

ADAPTIVE HUMAN RESOURCE MANAGEMENT STRATEGIES DURING GLOBAL CRISES IN THE TOURISM INDUSTRY

Mari Maryati^{1*}, Rita Sari Puspita², Umi Narimawati³,
Bobi Kurniawan⁴

¹⁻⁴)Department, Faculty of Postgraduate, Universitas Komputer Indonesia, Indonesia

E-mail: mari.75425021@mahasiswa.unikom.ac.id*

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Abstract

The uncertainty surrounding the global economy has created existential challenges for the tourism industry, necessitating a Human Resource Management (HRM) paradigm that goes beyond traditional administrative approaches. This research aims to explore adaptive MSDM strategies in the face of global crises, with a particular focus on the highly vulnerable tourism and hospitality industries. The study used the PRISMA framework to conduct a systematic literature review of 26 peer-reviewed articles published between 2023 and 2025, sourced from Google Scholar. The findings show that an effective adaptive strategy requires holistic integration between E-HRM and Artificial Intelligence (AI) to improve operational agility, the implementation of GHRM to drive employee efficiency and retention, and the development of Agile Leadership to navigate uncertainty. In addition, the study highlights the crucial role of prioritizing employee well-being and Psychological Capital (PsyCap), especially in countries with developing economies where social safety nets may be limited. This research provides a comprehensive framework for HR practitioners in the tourism sector to formulate policies that balance business continuity with human-centric support in difficult times.

Keywords: Adaptive HRM, Tourism Industry, Workforce Resilience

INTRODUCTION

The recent global crisis has created unprecedented disruption in the international business landscape, forcing organizations to change the way they operate and manage their workforce. This drastic change in the environment requires human resource management (HR) to shift from traditional administrative roles to more strategic and adaptive roles to ensure organizational survival (Al-Alawi et al., 2022). Digital technology and artificial intelligence (AI) are now vital instruments in this transformation, allowing organizations to streamline recruitment, training, and performance management processes more efficiently amid physical restrictions (Nawaz et al., 2024). In addition, the crisis is accelerating the adoption of remote and hybrid work models, which demand new strategies for maintaining employee engagement and well-being in an all-digital environment (Koohang et al., 2023).

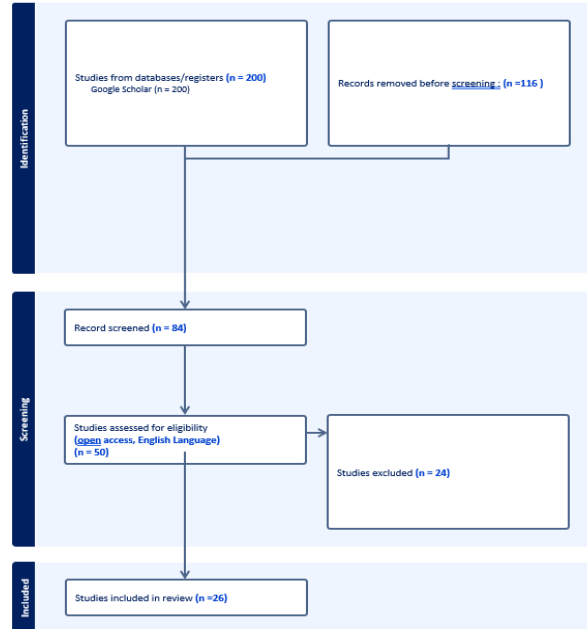
Specifically, the tourism and hospitality industry is one of the sectors hardest hit by the global crisis due to its highly dependent nature on human interaction and physical mobility. The sharp decline in hotel occupancy rates and travel restrictions have led to severe job insecurity, salary cuts, and mental health problems for workers in this sector (Shukla et al., 2021). In developing countries such as Indonesia, these challenges are increasingly complex due to limited social welfare support, making the financial burden of employees' families a crucial issue that affects their mental well-being during crises (Ngo et al., 2023). A study on tourism Micro, Small, and Medium Enterprises (MSMEs) in marine destinations such as Tanjung Bira, South Sulawesi, shows that businesses are highly vulnerable to external shocks and require specific resilience strategies, such as product diversification and technological adaptation, to be able to survive and bounce back (Eppang et al., 2024).

To address this multidimensional challenge, previous researchers have emphasized the need for a more holistic and sustainable approach to HR management. One of the strategies that is gaining attention is Green Human Resource Management (GHRM), which not only focuses on environmental preservation but has also been proven to improve cost efficiency, work engagement, and overall organizational performance in difficult times (Faisal, 2023; Tabrizi et al., 2023). In addition, the concepts of organizational resilience and agile leadership have become very relevant, where managers are required to balance business needs with empathy for employee conditions (As'ad et al., 2024). However, a comprehensive synthesis is still needed on how these strategies of digital transformation, GHRM, and resilience can be effectively integrated in the context of the post-crisis tourism industry, which is the main focus of this study.

RESEARCH METHOD

This research focuses on Adaptive MSDM, Tourism Industry, and Workforce Resilience, which was analyzed using a systematic literature review. This method was chosen because of its ability to synthesize diverse data into a robust analytical framework, rather than simply a separate collection of findings (Snyder, 2019; Mohrool, 2020). To ensure validity and mitigate bias, this study applied the PRISMA protocol (Moher et al., 2009) in the process of screening and selecting articles, the detailed stages of which are presented through a flowchart

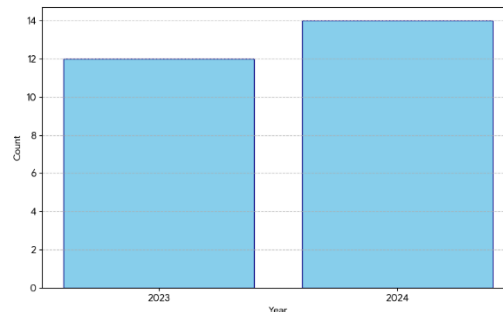
Figure 1. PRISMA



Source: Internal Data Processed 2026

Google Scholar was used as the primary source for the literature search in December 2025, focusing on keywords related to Adaptive HRM, the Tourism Industry, and Workforce Resilience. Inclusion criteria required articles to be in English and open access to ensure data accessibility and comparability. The selection process began with 200 articles, which was then reduced to 84 after removing books and articles without DOIs. A further screening phase resulted in 50 relevant articles. After in-depth evaluation through full-text reading, 10 articles were excluded because they did not focus on the interaction between Adaptive HRM, the Tourism Industry, and Workforce Resilience. Finally, 26 articles were selected for qualitative synthesis analysis.

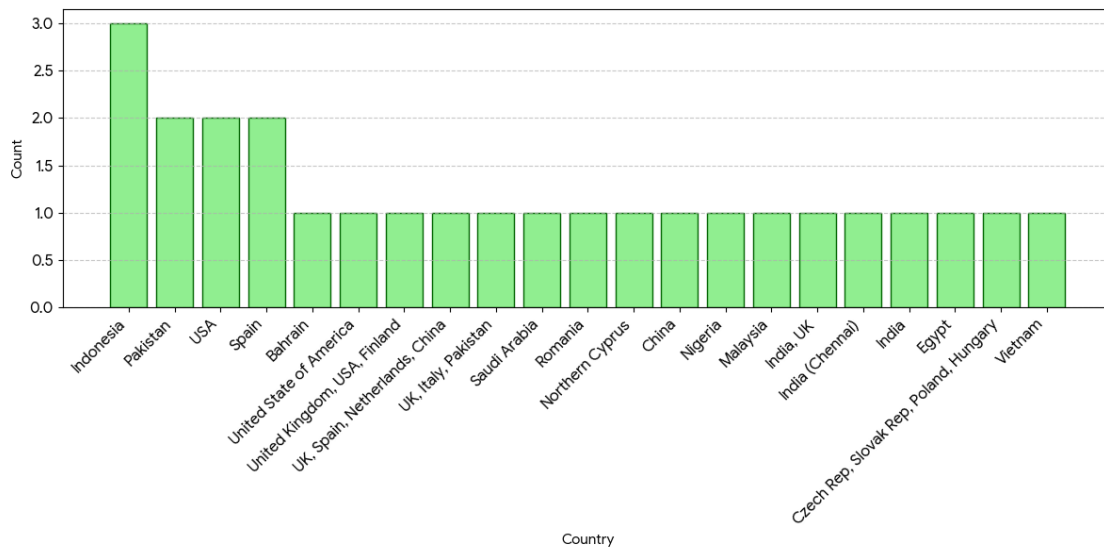
Figure 2. Number of Published Articles 2023-2025



Source: Google Scholar Results December 2026

Google Scholar is used as the primary source for literature searches in December 2025, with a focus on keywords related to Adaptive MSDM, Tourism Industry, and Workforce Resilience. The inclusion criteria stipulate that articles must be in English and open access to ensure accessibility and comparability of data. The selection process started with 200 articles, which were then reduced to 84 after setting aside books and articles without DOIs. The next stage of screening resulted in 50 relevant articles. After an in-depth evaluation through full-text reading, 10 articles were issued because they did not focus on the interaction between Adaptive MSDM, the Tourism Industry, and Workforce Resilience. In the end, 26 articles were selected for qualitative synthesis analysis.

Figures 3. Number of Countries Published Articles 2023-2025



The final stage of this methodology involves a thematic synthesis of the selected literature. Instead of using a quantitative approach, this study focuses on identifying recurring patterns, such as dominant data relationships and commonly used methodologies in the fields of Adaptive MSDM, Tourism Industry, and Workforce Resilience. Research findings are organized by theme, rather than in chronological order, to provide a comprehensive overview of current scientific activity, highlight theoretical gaps, and outline the scope of the proposed research.

RESULTS AND DISCUSSION

RESEARCH RESULT

Dynamics of Vulnerability and Resilience in the Tourism Industry The tourism and hospitality industry has long been known as a sector highly vulnerable to external shocks, but the recent global crisis, particularly the COVID-19 pandemic, has presented unprecedented challenges. The labor-intensive nature of the industry and reliance on human

mobility took a heavy hit when physical restrictions were imposed, leading to a sharp decline in revenue and an existential threat to many organizations. In this context, industry leaders in India, for example, identify that maintaining customer and employee safety and optimizing operations are the most pressing leadership challenges for navigating crises (Shukla et al., 2021).

The response to this crisis can no longer be reactive alone, but demands a more strategic and adaptive approach. Research shows that tourism organizations must move from simply surviving to building long-term organizational resilience. A study on Tourism Small and Medium Enterprises (SMTEs) in Tanjung Bira, Indonesia, revealed that effective resilience strategies follow a gradual model that includes anticipation, coping and adaptation (Eppang et al., 2024).

The anticipatory stage of building resilience requires tourism managers to conduct strategic planning and risk assessments long before the crisis occurs. This is in line with the findings that organizations that have dynamic capabilities and crisis readiness are better able to mitigate negative impacts when shocks actually occur. Eppang et al. (2024) emphasized that building dynamic capabilities is key in the anticipation stage to ensure business sustainability.

Furthermore, at the coping or crisis stage, tourism organizations often have to take drastic measures such as immediate financial efficiency measures and seek policy support. However, the success of this stage depends largely on how the leader manages stakeholder expectations. Hospitality leaders are required to show empathy and agility in communicating with employees, especially when it comes to conveying difficult decisions related to salary cuts or operational changes (Shukla et al., 2021).

In the post-crisis adaptation stage, the focus shifted to product diversification and technology adoption. Organizations that are able to adapt are those that not only return to the old way of working, but carry out fundamental transformations. He et al. (2023) categorized organizations based on their response to crises into four types: Crisispreneurs, Accelerators, Endurers, and Thrivers. In the context of tourism, many organizations are included in the Endurers category that are severely hit due to physical dependence, but there

are also those who have managed to become Crisispreneurs by taking advantage of digital business model innovations.

Digital Transformation and E-HRM as an Adaptive Strategy One of the most prominent adaptive strategies that emerge from the literature is the acceleration of digital transformation in human resource (HR) management. In the tourism and hospitality sector, the adoption of Electronic Human Resource Management (E-HRM) systems has proven to have a significant positive impact on sustainable competitive advantage (Alqarni et al., 2023).

The use of E-HRM allows organizations to automate routine administrative tasks, so HR practitioners can focus on strategic initiatives. Studies in five-star hotels and travel agencies in Egypt show that E-HRM positively influences sustainable innovation and organizational agility, which in turn increases the competitiveness of companies (Alqarni et al., 2023).

In addition to standard E-HRM systems, the integration of artificial intelligence (AI) into HR functions is becoming increasingly crucial. Research shows that AI can revolutionize HR functions by improving efficiency in recruitment, training, and performance management. However, this adoption should be carefully managed taking into account the technology awareness and personal innovation of the HR manager himself (Shahzad et al., 2023).

The use of advanced technology such as ChatGPT is also beginning to be explored as a decision support tool in HR management. Iswahyudi et al. (2023) found that these generative AI-based tools offer great potential to improve the transparency and efficiency of HR processes, from the drafting of job descriptions to the analysis of employee sentiment, which is especially useful in crisis situations that demand a quick response.

While digitalization offers many benefits, tourism organizations must be aware of the ethical challenges that come with it. The use of AI algorithms in HR decision-making should be supervised to avoid unconscious bias and ensure procedural fairness. Rodgers et al. (2023) emphasize the importance of an ethical algorithmic approach in HR decision-making to maintain employee accountability and trust.

Furthermore, digital transformation also requires new capabilities from the workforce. The concept of Smart Technology, Artificial Intelligence, Robotics, and Algorithms (STARA) has become relevant, where organizations need to develop STARA capabilities to support environmental sustainability initiatives. Ogbeibu et al. (2024) found that an organization's STARA capability positively predicts Green HRM practices, although it can undermine the positive relationship between green training and environmental sustainability if not managed properly.

The shift towards a digital workplace has also created a need for a technologically supportive work environment. Zhang and Chen (2023) highlight that HRM's digital transformation is not just about technology, but also about creating a digital workplace that facilitates collaboration and employee performance in a tumultuous era (VUCA era).

Green HRM: Integration of Sustainability in HR Management The second adaptive strategy that is very dominant in the literature is the application of Green Human Resource Management (GHRM). GHRM is no longer seen as an additional initiative, but rather as a core element of a sustainable business strategy. A systematic review shows that GHRM integrates environmental objectives into recruitment, training, performance appraisal, and compensation practices (Faisal, 2023).

In the hospitality industry, the practice of GHRM has been proven to improve the green voice behavior of employees. A study of restaurant employees in Northern Cyprus shows that when employees feel embedded in their work as a result of good GHRM practices, they are more likely to provide constructive advice (promotional voices) and warn about practices that are detrimental to the environment (prohibitive voices) (Tabrizi et al., 2023).

The relationship between GHRM and environmental performance is often mediated by employee psychological factors. Research in Pakistani hotels found that Green Self-Efficacy and green employee behavior mediated the relationship between GHRM and hotel environmental performance (Nisar et al., 2024). This shows that GHRM works by building employee confidence to act environmentally friendly.

The importance of GHRM is also seen in the context of cross-border comparisons. Comparative studies of hotels in the UK, Italy, and Pakistan revealed that HRM's impact on

Corporate Social Responsibility (CSR) and sustainable performance was relatively stronger in five-star hotels than in other categories, confirming that the availability of strategic resources plays an important role in the successful implementation of GHRM (Sarwar et al., 2022).

In addition, GHRM plays a role in improving employee welfare and happiness. In the Spanish wine industry, it was found that GHRM positively affects employee wellbeing and work engagement, which in turn improves the company's sustainable performance (Martínez-Falcó et al., 2024).

The cultural aspect of the organization cannot be ignored in the implementation of GHRM. Maheshwari et al. (2024) propose a green competing values framework that shows that GHRM practices must be aligned with a specific organizational culture, be it clan culture, adhocracy, market, or hierarchy—to achieve the desired sustainability goals.

However, the implementation of GHRM in Small and Medium Enterprises (SMEs) faces unique challenges. Belas et al. (2024) highlight that although HRM, CSR, and financial management are determinants of SME sustainability, the owner/manager's perception of the importance of human capital is often short-term, so a shift in mindset is needed to see GHRM as a long-term investment.

Focus on Employee Well-being and Psychological Resilience Global crises such as the pandemic have highlighted the vulnerability of the mental well-being of tourism employees. An adaptive HR management strategy must put employee well-being as a top priority. Ngo et al. (2023) found that wellbeing-oriented HRM practices in Vietnam are very important for building employee Psychological Capital (PsyCap).

PsyCap, which consists of hope, self-efficacy, resilience, and optimism, serves as a personal resource that protects employees from the negative impacts of the crisis. Employees with high PsyCap are better able to maintain their well-being during difficult times (Ngo et al., 2023). Therefore, investment in PsyCap development should be part of a crisis preparedness strategy.

However, the effectiveness of this HRM practice can be influenced by external factors such as the family's financial burden. In developing countries with limited social safety nets, employees with heavy financial dependents may respond differently to HRM

practices. Ngo et al. (2023) found that the financial burden of families moderates the relationship between HRM and PsyCap practices, highlighting the need for a more nuanced and empathetic approach.

Satisfaction with the organization's response to crises also plays a key role. Employees who are satisfied with the way their organization is handling COVID-19 report higher satisfaction with work-life balance, which in turn improves their task performance and subjective well-being (Ortiz-Bonnin et al., 2022).

In addition, perceived organizational support and supportive HRM practices can increase employee intention to stay. Halid et al. (2020) found that positive perceptions of recruitment, training, and reward practices contribute significantly to employees' intention to stay employed in private higher education institutions, a finding that is relevant for talent retention in the tourism sector that has a high turnover rate.

The Role of Agile Leadership In the face of uncertainty, traditional leadership styles are often not enough. Agile leadership emerges as a determining factor in maintaining sustainable performance. As'ad et al. (2024) found that agile leadership has a significant effect on the sustainable performance of hotel managers in Indonesia, complementing the role of organizational resilience.

Agile leaders are able to navigate change quickly, empower teams, and facilitate continuous learning. Bocean et al. (2024) emphasize that strategic human resource management (SHRM) practices and a strong organizational culture can increase organizational resilience, but this requires leadership that is able to effectively integrate the two elements.

In the context of global talent management, leadership is also required to manage virtual mobility and geographically dispersed teams. Caligiuri et al. (2023) note that digitalization has transformed the global talent management landscape, demanding leaders to develop new skills in managing an increasingly digitized and flexible workforce.

Inclusive leadership and diversity are also becoming increasingly important. Im et al. (2022) highlight that diversity, equity, and inclusion (DEI) management in the hospitality industry is no longer just a voluntary choice, but an urgent social demand. Leaders must be able to create an inclusive environment to attract and retain a diverse workforce.

Synthesis of Adaptive Strategies Overall, the literature shows that adaptive HR management strategies in times of crisis cannot rely on just one approach. A holistic integration is needed between digital transformation, environmental sustainability (green), and a focus on human welfare (wellbeing).

Technologies such as AI and E-HRM provide the infrastructure for operational efficiency and agility (Nawaz et al., 2024; Alqarni et al., 2023). However, this technology must be balanced with a humanist approach that prioritizes ethics and well-being (Rodgers et al., 2023; Iswahyudi et al., 2023).

GHRM practices offer a framework to align business goals with environmental and social sustainability, while increasing employee engagement (Faisal, 2023; Martínez-Falcó et al., 2024). This creates a win-win solution where cost efficiencies are achieved along with improved employee morale.

Psychological aspects, such as building a PsyCap and reducing the mental burden of employees, are the foundation that allows employees to remain productive and innovative in the midst of stress (Ngo et al., 2023). Without a mentally resilient workforce, digital and green strategies will not be optimally executed.

Finally, an agile and empathetic leadership role is the binder that holds all of these elements together. Leaders must be able to balance short-term business needs with a long-term sustainability vision, while navigating the complexity of the crisis with transparency and care (Shukla et al., 2021; As'ad et al., 2024).

The implications of these findings are clear for the tourism industry. Organizations must invest in a strong digital infrastructure for HR, adopt substantial (not merely symbolic) green practices, and proactively build a psychological safety net for their employees.

In developing countries such as Indonesia, where external support may be limited, the role of organizations in providing social and financial support to employees is becoming increasingly crucial to ensure business continuity and community well-being (Ngo et al., 2023; Eppang et al., 2024).

Innovation strategies driven by HRM practices are also key. Lenart-Gansiniec et al. (2023) show that innovation-driven HRM practices can facilitate knowledge creation and organizational adaptability, which is critical to survive in a rapidly changing environment.

To conclude this section of results and discussion, it can be concluded that "adaptability" in HR management in times of crisis is not just about reacting to change, but about proactively building both technological, ecological, and psychological capacities that enable organizations to thrive, not just survive, in the face of future shocks.

CONCLUSION

It can be concluded that adaptive human resource management in the tourism industry during a global crisis demands strategic integration between technology, sustainability, and a humanist approach. Organizations that survive are those that are able to transform their HR practices to be more digital for efficiency and flexibility (Alqarni et al., 2023), implement Green HRM for cost efficiency and talent retention (Faisal, 2023), and prioritize employee resilience and mental well-being (Ngo et al., 2023). The synergy between digital capabilities, environmental awareness, and psychological support creates a strong foundation for the tourism industry to navigate the uncertainty of the future.

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