



ADDIS ABABA UNIVERSITY
COLLEGE OF SOCIAL SCIENCES, ARTS AND HUMANITIES
SCHOOL OF MEDIA AND COMMUNICATION
DEPARTMENT OF PUBLIC RELATIONS AND STRATEGIC
COMMUNICATION

ANALYZING THE ROLE OF PUBLIC RELATIONS IN
ENHANCING TOURISM STABILITY DURING POLITICAL
CRISIS: THE CASE OF ADDIS ABABA'S TOURISM
INDUSTRY

BY

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JUNE, 2025

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO THE SCHOOL OF MEDIA AND
COMMUNICATIONS IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF ARTS IN PUBLIC RELATIONS AND
STRATEGIC COMMUNICATION**

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DECLARATION

I, Meshkura Mukemil, the undersigned person declare that the thesis entitled “*Analyzing the Role of Public Relations in Enhancing Tourism Stability During Political Crisis: The Case of Addis Ababa’s Tourism Industry*” is my original work and submitted for the award of Master of Arts in Journalism and Communications (public relations), Addis Ababa University. Under this study, fellowship of other similar titles of any other university or institution of all sources of material used for the study has been appropriately acknowledged and noticed.

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This is to certify that the thesis is prepared by Meshkura Mukemil, entitled “*Analyzing the Role of Public Relations in Enhancing Tourism Sector Resilience during Political Turmoil: The Case of Addis Ababa’s Tourism Industry*” and submitted in partial fulfilment of the requirements for the Degree of Master of Arts in Journalism and Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
CCS	Crisis Communication Strategies
MC	Media Coverage
MoCT	Ministry of Culture and Tourism
PC	Pearson Correlation
PR	Public Relations
RM	Reputation Management
R-Square	Coefficient of Determination
SE	Stakeholder Engagement
SMM	Social Media Management
TPLF	Tigray People’s Liberation Front
TSR	Tourism Sector Resilience
VIF	Variance Inflation Factor

ABSTRACT

This study examined how public relations (PR) contributed to strengthening the resilience of Addis Ababa's tourism industry during political crises. Specifically, it focused on PR strategies implemented during the Tigray Conflict and the post-conflict recovery period. A mixed-methods approach was used, combining quantitative surveys and qualitative semi-structured interviews to evaluate the effectiveness of key PR strategies in managing the impact of political crises. Additionally, content analysis of news releases and social media posts during the major crises (2020–2024) was conducted to examine secondary data. The study was guided by key theoretical frameworks, including Mitroff's Five-Stage Crisis Management Model, Situational Crisis Communication Theory, Resilience Theory, and the Public Relations as Management Function Theory. These frameworks provided a comprehensive understanding of how PR strategies support the tourism sector during times of political instability. The research targeted individuals directly involved in tourism crisis communication, yielding 150 responses—representing 88% of the targeted sample. The findings revealed that public relations played a crucial role in maintaining tourist trust, minimizing the negative effects of political crises, and preserving Ethiopia's image as a travel destination. Case studies of the Tigray Conflict (2020–2022) and post-crisis recovery efforts highlighted the use of consistent PR strategies that facilitated tourism recovery. Insights from surveys, interviews, and document analysis emphasized the importance of crisis communication, media relations, stakeholder collaboration, social media engagement, and reputation management. However, challenges such as inconsistent social media activity and weak stakeholder coordination were also identified. Overall, the study concludes that the survival and recovery of the tourism sector were heavily dependent on effective PR practices, including timely messaging, strong media engagement, real-time updates, and strategic branding. It recommends enhancing social media strategies, improving collaboration among public, private, and media sectors, and ensuring transparent and continuous communication through established protocols and advanced digital tools.

Keywords: *Public Relations, Tourism Stability, Political Crisis, Addis Ababa, Crisis Communication*

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The tourism industry is highly sensitive to crises, including political instability, natural disasters, financial downturns, and terrorism, which can quickly disrupt travel patterns and damage destination reputations (Da Van Huynh et al., 2021; Donthu & Gustafsson, 2020). In such contexts, effective crisis management, particularly through public relations (PR), is crucial for ensuring sector sustainability and recovery (Gössling et al., 2020). PR serves as a strategic tool for crisis communication, reputation management, and stakeholder engagement, helping to restore public confidence and mitigate reputational damage (Da Van Huynh et al., 2021; Semegn, 2021).

Several global and regional studies support these claims. For instance, Sönmez (1998) examined tourism in politically unstable regions like Israel and Egypt, highlighting how political crisis severely affects travel decisions and how strategic PR is essential for recovery. Similarly, Kozak, Crotts, and Law (2007) analyzed post-crisis perceptions of risk among international travelers in destinations like Thailand, demonstrating the effectiveness of PR and marketing efforts in restoring trust and stabilizing tourism flows. These studies reinforce the necessity of PR interventions during political crises.

Tourism recovery is heavily influenced by perceptions of safety and stability. Political crisis often results in negative media portrayals, which discourage tourists and reduce investment in tourism infrastructure (Ugur & Akbiyik, 2020; Lemlemu, 2020). In such situations, PR can help counteract harmful narratives by promoting accurate, reassuring information and fostering positive relationships with both local and international stakeholders (Donthu & Gustafsson, 2020). This aligns with findings by Guvamatanga and Mutambara (2017), who showed that although Zimbabwe's tourism suffered greatly from political unrest, coordinated PR initiatives helped lay a foundation for resilience and partial recovery. Likewise, Munyiri (2016) explored the impacts of political instability on tourism in Nairobi County, Kenya, noting the importance of communication strategies to navigate political challenges, although limited efforts were made in structured PR applications.

Ethiopia, despite its rich cultural and natural assets, has suffered from recurrent political instability, including the recent Tigray conflict (2020–2022), which severely damaged heritage sites, disrupted tourism flows, and weakened the country’s image abroad (Melashu, 2023; MoCT, 2024). Mohammed, & Aminat (2022) explored the impact of armed conflict on heritage tourism in Dessie and surrounding areas, revealing extensive damage to cultural sites and loss of tourism revenue. Dereje (2023) similarly documented how political instability in Bahir Dar negatively impacted tourism development and highlighted the need for improved crisis communication and PR strategies to mitigate long-term damage. These Ethiopian studies underscore the need for effective PR but largely focus on describing impacts and general recovery needs.

Addis Ababa, a key entry point for international travelers and diplomatic activities, has been especially impacted due to its role as a tourism and travel hub (Addis Ababa Resilience Project Office, 2020). The conflict and resulting media coverage have portrayed Ethiopia as an unsafe destination, deterring tourists and undermining recovery efforts (Mekonnen, Shimekit, & Wubishet 2020). Given these challenges, there is a pressing need to explore how PR strategies have been utilized in Addis Ababa to rebuild trust, attract tourists, and enhance the sector’s sustainability.

This study aims to analyze the role of public relations in the recovery and stabilization of the tourism industry in Addis Ababa during political crises. By focusing on PR strategies during the TPLF conflict, this research contributes to the broader understanding of how communication strategies can help tourism sectors recover from political crisis (Hanna 2023; World Travel & Tourism Council, 2019). Unlike previous studies, which often emphasize the impact of conflict or offer general recommendations, this research provides a focused, empirical assessment of PR strategies applied during and after political crises and evaluates their effectiveness in enhancing tourism sector stability. The general objective of this study is to analyze the role of public relations in enhancing resilience of the tourism sector during political turmoil, with a focus on the tourism and travel industry in Addis Ababa.

1.2 Statement of the Problem

The tourism industry in Ethiopia has witnessed significant growth in recent years, with the government recognizing its potential as a key economic driver since the 1960s. Despite these efforts, the sector has faced substantial setbacks, particularly during periods of political instability, including civil war, drought, and restrictions on international travel (Jember, 2020). Ethiopia's international image has often been associated with issues of conflict, famine, and insecurity, which have negatively impacted the perception of the country as a tourism destination (Harrison & Schipani, 2021). Such perceptions have created practical barriers to the development of the tourism sector, despite the country's rich cultural and natural heritage.

Addis Ababa, often regarded as the diplomatic capital of Africa, serves as a major hub for international flights, making it a key gateway not only to Ethiopia but to the entire continent. Despite its strategic connectivity, however, the city has not fully capitalized on the economic and cultural benefits that tourism can provide. Aside from its role in MICE tourism (Meetings, Incentives, Conference, and Exhibition), Addis Ababa mainly lacks the infrastructure and appeal to sustain long-term tourism growth (Addis Ababa Resilience Project Office, Resilience Strategy, 2020).

A significant recent challenge to Ethiopia's tourism industry was the armed conflict between the Ethiopian government and the Tigray People's Liberation Front (TPLF), which began in November 2020 and lasted for two years. The conflict caused extensive damage to both infrastructure and cultural sites, further tarnishing the country's image as an unsafe and politically unstable destination. By 2021, the conflict in northern Ethiopia had spread to the Amhara and Afar regions, home to several United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Sites, including the Axum Obelisk, Lalibela's rock-hewn churches, and the Semien Mountains National Park. Additionally, the crisis led to the looting and destruction of landmarks such as the Al-Nejashi Mosque and the Church of Saint Mary of Zion in Tigray region. This widespread destruction caused a sharp decline in international arrivals, significantly affecting Ethiopia's reputation as a global tourist destination (Melashu, 2023; MoCT, 2024).

The conflict's media coverage has significantly influenced international perceptions, portraying Ethiopia as a country in crisis. This negative publicity has posed a major challenge to the tourism industry, as safety and political stability are key considerations for potential tourists (Al Jazeera, BBC, 2021). The resulting decrease in tourist visits has not only affected the economy but has also hindered the development of tourism infrastructure and services in Addis Ababa, the capital city, which is a primary gateway for international travellers to Ethiopia (Mekonnen, B., Shimekit, K., & Wubishet, M. 2020). .

While the negative effects of the civil war on Ethiopia's tourism sector have been well-documented, the role of public relations (PR) in mitigating the damage and enhancing the resilience of the tourism industry during this period remains underexplored. Specifically, the communication strategies employed by tourism stakeholders in Addis Ababa to address the crisis, rebuild the country's image, and restore confidence among potential tourists have not been thoroughly examined. The city's tourism and travel industry, which includes travel agencies, hotels, and tour operators, play a pivotal role in the nation's tourism sector and is key to understanding how Ethiopia's tourism sector can recover from political turmoil.

This research aims to analyze the role of public relations in enhancing the stability of the tourism sector in Addis Ababa during political crisis, using the recent TPLF conflict as a case study. It examined the PR strategies used by tourism stakeholders, including crisis communication, reputation management, stakeholder engagement, and media relations to mitigate the effects of the conflict on the tourism industry. By focusing on Addis Ababa, this study provided valuable insights into how PR can support tourism recovery during times of crisis and offer practical recommendations for improving crisis communication strategies in the future. Ultimately, this research contributed to a deeper understanding of the critical role that public relations play in sustaining the tourism sector amid political instability.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study is to analyze the role of public relations in enhancing tourism stability during political crisis, with a focus on the tourism industry in Addis Ababa.

1.3.2 Specific Objectives

The specific objectives of the study are:

1. To identify the public relations strategies employed in Addis Ababa during the Tigray conflict and post conflict.
2. To evaluate the effectiveness of PR strategies in maintaining the stability of the tourism sector during the political crisis.
3. To explore the role of crisis communication, media relations, stakeholder engagement, social media, and reputation management in strengthening the tourism industry during political unrest.

1.4 Research Question

Based on the objectives and hypotheses of this study, here are the research questions that guide this analysis:

1. What public relations strategies were used in Addis Ababa during the Tigray conflict and post conflict in Ethiopia?
2. How effective were these PR strategies during the political crisis?
3. How did PR strategies, such as crisis communication, media relations, stakeholder engagement, social media, and reputation management contribute to the stability of the tourism industry?

1.5 Significance of the Study

This study is significant for various stakeholders in Ethiopia's tourism industry, particularly the Ministry of Culture and Tourism (MoCT) and the Addis Ababa Culture and Tourism Bureau. The study will help the MoCT develop effective crisis communication strategies. These strategies allow the ministry to address the negative impacts of political crises and reshape negative perceptions of Ethiopia, fostering greater international tourism interest and improving the country's image.

The study also highlights the importance of robust crisis management plans within tourism organizations. By examining past incidents, the research provides insights into how organizations can better prepare for and respond to crises, ensuring quicker recovery and operational continuity.

Additionally, it contributes to the broader field of crisis communication by providing insights that can benefit other countries facing similar challenges and serve as a reference for future research.

1.6 Scope of the Study

Conceptual Scope

This study focuses on understanding the role of Public Relations (PR) in enhancing the tourism sector stability during political turmoil. It explores the key concepts of crisis management, resilience, and strategic communication within the context of the tourism industry. The study examined how PR strategies can help mitigate the impact of political crises on the tourism industry and contribute to a positive recovery.

Methodological Scope

The study adopted a mixed research methodology, utilizing survey questionnaire, case study analysis, in-depth interviews, and document analysis to explore how PR professionals in Addis Ababa have managed tourism-related crises. Data was collected from tourism organizations, government agencies, and PR practitioners to understand their crisis management strategies and assess their effectiveness in maintaining the stability of the tourism industry. The study focused on analyzing real-life examples, lessons learned, and strategies implemented during, and after political crisis.

The time scope of the study covered the period from 2020 to 2024, focusing on the political crisis caused by the conflict in Ethiopia, which began in November 2020. This timeframe allows for the exploration of the immediate and long-term effects of the conflict on tourism, as well as the ongoing efforts by tourism and PR professionals to rebuild the tourism sector.

The study was graphically focused on Addis Ababa, the capital city of Ethiopia, as the central hub for the country's tourism and travel industry. While the effects of the political conflict have been felt across Ethiopia, Addis Ababa represents the focal point of government and tourism-related crisis management activities. The research examined how organizations based in Addis Ababa, including tour operators, hotels, and government agencies, have handled the tourism sector's response to political unrest and worked to enhance tourism stability in challenging context.

1.7 Limitations of the Study

The study was geographically limited to Addis Ababa, and while it offers valuable insights into the role of PR in enhancing tourism sector stability, the findings may not be generalizable to other regions of Ethiopia. Furthermore, while the study incorporated both qualitative and quantitative methods, the qualitative data provided in-depth insights that may not fully represent the broader spectrum of experiences or perspectives across the tourism sector.

1.8 Organization of the Study

This study is organized into five chapters. The Introduction chapter presents the research problem, objectives, and the scope of the study, while also outlining the delimitations. The Review of related literature, chapter provides an in-depth review of relevant literature and theoretical frameworks, focusing on key concepts such as public relations strategies, and crisis communication. The research methods chapter details the research design, approach, data collection techniques (including surveys and interviews), and the data analysis methods. It also discusses the measures implemented to ensure the validity, reliability, and quality of the research. The results and findings chapter presents and analyzes the empirical data collected from the survey and interviews, focusing on the role of public relations in enhancing tourism sector stability during political crisis in Addis Ababa. Finally, the Conclusion chapter summarizes the major findings, draw conclusions based on the data analysis, and provide recommendations for improving public relations strategies to enhance the stability of the tourism sector in Ethiopia.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter covers a theoretical review, an empirical review, a summary of the literature reviewed, and a conceptual framework. It presents key themes including public relations, crisis management, and tourism stability. The chapter provides a foundation for assessing the role of public relations in enhancing the tourism sector stability during political crises in Addis Ababa.

2.2 Theoretical Literature Review

This study draws on a blend of four interrelated theories to understand the role of public relations in supporting the stability of the tourism industry during political crises in Ethiopia. Mitroff's Five-Stage Crisis Management Model (2004) offers a foundational framework for analyzing how PR strategies are applied at various stages of a crisis from early warning signals to post-crisis learning. Its relevance to this study lies in its comprehensive approach to crisis handling, particularly in contexts where tourism is vulnerable to political instability. Likewise, Situational Crisis Communication Theory (SCCT) by Coombs (2007) provides a lens for examining how different types of crises require different communication responses. This theory helps explain how PR professionals can tailor their messaging depending on the level of responsibility attributed to tourism institutions during Ethiopia's political crisis, which is central to the study's focus on image restoration and trust-building.

Previous research has successfully applied these theories in similar contexts. For example, Gössling et al. (2020) used Mitroff's model to evaluate tourism responses during the COVID-19 pandemic, showing the importance of containment and recovery communication. SCCT has also been widely used to assess crisis responses in both corporate and governmental sectors (Ugur & Akbiyik, 2020), including tourism-related reputational risks. Resilience Theory, as developed by Lengnick-Hall et al. (2011), has been used to assess how tourism destinations in politically unstable regions build long-term adaptability. In Ethiopia, Lemlemu (2020) applied PR as a

Management Function Theory to show how integrating PR into organizational decision-making improves responsiveness to external threats. These studies show the theories' applicability and strengthen the current research's conceptual foundation.

Together, these theories support the research approach by framing public relations not just as a communication tool, but as a strategic function essential for managing crises and rebuilding tourism stability. They offer a strong academic basis for examining how crisis communication, stakeholder engagement, and image restoration practices help tourism recovery in Addis Ababa. By grounding the study in established theoretical models, the research is better positioned to assess PR strategies' effectiveness and propose improvements that are both evidence-based and contextually appropriate for Ethiopia's tourism sector amid political conflict.

2.2.1 Concepts of Public Relations

Public Relations (PR) is a strategic communication process that builds and maintains mutually beneficial relationships between organizations and their publics. It involves managing an organization's image and reputation, ensuring that its messages are clear and aligned with the public's expectations. PR encompasses a variety of functions, including media relations, crisis communication, reputation management, and stakeholder engagement (Lemlemu, 2020). Public relations professionals work to ensure that information flows smoothly between an organization and its stakeholders, promoting positive perceptions and fostering trust.

In the context of crisis management, PR plays a critical role in navigating adverse situations, particularly when political instability or natural disasters threaten the normal operations of an organization or sector. Effective crisis communication, a key component of PR, is essential for minimizing the damage to an organization's reputation and maintaining public trust. Through the use of timely, transparent, and empathetic communication, PR professionals can help organizations manage crises by providing accurate information, addressing concerns, and guiding recovery efforts (Addisu, 2023).

A public relations is also integral to maintaining resilience within organizations, especially during periods of political upheaval or turmoil. Resilience refers to an organization's ability to adapt, recover, and emerge stronger from crises. By using PR strategies such as stakeholder

engagement, digital media, and reputation management, organizations can enhance their stability and minimize the long-term impacts of crises (Zolli & Healy, 2012). In the tourism sector, where public perception plays a significant role in attracting or deterring visitors, PR's role is crucial in shaping the narrative and rebuilding a destination's image after political unrest (Bhamra, 2011). Therefore, PR professionals are pivotal not only in managing crises but also in helping organizations maintain positive public relations and ensure long-term sustainability and growth (Addisu, 2023).

2.2.2 Elements of Public Relations

The practice of Public Relations (PR) involves several core elements that help in establishing and maintaining strong relationships between organizations and their stakeholders. Media Relations involves managing interactions with the media to ensure accurate and favorable coverage of the organization. It includes press releases, media briefings, and handling media inquiries. Crisis Communication is a critical element during times of crisis, this involves managing communication with the public and stakeholders to protect the organization's reputation and provide accurate information. Reputation Management is related to the process of monitoring and influencing how the public perceives an organization, ensuring that its reputation remains positive, even during challenging times (Zolli & Healy, 2012).

While stakeholder engagement refers to building and nurturing relationships with key stakeholders such as customers, employees, investors, and local communities, ensuring that their interests and concerns are addressed. Corporate Social Responsibility (CSR) involves activities that demonstrate an organization's commitment to ethical practices, community engagement, and sustainability, contributing to a positive image. These elements work together to create a comprehensive PR strategy that can guide an organization in managing its public image and navigating challenges, especially during crises (Bhamra, 2011).

2.2.3 Types of Public Relations

Public Relations encompass various types, each with its own focus and purpose in promoting and protecting an organization's image. Media relations involve managing relationships with journalists and media outlets, crafting press releases, and responding to media inquiries. Effective media relations ensure that an organization's messages are communicated accurately

and widely. Community relations focus on maintaining a positive image within the local community and building trust with local stakeholders. This can involve sponsoring events, participating in community activities, and addressing local concerns (Addisu, 2023). Employee relations involve fostering good relationships with employees, ensuring clear communication within the organization, and managing internal crises. Crisis communication is a specialized form of PR, this type focuses on managing and mitigating the negative impact of unforeseen crises, ensuring timely communication, and maintaining public trust during challenging situations. Government relations deals with building and maintaining relationships with government bodies and officials to ensure that the organization's interests are represented in policy-making processes (Bhamra, 2011). These types of PR work together to create a well-rounded approach to managing an organization's public relations, helping to foster positive relationships and ensure effective communication during both normal and crisis periods.

2.2.4 Concepts of Resilience

Resilience refers to the capacity of individuals, organizations, or systems to withstand, adapt to, and recover from adversity, challenges, or crises. It involves the ability to bounce back after experiencing setbacks and to emerge stronger than before (Lengnick-Hall et al., 2011). In the context of organizations, resilience is critical in navigating disruptions, such as political instability or natural disasters, and ensuring the continuity of operations and services (Bundy, 2017).

Organizational resilience involves not only recovering from crises but also learning from them to improve future performance and crisis preparedness (Bhamra, 2011). This concept is particularly important in industries like tourism, where public perception and external factors, such as political events, significantly impact the ability to attract customers and maintain operations. In the tourism industry, resilience requires strategic planning, effective crisis communication, and a flexible approach to adapting to rapidly changing circumstances (Zolli & Healy, 2012).

The role of public relations in enhancing organizational resilience is central, as effective communication, stakeholder engagement, and reputation management help organizations maintain trust and recover swiftly from crises. In political turmoil, PR can help manage

perceptions, mitigate the damage to an organization's reputation, and guide the recovery process, ensuring that the tourism sector continues to thrive despite challenges (Bundy, 2017).

2.2.4.1 Tourism stability

Tourism stability refers to the ability of the tourism industry, including businesses, destinations, and stakeholders, to adapt to and recover from crises and challenges, such as political instability, natural disasters, economic downturns, or pandemics. This concept highlights how the tourism sector can continue to function effectively despite adversity, ensuring that it remains sustainable and competitive even in the face of disruptions. In the context of political crisis, tourism stability involves the capacity to mitigate the negative impact of such crises on visitor numbers, the economy, and the reputation of tourist destinations (Da Van Huynh, et al. 2021).

Tourism stability can be enhanced through various measures, including strategic crisis management plans, effective communication, and strong collaboration between government agencies, tourism organizations, and other stakeholders. It also requires proactive measures such as diversifying tourism products, investing in infrastructure, and fostering a positive public image to maintain tourists' confidence during challenging times. Ultimately, tourism stability involves not only recovering from crises but also adapting the sector to prevent or minimize the negative effects of future disruptions (Gössling, et al. 2020).

2.2.4.2 Measurement of Tourism stability

Measuring tourism stability involves assessing how well the tourism sector can respond to and recover from crises while maintaining its capacity to attract visitors and sustain economic benefits. Several indicators and approaches can be used to measure tourism stability, including:

Visitor Numbers and Economic Indicators

One of the most direct measures of tourism stability is the number of visitors and the economic performance of the sector before, during, and after a crisis. A resilient tourism sector would see a relatively quick recovery in visitor arrivals and a gradual return to pre-crisis levels of economic contribution (Da Van Huynh, et al. 2021).

Stakeholder Engagement and Collaboration

The extent to which tourism stakeholders (government agencies, businesses, and local communities) collaborate during a crisis is an important indicator of stability. Effective communication and coordination ensure that stakeholders can address challenges collectively and support each other through recovery (Grunig, 2011).

Reputation and Brand Image

The strength of a tourism sector can be evaluated by tracking changes in its reputation and brand image. Monitoring media coverage, social media sentiment, and public perceptions of safety can provide insights into how well the destination is recovering from negative events (Da Van Huynh, et al. 2021).

Adaptation and Innovation

A key aspect of tourism stability is the ability to innovate and adapt to changing circumstances. This can be measured by the extent to which the tourism sector implements new strategies, diversifies tourism offerings, and utilizes technology or digital tools to attract visitors post-crisis (Zolli & Healy, 2012). In the tourism industry, this entails overcoming crises and disasters, reducing their effects, and fortifying the industry. As a result, businesses and tourist destinations may bounce back from crises and calamities faster, preserving their long-term viability and competitiveness. The application of novel concepts, procedures, or goods in the travel industry to boost client satisfaction, increase productivity, and spur economic expansion is known as tourism innovation (Da Van Huynh, et al. 2021).

Recovery Time

Shorter recovery times indicate higher tourism resilience, as the sector is able to regain its stability and normal functioning more quickly (Gössling, et al. 2020). By using these indicators, stakeholders in the tourism industry can evaluate how well they are prepared for future crises and identify areas where improvements can be made to strengthen the tourism sector.

2.2.5 Theoretical Framework

The theoretical framework for this study draws upon several well-established models and theories in the fields of public relations and crisis management. These theories provide a comprehensive lens through which to understand the role of public relations (PR) in enhancing the tourism sector stability during political crisis. Key frameworks include:

2.2.5.1 Mitroff's Five-Stage Crisis Management Model

Mitroff's model (2004) outlines five critical stages of crisis management: Signal Detection, Preparation, Containment, Recovery, and Learning. This framework helps to understand how PR strategies can be integrated at each stage to prevent, manage, and recover from crises. For instance, during the "Signal Detection" phase, PR professionals can identify potential threats, while during the "Containment" phase, effective crisis communication is essential to minimize damage and maintain public trust. The "Recovery" stage emphasizes restoring the organization's reputation, which aligns with the role of PR in rebuilding the tourism industry's image after a crisis. Lastly, "Learning" underscores the importance of reflective practices to enhance preparedness for future crises (Gössling, et al. 2020).

2.2.5.2 Situational Crisis Communication Theory (SCCT)

Developed by Coombs (2007), SCCT provides insight into how organizations should communicate during crises based on the crisis type and the organization's level of responsibility for the event. SCCT is especially useful for understanding how the Ethiopian tourism sector can manage its communication strategies in response to different types of political instability or conflict. The theory categorizes crises by their attribution of responsibility, advising PR professionals on how to tailor their messages to either protect the organization's reputation or repair damage when the organization is seen as responsible for the crisis (Ugur & Akbiyik, 2020).

2.2.5.3 Resilience Theory

Resilience theory, as applied to organizations, emphasizes an organization's ability to adapt to crises and recover from setbacks while maintaining its core functions (Lengnick-Hall et al., 2011). In the context of the tourism industry, this theory provides a foundation for exploring how

the sector can build the capability to withstand and bounce back from political turmoil. Resilience in tourism involves not only recovery but also the capacity to learn from past crises and adapt business models, marketing strategies, and communication methods to remain viable during future disruptions (Zolli & Healy, 2012). The process of overcoming obstacles and thriving is examined by resilience theory. It adopts a strengths-based approach, highlighting the internal and external resources that enable people to overcome hardship (Gössling, et al. 2020).

2.2.5.4 Public Relations as Management Function Theory

This theory emphasizes the role of PR as a central component of an organization's management team. PR is not merely a tool for communication but an essential strategic function that contributes to decision-making, especially in times of crisis. According to Grunig (2011), PR's involvement in crisis management goes beyond reactive communication; it involves proactive planning, relationship-building, and positioning to strengthen the organization's resilience. This theory underpins the notion that effective PR can facilitate better crisis management and stability building for the tourism industry in Ethiopia, particularly in dealing with political crisis (Lemlemu, 2020).

These theories collectively contribute to the understanding of how PR can enhance the tourism industry stability by providing a structured approach to crisis management and communication. By examining these frameworks, the study aims to assess how effective PR strategies can help the Ethiopian tourism sector recover and rebuild in the aftermath of political crises, ultimately fostering greater organizational stability.

2.2.6 Role of Public Relation on Tourism stability

Public relations (PR) plays a pivotal role in enhancing tourism sector stability, particularly during periods of political crisis. PR professionals contribute to an organization's ability to recover, adapt, and thrive despite external shocks or crises. By managing communication strategically before, during, and after a crisis, PR professionals help maintain the stability of the tourism industry and ensure its long-term viability (Addisu, 2023). Through transparent messaging, crisis communication, and reputation management, PR professionals can help restore public trust and reassure stakeholders, including tourists, local communities, and businesses, that the sector remains safe and reliable. Additionally, by fostering strong relationships with media,

government, and international tourism organizations, PR practitioners can effectively advocate for the sector's recovery and shape public perception, crucial for attracting visitors back to destinations impacted by unrest (Ugur & Akbiyik, 2020).

2.2.6.1 Crisis Communication Management

When a crisis occurs, such as political instability or armed conflict, the immediate response by PR practitioners is crucial in shaping public perception and maintaining trust among stakeholders, including tourists, travel agencies, and local communities. PR experts use various communication channels to provide timely, transparent, and accurate information, thereby reducing panic and mitigating negative perceptions about the destination. This can significantly influence tourists' decision-making, helping to preserve the flow of visitors even during challenging times (Hanna 2023).

2.2.6.2 Reputation Management

Tourism is a sector that is heavily influenced by a destination's reputation, which can be quickly damaged by negative publicity, particularly during political unrest or natural disasters. PR professionals play a vital role in managing and restoring the destination's image after a crisis. By using reputation management strategies such as highlighting recovery efforts, showcasing strength, and emphasizing the safety and stability of the destination, PR can help to rebuild trust with potential tourists and stakeholders. This process involves targeted messaging and campaigns that aim to shift public perception and encourage renewed interest in the destination (Bundy, et al. 2017).

2.2.6.3 Stakeholder Engagement and Relationship Building

A stable tourism sector requires strong relationships between various stakeholders, including government bodies, private tourism operators, local communities, and international tourists. PR professionals facilitate these relationships by fostering open communication, collaboration, and mutual trust. During times of crisis, maintaining stakeholder confidence is essential for the continuity of tourism operations. PR specialists can coordinate with stakeholders to align crisis responses, share critical information, and ensure that all parties are working toward common

recovery goals. This collaborative effort helps ensure that the tourism sector can quickly rebound and adapt to the new realities brought on by a crisis (Hanna, 2023).

2.2.6.4 Brand Management and Marketing

Public relations play a crucial role in shaping the tourism destination's brand and promoting it to potential visitors. During periods of political unrest, PR can help reposition the destination's brand by focusing on positive attributes, such as its cultural heritage, natural beauty, or unique experiences. By leveraging media, social media, and other communication channels, PR professionals can craft messages that attract tourists despite adverse conditions. Effective brand management can sustain the image of the destination, attract tourists during the recovery phase, and reinvigorate the sector's marketing campaigns (Donthu & Gustafsson, 2020).

2.2.6.5 Promoting Local Culture and Heritage

In the wake of a crisis, showcasing the cultural heritage and unique experiences of a destination can be a powerful tool for revitalizing tourism. PR can help promote Ethiopia's rich cultural history, historical landmarks, UNESCO World Heritage sites, and local traditions, all of which contribute to the country's tourism appeal. By emphasizing the importance of preserving cultural heritage during times of political unrest, PR campaigns can foster national pride and international interest, ensuring that tourism remains a vital part of the economy even in difficult times (Bundy, et al. 2017).

PR plays an essential role in sustaining tourism by managing crisis communication, restoring reputation, fostering stakeholder relationships, and enhancing the destination's image. Through these efforts, PR helps the tourism sector adapt to and recover from political crisis, ensuring its continued relevance and growth in the face of challenges. By integrating PR strategies into the broader crisis management framework, tourism organizations can strengthen their adaptability, mitigate risks, and enhance the long-term sustainability of the sector (Addisu, 2023).

2.3 Empirical Literature Review

Kihoro (2024) evaluates the influence of public relations (PR) efforts on the growth of the tourism industry in developing countries. He found that strategic communication and media

engagement have significantly improved the visibility and appeal of tourist destinations. PR campaigns, often involving collaboration with media outlets, travel influencers, and social media platforms, have helped mitigate negative perceptions and emphasized unique cultural, historical, and natural attractions, ultimately increasing international tourist arrivals. These campaigns have had a positive economic impact, generating revenue and creating jobs. Additionally, PR initiatives have been essential in crisis management, addressing challenges such as natural disasters or political instability to maintain the destination's appeal.

Addisu (2023) explores the role of the public relations department in effective tourism marketing at the Ministry of Tourism. The findings revealed that the public relations and communications department plays a significant role in promoting tourism, supporting marketing efforts, and facilitating promotional activities. However, the study also notes that there is a need for greater visibility in the department's promotional functions. The Ministry uses a variety of communication tools and platforms, including TV, radio, print media, YouTube, Facebook, Telegram, and websites, to market Ethiopian tourism.

Melashu (2023) examines how political instability has negatively affected the tourism industry in Ethiopia in recent years. The findings indicated that political instability has had devastating impacts on local communities dependent on tourism, causing shifts in tourist preferences, service disruptions, damage to the destination's image, unemployment, and layoffs. Despite some recovery and peace restoration, the aftermath of the crisis requires significant investment to rebuild trust and attract tourists once more.

Hanna (2023) aims to assess the crisis management practices and challenges faced by tour operators in Addis Ababa during the COVID-19 pandemic by a mixed-methods approach. The findings revealed that crisis management practices were insufficiently implemented by tour operators during the pandemic. Key challenges identified included the absence of tourists, lack of preparedness, and significant economic and marketing difficulties. Despite various measures being taken, their effectiveness was rated as low.

Sibiya and Akinboade (2023) conducts PR's impact on eco-tourism in Botswana. Using surveys of 400 tourists and interviews with eco-tourism stakeholders, they found that PR campaigns promoting sustainable tourism practices attracted eco-conscious tourists and enhanced

Botswana's reputation. The study recommends that tourism operators continue emphasizing sustainability to meet the growing demand for eco-friendly travel options.

Adongo and Tandoh (2022) assess the effectiveness of PR strategies in Uganda's tourism sector. Through surveys and interviews with tourism stakeholders, they found that integrated PR campaigns positively impacted tourism growth, with community-focused initiatives promoting local engagement and ownership. The study suggests for continuous collaboration between tourism authorities and local stakeholders for sustainable tourism development.

Mwangi and Kihoro (2022) investigate how destination branding affected tourism growth in Kenya. Surveys with 500 tourists showed that PR campaigns highlighting Kenya's wildlife and cultural attractions boosted tourism, with destination branding increasing visitor numbers. They recommended consistent branding efforts and involving local communities in marketing to foster engagement and authenticity.

Mensah and Boakye (2021) focus on Ghana's tourism ministry's PR efforts to promote cultural tourism. Through interviews with 30 tourism professionals, they found that storytelling in PR campaigns effectively engaged tourists interested in cultural experiences. The study emphasized the importance of collaborative efforts between the government, communities, and operators to enhance the authenticity and impact of tourism promotions.

Amare (2021) assesses the factors influencing the tourism market in Addis Ababa. To reach a comprehensive conclusion, the research used a qualitative approach with an explorative design. The findings revealed that the tourism market in Addis Ababa is influenced by various external factors, with political crises in different regions of Ethiopia being a key issue. The political unrest in the country negatively affects the perception of potential tourists. Additionally, the study highlighted that the image of the host country plays a crucial role in tourists' decision-making when selecting their travel destinations.

Da Van Huynh et al. (2021) explores how the tourism economy in a developing country was impacted by the ongoing crisis. The study highlighted the need for tourism businesses to adjust by reducing staff, altering operational strategies, and shifting their target markets to survive the crisis.

Khan and Kaur (2020) analyses the impact of crisis communication on tourism recovery in Sri Lanka after the 2019 Easter bombings. Their case study revealed that timely and transparent PR efforts were crucial in restoring tourists' confidence, mitigating negative impacts on the country's image. The study emphasized the need for proactive crisis communication strategies and continuous PR campaigns to rebuild long-term reputations.

Similarly, Mekonnen, B., Shimekit, K., & Wubishet, M. (2020) investigate the impact of the coronavirus outbreak on Ethiopia's tourism sector, utilizing both primary and secondary data sources. The study found that the pandemic severely affected the tourism industry due to restrictions on travel, which resulted in the cessation of international and domestic tourism activities, leading to a loss of revenue from conventions, festivals, and other tourist-related activities.

In their 2020 study, Donthu and Gustafsson examine the broader impacts of the COVID-19 crisis on businesses. They found that the pandemic led to widespread business closures and severe disruptions in sectors such as retail and hospitality. Challenges related to health and safety, supply chains, workforce management, and declining consumer demand contributed to an uncertain future for many businesses, particularly in tourism and hospitality.

Ugur and Akbiyik (2020) focus on the global impact of the COVID-19 crisis on the tourism industry, offering a cross-regional comparison in Turkey. They utilized secondary data collected from online forums, such as TripAdvisor, to analyze travelers' responses to the pandemic. Their findings showed that tourism is highly vulnerable to global crises, and travel insurance has become a critical topic for reviving the industry.

Gössling et al. (2020) conducts a rapid assessment of the effects of the COVID-19 pandemic on tourism, comparing it to previous global crises. Their study used both qualitative and quantitative methods, including document analysis and surveys, and concluded that the unprecedented restrictions on travel and stay-at-home orders significantly disrupted the global economy, especially the tourism sector.

Lemlemu (2020) examines the public relations strategy utilized by Tourism Ethiopia in tourism marketing utilizing data collection methods such as in-depth interviews, focus group discussions (FGD), document reviews, and observations. The data gathered from participants was analyzed qualitatively and presented according to the research questions. The study's findings indicated

that the organization employs various strategies to promote the tourism sector through the marketing department. However, it also found that all tourism marketing activities are solely carried out by the marketing department, with the public relations department playing a minimal role focused primarily on enhancing the organization's image and reputation.

Ahmed and Jafri (2019) explore the role of social media PR in promoting tourism to Pakistan, a country with significant potential but hindered by safety perceptions. Through quantitative analysis of social media metrics and surveys from 800 participants, they found that engaging social media campaigns helped improve public perceptions of safety, increasing tourists' travel intentions. The study recommended that tourism boards invest in influencer partnerships and ongoing social media strategies to attract international visitors.

Bhandari and Kshetri (2018) examine how public relations (PR) campaigns impacted tourism in Nepal, focusing on the country's evolving tourism market. Using surveys with 600 tourists and interviews with local stakeholders, the study found that PR efforts emphasizing Nepal's cultural heritage and adventure tourism led to increased tourist arrivals and better perceptions of the destination. They also highlighted the importance of collaboration between the government and local tourism operators to create effective PR strategies.

Lastly, Bundy et al. (2017) explores the field of crisis management, identifying the need for more integrated research to better understand and manage crises. They found that current research on crisis management is fragmented and called for a more cohesive, multidisciplinary approach to studying crises and their management.

Tadesse (2015) investigates the opportunities and challenges associated with tourism development in the Upper Rift Valley corridor, which stretches from Addis Ababa to areas such as Nazret-Sodere, Shashemene-Hawasa, and Debre Berhan-Ankober. Through field visits, semi-structured interviews with key public and private sector stakeholders, and archival research, the study finds that the corridor holds significant potential for creating a diverse range of tourist destinations, from individual attractions to regional tours and en-route experiences.

2.4 Research Gap

The majority of research (e.g, Mekonnen, B., Shimekit, K., & Wubishet, M. (2020., 2020; Da Van Huynh et al., 2021) focus on the implications of crises like the COVID-19 pandemic, but it

doesn't examine the precise role that public relations strategies play in reducing the detrimental effects of political crises on travel. Although studies such as those by Ugur & Akbiyik (2020) and Donthu and Gustafsson (2020) recognize the significance of crisis management, there is not enough attention paid to the particular public relations tools and tactics (such as media campaigns, crisis communication, and reputation management) that can assist travel agencies in times of political unrest.

Despite significant research on the role of public relations (PR) in promoting tourism in developing countries, there remains a gap in understanding the long-term impact of digital PR strategies, especially in regions facing political instability or crises (Bhandari & Kshetri, 2018; Khan & Kaur, 2020). While studies have demonstrated that PR campaigns effectively boost tourist arrivals and improve perceptions (Ahmed & Jafri, 2019), more research is needed to explore how these strategies can be adapted and sustained during prolonged crises (Mensah & Boakye, 2021). Additionally, the role of community engagement and local stakeholders in shaping and executing PR campaigns, particularly in culturally diverse and economically underdeveloped contexts, remains understudied (Adongo & Tandoh, 2022). Future research should focus on integrating digital PR with traditional methods, investigating how tailored communication strategies can ensure sustainable tourism recovery in post-crisis periods (Sibiya & Akinboade, 2023).

While much has been written about the impact of political crisis on the tourism sector, there is a lack of research specifically examining the role of public relations (PR) in enhancing tourism sector stability during such crises (Gössling et al., 2020). Specifically, there is a gap in understanding how PR strategies like crisis communication, media management, stakeholder engagement, social media management, and reputation management can influence the ability of the tourism sector to adapt, recover, and sustain operations during periods of political instability.

Previous studies have focused on the general impacts of political instability on tourism (Melashu, 2023), or have explored crisis management from a broader perspective (Donthu & Gustafsson, 2020). However, few studies have concentrated on the role of PR as a specific tool for improving stability in the tourism sector, especially in developing countries like Ethiopia, where political instability can be a recurrent challenge.

This research gap highlights the need for a focused examination of PR strategies and their direct

effects on tourism sector resilience in Addis Ababa, which could offer valuable insights for policymakers, tourism businesses, and PR professionals looking to strengthen the tourism industry’s ability to withstand and recover from political crises.

2.5 Conceptual Framework

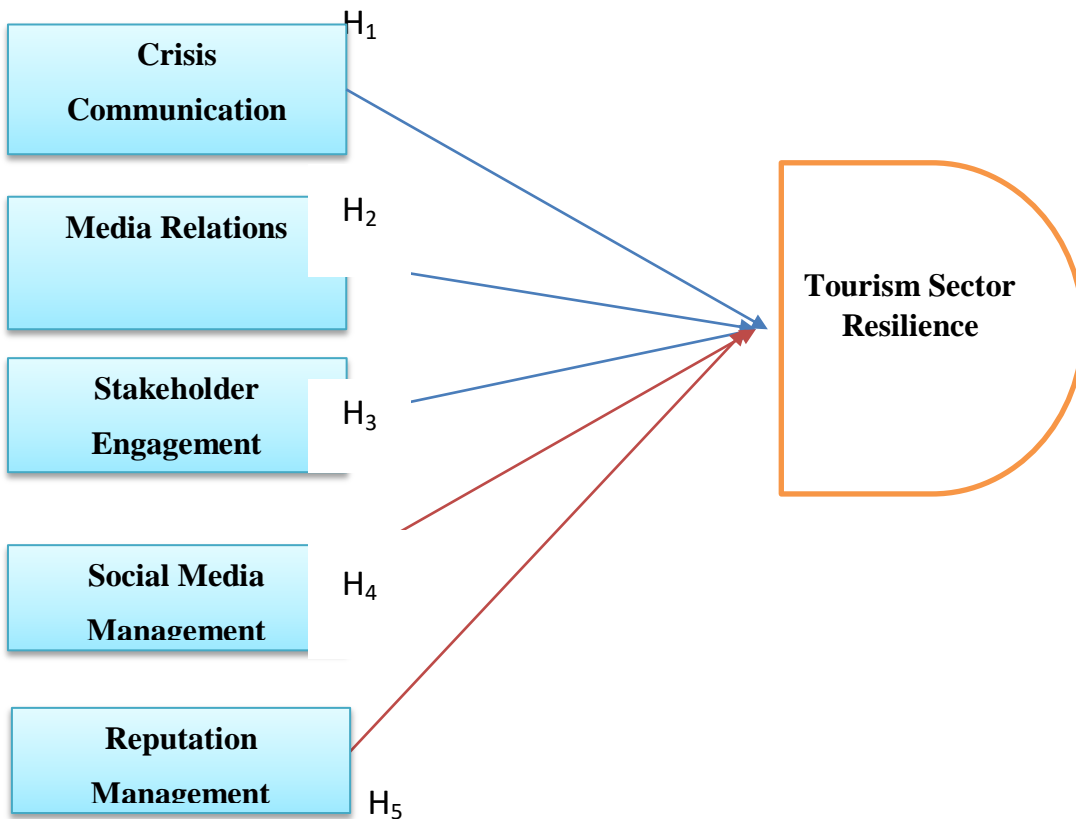


Figure 1 Conceptual Framework

Adapted from Gebremeskel (2023)

The conceptual framework for this study, “analyzing the role of public relations in enhancing tourism stability during political crisis: the case study of Addis Ababa’s tourism industry,” examines the direct relationship between public relations (PR) strategies and tourism resilience during political crisis. This framework identifies five key PR variables that are hypothesized to influence the tourism sector's stability.

The five PR strategies had a direct impact on the resilience of the tourism sector. Effective PR practices such as crisis communication, media relations, stakeholder engagement, social media management and reputation management mitigate the negative effects of political instability, help restore public confidence, and support the recovery of the tourism industry. These PR efforts ultimately enhance the sector's stability during political crisis.

In this conceptual framework, the study hypothesizes that the five PR strategies (crisis communication, media relations, stakeholder engagement, social media management, and reputation management) directly support the resilience of the tourism sector in Addis Ababa during political crisis. By examining how these PR strategies are implemented and their effectiveness, the study aims to understand their role in helping the tourism sector recover, restore its image, and maintain operations during political crises. The framework suggests that effective PR can enhance tourism sector stability by managing its image, maintaining communication with key stakeholders, and mitigating the negative impacts of political instability.

Hypotheses

This study addresses a notable research gap: the limited scholarly focus on the role of public relations (PR) in promoting tourism sector stability during periods of political crisis, particularly in Addis Ababa. The following hypotheses are proposed based on key PR strategies that are expected to influence tourism stability. By testing these relationships, the study aims to offer valuable insights into the effectiveness of PR in sustaining and stabilizing the tourism industry during crises.

- **H1: Crisis Communication Strategies have a significant positive effect on Tourism Sector Stability.** This hypothesis suggests that timely, accurate, and transparent communication during political crises can help restore public trust, reassure tourists, and preserve the destination's image, thereby promoting sectoral stability.
- **H2: Media Relations has a significant positive effect on Tourism Sector Stability** This posits that proactive engagement with the media and positive coverage can reduce the negative impact of political unrest on tourism, supporting efforts to maintain a stable tourism flow.

- **H3: Stakeholder Engagement has a significant positive effect on Tourism Sector Stability.** This hypothesis asserts that meaningful collaboration with key stakeholders such as government agencies, tourism service providers, and local communities can enhance coordinated responses and help maintain stability in the tourism sector during periods of uncertainty.

- **H4: Social Media Management has a significant positive effect on Tourism Sector Stability.**

This suggests that effective use of social media platforms to share real-time information, engage tourists, and promote a positive image of the destination can contribute significantly to tourism sector stability during political crises.

- **H5: Reputation Management has a significant positive effect on Tourism Sector Stability.**

This hypothesis argues that strategic reputation management through PR initiatives can counteract negative perceptions and encourage continued tourist interest, thereby supporting the sector's stability during political instability.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research design, target population, identification of sample size and design, demonstrating data collection tools, data gathering process, data analysis and presentation, and ethical considerations are all covered in this chapter.

3.2 Description of the Study

Site Selection

The study was conducted in Addis Ababa, the capital city of Ethiopia, which is often referred to as "the political capital of Africa" due to its historical, diplomatic, and political significance for the continent. As the headquarters for major international organizations, including the African Union and the United Nations Economic Commission for Africa, Addis Ababa plays a pivotal role in regional and international affairs (Addis Ababa City Administration, 2024).

Profile of Addis Ababa Tourism

The city's tourism profile is shaped by its rich cultural heritage, historical landmarks, and vibrant local markets, such as the Mercato, which is the largest outdoor market in the world. Tourists often visit museums, Ethiopian Orthodox Churches, and the Entoto Mountains for scenic views and nature (Addis Ababa - Wikipedia, n.d.; Beyond Babeesh, n.d.). Despite its connectivity and diplomatic significance, Addis Ababa's tourism sector has yet to fully harness the potential of its tourism offerings, with its focus largely on MICE (Meetings, Incentives, Conferences, and Exhibitions) tourism. This study examined how public relations (PR) strategies can be leveraged to enhance the city's tourism appeal and recovery, particularly in the context of Ethiopia's broader challenges and opportunities in tourism development.

3.3 Research Approach

This study incorporate both qualitative and quantitative research approaches. The qualitative approach allowed for an in-depth exploration of the role of Public Relations (PR) in managing

the impacts of political crises on tourism in Addis Ababa, Ethiopia. Methods such as case study analysis, semi-structured interviews, and content analysis helped understand the perceptions, practices, and strategies of key stakeholders involved in PR efforts during political crisis.

On the other hand, the quantitative approach allowed for testing hypotheses and examining relationships between variables statistically, providing a broader view of how PR strategies affect on tourism stability. The quantitative aspect employed correlation and multiple regression analysis to assess the strength and relationships between PR strategies (independent variables) and tourism resilience (dependent variable). Thus, this study used a mixed-methods approach combining both qualitative and quantitative research methods.

3.4 Explanatory and Descriptive Research Design

The study adopted a descriptive case study design to explore the implementation of PR strategies during two political crises such as Tigray conflict and post conflict period in Ethiopia. It examined the role of PR practices in crisis management, focusing on the effectiveness of these strategies in enhancing the stability of Addis Ababa's tourism sector. The descriptive research design is appropriate for understanding the specific PR strategies used during political crises, and how they have been applied in real-life contexts, such as in Addis Ababa during political instability. A case study approach is ideal for exploring complex phenomena within their real-life context, especially when the objective is to understand the role of PR in crisis management. The study focused on two significant political crises that have influenced the tourism industry in Addis Ababa:

1. **The Tigray Conflict (2020-2022):** This conflict had a profound impact on Ethiopia's tourism sector, with negative international perceptions and travel advisories leading to a sharp decline in tourist arrivals. The research analyzed how PR strategies were employed during the conflict to manage communication, protect the tourism brand, and maintain tourism flows.
2. **Post-conflict Recovery Efforts:** After the ceasefire agreement in late 2022, Ethiopia faced the significant challenge of rebuilding its image and restoring international tourist confidence. This case explored how PR strategies have been employed to communicate

the safety of Ethiopia's tourist attractions and to foster a positive narrative around the country's recovery.

Furthermore, an explanatory research design was employed to establish the cause-and-effect relationships between PR strategies and tourism resilience using correlation and multiple regression analysis. This helps to identify how PR influences tourism recovery in times of political instability.

3.5 Population and Sample

For this study, the total target population consists of 170 individuals and organizations directly involved in tourism crisis communication in Addis Ababa. The study used a census sampling method, where all individuals in the target population were surveyed. The census was stratified to ensure proportional representation across key stakeholder groups. The population was divided into the following strata, with the total sample size of 170 distributed as follows:

1. PR Managers and Specialists from Addis Ababa Culture, Art and Tourism office: 20 individuals was selected to provide insights into governmental crisis communication strategies and PR efforts within the tourism sector.
2. Tourism Industry Stakeholders: 100 participants, including 25 hotel managers, 50 employees and 25 tour operators from the top-awarded hotels recognized by the Addis Ababa City Administration in 2023 and 2024, was surveyed to capture the private sector's role in crisis management efforts.
3. Media Professionals: 20 media professionals from 5 major media outlets in Addis Ababa, who have been involved in disseminating information during political crises, was surveyed. This includes journalists, editors, and public relations staff involved in covering tourism and political issues.
4. Travel Agents: 30 participants, selected from top-awarded travel agencies in Addis Ababa, was included to assess the role of travel agents in shaping tourist perceptions and maintaining communication with tourists during times of instability.

Additionally, 15 in-depth interviews were conducted to gain detailed, qualitative insights from key representatives across the public and private sectors, as well as the media. These interview participants were purposively selected from the previously identified groups, ensuring a diverse representation of experiences. For the case study component of this research, the target population consisted of individuals and organizations that have directly experienced or been involved in managing the impact of political crises on Addis Ababa's tourism sector. The aim is to gather in-depth, qualitative insights into how public relations (PR) strategies have been used to enhance the stability of the tourism industry during these crises. The target population for the case study includes:

1. **Government Officials:** Representatives from Addis Ababa Culture Arts and Tourism Office who have been involved in crisis management and PR strategies during political turmoil. These individuals provided insights into the government's role in managing the tourism sector during crises.
2. **Tourism Industry Stakeholders:** A selection of key figures in Addis Ababa's tourism industry, including hotel managers, tour operators, and other tourism business owners who have faced the impacts of political instability and have participated in or observed PR strategies aimed at mitigating damage to the sector.
3. **Media Professionals:** Journalists, editors, and PR specialists from major media outlets in Addis Ababa, who have played a role in disseminating information to the public during political instability. These individuals offered valuable perspectives on the media's role in managing public perceptions and maintaining the tourism sector's reputation.
4. **Travel Agents:** Representatives from top-awarded travel agencies who have interacted with potential or actual tourists during political crises and have been involved in shaping the communication and travel advice provided to tourists.

The case study used a purposive sample from these groups to provide a diverse set of perspectives on the role of PR in managing and recovering from political crises. The research will focus on collecting qualitative data through in-depth interviews with approximately 15 key

participants, ensuring a balanced representation of public and private sector perspectives, along with insights from the media.

3.6 Data Collection Methods

Several data collection methods were used to gather comprehensive insights into the role of PR in tourism sector stability. These include questionnaire, semi-structured interviews, content analysis, and case study analysis.

3.6.1 Questionnaire

The data for this study was collected through a structured questionnaire, adapted from previous studies that have explored the role of public relations in the tourism industry. The questionnaire was designed to assess the impact of various PR strategies on tourism sector stability during political crisis. The use of a Likert scale allows for quantifying respondents' perceptions, providing a comprehensive understanding of how these PR strategies enhance the stability of the tourism sector in Addis Ababa, Ethiopia.

3.6.2 Semi-Structured Interviews

Primary data was collected through interviews with key stakeholders involved in the tourism industry, including PR practitioners from the Addis Ababa Culture Arts and Tourism Office, tourism professionals, hotel managers, tour operators, and media personnel. The interviews were semi-structured to allow for flexibility, while still focusing on the key themes of crisis communication and tourism stability. Participants were selected based on their direct involvement in tourism-related PR efforts during times of political crisis. Interview respondents coded as Employees E , Mangers M and Others including owner and professionals as O.

3.6.3 Content Analysis

Secondary data was analysed through content analysis of various public communications issued during the crises, including news releases, media coverage, and social media content. The analysis focused on examining how the PR messaging was framed, specifically looking at the tone, themes, and key messages communicated to the public. The frequency and consistency of

communication to determine how often stakeholders provided updates and whether the messaging remained aligned across different platforms over time were assessed. Additionally, the analysis explored the narrative shaped by tourism stakeholders, evaluating how the sector portrayed resilience, recovery, and safety to maintain tourist confidence during periods of political instability. By analyzing these elements, insights gained into the effectiveness of PR strategies in sustaining the tourism sector's image and fostering recovery during the crises.

3.6.4 Case Study Analysis

A detailed case study approach is used to examine Tigray conflict, and the post-conflict recovery phase. Each case was analyzed to identify patterns in PR strategies, stakeholder responses, and the tourism sector's recovery process. The analysis involved comparing the different PR approaches used during each crisis, focusing on how communication was managed, the engagement of stakeholders, and the methods used to rebuild the sector's image and confidence. The effectiveness of the crisis communication, media relations, and reputation management strategies in each case, looking for commonalities and differences were examined.

3.7 Data Analysis

The data collected through semi-structured interviews and content analysis was analyzed using thematic analysis. This approach helped identify key themes and patterns concerning the role of public relations (PR) in managing crises and stabilizing tourism sector. Thematic analysis focused on several key areas, including:

- **Timing and Types of PR Messages:** Analyzing the frequency and content of PR communications during the crises.
- **Role of Communication:** Understanding how PR strategies helped maintain tourist confidence and protect Ethiopia's tourism reputation.
- **Effectiveness of Crisis Communication:** Assessing how PR strategies mitigated the negative effects of the crises on the tourism sector.
- **Additionally, a case study analysis was conducted, comparing the two selected crises to understand how PR strategies evolved over time, the lessons learned from each event, and their long-term impact on the tourism sector's recovery.**

Use of Correlation and Multiple Regression

Given the five independent variables (e.g., PR strategies, media engagement, stakeholder collaboration, etc.) and one dependent variable (tourism resilience), correlation analysis was employed to examine the relationships between each independent variable and the dependent variable. This helped identify the strength and nature of these relationships.

Multiple regression analysis was used to understand the overall influence of the independent variables on tourism resilience. It assessed how well the PR strategies, media coverage, stakeholder engagement, and other variables predict tourism resilience while controlling for other influencing factors.

3.8 Validity and Reliability

For the quantitative data collected through surveys, Cronbach's Alpha was used to assess the reliability of the instruments. This statistical measure helps evaluate the internal consistency of the items in the questionnaire, indicating how closely related they are as a group. A Cronbach's Alpha value of 0.7 or higher is typically considered acceptable for indicating good reliability (Tavakol & Dennick, 2011). To ensure validity, expert consultations were conducted to confirm that the survey items accurately measure the constructs they are intended to assess, thereby enhancing the validity of the data (DeVellis, 2016).

Table 1 Reliability Test Results

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Crisis Communication Strategies	.887	3
Media Coverage	.828	3
Stakeholder Engagement	.863	3
Social Media Management	.755	3
Reputation Management	.842	3
Tourism Sector Resilience	.904	5

Source: Its own study, 2025

For the qualitative data, triangulation was applied as a key strategy to enhance the reliability and validity of the findings. By integrating interviews with PR practitioners from the Addis Ababa

Culture Arts and Tourism Office, media professionals, and document analysis of relevant materials, this study triangulated findings across different sources (Patton, 2015; Yin, 2018).

The reliability statistics for the various factors related to tourism sector resilience show strong internal consistency across all measured variables, as indicated by the Cronbach's Alpha values. Specifically, Crisis communication strategies ($\alpha = .887$), media coverage ($\alpha = .828$), stakeholder engagement ($\alpha = .863$), and reputation management ($\alpha = .842$) all exhibit high reliability with values above the commonly accepted threshold of .70, demonstrating that these factors are measured consistently. While social media management ($\alpha = .755$) shows a slightly lower value, it still maintains an acceptable level of reliability. Additionally, Tourism Sector Resilience ($\alpha = .904$), which comprises a larger set of items, shows excellent internal consistency, indicating that the scale is highly reliable for measuring the overall resilience of the tourism sector in the context of political conflict.

3.9 Key Variables

Independent Variables: Public Relations (PR) Strategies

The study identifies five key PR strategies as the independent variables, which are believed to impact tourism sector resilience during political turmoil:

- **Crisis Communication Strategies:** The effectiveness and frequency of communication during times of political instability, including public statements, press releases, and real-time updates.
- **Media Relations:** The volume and tone of media coverage regarding tourism and political turmoil, as well as efforts to maintain a positive image of the tourism sector through media outlets.
- **Stakeholder Engagement:** The extent to which key stakeholders, such as tourism businesses, government entities, and local communities, are involved in maintaining communication and partnerships during crises.
- **Social Media Management:** The presence and effectiveness of social media campaigns and real-time communication to manage perceptions, provide information, and maintain a connection with tourists and stakeholders.

- **Reputation Management:** The strategies used to maintain or improve the destination's reputation during political turmoil, addressing negative publicity, rumors, and misinformation.

Dependent Variable: Tourism Sector Resilience

- **Tourism Sector Resilience:** This variable measures the tourism sector's ability to withstand, recover, and adapt to political crisis. It includes factors such as the industry's capacity to restore its image, regain tourists' trust, maintain operations, and ensure business continuity during and after political crises.

3.10 Ethical Considerations

The research adhered to ethical principles throughout the data collection and analysis process. Participants were fully informed about the purpose of the study, and their consent was obtained prior to interviews. Confidentiality and anonymity were maintained, and interviewees were assured that their identities were protected unless they give explicit permission to be identified. The research also avoided any form of bias and ensures that all data are handled with integrity.

CHAPTER FOUR

DATA PRESENTATION AND DISCUSSION

4.1 Introduction

This part of the study analyzes the role of public relations in enhancing the stability of the tourism sector during political crises in Addis Ababa. Based on the data collected, the respondents' profiles, case study analyses, content analysis, responses from the questionnaire and interviews, as well as correlation and multiple regression results are presented and discussed.

4.2 Response Rate

This study assessed the role of public relations in enhancing the stability of the tourism and travel sector during political crises in Addis Ababa. The following section presents the response rate of the study's participants.

Table 2 Response Rate

Stratum	Target Group	Sample Size	Returned	%
1. PR Managers and Specialists	Addis Ababa Tourism Office	20	17	85%
2. Tourism Industry Stakeholders	25 hotel managers, 50 employees, 25 tour operators from top-awarded hotels in 2023-2024	100	92	92%
3. Media Professionals	Journalists, editors, and PR staff from 5 major media outlets in Addis Ababa	20	16	80%
4. Travel Agents	Selected from top-awarded travel agencies in Addis Ababa	30	25	83%
Total		170	150	88 %

Source: Survey Result, 2025

The respondent's response rate is 88 percent that is the researcher got saturated information from all samples. The data from questionnaire has collected from the management of various companies and their respective managers and accountants, 17 respondents from Addis Ababa Tourism Office, 92 respondents from hotel managers, employees, tour operators, 16 from journalists, editors, and PR staff and 25 from selected from top-awarded travel agencies in Addis

Ababa. The above table shows that 150 individuals such as employees, professionals, managers and accountants from selected companies' returned the given questionnaire on time. Consequently, it can be said that the response rate was rated as very good.

4.3 Respondents' Profile

In this section the researcher tries to include age, sex, and educational level of the respondents. First, gender and age composition of respondents were presented on the below table.

Table 3 Respondents' Profile

	Category	N	%
Age (in year):	Below 35	44	29.3%
	36 – 45	47	31.3%
	46 -55	52	34.7%
	Above 56	7	4.7%
Gender:	Male	109	72.7%
	Female	41	27.3%
Education	Diploma	38	25.3%
	First Degree	61	40.7%
	Masters	51	34.0%
	PhD	0	0.0%
Income	Less than 5000	9	6.0%
	5001 – 10000	38	25.3%
	20001 – 30000	51	34.0%
	Above 15001	52	34.7%

Source: Survey Result, 2025

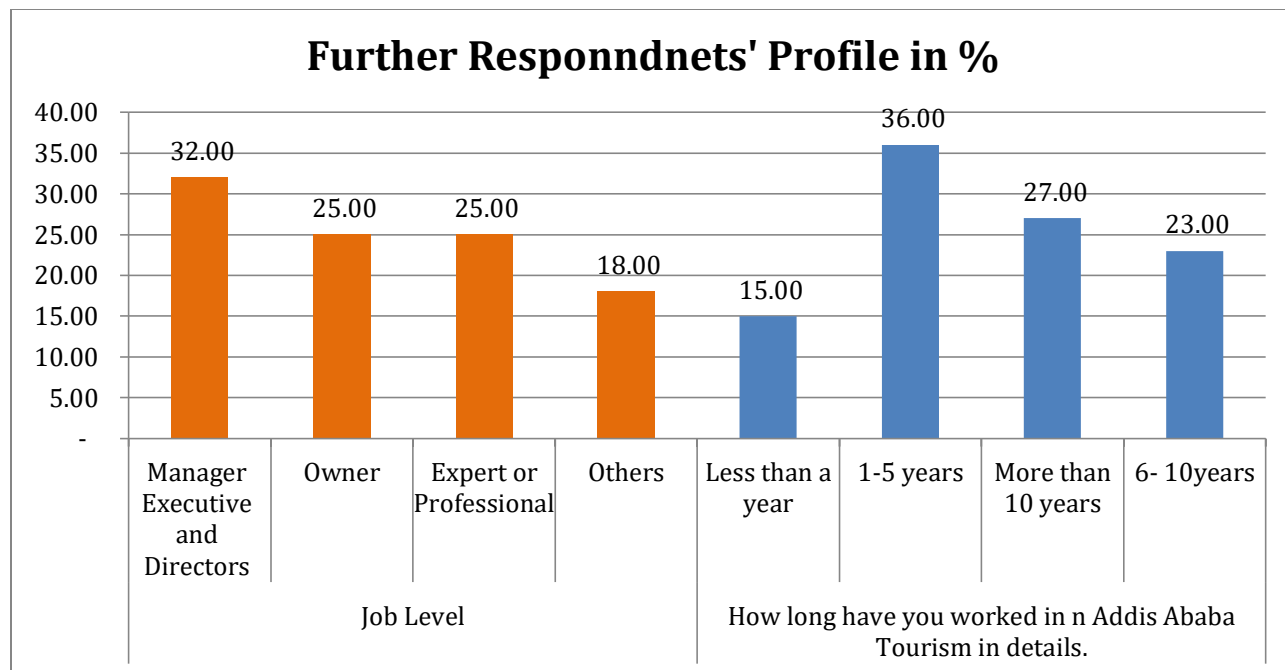
The majority of participants fall within the 36-55 age range, with the highest percentage in the 46-55 age group (34.7%). This suggests that the study predominantly includes individuals in their mid-career stage, likely with significant experience and insight into crisis communication in tourism. The smaller number of individuals above 56 (4.7%) may indicate fewer senior professionals in the field or a younger, more dynamic workforce in the tourism sector. The study may reflect the perspectives of more experienced professionals, who may have been through multiple crises, making their insights valuable in understanding the evolution of crisis communication strategies over time.

This study found that a significant gender disparity is observed, with males constituting the majority (72.7%) of the respondents. This suggests that the tourism crisis communication field may be more male-dominated in Addis Ababa, especially among decision-makers and senior roles in the industry. The gender imbalance may indicate potential barriers for women in advancing within the tourism crisis communication sector, possibly reflecting broader societal or organizational dynamics. The findings could help address gender representation and inclusivity in the sector, influencing future policy and professional development programs for women.

The majority of participants hold a first degree (40.7%), with a substantial number holding a Master's degree (34.0%). However, no participants hold a PhD, suggesting that high-level academic qualifications (specifically at the doctoral level) are not common in the sector studied. The prevalence of individuals with diplomas and Master's degrees indicates a skilled workforce. This could highlight a gap in the academic engagement with crisis communication in tourism, pointing to opportunities for academic development and higher qualifications in this field.

This study found that a significant portion of participants (34.7%) report earning between 20,001 and 30,000, while a similar number (34.0%) earn above 15,000. This suggests a middle-to-high income distribution, with most individuals having relatively stable and professional income levels. The higher income brackets (above 15,000) suggest that the surveyed individuals likely occupy more senior or specialized positions in the tourism industry. This could imply that the study captures a group with substantial expertise and influence in crisis communication. However, the low representation of individuals earning less than 5000 (6%) suggests that lower-income professionals are underrepresented, potentially excluding perspectives from those in entry-level or less stable positions. This could indicate a bias in the data toward higher-level decision-makers.

The data reveals key trends in the demographics of individuals involved in tourism crisis communication in Addis Ababa, including the dominance of middle-aged, male, and well-educated professionals in mid-to-high income brackets. These findings can inform the understanding of crisis communication strategies, as they reflect the experiences and perspectives of more established professionals.



Source: Survey Result, 2025

This study found that The largest group of participants holds managerial, executive, or director-level positions (32%), followed by owners (24.7%) and experts or professionals (25.3%). A smaller percentage (18.0%) falls under "Others," likely referring to individuals in non-specific roles or lower-level positions. The data indicates that the survey captures the views of senior and influential professionals in the tourism sector, including managers, executives, and owners, who are key decision-makers in crisis communication. This distribution suggests that the findings will reflect a top-down perspective on crisis management. However, the lower percentage of "Others" might imply that lower-level employees or those in operational roles have less representation, potentially missing insights from those who handle day-to-day crisis communications on the front lines.

This study revealed that The majority of participants have worked in the Addis Ababa tourism sector for 1-5 years (36%), followed by those who have worked for more than 10 years (26.7%) and those with 6-10 years of experience (22.7%). A smaller group (14.7%) has been employed for less than a year. This distribution suggests that the tourism sector in Addis Ababa has a healthy mix of both newer entrants and seasoned professionals. The high percentage of individuals with 1-5 years of experience may indicate a dynamic workforce, possibly with newer

approaches to crisis communication. On the other hand, the significant portion of individuals with over 10 years of experience provides valuable long-term insights into how crisis communication has evolved over time. The representation from those with less than a year of experience may offer a fresh perspective, although their insights may be limited by their shorter

The data on job levels and length of employment highlights a balance between experienced professionals and those newer to the tourism sector in Addis Ababa. The dominance of managerial and executive-level respondents suggests that the findings will largely reflect the views of high-level decision-makers, potentially overlooking lower-level roles. The distribution of work experience provides a broad spectrum of perspectives, from fresh ideas to long-term, seasoned insights. The diversity in job levels and tenure enhances the richness of the data but also suggests that future studies may need to ensure more comprehensive representation of operational and lower-level employees to capture a more holistic view of tourism crisis communication.

4.4 Case Study Profile and Analysis

4.4.1 Case Studies Profile

The study examined three significant political crises in Ethiopia, analyzing the role of Public Relations (PR) strategies during these events and their impact on the of Addis Ababa's tourism sector stability.

Tigray Conflict (2020-2022)

The first case study in the tourism brand development focused on the Tigray Conflict (2020-2022), a period marked by severe political instability that led to international travel advisories and a sharp decline in tourist arrivals. During this time, the Addis Ababa Culture, Art, and Tourism Bureau, in partnership with key tourism stakeholders, had to navigate the crisis while protecting the tourism brand of the city. Public relations (PR) strategies were essential in managing communication efforts and ensuring that Addis Ababa maintained its position as a desirable tourist destination despite the challenges.

The Bureau worked to mitigate the negative effects of the conflict through media relations, crisis communication plans, and other PR practices aimed at maintaining the flow of tourists. These efforts were critical in shielding the tourism industry from the damaging impact of the conflict, reinforcing the message that Addis Ababa remained a safe and welcoming destination.

In addition to addressing immediate concerns, these strategies laid the groundwork for the city's broader tourism brand, which seeks to increase tourist flow, penetrate the global tourism market, enhance competitiveness, and provide holistic benefits to the city's residents. The new brand will reflect both the historical and contemporary aspects of Addis Ababa, while looking forward to future growth and development in the tourism sector.

The second case study explored the Post-conflict Recovery Efforts (2022 - Present) after the ceasefire agreement in late 2022. Ethiopia faced the difficult task of rebuilding its image and restoring international tourist confidence. PR strategies were essential in communicating the safety of Ethiopia's tourist attractions, and in promoting a positive narrative around the country's recovery. The case study looked at how these strategies were used to revitalize the tourism sector and re-establish Ethiopia's position as a desirable destination.

4.4.2 Case Analysis

The analysis of the case studies revealed that PR strategies played a significant role in enhancing the resilience of Addis Ababa's tourism sector during these political crises. The results highlighted that crisis communication strategies, media coverage, stakeholder engagement, social media management, and reputation management were key factors in mitigating the negative impacts of political instability on tourism.

During the Tigray Conflict

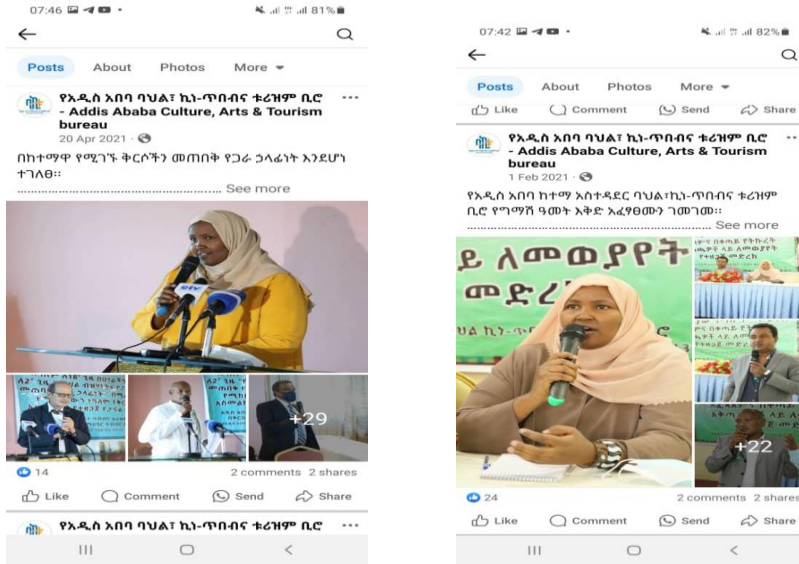


Figure 1 During Conflict Crises Management Discussions and Evaluations
Source: Addis Ababa City Culture Arts and Tourism Bureau , 2021

The Tigray Conflict (2020-2022) posed significant challenges to Ethiopia's tourism industry, particularly in Addis Ababa, which had previously enjoyed a growing reputation as a vibrant cultural and diplomatic hub. During this period, public relations (PR) strategies played a crucial role in managing local and international perceptions, protecting the city's tourism brand, and maintaining communication channels with potential tourists. This case analysis explores the effectiveness of those strategies, highlights key events, and examines ongoing efforts to revitalize Addis Ababa's tourism sector. "During the Tigray Conflict, maintaining the reputation of Addis Ababa as a safe and welcoming destination was incredibly challenging," stated a reply – interview responses. "Public relations became a frontline tool—we had to communicate clearly, stay visible, and counter negative narratives to keep tourist confidence alive." The answer underlined that maintaining the tourism industry and laying the groundwork for recovery required prompt messaging, media involvement, and regular updates.

During the Tigray Conflict, the primary focus of PR strategies was on managing international perceptions and safeguarding the tourism sector. Efforts were aimed at conveying a sense of safety and stability in Addis Ababa despite the ongoing conflict in northern Ethiopia. However, the effectiveness of these strategies varied. While some communication channels, such as media

relations and press releases, succeeded in maintaining a certain level of confidence among tourism stakeholders, breakdowns in communication occurred, especially regarding the speed and clarity of information. This was particularly evident on social media platforms, where misinformation and misperceptions about the conflict in neighbouring regions spread quickly, and impacting international travel decisions.

Furthermore, while the government and the Addis Ababa Culture, Art, and Tourism Bureau attempted to sustain a positive image of the capital, the uncertainty surrounding the conflict resulted in an overall decrease in tourist arrivals. The challenge of countering negative perceptions—especially during crises—demonstrates the complex role PR strategies play in protecting tourism brands during periods of instability.

Major Event: Launch of Addis Ababa’s New Tourism Brand

In an effort to rejuvenate the city's tourism sector, the Addis Ababa Culture, Art, and Tourism Bureau launched a new tourism brand during the height of the conflict. The rebranding included the development of a new logo, which featured a daisy flower on a white background alongside a green sketch line of Africa and the text, "Addis Ababa – The Vibrant Hub of Africa." This logo was part of a broader effort to enhance the city’s image as a cultural and diplomatic center and underscore its potential as a top-tier tourist destination.

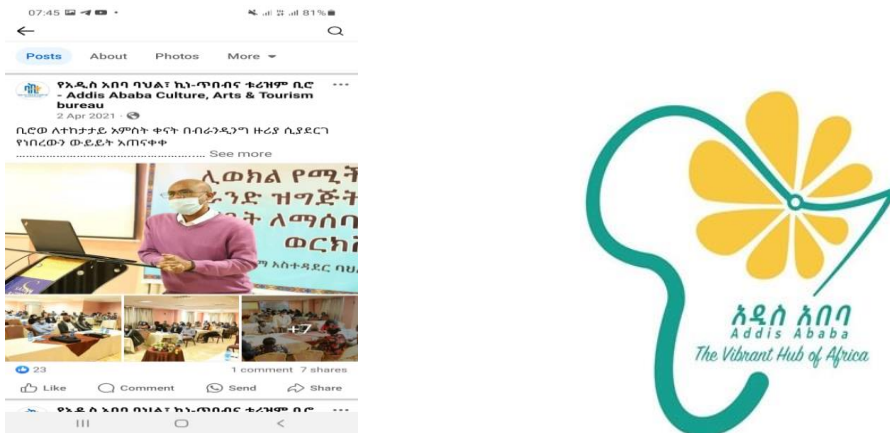


Figure 2 New Branding Discussion and its Logo

Source: Addis Ababa City Culture Arts and Tourism Bureau , 2021

In interview discussion, participant 1 (M1, March 2025) stated that

A key figure in the tourism sector, emphasized the importance of stakeholder collaboration in revitalizing Addis Ababa's tourism brand. On the discussion, it was called on residents, businesses, and government organizations to serve as ambassadors for the city, promoting its attractions and cultural heritage.

The message was clear: tourism was integral to economic growth, job creation, and foreign currency generation—critical components for the country's recovery from both the conflict and the economic downturn it caused. Literature emphasizing the value of stakeholder collaboration in tourism recovery lends credence to Participant 1's viewpoint. Coordinated efforts by governments, communities, and businesses are essential for repairing a destination's reputation following a disaster, according to Donthu & Gustafsson (2020). This is consistent with the idea of place branding put forth by Bundy, et al (2017), in which local actors serve as city ambassadors.

Post-conflict Recovery Efforts (2022 - Present)

Technological Innovation: The Role of Digital Platforms

As part of the tourism sector's revitalization efforts, digitization became a focal point for promoting Addis Ababa's attractions. One key initiative was the development of an interactive mobile application designed to provide tourists with comprehensive information about the city's destinations, services, and cultural landmarks. One respondents in interview sessions (E1, March 2025)

On the digitalization processes, our office was working with WOS International Business Group's Marketing Manager and we understood that it highlighted the significance of this app, stating that it would serve as a one-stop platform for visitors, offering everything from navigation tools to in-depth descriptions of the city's top attractions.

The mobile app was developed free of charge and aimed to increase accessibility to information for both tourists and local stakeholders. Its future success relied on widespread adoption by both public and private entities, with the goal of positioning Addis Ababa as a top global tourism destination.



Figure 3 Panel Discussion on Ethiopia’s first color film “Aster” set for digital transformation

Source: Addis Ababa City Administration, 2025

Addis Ababa's Culture, Arts, and Tourism Bureau has focused on utilizing public relations (PR) strategies to resurrect and promote the city’s tourism and cultural assets. One of the key initiatives, which highlights the importance of PR in tourism resilience, is the digitization of Ethiopia's first color film, "Aster". This project not only preserves the country’s cinematic history but also plays a pivotal role in promoting Ethiopia’s culture on both a national and international scale. The digitization of "Aster," produced in 1983 by the Ethiopian Film Corporation, represents a significant effort in safeguarding and promoting Ethiopia. “Aster” is regarded as a cornerstone of Ethiopia’s film industry, celebrated for its high-quality writing, production, and its role in shaping the cultural narrative of the time. By converting the 35mm motion picture into a digital format, the film is made accessible to a broader audience, both within Ethiopia and globally, ensuring its preservation for future generations. One respondents in interview sessions (E3, March 2025)

Public relations plays a critical role in shaping perceptions of cultural initiatives such as the "Aster" digitization project, which is strategically positioned as part of the broader effort to enhance the tourism industry in Addis Ababa. By emphasizing the importance of "Aster" as not only a cinematic achievement but also as a cultural artifact, PR efforts aim to evoke national pride and showcase Ethiopia's rich artistic legacy. This aligns with the efforts to position Addis Ababa as a vibrant cultural hub in Africa, further attracting international tourists interested in authentic cultural experiences.

In secondary document, department of communication (Addis Ababa Tourism unofficial document, 2024) discussed the digitalization process, highlighting a collaboration to develop a mobile app designed as a one-stop platform for tourists. The app aimed to provide navigation tools and detailed descriptions of Addis Ababa's top attractions, and its success depended on widespread adoption by both public and private entities to position the city as a global tourism destination.

Similarly, department of communication (Addis Ababa Tourism brochure, 2024) emphasized the digitization of Ethiopia's first color film, Aster, as a key public relations initiative. This project, led by Addis Ababa's Culture, Arts, and Tourism Bureau, not only preserves a significant piece of Ethiopian cinematic history but also plays a vital role in promoting the country's culture internationally.

Respondents 4 in interview sessions (M4, March 2025)

PR efforts underscore the role of the arts in Ethiopia's history, the city is emphasizing the role of art in Ethiopia's victories and nation-building. This historical connection is significant in PR messaging because it highlights the country's resilience and the role of cultural works in uniting

and inspiring the Ethiopian people, despite recent challenges such as the Tigray Conflict.

Respondents 5 also stated that ‘the Bureau not only preserves Ethiopia’s artistic heritage but also opens up new avenues for tourism’. The restoration of Aster aligns with literature on cultural heritage tourism, which suggests that preserving and promoting historical assets can attract international visitors and contribute significantly to post-crisis tourism recovery (Pawlos, A., & Aboneh, A. 2023).

This study understood that the digitization project is part of a broader initiative to strengthen the Ethiopian film industry. PR strategies promote local filmmakers and encourage the growth of the industry, ensuring the city’s cultural richness is continually showcased. This, in turn, attracts global attention, bringing in tourists who are interested in the dynamic growth of Ethiopia’s cultural scene. The transition from analog to digital highlights Ethiopia’s adaptability and commitment to embracing modern technological advancements. PR practices communicate how this modernization enhances accessibility and global visibility, demonstrating that Ethiopia’s tourism industry can effectively blend traditional cultural values with modern innovation, making it an appealing destination for tech-savvy travellers and those seeking unique cultural experiences.

By preserving cultural heritage and using modern tools to engage a wider audience, Addis Ababa is working to rebuild and rebrand itself in the post-conflict era. This initiative, alongside other efforts, demonstrates how public relations practices—focused on promoting culture, historical significance, and technological innovation—are essential in maintaining the city’s status as a premier destination for cultural tourism.

Impact on Addis Ababa’s Tourism Sector

Addis Ababa’s tourism sector has faced numerous challenges in recent years, particularly due to the Tigray Conflict. However, the city’s post crisis approach in rebranding and integrating technological solutions has provided a foundation for future growth. The new tourism logo, coupled with the development of the mobile app, reflects a commitment to modernizing the sector while preserving the city’s rich cultural heritage.

Tigray Conflict (2020-2022) PR Efforts

The PR efforts during the Tigray conflict were heavily focused on crisis communication to ensure that the international community was aware of the regions that were safe to visit, particularly Addis Ababa and other central tourist locations. Media Relations were crucial in communicating that the Tigray region (the primary area of conflict) did not overlap with major tourist attractions, helping to maintain the international tourism image of Ethiopia. Crisis Management was evident as travel advisories were countered with consistent updates about the safety of tourism in non-conflict areas.

Post-Tigray Conflict PR Strategies

It is found that following the Tigray conflict, reputation management strategies emphasized restoring international trust and rebuilding the Ethiopian tourism brand. The focus on long-term recovery included highlighting the resilience of Ethiopia's tourism sector, making it clear that, despite the recent political turmoil, the country's attractions remained open for business. As a key part of post-Tigray recovery, Ethiopia also advanced initiatives like digitization in tourism (e.g., launching a tourism app) to modernize and increase accessibility for tourists, a critical move to help the sector rebound.

Table 4: PR Role and its Impacts

PR Strategy	Type of Public Relations Effort	Description	Indicators of Effectiveness
Highlighting Unaffected Tourist Destinations	Informational PR	Promoting tourist attractions in Addis Ababa and regions unaffected by the Tigray conflict.	Increased bookings for unaffected areas and positive media coverage highlighting specific safe destinations.
International Advocacy	Advocacy PR	Tourism bodies lobbied against foreign travel advisories.	International media coverage on the importance of tourism to Ethiopia's economy.
Crisis Communication Plans	Crisis Management PR	Providing timely, transparent, and accurate updates.	Reduced uncertainty among potential tourists and clear messaging through official channels and media outlets.
Appealing to Global Tourism Community	Public Diplomacy PR	Engaging with global travel organizations and international media to maintain.	Support from international travel organizations.
Local Media	Media Relations	Engaging with local and	Continued media coverage on the

Engagement	PR	international media outlets	safety and tourist perceptions aligned with safety.
Promoting Ethiopia's Unique Tourism Offerings	Branding PR	Reinforcing its reputation as a unique and culturally rich destination	Recognition of Ethiopia's cultural heritage in global rankings (e.g., Lonely Planet and European Council on Tourism and Trade).
Highlighting Tourism Resilience	Reputation Management PR	Focusing on how tourism in Addis Ababa remained strong.	Positive reputation growth post-crisis and recovery in bookings as peace was restored and advisories lifted.
Engagement with Local Tour Operators	Community Relations PR	Partnering with local tour operators to reassure tourists that travel was still safe in unaffected regions.	Cooperation with local operators to maintain service delivery.
Government Engagement with International Bodies	Government Relations PR	Government dialogue with international bodies to ensure balanced perceptions	Support from international organizations and continued collaboration
Promoting Long-Term Recovery	Strategic PR	Focusing on long-term recovery and how tourism infrastructure would thrive	Projections of recovery post-conflict and optimism and future growth in tourism
Digitization and Innovation in Tourism	Innovative PR	Launching digital tools (like tourism apps) to enhance accessibility	Development and rollout of tourism apps and improved accessibility for tourists through digital resources.

Source: Its own study, 2025

4.5 Response Analysis

The discussion about public relation is made in enhancing tourism sector resilience during political turmoil in the tourism and travel industry in Ethiopia. For this study the researchers used 5 point Likert scale and indicate the extent they agree with the statements that: 1 = Strongly agree, 2 = agree, 3 = Undecided, 4 = disagree 5 = Strongly disagree. A mean (M) score between 0.8 and 1.6 means that there respondents strongly disagreed, between 1.6 to 2.4 means they disagreed, between 2.4 to 3.2 means the respondents were neutral or undecided, between 3.2 and 4 means they agreed, and a mean of greater than 4 means the respondents strongly agreed.

4.5.1 Crisis Communication Strategies

The respondents were asked to rate their opinion on PR strategies, crisis communication and messages addressing.

Table 5 Crisis Communication Strategies

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
PR strategies effectively communicate updates and information during political crisis.	22	15%	11	7%	10	7%	7	50%	32	21%	3.560	0.980
Crisis communication is timely and transparent during political crises.	21	14%	13	9%	16	11%	6	40%	40	27%	3.567	0.987
The city administration frequently updates during a crisis help reduce uncertainty for tourists..	17	11%	19	13%	21	14%	5	37%	37	25%	3.513	0.933
Grand Mean 3.55												

Source: Survey Result, 2025

The grand mean for the three items in the Crisis Communication Strategies section is **3.55**, indicating that, on average, respondents tend to agree with the effectiveness of crisis communication strategies. The score is just above the neutral point (which would be 3.0), showing that most respondents feel that communication during political crises is reasonably effective but not without room for improvement. The standard deviation (SD) values across the three items in the Crisis Communication Strategies section indicate the level of variation in respondents' opinions, which provides a deeper understanding of consensus around the effectiveness of crisis communication.

The mean for first question “PR Strategies Effectively Communicate Updates and Information During Political Turmoil” was 3.560 and its Standard Deviation (SD) was 0.980. The standard deviation of 0.980 suggests a moderate level of variability in the responses, with some participants strongly disagreeing or disagreeing with the statement, while others strongly agree. This indicates that while a majority feel PR strategies are effective (50% agree, 21% strongly agree), there is a notable proportion of participants (22%) who feel these strategies could be improved. The spread in responses suggests that effectiveness in communication might be perceived differently depending on individual experiences or expectations during crises.

The mean score of 3.567 indicates that a majority of respondents agree that crisis communication is timely and transparent during political crises. This is supported by 40% who agree and 27%

who strongly agree, meaning transparency and timeliness are valued components in communication strategies. However, the 14% who strongly disagree or disagree highlights some concerns that could be addressed by improving the speed and clarity of communication during crises. With a standard deviation of 0.987, there is slightly more variability in responses regarding the timeliness and transparency of crisis communication. While 40% of participants agree and 27% strongly agree, 23% (14% strongly disagree, 9% disagree) indicate concerns about the speed and transparency of crisis communication. This variability suggests that some respondents may feel that communication is not as immediate or clear as it should be during a crisis, despite the general positive trend.

The third item has a mean score of 3.513, suggesting that while a significant portion of respondents (37% agree and 25% strongly agree) believes that frequent updates help reduce uncertainty, there are still concerns. Specifically, 24% either disagree or are neutral, which indicates some dissatisfaction or lack of clarity on how often updates are provided. The standard deviation of 0.933 indicates moderate variability in how frequently the city administration provides updates during crises. While 37% agree and 25% strongly agree, a significant portion (24%) either disagrees or remains neutral. This suggests that the frequency of updates is seen as adequate by most, but some respondents feel that more frequent or consistent updates would better address uncertainty for tourists during crises.

Insights from different job levels, one executive and manager (M1, March 2025) said,

The government's PR efforts during political crises are generally effective, but sometimes the response is too slow or lacks clarity, especially in the initial phase. We get updates on time, but the public perception is often not aligned with what we are communicating internally, leading to confusion.

Executives and managers acknowledge the overall effectiveness of PR strategies, but they point out that delays and unclear communication in the initial stages of crises create challenges. This aligns with the variability seen in the data regarding the timeliness and clarity of communication. Employees highlight a gap between internal and public messaging, indicating that although updates are timely, there is sometimes a mismatch in how information is understood by the

public versus the internal team. This insight reinforces the need for consistent messaging and improved clarity in crisis communications. On other hand, one owner (O1, March 2025) supposed,

There's often a delay in receiving key information from higher-ups, which leaves us scrambling to answer tourist inquiries. This lack of timely communication creates confusion among both staff and tourists, as we are unable to provide the most current updates. As a result, tourists may feel uncertain about their safety and the status of their travel plans. In many cases, this delay leads to mixed messages, as different team members may be providing conflicting information based on what little they know.

Individuals in non-managerial roles express frustration with delays in receiving critical information, which results in confusion when interacting with tourists. This feedback suggests that faster dissemination of key information from higher levels is crucial to improving the crisis communication process. This not only damages trust but also hampers the ability to maintain a smooth, coordinated response. In times of political instability, these delays can further escalate the crisis, as we are left struggling to manage both public perception and the actual safety of visitors.

While the majority agree that communication efforts are generally effective, there are notable concerns about the speed, clarity, and frequency of updates, particularly in the early stages of a crisis. The interview insights further support these findings, emphasizing the need for more timely and consistent communication across all levels of the tourism sector in Addis Ababa. The results highlight areas for improvement in both the strategic and operational aspects of crisis communication.

4.5.2 Media Coverage

The respondents were asked to rate their opinion on volume of media coverage, media outlets and collaboration with stakeholders.

Table 6 Media Coverage

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
Media coverage of political crises helps in maintaining a positive image of the tourism sector.	19	13%	16	11%	13	9%	62	41%	40	27%	3.587	1.007
The volume of media coverage positively influences public perceptions of Addis Ababa as a tourist destination.	21	14%	11	7%	14	9%	63	42%	41	27%	3.613	1.033
Media outlets provide timely updates about the safety and security of tourists during crises.	17	11%	29	19%	9	6%	65	43%	30	20%	3.413	0.833
Grand Mean 3.53												

Source: Survey Result, 2025

The grand mean for the three items in the Media Coverage section is 3.53, indicating that respondents generally agree that media coverage plays a positive role in shaping perceptions of the tourism sector and public safety during political crises. This score, slightly above neutral (3.0), suggests that while media coverage is seen as important, there is room for improvement in how media outlets cover political crises, especially in terms of timeliness and the impact on perceptions. The data highlights that while media coverage is largely seen as positive, particularly in influencing public perceptions, there is room for improvement in the quality, timeliness, and clarity of information provided, especially regarding the safety and security of tourists.

The mean of 3.587 shows that respondents tend to agree that media coverage of political crises helps maintain a positive image of the tourism sector. The standard deviation of 1.007 suggests moderate variability in responses, indicating that while many respondents believe in the positive impact of media coverage, others may not share the same perspective. One respondent E1 (March 2025) indicated that the media plays a crucial role in shaping the public's view of the tourism sector, especially during political crises. However, the quality of the coverage makes a big difference. This feedback highlights that while media coverage is recognized as important, its

effectiveness depends on how well the information is communicated. High-quality, balanced reporting is crucial to ensuring that the tourism sector maintains a positive image during crises.

With a mean score of 3.613, respondents largely agree that the volume of media coverage has a positive impact on public perceptions of Addis Ababa as a tourist destination. The standard deviation of 1.033 indicates some variability in responses, suggesting that while most respondents view media coverage positively, there may be differing opinions on the volume or the effectiveness of such coverage in shaping perceptions. One respondent M41 (March 2025) indicated that more media coverage can help boost confidence, but it needs to be done thoughtfully. Over-sensationalizing issues might create more fear than reassurance. This insight suggests that while increased media coverage can help improve perceptions, it must be handled carefully. Sensationalizing issues can lead to a negative impact, underscoring the importance of responsible and balanced media reporting.

The mean of 3.413 shows that respondents are somewhat positive about the timeliness of media updates concerning the safety and security of tourists during crises. The standard deviation of 0.833 indicates moderate consistency in responses, although some variation exists in how respondents view the effectiveness of media outlets in providing timely information. One respondent O3 (March 2025) indicated that the media is generally good about updating tourists, but sometimes the information is not as detailed or clear as it should be, which leaves people uncertain. This feedback suggests that while media outlets do provide updates, the level of detail and clarity in these updates could be improved. To ensure that tourists feel reassured, media outlets need to provide more comprehensive and clear information.

4.5.3 Stakeholder Engagement

The respondents were asked to rate their opinion on local businesses and government and role of social media. The grand mean for the three items in the Stakeholder Engagement section is 3.64, which indicates that respondents generally believe that stakeholder engagement—especially the involvement of local businesses, government, and social media—plays a moderately positive role in crisis communication and managing perceptions during political instability. The score is

slightly above neutral (3.0), indicating some level of agreement, with room for improvement in certain areas.

Table 7 Stakeholder Engagement

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
Collaboration with tourism businesses and government entities improves crisis communication efforts.	16	11%	18	12%	8	5%	65	43%	43	29%	3.673	1.093
The involvement of local communities in PR strategies during crises enhances tourism stability.	16	11%	11	7%	8	5%	68	45%	47	31%	3.793	1.213
Stakeholders, including local businesses and government, work effectively to mitigate the effects of political instability.	29	19%	12	8%	8	5%	65	43%	36	24%	3.447	0.867
Grand mean 3.64												

Source: Survey Result, 2025

The mean score of 3.673 indicates a strong agreement among respondents that collaboration between tourism businesses and government entities is beneficial for improving crisis communication efforts. The standard deviation of 1.093 suggests moderate variability, indicating that while most respondents view this collaboration positively, some may have differing opinions on the level of its effectiveness. One respondents indicated that (M3, March 2025), while government and local businesses often coordinate well in times of crisis, there are times when communication breakdowns occur, leaving us unsure of what actions to take. This feedback reveals that, while collaboration is generally seen as effective, there are instances where miscommunication or lack of coordination between stakeholders occurs. Addressing these gaps could further enhance the impact of stakeholder collaboration during crises.

With a mean score of 3.793, this item shows that most respondents agree that involving local communities in PR strategies during crises strengthens tourism resilience. The standard deviation of 1.213 indicates significant variability, which suggests that while the majority see community involvement as crucial, there may be differing opinions about how best to engage local

communities in these efforts. One respondents showed that (M3, March 2025), local communities bring valuable insights and authenticity to PR efforts, but sometimes their involvement is not structured enough to make a real impact during a crisis. This feedback underscores the potential value of local community involvement, but it also points out that without proper structure and organization, their impact can be limited. Effective planning and integration of local communities into crisis communication strategies could help maximize their contributions.

The mean score of 3.447 suggests that most respondents agree that stakeholders, including local businesses and government entities, work effectively to mitigate the effects of political instability. However, the standard deviation of 0.867 indicates moderate variability, implying that while many respondents see these efforts as effective, there are concerns about inconsistent coordination and execution. One respondents signposted that (O3, March 2025), while government and local businesses often coordinate well in times of crisis, there are times when communication breakdowns occur, leaving us unsure of what actions to take. This insight further reinforces the idea that, despite general agreement on the effectiveness of stakeholder efforts, occasional communication breakdowns undermine their potential impact. Strengthening communication channels and establishing clearer roles for each stakeholder could improve the effectiveness of crisis mitigation efforts.

The data analysis reveals that stakeholder engagement, particularly the collaboration between local businesses, government entities, and social media, plays a moderately positive role in managing crises and mitigating the effects of political instability. The grand mean of 3.64 indicates general agreement on the importance of these factors but also highlights areas for improvement, particularly in ensuring more effective coordination between stakeholders and enhancing the clarity and speed of social media communication. Interview insights further support these findings, emphasizing the need for better communication strategies, structured involvement of local communities, and more timely, clear updates to reassure tourists during crises. These improvements could help optimize stakeholder engagement and strengthen resilience during times of political instability.

4.5.4 Social Media Management

Table 8 Social Media Management

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
Social media campaigns play a critical role in managing tourist perceptions during crises.	32	21%	16	11%	6	4%	6	44%	3	20%	3.307	0.727
Real-time communication on social media platforms helps reassure tourists during political instability.	25	17%	28	19%	6	4%	5	38%	3	23%	3.313	0.733
The use of influencers in social media campaigns contributes positively to the tourism sector's image.	10	7%	28	19%	12	8%	5	39%	4	27%	3.62	1.040
Grand Mean 3.41												

Source: Survey Result, 2025

The grand mean for the three items in the Social Media Management section is 3.41, which indicates a moderate agreement among respondents regarding the role of social media in managing tourist perceptions during crises. The score is slightly above neutral (3.0), showing that while social media is recognized as important, there is room for improvement in how it is utilized, especially in crisis situations.

The mean of 3.307 shows that respondents somewhat agree that social media campaigns are critical in managing tourist perceptions during crises. The standard deviation of 0.727 is relatively low, suggesting that opinions are fairly consistent among respondents. However, the mean score, which is closer to neutral, indicates that while social media is acknowledged as a tool for perception management, its effectiveness might not be universally recognized by all participants. One of the respondents indicated that (M2, March 2025), social media is useful, but its effectiveness depends on how quickly the messages are shared and the clarity of the information provided. This feedback highlights that while social media campaigns are seen as valuable, the speed and clarity of the information shared play a crucial role in determining their success. Effective social media management in crisis situations requires timely and well-crafted messages to maintain trust and manage perceptions.

The mean score of 3.313 suggests that real-time communication on social media is somewhat effective in reassuring tourists during political instability. The standard deviation of 0.733 indicates moderate consistency in responses, but there is still some variability. This variability suggests that while some respondents find real-time updates helpful, others may feel that the information is not sufficient or timely enough. One of the respondents indicated that (M2, March 2025), real-time updates on social media are essential, but they sometimes lack sufficient detail or reassurance, leaving tourists more anxious than relieved. This insight emphasizes that while real-time updates are generally seen as important, the content and detail in these updates must be more comprehensive to truly reassure tourists. It highlights the need for social media posts to go beyond just updates and provide context and reassurance.

With a mean score of 3.62, respondents generally agree that the use of influencers in social media campaigns positively impacts the tourism sector's image. The standard deviation of 1.040 is relatively high, indicating a wider range of opinions about the effectiveness of influencers in shaping the tourism sector's image. Some respondents may feel that influencer marketing is highly effective, while others may not see it as impactful. One of the respondents indicated that (E3, March 2025), influencers play a significant role in shaping perceptions, especially when they share authentic experiences, but it depends on the credibility of the influencer. This feedback suggests that while influencers are recognized for their potential to positively affect the tourism sector's image, their effectiveness depends on their credibility and authenticity. Using well-respected and trustworthy influencers may improve the effectiveness of these campaigns.

The grand mean of 3.41 indicates that respondents generally see social media as an important tool for managing tourist perceptions, with room for improvement in certain areas, particularly regarding the clarity and timeliness of real-time updates. The data reveals that social media campaigns are considered moderately effective in handling crises, but their success heavily depends on how quickly and clearly information is communicated. The use of influencers also has a positive impact on the tourism sector's image, though their effectiveness is contingent on credibility. Interview insights reinforce the need for more detailed, timely, and authentic content in social media campaigns to maximize their effectiveness during crises.

4.5.5 Reputation Management

Table 9 Reputation Management

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
Effective reputation management strategies help improve the destination's image during political turmoil.	12	8%	23	15%	8	5%	66	44%	41	27%	3.673	1.093
PR efforts are successful in addressing negative publicity, rumors, and misinformation about the tourism sector.	18	12%	19	13%	8	5%	61	41%	44	29%	3.627	1.047
Reputation management efforts contribute to the restoration of tourists' trust during crises.	15	10%	27	18%	9	6%	62	41%	37	25%	3.527	0.947
Grand Mean 3.53												

Source: Survey Result, 2025

The grand mean for the three items in the Reputation Management section is 3.53, indicating that respondents generally agree that reputation management plays a positive role in improving the destination's image and restoring trust during crises. The score suggests a moderately positive perception of reputation management strategies, with a slight preference for their effectiveness in addressing negative publicity and restoring tourists' trust.

The study found that the mean of 3.673 shows that respondents largely agree that effective reputation management strategies are important for improving the destination's image during political crises. The standard deviation of 1.093 indicates significant variability in responses, suggesting that while many see reputation management as crucial, others may have differing views on its effectiveness during crises. One of the respondents indicated that (M3, March 2025), during political turmoil, well-executed reputation management can turn things around, but it requires coordination and proactive communication. This feedback emphasizes the importance of proactive strategies in managing the destination's image, particularly during turbulent times.

Effective reputation management involves strategic planning, consistent messaging, and coordination between key stakeholders.

With a mean score of 3.627, respondents generally agree that PR efforts are successful in countering negative publicity, rumours, and misinformation about the tourism sector. The standard deviation of 1.047 reflects variability in responses, with some participants expressing more confidence in PR efforts than others. One of the respondents indicated that (E2, March 2025), public relations efforts are essential in addressing rumours and misinformation, but they need to be fast and clear to be effective. This feedback highlights that the success of PR efforts depends on the speed and clarity of the information provided. Addressing misinformation quickly and effectively is crucial to restoring public confidence and maintaining a positive image.

The mean of 3.527 indicates that respondents moderately agree that reputation management efforts contribute to the restoration of tourists' trust during crises. The standard deviation of 0.947 suggests some variability in responses, but generally, respondents believe that reputation management is important for rebuilding trust during times of instability. One of the respondents indicated that (E1, March 2025), restoring tourists' trust requires more than just messaging; it requires demonstrating that actions are being taken to address their concerns. This feedback suggests that reputation management goes beyond communication—it requires tangible actions that align with the messages being shared. Restoring trust involves both transparent communication and real efforts to improve the situation.

The grand mean of 3.53 indicates that respondents agree on the importance of reputation management in mitigating the impact of political crises on the tourism sector. The data suggests that while reputation management strategies are seen as effective in improving the destination's image, addressing misinformation, and restoring trust, there is room for improvement. Interview insights highlight the need for proactive and coordinated communication, as well as timely and clear PR efforts to address negative publicity. To further enhance reputation management, efforts should focus on quick response times, transparency, and demonstrating action to rebuild trust among tourists during crises.

4.5.6 Tourism Sector Resilience

Table 10 Tourism Sector Resilience

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
The tourism sector in Addis Ababa recovers quickly from the impacts of political instability.	8	5%	31	21%	8	5%	5	39%	4	29%	3.667	1.087
Tourism businesses maintain operations during political crises due to effective PR strategies.	15	10%	23	15%	6	4%	6	45%	3	26%	3.613	1.033
Tourists' confidence in visiting Addis Ababa is restored through PR efforts during political crisis.	16	11%	26	17%	6	4%	6	41%	4	27%	3.56	0.980
The tourism sector adapt to political instability and continue to function effectively.	16	11%	32	21%	8	5%	5	37%	3	25%	3.453	0.873
PR strategies contribute to the long-term resilience of the tourism sector in Addis Ababa.	21	14%	28	19%	5	3%	5	38%	3	26%	3.433	0.853
Grand Mean 3.54												

Source: Survey Result, 2025

The grand mean for the five items in the Resilience and Recovery section is 3.54, indicating that respondents generally agree that PR strategies contribute to the recovery and resilience of the tourism sector during political crises. This score suggests that while the sector's recovery is viewed positively, there is still room for improvement in how quickly it rebounds from instability and in the long-term resilience strategies.

With a mean score of 3.67, respondents generally agree that the tourism sector in Addis Ababa recovers quickly from the impacts of political instability. The standard deviation of 1.09 indicates variability in responses, suggesting that while a significant portion of respondents believes in the sector's recovery, others may not feel as optimistic. One of the respondents indicated that (M4, March 2025), recovery in the tourism sector does happen, but it often takes time and depends on how effectively the crisis is managed. This feedback indicates that while recovery is possible, it may not always be immediate. Effective crisis management and communication play a vital role in how quickly the sector can rebound.

The mean of 3.61 shows that respondents mostly agree that tourism businesses can maintain operations during political crises due to effective PR strategies. The standard deviation of 1.03 reflects moderate variation in responses, with some participants expressing more confidence in the PR strategies than others. One of the respondents indicated that (M2, March 2025), effective PR strategies are critical in ensuring that businesses can continue to operate even during political instability, but the strategies must be well-timed and relevant. This feedback underscores the importance of timely and relevant PR strategies in helping businesses navigate political crises. These strategies are viewed as essential to maintaining operations, though their success depends on how effectively they are executed.

The mean score of 3.56 suggests that respondents agree that PR efforts help restore tourists' confidence in visiting Addis Ababa during political turmoil. The standard deviation of 0.98 indicates moderate variability, implying that while many respondents believe PR efforts are effective, others may be less convinced of their impact on tourist confidence. One of the respondents indicated that (E4, March 2025), PR efforts definitely help, but tourists are still cautious, and restoring full confidence takes time. PR needs to show tangible improvements on the ground. This feedback suggests that while PR efforts can restore confidence, the process requires more than just communication—it needs to be backed by visible improvements in the tourism environment. Tourists may take some time to regain full trust, even with effective PR efforts.

The mean of 3.45 indicates that respondents are somewhat positive about the tourism sector's ability to adapt to political instability and continue functioning effectively. The standard deviation of 0.87 suggests relatively consistent responses, but there are still some differing views on how well the sector can adapt to instability. One of the respondents indicated that (O5, March 2025), the tourism sector does adapt, but it requires flexibility and strong leadership to navigate through tough times. This insight emphasizes that adaptability is possible but not always guaranteed. Effective leadership and flexibility are critical factors in enabling the sector to continue functioning during political instability.

The mean of 3.43 shows that respondents somewhat agree that PR strategies contribute to the long-term resilience of the tourism sector in Addis Ababa. The standard deviation of 0.85

indicates relatively consistent views, but some respondents may feel that the contribution of PR strategies to long-term resilience is not as significant. One of the respondents indicated that (E5, March 2025), long-term resilience needs more than just PR—it requires sustainable strategies, including investment in infrastructure and collaboration among stakeholders. This feedback suggests that while PR strategies play a role in resilience, they are not sufficient on their own. A comprehensive approach that includes infrastructure investment and stakeholder collaboration is essential for ensuring the long-term resilience of the tourism sector.

Grand Mean and Analysis for Key Areas

Table 11 Grand Mean and Analysis Summary

Area	Grand Mean	Analysis Summary
Crisis Communication Strategies	3.55	Indicates that respondents generally agree that crisis communication strategies are somewhat effective.
Media Coverage	3.53	Indicates respondents moderately agree that media coverage plays a positive role in shaping perceptions of the tourism sector and public safety during political crises
Stakeholder Engagement	3.64	Shows that respondents believe stakeholder engagement plays a moderately positive role in crisis communication and managing perceptions during political instability
Social Media Management	3.41	Suggests a moderate agreement that social media management is essential for managing tourist perceptions during crises.
Reputation Management	3.53	Reputation management is viewed as moderately effective in restoring the tourism sector's image during political turmoil.
Tourism Sector Resilience	3.54	Suggests that respondents generally agree that the tourism sector in Addis Ababa recover and maintain operations during political crises.

Source: Survey Result, 2025

The grand mean of 3.54 indicates that respondents generally agree that PR strategies help in the recovery and resilience of the tourism sector during and after political crises. The data suggests that while the sector is viewed as capable of adapting and recovering, there are areas for improvement, particularly in long-term resilience and the speed of recovery. Interview insights emphasize the importance of effective, timely, and relevant PR efforts, as well as the need for additional strategies such as infrastructure development and stakeholder coordination. By

improving both short-term response strategies and long-term resilience plans, the tourism sector can better withstand future political instabilities.

It is revealed that the grand mean of 3.55 (crisis communication strategies) highlights that respondents are moderately satisfied with the effectiveness of crisis communication strategies, yet there is room for enhancement in their overall impact, especially during times of political turmoil. This study found that a grand mean of 3.53 indicates that media coverage is seen as a moderately effective tool for influencing public perceptions and providing timely updates about safety. However, slight inconsistencies in the speed and clarity of coverage remain, indicating room for improvement.

With a grand mean of 3.64, there is general agreement that effective stakeholder engagement, particularly with local businesses and the government, helps mitigate the effects of political instability. Still, there is a need for improved coordination and more active involvement of all parties to ensure a more effective response during crises.

The grand mean of 3.41 suggests that social media management plays a role in managing tourist perceptions, but it is not fully optimized. Clearer, more timely communication, especially through influencers and social media campaigns, is needed to fully leverage its potential in crisis situations.

With a grand mean of 3.53, respondents see reputation management as moderately successful in improving the tourism sector's image and restoring trust. However, there is still potential for improvement in addressing long-term issues and rebuilding tourist confidence post-crisis.

Tourism Sector Resilience: The grand mean of 3.54 suggests a moderately positive view of the tourism sector's resilience during political instability. Although the sector is perceived to recover and adapt, its long-term resilience requires further attention, particularly in enhancing PR strategies and ensuring continuity of operations during crises.

The grand means for all areas suggest a moderately positive view of the effectiveness of PR strategies, media coverage, stakeholder engagement, and social media management in addressing the challenges posed by political instability. While respondents acknowledge the importance of these factors in ensuring recovery, there is a consistent theme across areas that highlights room

for improvement, especially in communication clarity, coordination among stakeholders, and long-term resilience strategies. Further enhancements in these areas would help improve the overall crisis management process in Addis Ababa’s tourism sector.

4.6 Correlation Analysis

The next part of the presented results strictly covers the main objective of the work, which was to determine and assess the correlation between individual dimensions of dependent and independent variables, as well as analysis of the subsequent hypotheses. The Pearson correlation coefficient determines the strength of the linear relationship between two variables, Addisu (2023) Pearson correlation coefficients (r) can be less than 0.3 are considered weak. Correlations between 0.3 and 0.7 are considered moderate.

Table 12 Pearson Correlation Test Result (N=150)

		Correlations					
		Crisis Communication Strategies	Media Coverage	Stakeholder Engagement	Social Media Management	Reputation Management	Tourism Sector Resilience
Crisis Communication Strategies	Pearson Correlation	1	.427**	.416**	.408**	.216**	.505**
	Sig. (2-tailed)		.000	.000	.000	.008	.000
	N	150	150	150	150	150	150
Media Coverage	Pearson Correlation	.427**	1	.495**	.444**	.400**	.628**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	150	150	150	150	150	150
Stakeholder Engagement	Pearson Correlation	.416**	.495**	1	.695**	.487**	.694**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	150	150	150	150	150	150
Social Media Management	Pearson Correlation	.408**	.444**	.695**	1	.520**	.673**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	150	150	150	150	150	150
Reputation Management	Pearson Correlation	.216**	.400**	.487**	.520**	1	.530**
	Sig. (2-tailed)	.008	.000	.000	.000		.000
	N	150	150	150	150	150	150
Tourism Sector Resilience	Pearson Correlation	.505**	.628**	.694**	.673**	.530**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	150	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Result, 2025

The Tourism Sector Resilience variable shows significant positive correlations with all the key factors considered in the study, including Crisis Communication Strategies, Media Coverage, Stakeholder Engagement, Social Media Management, and Reputation Management.

Crisis Communication Strategies

There is a moderate positive correlation between Crisis Communication Strategies and Tourism Sector Resilience (Pearson Correlation = 0.505, p-value = 0.000), suggesting that effective crisis communication strategies are significantly associated with the ability of the tourism sector to recover and maintain operations during political crises. This means that the better the crisis communication strategies, the stronger the resilience of the tourism sector.

Media Coverage

A stronger positive correlation (Pearson Correlation = 0.628, p-value = 0.000) is observed between Media Coverage and Tourism Sector Resilience. This indicates that timely and comprehensive media coverage during crises plays a crucial role in reinforcing the resilience of the tourism sector. When the media effectively communicates updates about safety and the tourism sector's recovery, the resilience of the sector is enhanced.

Stakeholder Engagement

The highest correlation (Pearson Correlation = 0.694, p-value = 0.000) is found between Stakeholder Engagement and Tourism Sector Resilience, highlighting the critical role that collaboration between stakeholders (including local businesses, government, and other entities) plays in ensuring the resilience of the tourism sector. Stronger collaboration leads to more effective responses and quicker recovery during and after political crises.

Social Media Management

Social Media Management shows a robust positive correlation (Pearson Correlation = 0.673, p-value = 0.000) with Tourism Sector Resilience. This indicates that managing social media campaigns and leveraging platforms to communicate effectively with tourists significantly contributes to the tourism sector's resilience. Real-time updates and reassurance through social media are important factors in sustaining tourist confidence during crises.

Reputation Management

A moderate positive correlation (Pearson Correlation = 0.530, p-value = 0.000) is observed between Reputation Management and Tourism Sector Resilience, suggesting that the management of the sector's reputation, particularly in addressing negative publicity and restoring tourist trust, has a notable impact on the sector's resilience during times of political instability.

All key factors examined in the study—crisis communication strategies, media coverage, stakeholder engagement, social media management, and reputation management—demonstrate significant positive relationships with Tourism Sector Resilience. The strongest correlation is with Stakeholder Engagement, emphasizing the importance of collaboration among various stakeholders to enhance the tourism sector's resilience. Moreover, the findings suggest that the effectiveness of communication strategies, whether through the media, social media, or crisis communication, is crucial in reinforcing the sector's ability to recover and adapt to political instability.

4.7 Multiple Regression

Table 13 Multiple Regression Test Results and Assumptions

Predictor	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Tolerance	VIF
Constant	0.066		0.272	0.786		
Crisis Communication Strategies	0.137	0.153	2.720	0.007	0.740	1.351
Media Coverage	0.276	0.272	4.581	0.000	0.662	1.511
Stakeholder Engagement	0.288	0.268	3.735	0.000	0.454	2.201
Social Media Management	0.234	0.233	3.256	0.001	0.456	2.193
Reputation Management	0.140	0.136	2.308	0.022	0.673	1.486
ANOVA Summary:	F	56.762			Sig.	0.000

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
Regression Model	0.814	0.663	0.652	0.561	1.918

Source: Survey Result, 2025

The regression model has a strong predictive capability, with $R = 0.814$ and $R^2 = 0.663$, meaning that about 66.3% of the variation in Tourism Sector Resilience can be explained by the combination of Reputation Management, Crisis Communication Strategies, Media Coverage, Stakeholder Engagement, and Social Media Management. The Adjusted R^2 of 0.652 shows that this model is robust even when adjusted for the number of predictors. The standard error of 0.561 suggests that the model provides a fairly accurate prediction of Tourism Sector Resilience.

The ANOVA test demonstrates that the overall regression model is statistically significant ($F = 56.762$, $\text{Sig.} = 0.000$), meaning that the independent variables collectively predict Tourism Sector Resilience effectively. The Durbin-Watson statistic of 1.918 indicates no significant autocorrelation, confirming the independence of residuals.

Looking at the Coefficients, all predictors show positive relationships with Tourism Sector Resilience, Crisis Communication Strategies ($B = 0.137$, $\text{Sig.} = 0.007$) and Reputation Management ($B = 0.140$, $\text{Sig.} = 0.022$) contribute significantly but to a lesser degree. This study found that Media Coverage ($B = 0.276$, $\text{Sig.} = 0.000$), Stakeholder Engagement ($B = 0.288$, $\text{Sig.} = 0.000$), and Social Media Management ($B = 0.234$, $\text{Sig.} = 0.001$) are the most influential predictors, with Stakeholder Engagement showing the highest standardized coefficient (Beta = 0.268) and the greatest impact on sector resilience.

The Tolerance and VIF values indicate that multicollinearity is not a significant issue in the model, with VIF values all below 5, confirming that the predictors are not highly correlated with each other.

In summary, the analysis shows that Crisis Communication Strategies, Media Coverage, Stakeholder Engagement, Social Media Management, and Reputation Management are all significant predictors of Tourism Sector Resilience. The strongest influences come from Stakeholder Engagement and Media Coverage, while Crisis Communication Strategies and Reputation Management also contribute positively, though to a lesser extent.

4.8 Discussions

The hypotheses proposed in this study were tested to determine the relationships between various public relations (PR) strategies and the resilience of the tourism sector in Addis Ababa during periods of political instability. These hypotheses were framed around five critical PR strategies: crisis communication, media coverage, stakeholder engagement, social media management, and reputation management. The results of the statistical analysis provide insights into the effectiveness of these strategies in fostering tourism resilience.

Crisis Communication Strategies and Tourism Sector Resilience

The Pearson correlation analysis revealed a moderate positive correlation of 0.505 ($p = 0.000$) between crisis communication strategies and tourism sector resilience, confirming that more effective crisis communication contributes to greater resilience in the tourism sector. This relationship was further supported by the regression analysis, where crisis communication strategies had a statistically significant positive impact on tourism sector resilience ($B = 0.137$, $p = 0.007$). These findings support the hypothesis that effective crisis communication plays a crucial role in restoring public trust, maintaining tourist confidence, and mitigating the negative effects of political instability (Mensah & Boakye, 2021). The results align with Addisu' (2023) study that shows situational crisis communication theory, which emphasizes the importance of clear, timely, and transparent communication in crisis management.

Media Coverage and Tourism Sector Resilience

The correlation analysis showed a strong positive relationship between media coverage and tourism sector resilience, with a Pearson correlation coefficient of 0.628 ($p = 0.000$). Additionally, the regression analysis indicated that media coverage significantly contributes to tourism sector resilience, with a B-value of 0.276 ($p = 0.000$). These findings support the hypothesis that media coverage plays a key role in shaping public perceptions and maintaining confidence in the tourism sector during times of political instability. These results align with (Mwangi & Kihoro, 2022) assertion that media plays a pivotal role in maintaining a positive image of the destination and helping mitigate the negative effects of crises. However, some

respondents noted issues related to the consistency and timeliness of media coverage, which may need further improvement to maximize its effectiveness (Addisu, 2023).

Stakeholder Engagement and Tourism Sector Resilience

Stakeholder engagement demonstrated a strong positive relationship with tourism sector resilience, with a Pearson correlation of 0.694 ($p = 0.000$). The regression analysis further reinforced this finding, with a B-value of 0.288 ($p = 0.000$), indicating that effective engagement with stakeholders such as government entities, local businesses, and tourism organizations significantly contributes to the resilience of the tourism sector. These results support the hypothesis that stakeholder collaboration is critical to crisis management and tourism recovery. The findings are consistent with those of Sibiya & Akinboade (2023), who emphasized the importance of strong inter-organizational relationships in crisis situations. However, challenges in consistent collaboration were noted, suggesting that further efforts should be made to establish clear roles and enhance coordination during crises (Hanna, 2023).

Social Media Management and Tourism Sector Resilience

The results of the Pearson correlation analysis showed a strong positive relationship between social media management and tourism sector resilience, with a correlation coefficient of 0.673 ($p = 0.000$). The regression analysis further confirmed this relationship, with a B-value of 0.234 ($p = 0.001$). These findings support the hypothesis that social media plays a vital role in providing real-time updates, engaging with tourists, and promoting a positive image of the destination during crises. The results are consistent with prior studies, such as those by Adongo & Tandoh (2022), who highlighted the increasing significance of social media platforms in crisis communication. However, challenges were identified in ensuring the clarity and speed of social media updates, suggesting that tourism organizations need to refine their social media strategies to improve their crisis response (Sibiya & Akinboade, 2023).

Reputation Management and Tourism Sector Resilience

Reputation management was found to have a positive relationship with tourism sector resilience, with a Pearson correlation of 0.530 ($p = 0.000$). The regression analysis showed a B-value of 0.140 ($p = 0.022$), indicating that reputation management efforts are significantly associated with

the resilience of the tourism sector. These findings support the hypothesis that effective reputation management can help restore trust and encourage tourists to return, even after a crisis. This aligns with the work of Ahmed and Jafri (2019), who emphasized the importance of reputation as an intangible asset that can greatly influence a company or destination's long-term success. However, challenges in addressing misinformation and negative publicity were highlighted, suggesting the need for more proactive and comprehensive reputation management strategies (Mwangi & Kihoro, 2022).

Comparison with Previous Studies

The findings from this study generally align with previous research in crisis communication and tourism stability. Studies by Amare (2021), Mwangi & Kihoro (2022) and Hanna(2023) have consistently highlighted the importance of communication strategies, media coverage, stakeholder collaboration, and social media in enhancing tourism resilience during crises. However, this study also contributes new insights by specifically focusing on Addis Ababa and identifying challenges such as the inconsistency in stakeholder coordination and the speed and clarity of social media updates. These challenges have been less emphasized in previous research, highlighting the need for further refinement of PR strategies in crisis management.

In conclusion, the study provides valuable insights into the role of PR strategies in enhancing Addis Ababa's tourism sector stability during political crises. The hypotheses testing confirmed the positive influence of crisis communication, media coverage, stakeholder engagement, social media management, and reputation management on tourism sector resilience. The findings underscore the importance of strategic communication, coordination, and adaptability in managing crises and fostering long-term recovery in the tourism industry.

CHAPTER FIVE

SUMMARY OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.1 Summary of Key Findings

The study provided several crucial insights into the role of crisis communication strategies, media coverage, stakeholder engagement, social media management, reputation management, and tourism sector resilience during political instability in Addis Ababa. Through case studies of two major political crises—the Tigray Conflict (2020-2022) and Post-conflict Recovery Efforts (2022-2024) the study examined how Public Relations (PR) strategies were implemented and evaluated their effectiveness in maintaining and restoring tourism stability during periods of political unrest.

In the case of the Tigray Conflict, the study found that crisis communication strategies were vital in managing the negative international perceptions resulting from the conflict, although their effectiveness was variable due to challenges in timeliness and transparency. Media coverage played a significant role in protecting the tourism sector’s image, with the volume and consistency of media reports directly influencing public perceptions of Addis Ababa as a safe tourist destination.

In terms of Social Media Management, the study found that while social media campaigns were essential in shaping tourist perceptions, the clarity, speed, and consistency of messages often determined their success. Social media platforms were seen as effective tools for reassuring tourists, but there were instances where the lack of detailed information and real-time updates heightened anxiety among potential visitors. Furthermore, the study identified Reputation Management as crucial for addressing negative publicity and misinformation during these crises. The use of proactive reputation management strategies, including transparent messaging and crisis communication, helped rebuild trust and restore the image of Ethiopia’s tourism sector.

Stakeholder engagement emerged as another key finding. Collaboration between local businesses, government entities, and tourism organizations was seen as essential for enhancing crisis communication efforts. However, the study pointed out the need for more consistent and

effective collaboration, as some stakeholders lacked coordinated efforts during key moments of the crises. The Post-conflict Recovery Efforts case study highlighted that the restoration of international confidence in the tourism sector required sustained reputation management and clear communication efforts. This case emphasized that while the sector had the potential to recover quickly from political instability, stronger communication and collaboration strategies were necessary to build long-term resilience.

Overall, the study showed that while crisis communication strategies, media coverage, stakeholder engagement, and reputation management played significant roles in the stability of the tourism sector, there were areas for improvement. In particular, better coordination between stakeholders and faster, more detailed communication through media and social media were essential for enhancing the sector's ability to withstand and recover from political instability. The findings underscore the importance of multi-platform communication and consistent collaboration among key stakeholders to ensure the tourism sector can remain resilient in the face of political crises.

While these strategies were generally effective, the study also identified areas for improvement, such as more consistent stakeholder collaboration, faster and clearer communication through media and social media, and better post-crisis reputation management. These findings provide valuable insights into how PR practices can be optimized to better support the tourism sector in times of political crises.

5.2 Conclusions

This study highlights the critical role of crisis communication, media relations, stakeholder engagement, reputation management, and social media in enhancing the stability of the tourism sector during periods of political instability in Addis Ababa. The findings demonstrate that while these strategies are essential in mitigating the impacts of crises, their effectiveness can vary depending on their execution.

In the case of the Tigray Conflict (2020-2022), crisis communication strategies were vital in managing international perceptions. However, the inconsistent timing and transparency of messages hindered their full potential.

Social media management was another area where the study found significant variability. While social media was a critical tool in shaping tourists' perceptions and providing reassurance, inconsistent updates, especially during the Post-conflict Recovery Efforts (2022-present), created challenges. The lack of clarity and timeliness in social media communications slowed the recovery of trust among potential visitors. Similarly, reputation management strategies, although somewhat effective, highlighted the need for more proactive and clearer communication to counter misinformation and restore tourism confidence.

In conclusion, the findings suggest that the tourism sector's stability and recovery from political instability depend on a multifaceted approach to crisis management. This includes timely and transparent crisis communication, strong media relations, better stakeholder collaboration, and more effective use of social media and reputation management strategies. The study advocates for improved coordination among government entities, businesses, and media outlets to ensure more effective management of future crises. Additionally, enhancing digital tools and adopting innovative PR strategies will support the tourism sector's growth and sustainability in the long term.

5.3 Recommendations

This study recommends strengthening coordination among government bodies, tourism stakeholders, and local businesses to ensure a unified and effective response during crises. Such collaboration should begin with proactive pre-crisis planning, where communication protocols and clearly defined roles are established. This will help maintain consistent messaging, reassure the public, and promote confidence among tourists during political instability.

In line with this, tourism organizations should refine their crisis communication strategies to emphasize transparency, speed, and clarity. These strategies must be proactive and responsive, directly addressing tourists' concerns with timely updates that mitigate uncertainty and foster trust in the tourism sector. Leveraging social media as a primary communication tool is crucial; structured campaigns featuring frequent and credible updates can significantly influence tourist perceptions. Collaborating with trusted influencers may also amplify positive narratives and strengthen the destination's image amid crises.

Capacity building among tourism professionals, especially in public relations and media engagement, is essential. Training programs should be developed to equip personnel with the skills necessary to manage crises effectively and maintain the sector's credibility. Furthermore, implementing feedback mechanisms to assess and adapt communication strategies during crises will ensure that messages remain relevant and effective in dynamic situations.

Tourism organizations and stakeholders should invest in digital platforms such as mobile applications, interactive websites, and virtual tours. These platforms can provide real-time updates on safety, services, and destination accessibility, helping potential visitors make informed travel decisions and stay connected to Ethiopian tourism even during periods of physical travel limitations. Finally, it is crucial to embed crisis communication into the core operations of tourism businesses. By maintaining a consistent and professional online presence and being prepared with real-time response strategies, these organizations can minimize reputational damage and maintain tourist interest, even in politically sensitive periods.

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ANNEX

Appendix I - Questionnaire

ADDIS ABABA UNIVERSITY
COLLEGE OF SOCIAL SCIENCES, ARTS AND HUMANITIES
SCHOOL OF MEDIA AND COMMUNICATION
DEPARTMENT OF PUBLIC RELATIONS AND STRATEGIC
COMMUNICATION

Dear respected participant,

I am Meshkura Mukemil, a postgraduate student of Addis Ababa University. I am conducting an academic research and I invite you to participate in a research study entitled: “**Analyzing the role of public relations in enhancing tourism stability during political crisis: the case of Addis Ababa’s tourism industry**”.

Your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you don’t wish to answer. Your responses will remain confidential and anonymous. There are no known risks to participation beyond those encountered in everyday life. Data from this research will be kept secretly and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire.

Thank you for your support in this significant endeavour.

Sincerely yours,

Meshkura Mukemil

Email – Meshkurr@gmail.com

Personal Information

Direction - *Direction - Demographic or personal information, please insert (x) in the box for your appropriate answer*

1. Age

Below 35 36 – 45 46 -55 Above 56

2. Gender

Male Female

3. Education Level

High School and below Diploma First Degree Master's Degree & above

4. Monthly Income

Below 5,000 5,001 – 10,000 10,001 – 15,000 Above 15,001

5. Occupation

Tourism Operator Government Official Media Professional Others

Please indicate if possible _____

6. How long have you known Addis Ababa Tourism in details?

Less than a year 1-5 years 6- 10years More than 10 years

Questions related with the study

Question 1 – How do you perceive and rate the role of public relation on tourism resilience in Addis Ababa Tourism? Please put “X” mark with the answer you choose.

Instructions: Please indicate your level of agreement with each statement by circling the appropriate number on the scale below:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Code	PR Strategy	Statement	1	2	3	4	5
CM1	Crisis Communication Strategies	PR strategies effectively communicate updates and information during political crisis.					
CM2		Crisis communication is timely and transparent during political crises.					
CM3		The city administration frequently updates during a crisis help reduce uncertainty for tourists.					
MC1	Media Coverage	Media coverage of political crises helps in maintaining a positive image of the tourism sector.					
MC2		The volume of media coverage positively influences public perceptions of Addis Ababa as a tourist destination.					
MC3		Media outlets provide timely updates about the safety and security of tourists during crises.					
SE1	Stakeholder Engagement	Collaboration with tourism businesses and government entities improves crisis communication efforts.					
SE2		The involvement of local communities in PR strategies during crises enhances tourism resilience.					
SE3		Stakeholders, including local businesses and government, work effectively to mitigate the effects of political instability.					
SM1	Social Media Management	Social media campaigns play a critical role in managing tourist perceptions during crises.					
SM2		Real-time communication on social media platforms helps reassure tourists during political instability.					
SM3		The use of influencers in social media campaigns contributes positively to the tourism sector's image.					

RM1	Reputation Management	Effective reputation management strategies help improve the destination's image during political turmoil.					
RM2		PR efforts are successful in addressing negative publicity, rumors, and misinformation about the tourism sector.					
RM3		Reputation management efforts contribute to the restoration of tourists' trust during crises.					
TSR1	Tourism Sector Resilience	The tourism sector in Addis Ababa recovers quickly from the impacts of political instability.					
TSR2		Tourism businesses maintain operations during political crises due to effective PR strategies.					
TSR3		Tourists' confidence in visiting Addis Ababa is restored through PR efforts during political turmoil.					
TSR4		The tourism sector adapt to political instability and continue to function effectively.					
TSR5		PR strategies contribute to the long-term resilience of the tourism sector in Addis Ababa.					

Thank you !

Appendix II- Semi-Structured Interviews

Introduction

Thank you and can I proceed?

Interview questions

1. How did PR strategies evolve during periods of political instability in Addis Ababa?
2. What role did communication play in maintaining tourist confidence during the crises?
3. Can you describe the effectiveness of crisis communication in mitigating the negative impact on tourism?
4. How did media coverage influence the perception of Addis Ababa as a tourist destination during the crises?
5. What collaborative efforts were made between government bodies, tourism operators, and the media to support tourism during the crises?
6. How did social media platforms contribute to managing the reputation of Addis Ababa's tourism sector during the crises?
7. What challenges did PR practitioners face in maintaining a positive image for the tourism sector during political conflict?

Thank You!

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Reputation Management, Crisis Communication Strategies, Media Coverage, Social Media Management, Stakeholder Engagement ^b		Enter

a. Dependent Variable: Tourism Sector Resilience

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.814 ^a	.663	.652	.561	1.918

a. Predictors: (Constant), Reputation Management, Crisis Communication Strategies, Media Coverage, Social Media Management, Stakeholder Engagement

b. Dependent Variable: Tourism Sector Resilience

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.308	5	17.862	56.762	.000 ^b
	Residual	45.313	144	.315		
	Total	134.622	149			

a. Dependent Variable: Tourism Sector Resilience

b. Predictors: (Constant), Reputation Management, Crisis Communication Strategies, Media Coverage, Social Media Management, Stakeholder Engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.066	.241		.272	.786		
	Crisis Communication Strategies	.137	.050	.153	2.720	.007	.740	1.351
	Media Coverage	.276	.060	.272	4.581	.000	.662	1.511
	Stakeholder Engagement	.288	.077	.268	3.735	.000	.454	2.201
	Social Media Management	.234	.072	.233	3.256	.001	.456	2.193
	Reputation Management	.140	.061	.136	2.308	.022	.673	1.486

a. Dependent Variable: Tourism Sector Resilience

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Crisis Communication Strategies	Media Coverage	Stakeholder Engagement	Social Media Management	Reputation Management
1	1	5.825	1.000	.00	.00	.00	.00	.00	.00
	2	.058	9.984	.00	.65	.01	.01	.02	.20
	3	.038	12.436	.07	.06	.55	.05	.24	.01
	4	.033	13.253	.34	.09	.41	.05	.10	.18
	5	.028	14.326	.53	.19	.01	.06	.01	.60
	6	.017	18.544	.06	.00	.03	.83	.63	.01

a. Dependent Variable: Tourism Sector Resilience

Residuals Statistics^a

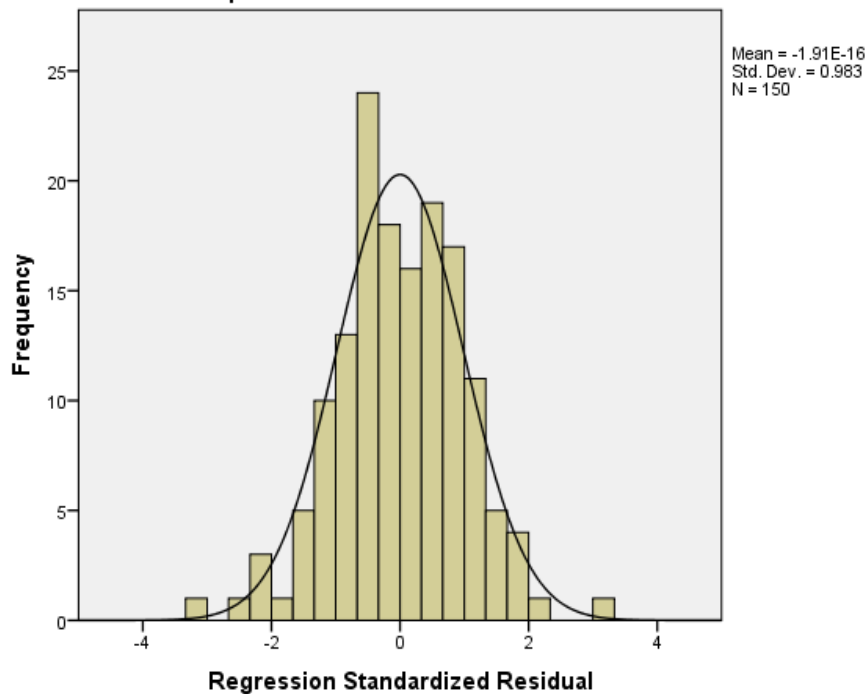
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.35	5.44	3.97	.774	150
Residual	-1.829	1.853	.000	.551	150
Std. Predicted Value	-3.383	1.903	.000	1.000	150
Std. Residual	-3.261	3.303	.000	.983	150

a. Dependent Variable: Tourism Sector Resilience

Charts

Histogram

Dependent Variable: Tourism Sector Resilience



Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Tourism Sector Resilience

