 2020, onwards. As a result, the government of Thailand needed to act to control the spread of the virus by implementing the travel restriction and closing the border during the second wave of coronavirus in Thailand (Rajatanavin et al., 2021).

As a result, people, especially international tourists, could not travel because of the government policies aimed to control the spread of coronavirus. Additionally, it was clear that close interaction and human mobility were the two main reasons to spread the disease, especially in the time of pandemic (Muley et al., 2020). Thus, people tend to avoid traveling because it is precarious, especially in the COVID-19 pandemic (Hotle et al., 2020). Besides, people were encouraged to stay at home and reduce unnecessary mobility to prevent coronavirus spread (Engle et al., 2020). This circumstance will create a considerable change in tourists' travel behavior and travel priority after the COVID-19 pandemic because they need to adapt themselves to the situation (De Vos, 2020).

In this regard, the hospitality and tourism industry in Thailand is significantly affected as the number of international tourists expected to travel to Thailand will only reach 2 million in 2021, which is not good for the hospitality and tourism industry because the massive income from this industry primarily comes from the spending of international tourists (Kasikornbank, 2021). Moreover, the small and medium enterprises in the hospitality and tourism industry seemed to have failed and needed to permanently close their businesses because they could not handle the financial crisis anymore (Batra, 2021).

According to the COVID-19 pandemic, tourists tend to be more concerned about the environment after staying in their homes for a long time, so they will shift their travel priorities to travel to environmental-based destinations (Chebli & Said, 2020). As a result, travel companies and hotels can collaborate to create a tour package that focuses on natural tourism and uses the unique storyline of local culture to attract tourists to travel domestically (Khan & Hashim, 2020).

1.1 Statement of the Problem

According to the COVID-19 pandemic in Thailand, tourism businesses suffered from the COVID-19 disease because they lost much revenue from the international tourists due to the travel restrictions imposed by the country. Nevertheless, when the situation improves, the government of Thailand may remove the travel restriction and allow tourists to travel again, but the travel behavior and travel priorities of tourists have changed after staying at their home for a long time, and their concerns when they need to travel again has shifted. As a result, the tourism business in Thailand must create appropriate strategies to cope with the changes in the travel priorities of tourists.

This will negatively impact tourism businesses in Thailand because they are not yet sure about the appropriate strategies to fit with a shift in tourists' travel priorities. As a result, some tourism businesses might not regain their expected business volume after the COVID-19 pandemic.

1.2 Research Questions

1) How will the tourism businesses rebuild their business volume after an alternation of travel priorities?
2) How will the tourism businesses handle the challenge in the post-COVID-19 pandemic?
3) How will the tourism businesses react to the tourism opportunities in the post-COVID-19 pandemic?
4) How will the tourism businesses adapt their businesses to match with an alternation of travel priorities in the post-COVID-19 pandemic?

1.3 Research Objectives

1) To understand how the tourism businesses, regain the business volume after a shift in travel priorities.
2) To examine how the tourism businesses dealt with the challenge after the COVID-19 crisis.
3) To find out the opinions of the tourism businesses about the tourism opportunities after the COVID-19 crisis.

4) To explore the ideas on how tourism businesses will adjust or adapt to fit with a shift in travel priorities after the COVID-19 pandemic.

2. Literature Review

2.1. Tourist Behavior

Tourist behavior is an action tourist make when they need to purchase or consume products and services to fulfill their needs and wants (Orîndaru et al., 2021).

Tourists' behavior in terms of travel in the post-COVID-19 pandemic has significantly changed compared with the pre-COVID-19 pandemic (Orîndaru et al., 2021). Therefore, tourists will change their behaviors as they change their travel patterns impacted by the COVID-19 disease. For example, tourists will be less likely to travel to foreign countries in the post-COVID-19 pandemic as they are still concerned about their safety and well-being, so they intend to prioritize traveling to destinations within their countries near their homes which can reduce the risk of getting infected by the COVID-19 disease (Orîndaru et al., 2021).

Moreover, tourists will decide to travel to a not-so-popular destination that is less crowded and more comfortable rather than the popular destination (Orîndaru et al., 2021). Besides, tourists will refuse to travel in a large group and prefer to join smaller groups or travel alone (Orîndaru et al., 2021). Also, tourists will travel to destinations that can ensure their safety and well-being rather than destinations that implement poor hygiene protocols and safety systems (Orîndaru et al., 2021).

2.2 Recovery Plan

Khazai et al. (2017) stated that the tourism crisis and disaster management (TCDM) consists of three main focusing areas: safety, physical recovery, and business recovery. The effective tourism crisis and disaster management strategies will assist the hospitality and tourism businesses to recover from the impact of COVID-19 and regain the business volume in the post-COVID-19 pandemic.

Also, an effective strategy to recover from the COVID-19 pandemic is to have an effective communication system. Information shared with tourists must be reliable and accurate to prevent confusion and to effectively mitigate the risks of getting infected by the COVID-19 disease (Yeh, 2020).

On the other hand, strategic recovery practices can assist tourism businesses in recovering from the crisis. For example, implementing the new safety and hygiene measures to match tourists' travel priorities, employing

technological operations to minimize human contact for health purposes also improves speed and effectiveness in service delivery. In addition, domestic tourists adapt products and services to fit their needs and wants and offer training to employees to prepare their skills and abilities to handle difficulties and recover from the crisis (Yacoub & ElHajjar, 2021).

World Travel and Tourism Council (2020) stated that the government should support the hospitality and tourism business by implementing policies, such as removing travel restrictions, promoting tourism, and improving the health and hygiene system within the country, to recover from the crisis.

2.3 Tourism Opportunities

The COVID-19 disease created a significant burden for the hospitality and tourism businesses worldwide. However, it created a new opportunity for the tourism businesses to adjust strategies to fit with the crisis. For example, tourism businesses can adapt their business model to focus more on the safety and hygiene of tourists and pay more attention to tourists' needs and wants. Moreover, tourism businesses can use innovative technologies to connect virtually with tourists (Ghasemloi-Soltanabad et al., 2021).

Also, the hospitality and tourism businesses can build a relationship with related and unrelated businesses, which can be another opportunity to create a new and unique product that can create a memorable experience for tourists. The hospitality and tourism businesses can build a relationship with the country's health sector to create trust and confidence among tourists; this will create new tourism opportunities for the hospitality and tourism businesses because the updated and accurate information from the health sector can rebuild the confidence of tourists to travel again (Ghasemloi-Soltanabad et al., 2021). As a result, these opportunities can be adapted in tourism businesses' business strategies and models to recover from the crisis.

2.4 Challenges

The hospitality and tourism industries have faced critical challenges. However, the COVID-19 disease is a new issue that has to be dealt with effectively and which created various challenges for the owner of the hospitality and tourism businesses to give their concern and pay attention to (Ghasemloi-Soltanabad et al., 2021).

Sanjeev and Tiwari (2021) discussed the critical challenges in the hospitality and tourism business in the post-COVID-19 pandemic which can be listed as the following: First, the hospitality and tourism business will face a challenge about the shift in technologies which they need to apply in their operations to improve the

effectiveness and restore tourists' confidence in the products and services they offer. Second, the health care training for staff can be another challenge for the hospitality and tourism businesses because their staff needs to be well-prepared and ready to perform and meet more stringent safety and security standards and hygiene systems and protocols.

In contrast, crisis management strategies and knowledge can be seen as one of the most critical strategies for the hospitality and tourism businesses to handle challenges after the crisis because several plans can be created to deal with different challenges in the future (Ghasemloi-Soltanabad et al., 2021).

3. Research Methods and Materials

3.1. Research Design

This study used qualitative research aiming to gather relevant information for this study, seeking more detailed information about the research topic and building a more profound and better understanding of the research topic (Oun & Bach, 2014). Also, the researcher selected the qualitative research method because it can assist the researcher to comprehensively answer the research, which requires the informants' opinions, ideas, and thoughts to elaborate more details. As a result, the different views and perspectives from informants can generate valuable ideas for the researcher to answer specific research questions in this study.

3.2 Sampling Procedure

The researcher used purposive sampling, a sampling technique to select informants because it is a non-probability method that assists the researcher in selecting the appropriate informants who can provide the necessary and detailed information about the research topic (Palinkas, et al., 2015). The researcher contacted and made an appointment with informants via telephone contact.

The researcher conducted the face-to-face semi-structured interviews with ten informants who are working or have work experiences in the hospitality and tourism industry such as managing directors of one hotel and one travel company, managers of four hotels, and lecturers of one university (two managing directors, five managers, and three lecturers).

The data collection was with informants from hotels, travel companies, and universities in Bangkok and Samut Prakan province, Thailand from October 12, 2021, to October 20, 2021; the researcher used 16 open-ended questions as interview checklist questions to collect data might not afford the high price of tourism products and

from informants along with the audio recorder to record responses from each informant while writing down notes during the interview process.

3.3 Data Analysis

This study used the constant comparative method to analyze data collected from informants. The constant comparative method is widely used to analyze data in qualitative research because it can code the interview transcript and categorize the data into the same category based on the similarity of data (Hallberg, 2006).

The researcher coded the interview transcript by using labelling, open coding, and axial coding. The researcher selected a passage of text in the interview transcript and underlined phrases of a passage to assign each selected phrase as a code. Then, after all the data have been coded, the researcher compared the similarity between each code, combined codes by similarity, and created categories based on each grouping.

4. Results and Discussion

This study presents the finding by order of research objectives as follows:

1) To understand how the tourism businesses, regain the business volume after a shift in travel priorities.

There are four strategies for tourism businesses to rebuild the business volume after a shift in travel priorities. First of all, it is crucial for tourism businesses to understand and realize the priorities and concerns of tourists so that they can implement the right strategies to cope with those priorities and concerns so they can regain their business volume easier. Safety and hygiene are the most important things that tourists will consider as priorities when the travel restriction is lifted, so the safety and hygiene protocols used by tourism businesses are the key factors to indicate whether tourism businesses can regain the business volume as they expected after a shift in travel priorities or not. The more preparation tourism businesses place on the safety and hygiene protocols, such as the provision of sanitizer equipment, like the alcohol gel hand sanitizer, temperature checker, and face masks and face shields worn by service providers, the more chances for tourism businesses to create trust and confidence among tourists resulting in the success of regaining the business volume from tourists.

It is no doubt that price is another priority for tourists to be concerned about because the COVID-19 pandemic affects everyone in this world and causes a significant economic recession in every country. As a result, tourists services, which in turn will influence tourism businesses to

offer tourism products and services at affordable prices to regain the business volume.

Government policies can be categorized as another concern from tourists because they will refuse to travel to the country with poor government policies and regulations regarding travel restrictions and quarantine. Therefore, implementing reliable and flexible government policies and regulations related to travel restriction and quarantine will assist tourism businesses to regain the business volume properly because tourists will be more confident to travel to other countries or within their country.

Tourism businesses also need to adapt to the changes to fit with the new lifestyle of tourists which will increase the chance for tourism businesses to convince tourists to use the service at their businesses, for example, boutique hotels can decorate the room and renovate facilities to fit with a new lifestyle of tourists.

Second, tourism businesses need to create a demand for tourists to travel again. The collaboration between the public sector and private sector will create the demand for tourists to travel again because they will perceive government policies and regulations as essential factors in their decision-making to travel and use the service at the businesses. As a result, sound, flexible, and reliable government policies and regulations will support tourism businesses because the number of domestic and international tourists will increase, which will assist tourism businesses to regain the business volume.

Also, some government campaigns can stimulate demand for tourism products and services. For example, the campaign "we travel together" and "travel around Thailand" can influence domestic tourists to travel within the country because they can pay a lower price for accommodation and other related products and services. The use of marketing strategies by tourism businesses to create and promote promotion is vital to create demand for tourists to travel again because tourists will see attractive promotions through several online, creating a desire for tourists to use the service at the businesses.

Third, tourism businesses need to create and enhance confidence among tourists. The Amazing Thailand Safety & Health Administration (SHA) certificate is widely used by tourism businesses to ensure confidence among tourists because this certificate indicates that businesses have passed the standard and requirements of safety and hygiene from the government.

Also, hospitality businesses can provide clear and accurate information about the safety and hygiene protocols to create confidence among tourists such as the cleaning and sanitation processes of the hotel rooms and the public areas of the hotel.

Healthcare training for employees can also create confidence among tourists because tourists will expect a high standard of safety and hygiene from tourism businesses. If employees have skills and knowledge to handle healthcare issues, it will create confidence for tourists in terms of safety and security, resulting in a good brand image of the business and possibilities for the business to seek more tourists and regain the business volume.

Fourth, tourism businesses can use innovative technologies to rebuild the business volume by reducing the risk of getting infected by COVID-19 disease and improving effectiveness in the operation. Some tourism businesses can use advanced technologies to assist tourists, for example, robots can replace bellboys. As a result, it will be a greater chance to use advanced technologies in the service delivery process for large tourism businesses.
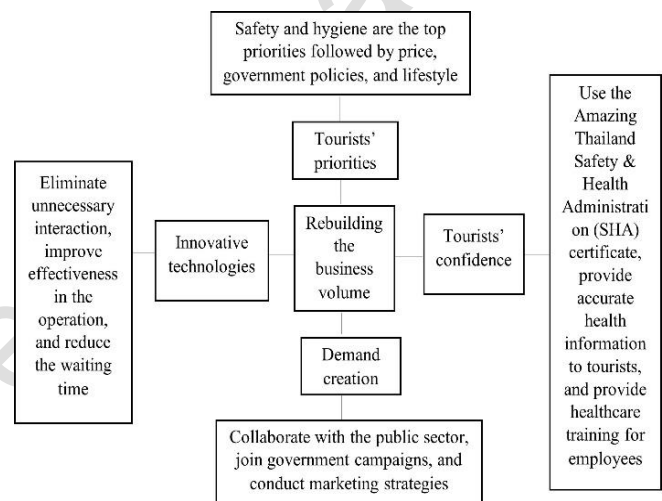

Figure 1. Strategies to rebuild the business volume after a shift in travel priorities

2) To examine how the tourism businesses dealt with the challenge after the COVID-19 crisis.

Through the findings, tourism businesses must try to be flexible, accept the challenges and adopt the right strategies to fit the changes because the situation is uncertain, and everything can suddenly change.

Also, tourism businesses need to find a new market because they suffer from this COVID-19 crisis due to the lack of international tourists, leading to financial issues. As a result, tourism businesses with the ability to find a new market and change strategies to serve the needs and wants of domestic tourists will be able to deal with challenges after the crisis well because they knew the needs and wants of domestic tourists during the COVID-19 crisis so they can adopt strategies to fit with their needs and wants quickly.

Furthermore, tourism businesses can collaborate with other unrelated businesses to deal with challenges after the

crisis. After all, tourism businesses can gain income from various channels, which will assist them to prevent or manage the risk because some tourism businesses gain income from only one source, which is dangerous in this COVID-19 crisis.

The risk management department and crisis management strategies are essential for businesses regardless of the size of the business. The risk management department is tasked to create risk management strategies consisting of backup plans and possible scenarios to enable the business to effectively deal with different challenges which can occur in the future.

Besides, employees' skills in the organization will be an asset for tourism businesses because several tourism businesses will require multi-tasking skills after the crisis. So, the development and upskilling of the workforce would give tourism businesses a greater chance to deal with challenges after the crisis; for example, tourism businesses will more widely use innovative technologies, so the skills of handling innovative technologies from employees will assist tourism businesses to deal with challenges effectively. Lastly, the use of agile practices in the organization is crucial for tourism businesses to deal with post-crisis challenges effectively because agile practices will allow the organization to focus on communication with employees, make critical decisions quickly and effectively for long-term sustainability, empower employees and teams, and integrate necessary technologies in a workplace. As a result, the organization will have a resilient culture to deal with challenges after the COVID-19 crisis.
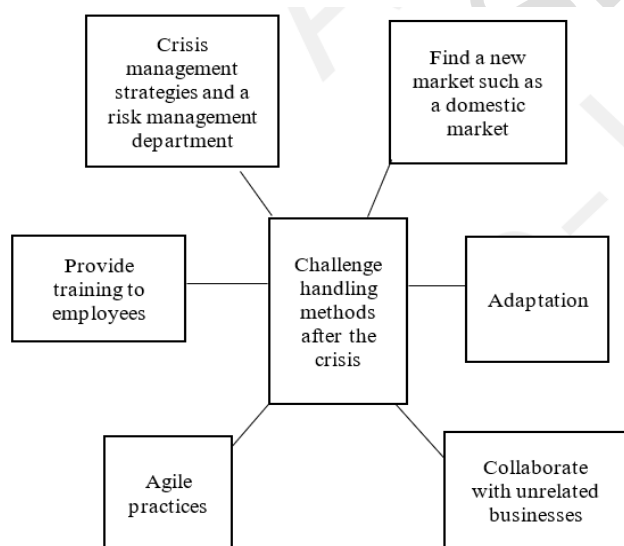

Figure 2. Challenge handling methods after the COVID-19 crisis

3) To find out the opinions of the tourism businesses about the tourism opportunities after the COVID-19 crisis.

All tourism businesses perceive tourism opportunities positively because they can use these opportunities to adapt strategies to rebuild the business volume and recover from the crisis. Through the findings, tourism businesses can adapt the business strategy and business model to focus on the safety and hygiene of tourists because tourists will shift their priorities to their health and well-being, so it is an opportunity for tourism businesses to modify and apply an excellent hygiene and safety protocol to create confidence among tourists. For example, hotels can create reasonable Standard Operating Procedures (SOP) to scan guests before checking-in at the hotel by checking the temperature, asking for information related to the travel history, cleaning the guest rooms when guests are outside, and providing alcohol gel hand sanitizer in the room, and public area of the hotel.

Moreover, tourism businesses can adapt the business strategies and business model to fit with the current trends as health and wellness, work from home, workcation, and niche tourism are emerging. Tourists alter their priorities to focus on their health and well-being, their convenience to work virtually, their intention to work and travel together, and their willingness to travel in a small group and explore new experiences in a unique destination. In this regard, hotels can use their spa and wellness programs to serve tourists.

Besides, tourism businesses can adapt the business strategies and business model to rely more on technologies to reduce unnecessary interaction between service providers and tourists, improve the effectiveness of the operation and provide fast and efficient services for tourists by using biometrics and self-check-in by airlines. If tourism businesses can use this opportunity to create confidence and satisfaction among tourists, it would be possible for tourism businesses to recover from the crisis.

Also, tourism businesses shall use digital marketing in their business strategies because everyone will rely more on online channels to communicate and get updated information and promotion for tourists. As a result, tourism businesses can use this opportunity to showcase their products and services through attractive promotions to charm tourists to patronize their products and services.

Furthermore, tourism businesses can use the trend of product delivery to rebuild the business volume because tourists change their behaviour to order products from online channels frequently, so tourism businesses can use this opportunity to expand their sales base, such as delivering foods to customers.

Finally, tourism businesses can collaborate with business partners to gain extra income from unrelated businesses that offer different products and services. However, it would complement the requirements of tourists. For example, the

collaboration with medical-related businesses can assist tourism businesses to explore the new market because the trend of medical tourism is still popular even after the COVID-19 crisis as people will be more aware of their health. Hence, they are willing to pay more to create confidence for themselves as they would like to ensure they are being healthy both physically and mentally.
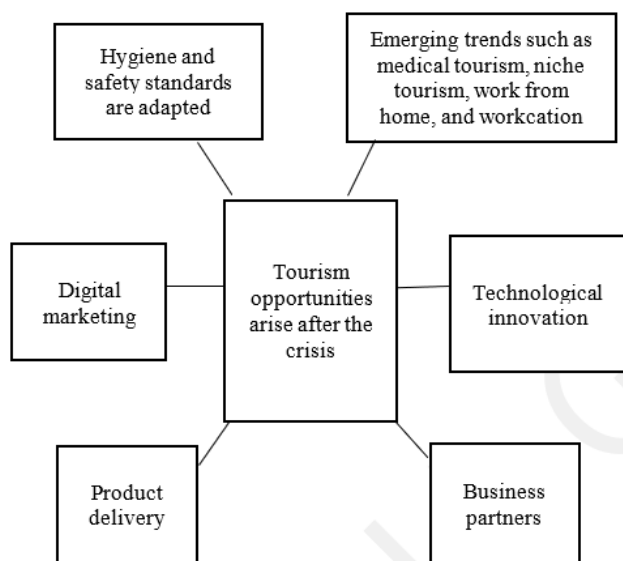

Figure 3. Possible tourism opportunities after the COVID-19 crisis

4) To explore the ideas on how tourism businesses will adjust or adapt to fit with a shift in travel priorities after the COVID-19 pandemic.

According to the finding, tourism businesses can generate new ideas to adapt as strategies and create new products and services that fit with tourists' travel priorities. First, tourism businesses usually observe and gather information about current trends which emerge in the COVID-19 situation, such as health and wellness, work from home and workcation, independent travel, cultural tourism, and eco-tourism.

They will then analyze the customer behavior, whether they have an intention to purchase products and services related to the corresponding trends or not. Also, understanding tourists' needs and wants can assist tourism businesses to create the right hospitality products and services.

Idea generation will be the next step for a responsible person to brainstorm and come up with a new idea. As a result, tourism businesses can create new hospitality products and services to fit with tourists' travel priorities, such as add-on benefit packages which consist of hotel rooms and wellness programs, offering healthy foods and

drinks, to meet the needs of people who are more health-conscious and care about their health and well-being. Also, tourism businesses can create a co-working space for tourists who need to work virtually and feel bored to work at their homes to fit with tourists' travel priorities and rebuild the business volume after the crisis. Lastly, tourism businesses may create tour packages for tourists who would like to travel alone or in a small group to uncrowded places to match tourists' travel priorities in the post-COVID-19 crisis.
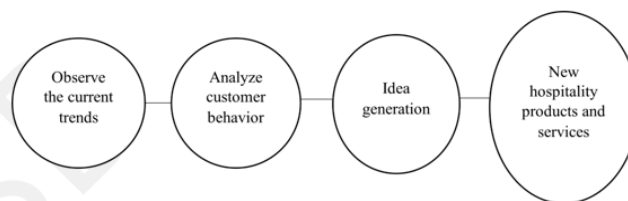

Figure 4. Phases of creating new products and services to fit with tourists' priorities

5. Conclusion and Recommendations

5.1 Conclusion

Safety and hygiene are the most critical factors affecting tourists' decisions, so tourism businesses need to adapt world-class hygiene and safety protocols to rebuild the business volume after the COVID-19 crisis.

The crisis management strategies and a risk management department are essential strategies for tourism businesses to handle different challenges after the COVID-19 crisis.

The new challenges and changes continue to emerge after the COVID-19 crisis, so tourism businesses need to implement crisis management strategies and a risk management department to create several backup plans and possible scenarios such as base-case, worst-case, and best-case scenarios; this can assist tourism businesses to launch different strategies and handle unexpected events in the future.

Also, tourism businesses need to use tourism opportunities emerging after the COVID-19 crisis to rebuild the business volume because tourism businesses can adapt business strategies and business models to fit with arising tourism opportunities such as medical tourism, niche tourism, work from home, and workcation. As a result, tourism businesses can operate businesses based on the priorities of tourists. For example, hygiene and safety standards can adapt in the tourism businesses' strategies to fit with tourists' travel priorities in the post-crisis.

Lastly, tourism businesses need to follow current trends to modify hospitality products and services. After all, the

new hospitality products and services can be used to rebuild the business volume in the post-crisis.

5.2 Recommendations

The following are some recommendations that the researcher would like to recommend to the entrepreneurs and business owners of hospitality and tourism businesses:

5.2.1 Business Model Adjustment

Tourism businesses should improve the business model to fit with the priorities of tourists as the new normal practices and guidelines are implemented for everyone to follow, so the activities or travel programs that require close interaction between humans should be designed in a way that tourist's participation will be according to the new measure.

5.2.2 Collaboration with the Public Sector

Tourism businesses should collaborate with the public sector and follow their guidelines closely because policies and regulations issued by the government will influence tourists to travel to the destination. If tourism businesses follow the new and updated information about the policies related to travel restriction and quarantine, it would be a chance for tourism businesses to rebuild the business volume because they can adequately prepare everything in advance to welcome tourists and gain some revenue to recover from the crisis.

5.2.3 Employee Optimization

Tourism businesses should optimize employees' skills by providing training for them because several skills are required after the crisis to perform different tasks in the business operation, such as multitasking and healthcare handling skills.

5.2.4 The Implementation of a Risk Management Department and Crisis Management Strategies

Tourism businesses should consider implementing a risk management department and crisis management strategies to deal with challenges because this COVID-19 crisis is unpredictable, and the situation can change at any time. As a result, the department can create several backup plans and possible scenarios to handle different challenges in the future effectively.

5.2.5 The Use of Agile Practices within the Organization

Tourism businesses should apply agile practices in business operations because many tourism businesses suffer from this COVID-19 crisis. After all, they lack abilities to handle unpredictable events. As a result, this agile practice will prepare them to possess the necessary skills and create

a suitable corporate culture for businesses to be resilient to new challenges.

5.3 Managerial Implications

The practitioners can benefit from this study by understanding how to adapt the right strategies to fit with tourists' travel priorities. The hospitality and tourism businesses can adapt the safety and hygiene standards within the property to ensure the safety and well-being of tourists such as setting the temperature checker, displaying the Amazing Thailand Safety & Health Administration (SHA) certificate in the public area of the property, maintaining social distances, and requiring mandatory facemasks at public meeting places.

Also, the management teams should be aware of the current trends. As a result, hospitality and tourism businesses can adopt new strategies related to the current trends to create new hospitality products and services to fit with tourists' travel priorities and recover from the COVID-19 crisis such as co-working space, tour packages for Fully Independent Travelers (FIT), and wellness programs and spa treatments.

6. Limitation and Future Research

This study only provided a brief idea on the specific topic, which may not cover the whole topic because informants are still concerned about their health and safety in this COVID-19 crisis so they allowed the researcher to interview them in a limited time frame which will lead to insufficient information related to the research topic. The duration of this study is from September to December 2021.

For future research, the model proposed can be extended by conducting the quantitative research method using a questionnaire to seek different responses from a larger number of respondents which can create a different outlook on the research topic.

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