



ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

CENTER FOR ENVIRONMENT AND DEVELOPMENT STUDIES

TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

**ASSESSMENT OF CHALLENGES AND COPING UP STRATEGIES OF
HOSPITALITY INDUSTRY AMID HEALTH AND POLITICAL CRISES: THE
CASE OF SELECTED STAR-RATED HOTELS IN ADDIS ABABA**

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Declaration

I, the under signed, declare that this study entitled; assessment of challenges and coping up strategies of hospitality industry amid health and political crises: the case of selected star-rated hotels in Addis Ababa is my own work. All information in this document has been obtained and presented in accordance with academic rules and ethical conduct. This study has not been submitted for award of any Degree/Masters/PhD program in this or any other institution and, I have fully cited, acknowledged and referenced all materials and results that are not original to this work.

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This is to certify that the thesis prepared by Yadunael Atinafu entitled “assessment of challenges and coping up strategies of hospitality industry amid health and political crises: the case of selected star-rated hotels in Addis Ababa” submitted in partial fulfilment of the requirements for the Degree of Masters of Arts in Tourism Development and Management complies with the regulation of the University and meets the accepted standards with respect to originality and quality.

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Chairman, Department

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Dedication

For the whole thing she'd done for me, since I was born she's been nothing, but inspirational. There were a lot of times I wished I have given up on something just because I could not do it the first few attempts, but she never let me and I was able to see what boundless potential I have. Everything I have been through in life has made me a stronger person today and it would not have happened if it were not for her.

From the bottom of my heart, wearing the smile she offered me, I would like to dedicate this research work to my late mother Bizualem Nega, a strong and gentle soul who taught me believe in hard work. I wish she was alive to see her fruit.

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Rest in paradise!

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List of Acronyms and Abbreviation

AA	Addis Ababa
AHA	Addis Ababa Hotel Association
AU	African Union
ADR	Average Daily Rate
BBC	British Broadcasting Corporation
EPHI	Ethiopia Public Health Institute
CNN	Cables News Network
COVID-19	Coronavirus Disease Of 2019
MERS	Middle East Respiratory Syndrome
MoFED	Ministry of Finance and Economic Development
FJD	Fijian dollar
UNWTO	United Nation Tourism Organization
WHO	World Health Organization
WTTC	World Travel and Tourism Council

Abstract

The Covid-19 pandemic and political crises have caused substantial production cessations and supply chain distractions bringing about crumple consequences across all commercial segments in a scene that was not ever estimated. It is expected that the blowout of the current crises will have significant humanitarian crunches to Addis Ababa city in particular and Ethiopia at large. Therefore, the aim of this study was to assess the implication of health and political crises on hospitality industry particularly four and five star rated hotels in Addis Ababa. The specific objectives of the study are; to assess the consequences of political instability and COVID-19 crises on four and five star rated hotels, to analyse the challenges faced by these star rated hotels in Addis Ababa city amid current crises, to assess the coping up strategies of star rated hotels in Addis Ababa to withstand the effects of the current crises and to examine the effectiveness of the coping up strategies of star rated hotels in Addis Ababa during crises. So as to address the objective of the study; the data were collected from both primary and secondary sources comprising hospitality industry professionals and practitioners. A qualitative approach involving semi-structured interviews was employed and the compiled data were analysed via descriptive technique. Purposive sampling was applied to conduct interview with 20 stakeholders in the area of tourism and hospitality industry. Study findings disclosed that health and political crises perpetrated substantial financial costs on hotels functioning in the city. To take measures on the effects of health and political crises, hotels introduce impermanent but innovatively shaped procedures that turn and adopt to cost reduction and marketing approaches. The study could help to better comprehend the susceptibility and resilience of tourism hospitality industry to health and political crises in the perspective of four and five star rated hotels in Addis Ababa city.

Key words *Hospitality, health and political crises, challenges, coping up strategies*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The growth of tourism possesses the prospect to influence a community in different facets, in a definite and damaging state (Byrd, 2007). The global hospitality industry atmosphere is hosting intricate and weird circumstances leaving hotels exposed to great deal of jeopardies (Blake and Sinclair, 2003). Ritchie et al. (2013) stated that the environmental factors which are out of the control of peoples and managers of a definite destination, highly impact the tourism industry. According to Hall (2010), 37 tourism crises occurred between 1977 and 2010, with 34 of them happening since 2000. Several tourism areas have the probability of being exposed to crises and disasters (Ritchie, 2009; Pforr, 2009). Breitsohl and Garrod (2016) detailed that the tourism sector have currently been adversely affected by crises and disasters. Examples may encompass the economic recession, the civil war, rise of pandemic and other environmental disasters including hurricanes and earthquakes (Pforr, 2009; Okumus et al., 2005; Cassedy, 1992). Ritchie et al. (2013) also added that tourism has confronted huge number of irreversible crunches namely terrorism, international socio-political volatility, monetary depression and other external catastrophes. The number of tourist flow has declined due to such occasions in the world.

The hospitality establishment can easily manage both crises and disasters when the entire management is ready to face possible crises with confident sense of ambition and passion (Anderson, 2006; Pappas, 2018; Paraskevas 2013). Political turmoil is a very vital matter on hospitality industry as it directly marks the susceptibility of the sector specifically appearance of a certain destination. The extent of political insecurity has its own uncertainty metaphors like political prostitutions and conspiracies and its meaning differs when new regimes came

to power (Jong-A-Pin, 2008). In fact, the human part has a pivotal character in travel industry affordability (Croes et al., 2018). Mao et al. (2020) indicated that establishments should deliver unreserved devotion to emotional investment of their workers during universal crises. Not only political instabilities affect the hospitality industry but pandemics also. The world has also experienced three foremost diseases such as the Spanish flu which occurred in 1918-19, H2N2 in 1957 and the 1968's Hong Kong flu. Among some other top pandemics that the world has encountered since the commencement of the new millennium include SARS in 2002, The 'Bird flu' in 2009, MERS in 2012 and the present day Corona virus or COVID-19 (Gossling et al., 2020). The novel coronavirus (Covid-19) originated in Wuhan, China on December 2019 where it spread to the other parts of China and the world at large. Coronavirus was declared a pandemic on March 11, 2020 when the rate of infection has become very alarming (WHO, 2020).

The pragmatic crisis and the adverse socio-economic effect of the pandemic at universal level are also shared problems in Ethiopia showing variety of scale. Similar to several other commercial segment of the country, COVID-19 and the political crisis have come up with tremendous negative impacts on the hotel and tourism industry. The lingering effect of this pandemic to date has affected the hotel sector in Addis Ababa. To worsen their dire situation, the on-going conflict since November 2020 has exacerbated the challenges the star rated hotels, which used to rely heavily on international tourists and business travellers. Hence, it is imperative to examine their coping up strategies amid health and political crisis. These days, Addis Ababa is considered as the most prominent and crucial city of Africa being the centre for politics, diplomacy, economy and other affairs of the continent where the concerned body should tackle the prevalence of the pandemic and stabilize the instable political situations with relevant possible strategies so as to accommodate tourists from various corners of the world.

Conducting a research work is very essential to broadly come across the prevailing industrial disorder and to act upon evidently to converse the crisis. Therefore, the aim of this study will be an indication of the crises that hotels encounter during COVID-19 and the yearlong political instability alongside the promising strategies what the hospitality industry apply in relation to the overall operational progress to deliver appropriate hospitality service to the customers.

1.2 Statement of the problem

The hospitality industry particularly the global travel need is approved to be susceptible to crises and business tragedies (Cró & Martins, 2017). Why because environmental issues merely influences the industry, like the political insecurity, financial situations, the total atmosphere and weather (Okumus, Altinay, & Arasli, 2005). Faulkner (2001) stated that hospitality industry is affected by both the physical and man-made crises. Recently, the international travel industry has seen a lot of catastrophes and disasters including the civil war, monetary crises, biosafety fears and environmental uncertainties.

Ethiopia is no exception in this regard. The pandemic has negatively affected the hotel sector in Ethiopia, which is currently exacerbated coupled with the negative effects of the on-going conflicts in the country. It is, therefore, imperative to examine the coping up strategies of star rated hotels in Addis Ababa, for many reasons. First, the customers of these hotels are often business travellers and international tourists. Due to the pandemic and the conflict in the north, it is inevitable that the number of their customers has declined. Second, the rationale behind the focus on star rated hotels is that this study is expected to justify the significance and originality of the study thinking that the mitigation strategy could be applicable on star rated hotels as compared to hotels that are not star rated and the last but not the least is star rated hotels are the primary victims of crisis since they highly depend on international tourists.

Notwithstanding its timely and relevance, there are few studies that have examined the challenges of the health and political crisis posed on the star rated hotels in Addis Ababa. According to Addis Ababa Hotel Association (AHA, 2020), 88 percent (56 percent fully and 32 percent partially) of hotels were closed because of low occupancy rates and the remaining 12 percent were used for quarantine purpose. On the other hand some hotels reported that 70% of their customers were not served their services due to Covid19.

Ozili P & Arun T, (2020) stated that numerous hotels have experienced decline in reservations due to the pandemic crisis, while food and beverage caterers in major areas in the country are currently restricted to offering only takeaway services. As many restaurants function with fresh food products, which in turn are challenging to retain in reserve as the need of customers oscillates, they tend to suffer losses. The hospitality industry worldwide witnessed booking terminations estimated to be billions of dollars, and the industry necessitated a \$150 billion monetary aids.

Previous studies (Bonaccorsi et al., 2020; Ashraf, 2020; Baker et al., 2020; Zhang et al., 2020), have tried to sketch the impacts of the COVID-19 on the progress of economies worldwide. Many of these papers emphasise on the influences on financial markets, businesses and the overall connections and trade associations among republics. The rests have set appreciated evidence explaining how the hospitality industry has been affected hugely by the pandemic (Gursoy and Chi, 2020; Qiu et al., 2020; Jiang and Wen, 2020). Such studies highlight the damage of extensive incomes through the cessation of restaurants, elimination of meetings and events, constraint on sporting happenings and the implementation of regulations and lockdowns as procedures to limit the pandemic spread (Baum and Hai, 2020) and (Hoque et al., 2020).

Serkadis (2021) mainly focuses on hotels crisis management practice and the implication for sustainable tourism development; put the possible verdict, particularly in Addis Ababa but didn't cover what challenges the star rated hotels confronted which the current study focuses on. The other study by Lemi Belay et al. (2020) tried to set the insight from the context of the preparation level of Africa for the pandemic on Ethiopian case which never studied the crises challenges and the mitigation strategies. Another research work from Kennenisa et al. (2020) revealed how COVID-19 affects the socio-economic matters of diverse areas which didn't take into account the strategies and mechanisms the industry applies so as to alleviate the crises.

A study by Alemayehu Geda (2020), the pandemic destruction on the service segment of Ethiopia, the effects of covid-19 on Somali region economy by Mercy Corps and other research studies have also been done though the strategies could not be highlighted. Another study from Thamimul Ansari Peer Mohamed (2021) tried to analyse the challenges of COVID-19 in highest period and the strategies of hotels in Gondar which is geographically different from this study area. Besides, Solomon (2020) attempted to analyse the impacts of the pandemic on hospitality industry and the measures taken to mitigate which was done in the case of Ethiopia and hardly engaged all the aspects of political instability impacts on the hospitality industry.

This study reflected relevant ideas because it takes into consideration the responses of hotels in Addis Ababa city to the challenges of both covid-19 and political crises. It additionally complements to existing researches on exemplary strategic decisions made by hotels confronting not only the pandemic crisis but also the continuing economic and political catastrophes. Finally, the paper is very beneficial for business holders in the hotel industry regarding to advance the proficiencies of managers via exemplary strategic performances.

Previous studies have examined the impacts of COVID-19 only, ignoring the impacts of the political crisis. Besides, some studies observed the effects of COVID-19 not the coping up strategies of the star rated hotels. Therefore, this study will attempt to examine both the challenges and the coping up strategies of the star rated hotels amid health and political crises.

To tackle the situation, serious researches are required to apply proof grounded activities in a synchronised approach. Hence, in doing so, this study fills in the current gap in tourism literature in Ethiopia by considering the impacts of uncertain crises namely COVID-19 and the political disaster on star rated hotels in Addis Ababa and the stipulated measures and strategy implementations through the intention of coping up with the challenges.

To the best of the researcher's knowledge, as it was described above, the researches which have been conducted in Ethiopia to date dealt with economic and socio-political features and the challenges of COVID-19 on hospitality industry conducted in national level, therefore no study has been conducted as similar as this study in Addis Ababa city focusing on the crisis challenges on hotels and their coping up strategies on some selected hotels. Accordingly, understanding how hospitality industry is influenced by the crises such as Covid-19 pandemic and the political instability and covering the crisis management mechanisms applied by city hotels in the face of the crises appear as a major study problem.

1.3 The objective of the study

This thesis comprises of both the general and specific objectives which going to be listed as follows.

1.3.1 General objective

The main objective of the study was to assess the challenges and coping up strategies of star rated hotels in Addis Ababa amid the current health and political crises.

1.3.2 Specific objectives

The specific objectives are:

- ✓ To assess the consequences of political instability and COVID-19 crises on star rated hotels in Addis Ababa
- ✓ To analyse the challenges faced by star rated hotels in Addis Ababa amid current crises
- ✓ To assess the coping up strategies of star rated hotels in Addis Ababa to withstand the effects of the current crises
- ✓ To examine the effectiveness of the coping up strategies of star rated hotels in Addis Ababa during crisis

1.4 Research questions

The thesis seeks to answer the following research questions:

- ✓ What are the consequences of political instability and COVID-19 crises on four and five star rated hotels in Addis Ababa
- ✓ what are the challenges faced by four and five star rated hotels in Addis Ababa amid current crises
- ✓ what are the coping up strategies of four and five star rated hotels in Addis Ababa to withstand the effects of the current crises
- ✓ How effective are the crises management strategies of four and five star rated hotels in Addis Ababa?

1.5 Significance of the study

It's obvious that the current crises adversely affect the hotel industry worldwide and resulted in unforgettable harsh situations on the industry. Ethiopian hotels are also the victims of this incident having very horrible economic and social crises which in turn upsets their existence.

Therefore, this study has a prospective contribution to have a hint of knowhow about the devastating challenges that hotels have been facing due to the emergence of harmful crises and their ambitious strategic techniques in order to tackle the crises. It also offers perceptive facts to other researchers and academicians who have a motive to navigate about the crises challenges, its reverberation and the way how hotels try to resist it in Ethiopia particularly Addis Ababa. Additionally, it's believed that it can help people on the area of hotel industry policy making and practices. Plus, it also acquaints the concerned bodies involved in the industry and inspires other researches to have supplementary studies in the sector as well. In general, it can be used as a guideline for those frontlines of hospitality industry in upgrading and improving the culture of challenging uncertainties and crisis resilience strategies.

1.6 Scope of the study

The scope of this study is restricted to challenges of current crises on Ethiopian hotels and their potential strategies particularly star rated hotels in Addis Ababa. This study has been conducted in Addis Ababa picking some reputed star rated hotels concentrating on a great deal of explanations and real exposures with regard to difficult time hotels spend during current crises and the mechanisms they apply so as to diminish the unforeseen challenges.

1.6.1 Geographical scope

Geographically, the attention of this thesis applies on Addis Ababa city, capital of Ethiopia. The city is commonly also known as the diplomatic centre of Africa as it owns many global organizations and the African union head is found in the city. Though it's a strategic African city, Addis Ababa has limited number of star rated hotels that can accommodate the tourists coming to it. The city is endowed with various natural and manmade attractions where the travellers can enjoy visiting these destinations. However; we cannot say that the city possesses adequate accommodation facilities as compared to the rest of smart cities in the world.

1.6.2 Content scope

The study sought to assess crises faced by hotels including COVID-19, economic and socio-political crises challenges that hotels are suffering from with respect to the strategies to be applied so as to overcome the situation. The study detects the main negative effects of the pandemic and the political instability of the country that deteriorate the hospitality industry involving the likely managerial actions and strategies practiced by the businesses.

1.6.3 Methodological Scope

“A methodological scope will influence either the types of documents in the review or the way in which these documents are discussed” (Fink 2005). The methodological scope of this study is restricted to qualitative approach in which the study is aimed at qualitatively sailing the challenges faced by star rated hotels amid current crises namely the pandemic and political instability crises and their possible mechanisms and strategies to be applied in response to the existence of these crises.

1.6.4 Unit of Analysis

According to Trochim (2006), the first phase in determining how you will analyse the data is to describe a unit of analysis. Hence, the target groups of the study were individuals working in the respective organizations like the hotel managers, Addis Ababa Culture, Art and Tourism Bureau, Ethiopian tourism professionals association, Addis Ababa Hotel Owners Association and Ministry of Tourism to examine the challenges of current crises on the selected star rated hotels and their coping up strategies.

1.7 Organization of the Study

The thesis is ordered into five units. The first unit contains the background, the problem statement, the general and specific objectives, and the importance of the study, the delimitation and limitation of the study. On the second chapter the study talks about the

associated literature review conducted. The third chapter focuses on the approaches and methods, the research design, the extent of sample, gathering of evidences, and examining process. The fourth chapter has the idea concerning on analysis, interpretation and demonstration of result. Finally, the last chapter grants the summary, conclusion and professional suggestions. References and Annexes are also going to be included at the end.

1.8 Operational Definition

Crisis

A crisis is defined as a condition that has touched a serious stage or a spinning point for the better or for the worse and it is merely noticed by a tall level of danger and insecurity (Fink, 1986).

Crises communication

“Crisis communications is the discourse among the organization and its community(s) prior to, during, and after the destructive incidence. The dialog details strategies and tactics designed to minimize damage to the image of the organization” (Routledge, 2017).

Crisis management

Crisis management refers to the manipulation of policies intended to assist a company that deals with unexpected and substantial deleterious occasion. Crisis needs the discussions to be completed rapidly to restrict the harm to the establishment (Brein Possey, 2020).

Hospitality

“A contemporaneous human exchange, which is voluntarily entered into, and designed to enhance the mutual wellbeing of the parties concerned through the provision of accommodation, and/or food and beverage” (Brotherton and Wood, 2000) .

Hotel

A hotel is an organization used as the second home of the clients that meet different wants and demands based on the consent of the users travelling for various purpose, for example, for conference or business, medical tour, recreation and others (Vesna Milovanović, 2021).

Resilience

Resilience is a system of familiarizing well in the face of difficulty, calamity, disturbance, fears or other chief bases of pressure like severe fitness difficulties, family and affiliation complications, workplace and economic stressors, (The American Psychological Association, 2009).

CHAPTER TWO

LITERATURE REVIEW

2.1 An Overview of Hospitality Industry

The hotel and tourism are the sub-sectors of hospitality industry growing alarmingly in the service area (Jauhri, 2012). According to Kifle (2012), the hotel sector is incredibly growing though there are lots of challenges that could hamper the excellence of service. Aleign (2014) reviewed that the interest of people to move outside of their common residence, sailing activities, and eating outside has been trends across the world in the history of hospitality industry. Hospitality is a business which consists of industries that affords lodging, food and other services to travelers. The service may differ based on the particular demands of the customers and the establishment that provides the services. Even though the service these days vary and the style of the provision have altered and very expanded throughout the times, the hospitality persisted similarly, and customers are always honored. The local people were subject to the rule of accommodating the travellers as the government ordered them to do so. Ethiopian people were not unaccustomed with hotels and consuming outside which was considered as the disgraceful entertainment as reports stated.

Reports from various institutes tried to describe that tourism is one of the most crucial economic segments. For example, International Trade Centre and World Tourism Organization (2018) detailed the importance of tourism in international tourism influence on job opportunity. According to WTTC, tourism could bring about 10% of the total job opportunity in the world in 2018. Similarly, World Travel and Tourism Council (2019) stated that there will be a great deal of job employment by 2019 as the industry is growing fast. Tourism can be defined as the movement of persons from one place to another which is apart from the mutual living area and its one of the promising industries worldwide (Al- Badi et al.,

2017). According to WTO (2009) travel industry involves the lodging industry, food and drinks, relaxation and amusement, transport and other similar subdivisions and tourism brings about lots of economic gains like foreign currencies, boosts state incomes and can be the source of job opportunity for many nations. Ethiopia planned the tourism industry as one of the vital economic sector because of its priceless contribution to the economy of the country (MoFED, 2012).

2.1.1 Crises in the hospitality industry

The studies by many people stated that wellbeing and security are the requirements set by the travellers (Pizam, Tarlow, & Bloom, 1997). Enz (2009) detailed that tourists prioritised those areas out of the insecurity and possible threats. According to Haddow& Bullock (2006), risk management is very significant.

Ritchie et al. (2013) stated travel industry as an exposed system, which is influenced by natural happenings sometimes out of the control of personalities or destinations. Though the bases of disasters in this industry may differ with respect to expression category, the inclusive meaning of travel disaster provided by Sönmez et al. (1994, p. 22) is still precise: “any incidence which can hover the usual process and behaviour of travel linked industries; harm a tourist destination’s total fame for security, desirability and luxury by damagingly distressing tourists’ insights of that destination; and, in turn, brings a recession in the indigenous hospitality economy and disturb the endurance of commercial processes for the domestic hospitality industry by the decline in traveller comings and expenses”. Also, it is imperative to recognise which kinds of information are vital preconditions to get ready for disaster management.

In their study, Paraskevas et al. (2013) recognized four forms of “disaster precise acquaintance”: practical, interactive, third-party awareness and ‘learned ignorance’ essential

for fruitful disaster management. The travel industry and managers are challenged with all of the business-linked disasters confronted by other companies; however, concerning its definite facets, the room of likely disaster cause is even broader. Several possible disaster causes may touch the travel business and hoteliers such as: physical catastrophes, innovation, administration offenses, workers misdeeds, workplace brutality, economic failure or, physical causes, food, wicked amenities, false client criticisms.

Any kind of the formerly stated disasters may occur unexpectedly or could be similar to a blazing disaster. Camillo et al. (2015) emphasized selected motivating findings in their study, and disclose no indication in the normalization of hazard anticipation, hazard and disaster administration and a vibrant communication strategy inside the best 10 international hotels. According to Ritchie et al. (2013), in current times, travel has internationally confronted numerous disasters, like terrorism occurrences, universal political volatility, financial downturn, and other mutual disasters such as physical catastrophes.

Mikulić et al. (2016) recognized 11 short period hazards for Croatian travel industry: 1) evil climate; 2) environmental catastrophes; 3) pandemic eruptions and epidemics; 4) terrorist attack; 5) political and societal instability in the region; 6) ecological incidents; 7) depraved traveller stay; 8) producing market buying ability; 9) rate of foreign currency; 10) petroleum expense; and 11) other challenging boundary passages. Additionally, Paraskevas and Altinay (2013) have distinguished that the susceptibility of the travel business to a variety of disasters has been in the emphasis of various researchers from the viewpoint of disaster approach and activities used by destinations and travel establishments, typically with the attention on the vigilance for the disaster. In today's perilous commercial situation, there is a trend for disasters and catastrophes to happen and result in hostile influences (Low et al., 2010) and the digit of disasters and tragedies influencing the travel segment is growing considerably (Pforr, 2006).

Examples of threats that have harshly struck the travel business and traveller movement consist of violence occurrences in Madrid in 2004, Jakarta in 2003, and Bali in 2002, environmental risks like Tsunami distressing seaside South East Asia in 2004 (Sharpley, 2005). After the 9/11 occasions, air companies faced a economic crunch more than any recent air travel history. Firstly, there was a reduction in the figure of carrier travellers and several swapped to new means of transportation, such as maritime and motorway so to escape the threat of flight transportation. Those enduring to have air means of transportation confronted numerous limitations concerning their 211 Tragedy administration in Jordanian hotels voyages which condensed the suppleness of hospitality industry (Ito and Lee, 2005). Consequently, global travel dropped markedly and confronted vast economic fatalities. The influences prolonged further than events directly connected to travel industry but also to hostels and cuisine services (Blake and Sinclair, 2003).

2.1.2 Health and political disasters

Health is the main communal and individual concern universally and a crucial component in travel site selection and tourist pleasure, alongside persons and the travel business probably to avoid atmospheres where there could be a threat to traveller safety. While vacation industry's involvement to a heightened form of cognizance and physique is extensively acknowledged, several fitness risks challenge foreign and local tourists (Clift and Grabowski, 1997; NCBI, 2003; WHO, 2002). These death-traps have the prospect to grow into disasters for establishments and tourist sites as soon as difficulties are harsh and influence on a residence's image and entrances (Thompson et al., 2003).

According to a number of researches, the well-being of almost half of participants is damaged by the involvement of global travel (Dawood, 1989) and the growth in overseas vacation business has been complemented by an amplified prevalence of sickness, particularly that of a humid atmosphere (Connor, 2005). An elderly people also mean aged tourists who are

habitually further susceptible to fitness threats. Travel industry has supplementary consequences for the wellbeing of destination inhabitants (Rodriguez-Garcia, 2001) who going to be mistreated in some debate (Bauer, 2003).

State and private travel organizations need to therefore confront the probability of well-being associated disasters happening and regulate their aftermaths, plus implement defensive measures wherever imaginable. Visitors also have a responsibility to seek information, take safety measures and behave in a fitting way.

2.1.3 Political Instability and Tourism

Several scholars determine that there is a heavy-duty link between political volatility and the travel industry (Brown, 2000; Neumayer, 2004; Marshalls, 2007; Henderson, 2008; Altinay& Bowen, 2016; Kebede, 2018; Bayar and Yener, 2019). Civil war, political turmoil, social insecurity, and violent demonstrations release a deleterious impact on visitor arrivals (Neumayer 2004). There is a great deal of indication ascertaining the correspondence between political clashes and the presentation of the travel and hotel business (Pizam, 1999; Cavleck, 200; Causevic& Lynch, 2013).

According to Law (2006), Causevic& Lynch (2013), travellers incline to recognize political uncertainty as a danger to their security, though this never always replicates actuality. When a political crunch or a terrorist incidence takes place, prospective visitors have a tendency to be instructed in contrast to going to the destination (Kebede, 2018). A number of regimes attempt to calm the political turbulence by asserting a command post that has an instantaneous effect on the travel business (Kebede, 2018) and most of command post affirmations are result political explanations (Maamoun, Gutmann& Voigt, 2015). Politically inspired instability has tremendous adverse effect to destruct the destination reputation (Marshalls, 2007; Ingram, Tabari and Watthanakhomprathip, 2013) and consequently,

supplementary energy is required to overwhelm the vacationers' well-being apprehensions (Llorca-Vivero, 2008). For instance, in 2014 hotels in Russia confronted a shrinkage in incomes due to global sanctions and amplified political volatility, despite the fact that Russia accommodated the Winter Tournaments in 2014 (Ivanov, Sypchenko, & Webster, 2016). Conducting a panel statistics examination comprising a huge model of 139 nations Yap and Saha, (2013) established the negative affiliation between political insecurity and traveller entrances and income.

Political engagements in a nation state could positively or undesirably disturb neighbouring republics as well. If damaging, the aftermath may remain unsolved for an inordinate length of time and distress the entire district (Haddad, Nasr, Ghida& Ibrahim, 2015). Nevertheless, Ingram, Tabari, and Watthanakhomprathip (2013) discuss that the effect of adverse publicity on political fluidity on hospitality industry may be only impermanent if the destination embraces a convincing affirmative reputation. According to Ivanov, Gavrilina, Webster, & Ralko (2016), the physical site of the industry impacts the bearings grieved by the political disaster and that those which are geologically remote from the gravity of the fights will be hurt less than those residing around it. Assessing the view that political emergency upsets harmfully the travel businesses profits; Muzindutsi & Manaliyo (2016) argue the opposing, on the basis of exploration of the travel segment in South Africa where travel incomes augmented in spite of the on-going political threats. Hussein (2014) also argues that a conflict free regime is not always a precondition for advanced financial development and vice versa. Webster and Ivanov (2014) emphasise on the association between political nonviolence and travel industry advancement and deliberate the political paybacks of the travel business. for instance, Cyprus, Korea, and Ireland and hypothetical explanations Bayar and Yener (2019) demonstrate that there exist circumstances in which the industry improves the political safety

and collaboration. The researchers approve the mutual causation between travel industry progression and political security.

2.1.4 Concept of Crisis Management

The vibrant feature of the commercial atmosphere has made establishments to involve in fluctuating disasters in their commercial activities. Hermann (1963) as quoted in Holmgren, (2015) was the leading researcher to create the model of structural disaster; he preached that disaster concept can be set into three scopes as hovers huge-primacy morals of the business, offers a incomplete sum of time in which a reply can be done, and is surprising or unforeseen by the business. Disaster disturbs commercial processes, risks societies' security, abolishes establishment's status, and detrimentally impacts your efficiency.

According to Ronez (2014), disaster administration, can be defined as a technique of predicting, identifying, preventing and handling conceivable disastrous occasions by putting up appropriate approaches to handle disasters as soon as they happen. Similarly, vein John-Eke and Eke (2020) suggested that disaster controlling is an inclusive plan by establishments to diminish, achieve, or prevent a disaster when it comes to existence. Disaster controlling has also been described as a performance boarded on by establishments to assess and handle a disaster (Wang & Ritchie, 2012).

Any business works in a situation, and whatsoever occurs in that area whether optimistic or undesirable crises touches them. Disaster can happen due to the involvement of environment or social activities. Hutchins (2008), categorised disaster as environmental and man-made disaster; he clustered environmental disasters as fire, storms, and earthly accidents while he clustered terrorism violence, corruption, and dishonour as a man-made crunch. John-Eke and Eke (2020) considering credibility on Hutchins grouping, stretched environmental disasters to comprise contagion like Ebola, Cholera and the current deadly COVID-19 which has

damaged international economy. A certain conspiracy philosophy has been introduced regarding Coronavirus, various school of philosophies said it was man made as it was mass-produced by USA whereas the second school of philosophies said that it was produced in China; as there has not been any experimental evidence on these two thoughts, we rather categorise it as environmental disaster; these several disasters can influence businesses by any means. According to Sadgrove (2015), a horrible disaster controlling strategy might convey harsh civic associations, functioning and lawful magnitudes to the business. Academic studies have argued kinds of crisis that can disturb establishments. Sullivan as cited by Oparanma and Wechie (2014) designed some categories of disaster that businesses might probably encounter in the course of implementing business; he registered them as economic catastrophe, environmental disaster and others.

2.1.4.1 Natural Crisis

Such type of crisis occurs as a consequence of nature, mainly is observed to be an act of God, this comprises fire occasions, tornados, earthquakes etc., Hutchins (2008). Other types of environmental disaster contain epidemic, including Ebola, Cholera and COVID-19 John Eke and Eke (2020). The dissimilarity between the earlier and second types of environmental disaster is that the previous might encompass within the nature where it happened while the second is very challenging to comprise; for instance the incident of Ebola began in Liberia in 2014 and blow out to further areas of Africa and the current COVID-19 that came to occurrence at the end of 2019 in Wuhan China and has been distributed rapidly worldwide. They are not man made since it frequently happen naturally; the influence of the previous in every business is reliant on whether the event happens near to their whereabouts whereas the second is reliant on diffusion of the carrier. Every business having deprived disaster controlling strategy would discover it tough to handle hereafter; the catastrophe controlling

squad ought to be positive taking a definite disaster controlling strategy that will limit the damaging influence of the disaster.

2.1.4.2 Financial Crisis

According to Reinhart and Rogoff (2009a), monetary disasters are an equivalent occasion threat. They may be local or external backgrounds, and stem from individual or civic areas. They originated in diverse forms and bulks, advance through time into diverse systems, and can quickly blowout through many areas. They frequently necessitate instant and wide-ranging strategy reactions, sound key modifications in economic segment and monetary strategies, and can require universal management of approaches. The 2007-09 worldwide economic disaster has been a tender notice of the complicated nature of crises that knockout little and big republics as well as deprived and economically strong ones.

2.1.5 Crisis Management Phases

For actual controlling of disasters, businesses need to recognize the origin of a number of controlling stages. Researchers have specified varied thoughts on the phases or lifespan of crisis. Harcourt, Kayii, and Ikegwuru (2020) dedicated on the development of disaster and projected four phases of disaster series as 1) evolving hints of probable disaster; 2) Disaster breakout; 3) the influence of the disaster and the mechanisms to understand it and 4) discovering indicator that will support the participants that the disaster is ended. Mitroff (1996) stated the advancement of disaster controlling thoughts and advocated 5 stages of disaster lifespan which contain 1) sign recognition; 2) hazard influences' penetrating and decreasing; 4) retrieval stage and 5) disaster handling's studying and evaluating to acquire from it. Coombs (2007) as cited by Bayo and Kayii (2020) also suggested some disaster controlling phases which have been extensively illustrated by researchers.

2.1.5.1 Pre-Crisis Stage

It is also regarded as the development or planning phase which comprises disaster deterrence, arrangement, matters administration and other practical stages. Establishments ought to observe disasters before it happens, this is where disaster consciousness or readiness originates from. So as to attain this, there is a need to perceive probable cautionary indications rapidly, infer them precisely in order to trigger structural consideration and properties (Maitlis & Sonenshein, 2010).

2.1.5.2 Crisis Stage

This stage is similarly recognized as receptive or conclusion time; this is a too much serious phase of every business. At this phase the disaster controlling squad of the business desires primarily distinguish the disaster, collect evidence and extremely practice to establish its correctness; accomplish this evidence as well as their status.

2.1.5.3 Post crisis stage

Also called the retrieval era after the disaster has been determined, is additional significant stage in the disaster series. This is the time to assess and support the community specifically the patrons of the safety of the business and what was inferred from the occurrence. So as to attain this base the business has to identify the foundation of the disaster and practical ways of diminishing its upcoming existence. Researchers have written on several approaches or methods that companies can apply in restricting administrative disaster; this contains encountering the crises, repression, collaboration, and avoidance (Abd-Elaal, 2008; Karam, 2017).

2.1.6 Measures of Corporate Resilience

Open-minded opinions have been introduced by intellectuals from different schools of thought on the actions of commercial resilience. Therefore, some similarity has evolved

regarding the perception of business resilience paradigm with various hints. Mallak (1998) measured resilience by means of designated pointers that lead to six issues which consist of averting, serious recognition, foundation support, aim-led resolution-pursuing, role dependency and supply access. One more school of thought declares that company resilience encompasses 3 key events categorized as adaptive ability, condition consciousness and supervision of underpinning susceptibilities (Mcmanus, Seville, Vargo & Bunsdon, 2008; Stephenson, Vargo & Seville, 2010; Stephenson, 2010). Annarelli et al., (2020) measured resilience by 7 pointers compliance, alertness, trustworthiness, suppleness, efficiency, and retrieval level and recapture period.

2.1.6.1 Adaptability

Academic description of business interprets it as intricate biological existing systems (Wheatley, 2006; Goldstein, Hazy & Lichtenstein, 2010). Hence, for a business to become accustomed and cherish as a multifaceted system the forerunners require to fix limitations or standard via significant actions to foster and advance leader and personal compliance, resisted by measures and activities that will inspire adaptive behaviours across the entire business (Goldstein, Hazy & Lichtenstein, 2010). Adaptability has two mechanisms, figurative and interactive. Figurative adaptability discusses predicting encounters in advance and bringing about tolerable and proper resolutions as well as obedience with up-to-date tools while interactive compliance discusses well-timed and leading reception of outcomes (Mott, 1972 as cited in Kataria, Garg & Rastogi, 2013). This implies that any organization that desires to endure and persist pertinent in business has to frequently adapt to all the influences of its working atmosphere.

2.1.6.2 Agility

The term Agility has been explained by researchers in various terms. According to Sharifi and Zhang (1999) the idea of agility indicates alert, quick and vigorous movement. The

application of agility evolved in administration study in symbolic form in the late 20th century; at this era scholars started to study the thought of agility from the part of structural viewpoint (Adler, Goldoftas & Levine, 1999; Forster & Wendler, 2012). Tallon and Pinsonneault (2011) understand agility as persistence, rational difference in organization's productions, arrangement or procedures which are patented, formed and performed as sensible policies to add more competitive benefit. The other study by Soheila and Sayyed (2013) observed agility as the talent to swift and easy-going improvement and rapidly considering a sympathetic progression. Therefore, agility is the capability of a company to quickly and tactically reply to both the optimistic and undesirable unanticipated situations that are related to business procedures.

2.1.6.3 Flexibility

Flexibility signifies the level and quickness to which organizations become familiarized with unforeseen and severe renovation, which is established on the opportunity of promptly replacing essentials to perform varied jobs deprived of taking to modify the whole system's processes (Weick & Stuchliffe, 2007). Flexibility also states the talent of a business to not permanently rearrange in the face of a crisis atmosphere as it occurs in the mean time being able to get back to their position quo.

Perception of Business Resilience: Resilience is not a first-hand paradigm, it has advanced. The term resilience was taken from Latin expression 'resiliere' which implies "jumping back" and capacity to recuperate. It obtained eminence in the hypothetical works in the study of Holling (1973). Studies on this thought have evolved in several grounds; different explanations have been presented by different researchers. Annarelli and Nonino (2016) labelled business resilience as the company's capacity to encounter turmoil and unexpected events on the basis of tactical receptiveness and associated work controlling of both interior and outward accidents. According to Maguire and Cartwright (2008) resilience does not just

imply bouncing back fine, but refers to insurrection demanding both invention and flexibility. Therefore, the transitional opinion of resilience idea is focusing on perceptions of rejuvenation, revitalization and restructuring (Folke, 2006).

Studies by Lengnick-Hall, Beck and Lengnick-Hall (2011) explained that corporate resilience is organization's capacity to successfully captivate, improve condition-detailed reactions to, and lastly involve in outstanding accomplishments to use disrupting astonishments that possibly affect business existence. Wicker, Filo and Cuskelly (2013) considered administrative resilience of public game teams obstructed by environmental catastrophes in Queensland, Australia. This study showed that public game teams were greatly resilient and recuperated to a massive degree from the influence of environmental calamities. Clubs were found to be vigorous, speedy, and successful institutions with opportunity for enhancement in terms of redundancy of capitals. In their retrieval struggles, they depend heavily on both human capitals and economic properties.

2.1.7 Crisis Management and Tourism

According to Fearn-Banks (2011, p. 2), a crisis is a chief incidence with a possibly adverse consequence disturbing the business, establishment, or firm, as well as its communities, goods, amenities, or decent reputation The Institute for Crisis Management (ICM, 2014) described a corporate disaster as every matter, difficulty or trouble that generates harmful stakeholder responses that influence the establishment's business and monetary power. Moreover, ICM categorizes some probable disaster forms: Unexpected, Insightful, Flaming, and Strange. Irrespective of source, every disaster holds numerous mutual features (Argenti, 2009): (1) component of astonishment, (2) inadequate data; and (3) speedy pace of the occasion. Pearson and Mitroff (1999) suggested a five phase agenda for disaster control: 1) sign discovery; 2) readiness/anticipation; 3) repression/injury restriction; 4) retrieval; and the most fascinating last one 5) knowledge. In any adversity, all five stakes of disaster control are

significant, nevertheless, readiness and capacity for injury restriction is critical to avert extra injury when a catastrophe happens. Additionally, Ritchie (2004) projected a more “general” tactical method to disaster control, expressed in three stages: 1) pre-emptive pre-disaster arrangement, 2) approach application; and 3) estimation and response. Furthermore, it is intensely suggested for any firm to improve an inscribed disaster handbook, with allocated characters and responsibilities in the occasion of a disaster, which would be taken. Rittichainuwat (2013) strained the significance of the disaster control character in travel promotion, where inscribed disaster control plan is certainly observed as administration’s obligation to guard their visitors. Disaster communication signifies an essential share of every disaster condition and, furthermore, replicates every disaster control earlier, throughout and after a disaster. Disaster communication in itself might be described as the continuing procedure of generating common sense amongst and between clusters, societies, persons and organizations (Sellnow, Seeger, 2013, p. 13).

Every industry may be challenged with an in-house and outer disaster, and the most imperative measure in magnificently overwhelming a disaster is the initial discovery of cautionary ciphers and promptness for the disaster. From that standpoint, administration eagerness and information can be used as a pillow in periods of disaster. Manning (1999) observed hazard control as a vital issue for every maintainable travel expansion. Camillo et al. (2015) obviously specified that the difficulties of contemporary disasters habitually need the participation of various performers, excluding crisis facilities, operative disaster communication, synchronization and interaction among all gatherings participated to attain a fruitful result. From another viewpoint, Croatia previously confronted the entire destruction of its travel business throughout the Motherland Resistance Conflict, and it is anticipated that Croatian traveller executives and hoteliers will be conscious of conceivable intimidations from the atmosphere.

2.1.8 Crisis Management and Organizational Resilience

The current situation of the business atmosphere is very confusing that only establishments which own integrated bounciness into their philosophy will be able to succeed and preserve viable benefit. This is because the corporate situation is vigorous in by default and no business works in a totally protected or instable atmosphere. No wonder Karam (2017) explicates that disaster controlling come together on intimidations essential in rapidly fluctuating situation. The most contemporary crisis which has influenced the international finance is COVID-19; which has left both poor and advanced countries in an evil form. Establishments are now familiarizing with maintainability via many approaches so as to go on in their habitual activities throughout the deadliest infection. In selecting these approaches, firms need to understand that disasters vary therefore; suppleness must be reflected in preferring policies for operative crisis control.

Crisis control is a crucial instrument for any company because no firm can continue through an aggressive atmosphere hereafter, crisis control is a crucial plan by an business to curtail, achieve, or avoid a disaster. Successfully dealt catastrophes can impact administrative suppleness which entails flexibility, alertness and tractability as its constituents. According to Rosenzweig (2013), familiarity from earlier errors, might support us design an idea for unpredicted occasions, assess the conceivable condition which could tip the equivalent error, and next improve an eventuality strategy to control it. This infers that there would be thoughts to absorb from each disaster condition which will in turn improve the supervision of upcoming calamities.

Fiksel (2003) claimed regarding the resilience method and stated that resilient organizations apply awareness that it is unfeasible to avoid very disasters and calamities at any interval. They guided that organizations must somewhat assess their business as a structure with feedbacks and productions skilled of delivering figures about the wellbeing of the pattern.

According to Vogus and Sutcliffe (2007), company suppleness is the maintenance of positive modification in light of challenging circumstances which in turn after crisis occurrence the business would be reinforced and more inspired. Amendment here denotes an establishment's capacity to figuratively and interactively familiarize with any unexpected condition. Alertness and Suppleness are other dealings of resilience that include rapid or hurried comeback of a business to a disaster. These may be valuable when considering responsive approaches to comprise the damaging influence of disaster on every business. Therefore, for any company to profitably control a crisis, the rapidity of their reaction in understanding such a crisis is very noteworthy. This involves that businesses must integrate resilience into their organizational philosophy.

2.2 Crises Challenges in Hotel Industry

2.2.1 Human Resource challenges

Israeli and Reichel (2003) discovered that the travel and hospitality business faced foremost declines in the workforce as an instant and rapid action executed in adversity periods. Henceforth, the workforce is a mutual activity in disaster administration and the hospitality business in several nations trimmed their workforce as a principal choice in times of disaster. Nevertheless, Israeli and Barkan (2004) claimed that employees are the crucial achievement issues in the hospitality business and managers must fight disaster with exercises other than workforce reductions. As an alternative, leaders have to reflect two important subjects in disaster supervision, containing: improve industry's effectiveness and accept price discounts events. All companies ought to act in the direction of attaining these objectives to advance their capacity amid disaster. McCool (2012) specified that companies need to require strategies in place to solve disasters and inspire employees participation to put into practice such tactics suitably. Employees necessarily take part in the preparation of the strategy development and must be offered a consistent training to distinguish their goals in the disaster

management. Communication is additional imperative feature in the course of disaster management.

2.2.2 Business Disruption Challenges

The hotel and tourism business has long been pretty susceptible to financial downturn, as a huge share of its returns is reliant on individuals devouring throwaway earnings, and the 2008 depression was no exception. Nearly every sectors of the business were at risk. Spencer (2008) established that travel earnings in Hawai'i dropped in 26% from 2006 to 2009. According to Poudyai, Paudel, & Tarrant (2013), financial decline has been discovered to have a severe destructive effect on domestic park visitation in the United States.

2.3 Crises Management Strategies in Hotel

There are a variety of shared actions implemented by companies across all businesses in difficult circumstances: price discount is the leading and most mutual actions through decreasing number of workers and setting further mechanism on businesses' economic resources (Migov, 2015). These days, various companies deliberated a policy of differentiation through the intention of generating trademark devotion. Industries assumed such approach deliver an item or facility that is distinctive and vary from contestants. Such tactic is appropriate for industries that do not need to diminish costs by the time economic depression arises. Differentiations would be approved through introducing innovative technology, altering the structures of items, enhancing client service and awarding them with unusual offerings (Bhati and Kalyankar, 2013). Technology is a significant method which may support firms to introduce inventive thoughts to develop the business's goods, services and progressions. No uncertainty a business that has an emphasis on technology throughout disaster is probably to stay persistent (Falk, 2013). Israeli (2007) settled a model to estimate catastrophe management activities concentrating on two core influences: primarily, market

understanding of the actions which could be applied in times of disaster and next, the level of practice for every procedure.

Ang et al. (2000) recognized binary key approaches in recessions comprising: charge the identical bill for a developed excellence or charge an inferior bill for the similar class. Using the first tactic the business is more fascinated per improving the eminence of items and facilities presented though this implies a loss of clients mainly those who tend to be extra value-oriented in downturns. It is going to be stress-free for these firms to upsurge their charges after the economy recuperated. The next approach supports businesses to preserve and spread their business portion as they bid lesser bills. Nevertheless, businesses will bargain a trouble in recuperating and attaining business segment after downturn. Generally, industries ought to focus on setting offers and package provision as a replacement for enduring charge scratches.

McCool (2012) acknowledged several aspects that are decisive for industry's persistence in a time of catastrophe, comprising: operative arrangement and planning prior to the emergency, a speedy reply to the convoyed circumstances happened and tactical retrieval succeeding the disaster. Businesses need to familiarise their selling mix and approaches in order to uphold their promotion segment in varying situations. Altering promotion schemes does not essentially mean tumbling advertising budget in periods of disaster. Nevertheless, the study showed that industries that preserve or upsurge their promotion expenditures would not grieve a noteworthy harm but they could recuperate quicker, surge their business portion and improve their returns a recession than industries that change their presentation costs (Köksal and Özgül, 2007).

Companies may face uncertainties in preserving rating heights of their items and services in the disaster phases as the decline in demands progressed the rating influence to patrons. in

spite this circumstance several hostels' income executives can contend successfully on the value to impress value cognizant clients applying diverse techniques, e.g. package facilities, putting impervious delivery networks and offer a cut-rate advertisements. Moreover, numerous income directors finance in non-price methods, covering: contending on the basis of excellence and setting extra price, producing intentional coordination, using advantage of your faithfulness platform, improving supplementary income sources and preparing further market sectors (Kimes, 2009). One of the focal methodologies applied by hospitality industries to handle charges in disaster is sending an eye on contestants. This shows that the accommodation organizations should preserve their rating spots for example Average Daily Rate (ADR) relative to contenders. In case of little markets, companies must not bid value slashes throughout the sustenance but rather create rate adjustments to a certain market section and supply networks. When hotels encounter huge price competition, they need to consider three affecting issues: (1) the existing and frequent customers, (2) their business and opponents, and (3) supply networks (Kimes, 2009).

According to Ritchie (2009), the government can improve global advertising operations and afford capitals, monetary provision, tax exclusion and other supports that are essential for retrieval. The government can perform political acts to develop the nation's appearance as a traveller destination and signify the nation in universal occasions, exhibitions and meetings. In times of little demand the state have to support hotels to diminish their expenses up to they recuperate and produce incomes by rearranging and/or revoking arrears from hotels such as levies, credit interests, energy's bills and the likes (Mohammad et al., 2016).

A widespread method to disaster and catastrophe administration involves numerous tactics and activities to be incorporated (Ritchie, 2004). Most outstandingly, the assortment of a detailed approach/achievement ought to be prepared in line with the catastrophe phases, as well as disaster and catastrophe supervision stages (Faulkner, 2001; Khan et al., 2008).

Duncan et al. (2011) and Pearson and Mitroff (1993) have acknowledged several approaches and activities for handling emergencies and catastrophes. A number of of the approaches and arrangements which can be used prior to the existence of an incident contain: initial cautionary arrangements, practical preparation, perception, deliberate anticipation, disaster consciousness, situation examination, and hazard investigation. During an incident, professional permanence supervision, disaster communications, and eventuality administration can be taken into consideration. After the existence of an incident, injury investigation and catastrophe retrieval handling can be applied.

Proactive Strategy: This approach is realised as a protective measure to be considered by establishments prior to the disaster happens. Berest (2014) says it is a standard of protective result, believes it is cooler to escape economic disaster or some other system of disaster rather than offsetting its destructive magnitudes. Similarly, vein Robbins, Judge and Vohra (2011) explained that pro-activeness is a behavioural quality that defines persons who reproduce quick measure to impact their environments. Consequently, proactive business centre on relieving their power and take advantage of their prospects via constructive movements.

Reactive Strategy: the philosophy of reactive conclusion trusts that disaster occasions can happen suddenly and in addition broaden with diverse speed as well as prompting fresh damaging propensities in an establishment's action Berest (2014). Being reactive is linked to the proficiency of immediately challenging disasters that you meet at any specified period (Bailey 2016). He additionally highlighted that it is calm for sensitive philosophers to estimate and fix quick judgments as this approach necessitates instant accomplishment.

2.4 Theoretical Foundation of the Study

There are diverse types of theories that have been established throughout the years which are associated to crises management and strategies. Among those theories which have significant linkage to this study will be discussed as follows.

2.4.1 Chaos theory

Chaos theory suggests a wide set of lightly associated hypothetical and meta-theoretical orientations to the behaviour of complex non-linear systems' (Seeger, 2002, p 329). This theory basically detailed that systems can be understood in terms of, or condensed to, their essential rudiments and the expectable, direct associations among those rudiments. This theory identifies the accidental, multifaceted, erratic and vibrant nature of structures. Nevertheless, while rejecting the probability of systems, it does not acquiesce that they are certainly casual and muddled. Somewhat, it suggests that disordered systems 'can self-organise and self-renew, with eras of order smashed by abrupt conversions whose route has elements of coincidental and cannot be reversed' (Murphy, 1996, p. 96).

On the same fashion, chaotic systems, when observed comprehensively and through time, establishes the capability to regenerate steadiness, assembly and order (Seeger, 2002). As Levy (1994, p. 169) advocates, 'it is the potential of outcome a fundamental order and construction overdue compound actions that possibly elucidates the inordinate curiosity chaos theory has created in so countless arenas.' Chaos theory grips a quantity of notions applicable to the empathetic of and comebacks to tourism crises.

2.4.2 Resilience Theory

This theory indicated that taking at least one protective component may support individuals with persistent condition and less trouble. In commercial activities, adaptability suggestion supported with climbing to commerce consistency positioning, that appear to make

establishments extra resistant to disenchantment. A commerce development strategy is like an alternative to the boarding proposal in that it supposes crises and turbulences that could come to existence and symbolizes actions to evoke routineness in the institute. Peruse "Commerce suitability Positioning: In what way to Organize It Healthy," to get acquainted with that interface.

According to researcher Buzzanell, resilience theory touches five mechanisms that establishments can improve to brace their volume to bend back: generating normality, settling character safeguards, exploiting correspondence establishments, offering optional justification somewhat to fix, and underlining decent feelings while diminishing undesirable ones. Unified crisis administration is extra asset enlightening business preparation. In unified threat the boarding philosophy is approachable to chance, and relations try to evaluate the risks in the whole of their workouts jointly, as contrasting to in cessation. Invention vested actions back this amalgamation, and the result is better than the predicted situations.

2.5 Empirical Review

Both crises and natural uncertainties are extremely dissimilar. In spite of this being interior institutional disaster to respond to or may be an outside happening that the company does not have the mechanism to settle down (devastation) (Faulkner & Russell, 2001; Ritchie, 2004, 2009). Furthermore, they explained that environmental catastrophes are natural tragedies which negatively affect human and some belongings. In this regard, it is also described that physical crises can involve the fire, hurricanes, and earthly accidents and so on. According to CRED& UNISDR (2019), the thrilling temperature change is becoming mutual due to the existence of climate alteration which entails harsh environmental crises worldwide. The studies by those aforementioned scholars mainly focus on the explanation of crises from the perspective of nature and environment.

The hospitality industry is very vulnerable to the natural and human made factors and is influenced by crises dealings that could cause destructive traveller understandings (Pforr&Hosie, 2009). The financial recession can impact the demand and may produce crises in destination states if the collapse is very extensive. The economic crises of the U.S back in 1990s has resulted in the deterioration of the travel industry in Hawaii and the economic uncertainties that have been experienced in Japan brought worst moments on the tourism industry (Sian et al., 2009).

Ali, (2021) executed a study to recognize Fiji's position in the COVID-19 crisis and observe the nation's consequence on the travel and hotel industry. Numerous methods were assumed to manage this study. The secondary data were considered from several states, travel, and hotel websites. The study findings displayed that approximately 900,000 travellers reached Fiji coasts demonstrating a total advance of 4.2 per cent for 2018-2019. In 2019, Fiji's travel income was just in excess of Fijian dollar (FJD) 3 billion, containing FJD 2,080 million in entire travel incomes and FJD 958 million in the delivery of air traveller facilities. The epidemic has enforced individuals to practice their post-work year's reserves prematurely as they wanted to style a living. Fiji nation-wide provident endowment established that 86,854 requests were lodged. Therefore, the consequence of the pandemic will be sensed by the individuals in the coming eras.

Paraskevas and Arendell (2007) deliberated that travel industry is highly influenced by terror acts and added that the violence and political insecurity threaten travellers and the hospitality industry significantly. Johnston et al. (2007) discoursed that travel industry is also vulnerable to the adverse effect of environmental crises like tsunamis particularly and claimed that events similar to these can have the likelihood to alter and disturb the social and financial integration of a certain affected tourist destination harshly. Cashman et al. (2012) largely concentrated on explaining the disturbance of the world atmosphere, weather transformation,

nature contamination and the influence on travel industry, an area which has been given massive attention these days. They also discussed that the big cities in the world are exposed to the negative effects of industrialization crises.

According to Pauchant and Mitroff (1992), crises involve a physical trouble influencing a system in general and disturb the fundamental thoughts, individual logic and existential base. Crises in tourism is an event that affects the mutual progress, and manner of the travel linked industries; influences the tourist areas with its character of security, impressiveness, and safety by damagingly touching the travellers' awareness of that particular tourist area and finally it will jeopardize the sustainability of the business (Sönmez et al. (1994). The political instability, at the beginning of 2011, in Arab states and North Africa has affected the travel industry very seriously which in turn released the weakening in number of tourists (Central European Review of Economics and Finance, 2012).

According to (Barker et al., 2006), Tourism, being the global travel industry, shows its impression in disease movement, because it's imaginable to handover the contagious from a certain tourist area to the other destination (Sharpley & Craven, 2001). For instance, SARS could transfer within thirty states which took the lives of around 900 people leaving 8,400 diseased (Lee & McKibbin, 2004).

Goodrich (2002) found that the occupancy rate of hotels in U.S came down by huge amount of dollars after the happening of September 11. Customers should be offered a guarantee of awareness with regard to the measures taken against any possible emergency that may happen to them. It is visibly stated that if the hotel applies feasible security plan, there would be protection enhancement by the company. Graham & Roberts (2000) attempted to set that hotels can advertise their security level to improve cognisance and stimulate their business to the customers and holiday consultants.

An agenda which was established by the people like Racherla and Hu (2009), examined that the travel industry that incorporates success alongside good knowledge administration would be fine while preparing and understanding a threat. They evidently stated that institutions tend to answer back to the disasters considering their status in the face of the plan the outlined, insufficiency of capitals and the motive across the establishments blocks the experience sharing among the companies that have business rivalry. On the other hand, Henderson (2008) stipulated that companies are unable to get prepared for anonymous and the future standing of the hazard occurrence. The study has been conducted by Wobodo and Oparanma (2019) on crises administration and companies' recovery of global oil and gas corporations. Their findings discovered that crises are inevitable incidence that immensely affects the persistence of the companies. The researchers confirmed that a company which desires to continue in the business resisting the crises and getting back to normality necessities to be a resilience-determined in its nature of performance.

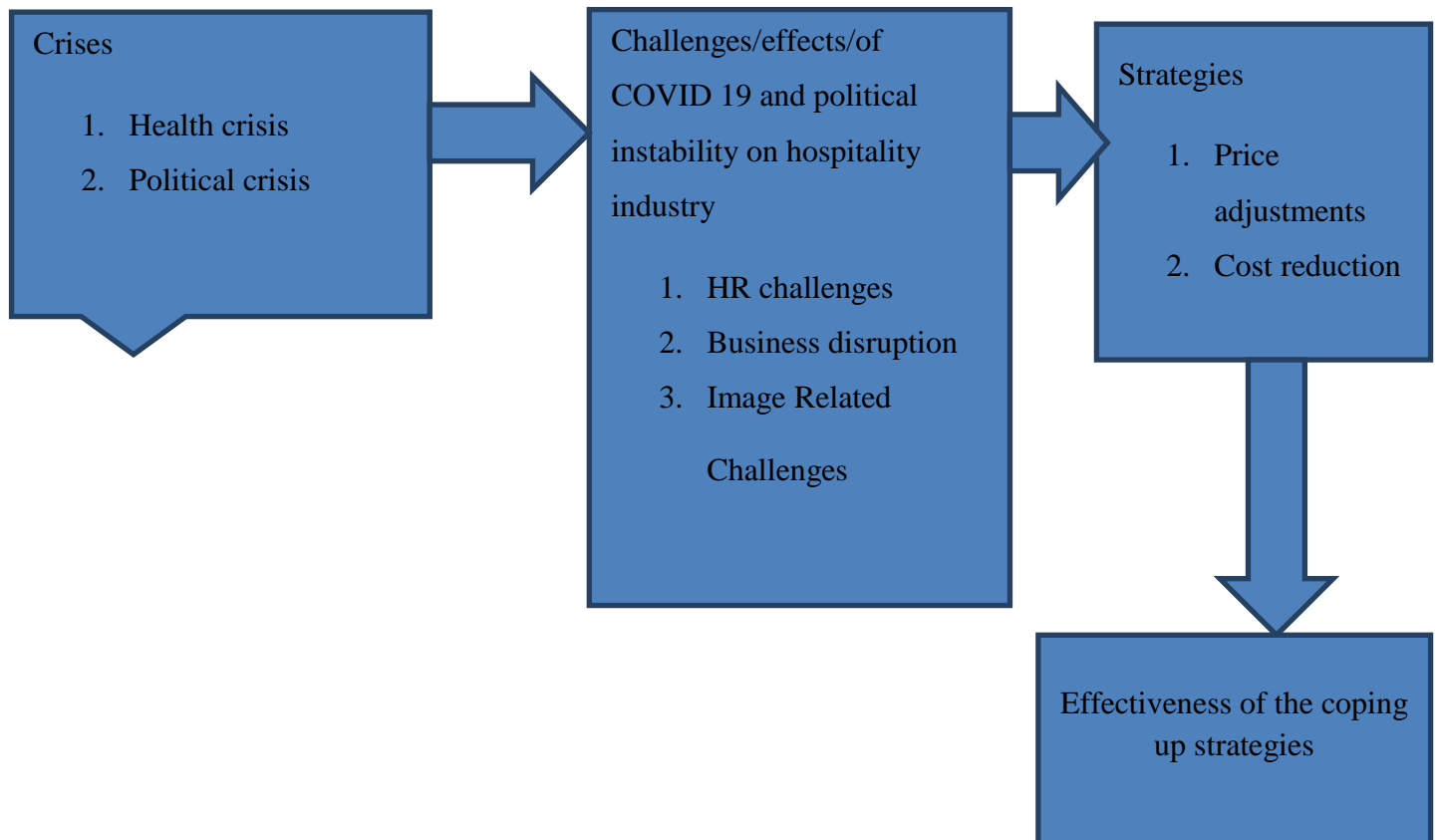
According to WHO (2020), those productive personnel devote one third of their time in the workshop especially in hotel and tourism industries. It is more stated that safe working situations can afford social safety, and eminence, individual improvement prospects and defence from bodily and psychosocial crises which in turn enhance the socialisation and self-confidence of the workers that results in a constructive well-being effects. Anbazhagan et al. (2013) on work-related anxiety and coping strategies, studied that a great level of tension impacts the presentation of workforces and psychological happiness. They added that the psychological influence happened to the workers have a link with their hollow on the security and confidence of their place of work. The also stated that the little approach regarding the wellbeing and security of the workplace brings about important impact on the production of level of employees.

Israeli (2007) discovered predicament management actions in the food and beverage production and estimated the level of practical significance adopted. The findings showed that most restaurant supervisors implemented disaster administration activities in a reliable system and displayed the vivacious aim of the government in aiding industries throughout disaster.

2.6 Conceptual framework

The study builds the structure to clearly describe the normal development of the phenomena to be considered (Camp, 2001). As it has been argued in the literature previously, a number of aspects could be apparently inferred from the aforementioned interrelationship among hospitality industry, the health and political crises, the challenges experienced by the industry amid crises and the coping up strategies deployed by hotels. Challenges emanate from the presence of crises namely the health and political crises that result in impacts on hospitality industry which in turn the hotels are compelled to back feasible coping up strategies in order to resiliently run their business and recover from the aftermaths of existing crises. The theories specifically chaos and resilience theories that have been introduced earlier are the basis for the formulation of the conceptual framework and helped the study in contribution of how the ideas can be integrated. These theories recap relationships between the notions in a conceptual framework. Therefore, the diagram that depicts the overall interconnection will be presented as follows.

Figure 1.1 Framework for Health and Political Crises



Source: Own Construction, 2022

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Description of the Study Area

Addis Ababa is situated on the central parts of the country which is preferred by large group of both the global and domestic travellers to spend pleasant and joyful time. Addis Ababa is situated at an elevation of 2,355 metres (7,726 ft.), located at 9°1'48"N 38°44'24"E. The city lies at the foot of Mount Entoto and forms part of the watershed for the Awash. From its lowest point, around Bole International Airport, at 2,326 metres (7,631 ft.) above sea level in the southern side-line, Addis Ababa rises to over 3,000 metres (9,800 ft.) in the Entoto foothills to the north. There are many international organizations (UN sub-organizations, AU) based in Addis Ababa having various foundations that feed the city large number of travellers and businessmen.

Figure 3.1 Map of the Study Area



Source: Addis Ababa city culture, art and tourism bureau, 2020.

3.2 Research Design and approach

By considering the challenges of current crises on Ethiopian hotels particularly in Addis Ababa with the aim of investigating the possible coping up strategies applied by the hotel management bodies, this study employed a descriptive research design. A qualitative research approach has been engaged for data collection and analysis. The rationale behind applying a qualitative approach is that the participants can easily share their experiences from the point of view of the perceptions so that the research questions would be appropriately responded. The researcher believes that qualitative study is appropriate to investigate the research questions of this study.

3.3. Population, sample size and sampling technique

Since there is scarcity of time and resource, the target population for this study gives emphasis to the designated Hotel managers, Hotel Owner Associations, Ministry of Tourism and Addis Ababa culture, art and tourism bureau and Ethiopian Tourism Professionals Association as they are believed to be the key first-hand witnesses and participants of the current crisis in the hotel industry that could briefly describe the crisis challenges and possible strategies. A total of 20 respondents have been taken into consideration from the aforementioned total target population based on purposive sampling technique due to the time and resource constriction. A sample size of 20 is believed to yield sufficient information to investigate the research theme of this study. The data collection continued until enough data were gathered and saturation point reached.

According to the ministry of tourism (2020), there are about 138 star hotels ranging from one to five star levels in Addis Ababa which is very insufficient quantity despite of the presence of several international organizations. The rationale behind selecting four and five star hotels is that they are the first victims of the crises as they highly depend on international customers.

The star honour is given in a four year period. Table 3.1 below presents the number of Star-rated hotels in Addis Ababa.

Table 3.1 Number of star-rated hotels in Addis Ababa

Star awarded	Number of hotels
Five star	8
Four star	21
Three star	34
Two star	33
One star	42
Total	138

Source: Addis Ababa city culture, art and tourism bureau, 2020.

The study applied both primary and secondary data so as to strengthen the analysis. To get the primary one, the researcher have prepared the semi-structured interview for the required participants that includes the hotel managers, hotel owner associations, Addis Ababa Culture, Art and Tourism Bureau, Ministry of Tourism and Ethiopian Tourism Professionals Association whereas the secondary data has been collected from different documented sources including policies, approaches, principles, plans, publications, news and the likes.

Table3.2 Respondents and number of interviewees

Number	Respondents	Number of interviewees
1	Hotel Managers	16 (from 4 & 5 star hotels)
2	Addis Ababa Hotels Owner Associations	1
3	Addis Ababa Culture, Art and Tourism Bureau	1
4	Ministry of Tourism	1
5	Ethiopian Tourism Professionals Association	1
	Total	20

Generally, this study employed the purposive sampling technique because it necessitates proficiency, perceptive awareness, tangible and well-timed data for this analysis which in other way awards the research with crucial and operational circumstances.

3.4 Data collection instrument, methods and procedures

In-depth interview was the main data gathering method in this study. Open-ended questions that could serve as guides for data collection has been prepared based on literature per the study's objectives in English. Then, the interview items have been evaluated and corrected by the thesis advisor to ensure its adequacy to capture all the needed information for this study. Once approved, the items were translated into Amharic since the subjects of the study can provide enough information in their first language. A pilot test with two experts at the AACT bureau has been conducted to examine the robustness of the items and their clarity.

The data collection procedure has been done as the time frame in order to achieve the set objectives using the right time. The assortment and investigation of the data were

accomplished by applying the exact vital and feasible recommended scientific steps. Questions were organized by the researcher in line with objectives of this study and specified as per the professional ideas. The sound recorder was taken as a means to guarantee the trustworthiness of this study.

3.5 Method of data analysis

In order to attain the goal of this study, data were analysed through qualitative approach. The qualitative data were acquired and taken into account from key participant interview. According to Braun and Clarke (2006), thematic investigation is applicable in the aforesaid approach consisting different steps to be defined. These could be publicising oneself with the data, looking for themes, studying themes, describing and identifying themes and preparing the final output. Therefore, in this study, such steps were considered accordingly.

The data achieved using various tools (non- computable evidence from built-up questions, discussions and field observation) were qualitatively constructed and evaluated. Numbers and tables have been put into practice so as to arrange the final product of this research. The data composed from the observation were considered in a written form which in turn aids the researcher to get some deduction and to reach certain overview from the obtained data.

3.6 Ethical considerations

The privacy of participants in this study has been taken into account for what they take part in and the researcher built a positive and smart rapport, tolerate the norms and values they follow and appreciate the natural diversity of the contributors. The researcher prepares the letter for the sake of familiarizing with the participants and invites them to offer the desired assistance.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

Introduction

This part of the study aims at presentation, interpretation and analysis of data collected via in-depth interview on the basis of the findings to label the fundamental research problems. The chapter grants an examination of the evidence intended to react to the research goals as sketched in the study. There are some subsections that going to be discussed in this section. The first is a general section which discourses the respondents' demographic characteristics whereas the other subsections address specific research objectives and they include the general information, the challenges by star rated hotels in Addis Ababa encountered amid current crises, the coping up strategies employed by star rated hotels to withstand the effects of the current crises, the effectiveness of the coping up strategies of star rated hotels in Addis Ababa during crisis, what would be the proposed working solutions to the hoteliers to mitigate the compounded effects of health and political crisis and other discussion points are pondered.

The interview questions, semi-structured type, were designed and prepared for 20 respondents to come across the background of the respondents and consider their particular reactions in response to the course of interview in Addis Ababa city. Out of all interview questions, large number of questions were properly conducted, collected, analysed and reported. Then, the study recognised that the degree of response was dignified brilliant and it can be settled that many of the respondents were able to take part in the study. The respondents were contacted through in-depth interview. Therefore, the subsequent part gives attention to the breakdown of the basic features of the respondents comprising gender, age, marital status, prestige of education and work-related category gathered from 20 respondents.

4.1 An overview of the Respondents

As the researcher applied qualitative methods, it is indispensable to put the indication of qualitative respondents. For this matter, 20 personalities are purposively designated according to the supposition that they can offer the required evidence for the study. Among the respondents, hotel managers from 4 and 5 star hotels (14), hotel owner association (1), Addis Ababa Culture, Art and Tourism Bureau (2), Ministry of Tourism (2) and Ethiopian Tourism Professionals Association (1) have participated in the interview and provided the researcher with sufficient data. Hence, for the sake of analysis and interpretation of the data, each and every respondent is given a code as follows.

Table 4.1 Respondents' code, date and time of interview conducted

No.	Respondents	code	Date & Time of Interview conducted	Stars	position
1	Addis Ababa Hotel Owners Association	R1	April13@10:18am	-	President
2	Azzeman hotel	R2	March29@12:14pm	4	GM
3	Best western hotel	R3	April4@2:22pm	4	GM
4	Capital hotel	R4	April9@10:33am	5	GM
5	Addis Ababa Culture, Art and Tourism Bureau	R5	April7@4:07pm	-	Destination marketing manager
6	Elilly hotel	R6	April1 @10:26am	5	GM
7	Ethiopian tourism professionals association	R7	March30@4:10pm	-	President
8	Friendship hotel	R8	April4@3:10pm	4	GM
9	Getfam hotel	R9	April13@9:33am	5	GM

10	Hyatt regency	R10	April 11@5pm	5	GM
11	Jupiter hotel	R11	April19@9:16am	4	GM
12	Kenenisa hotel	R12	April5@11:26am	4	GM
13	Magnolia hotel	R13	April4@4:16pm	4	GM
14	Ministry of tourism	R14	April19@10:05am	-	Marketing manager
15	Ambassador hotel	R15	April13@10:45am	4	GM
16	Sapphire hotel	R16	April5@3:03pm	4	GM
17	Saro Maria hotel	R17	April5@10:36am	4	GM
18	Skylight hotel	R18	April8@11:06am	5	GM
19	Tulip inn	R19	March31@9:15am	4	GM
20	Momona hotel	R20	April5@10:03am	4	GM

The demographic overview of respondents of the study area has been reflected and described as portrayed in the following section.

According to the interview, majority of the respondents are men while the remaining are women. In terms of their age, four participants are found between 18-30 years while the rest ten are found between 31-45 years old group and six of them represent forty six and above years of age. The interview also depicts that; many of the participants are married which are sixteen in figure and the rest four respondents are single.

Pertaining to educational level of the participants, the interview unveils that, majority of respondents denoted they have first degree while four among them possess college diploma. Lastly, the interview also reveals that, two of respondents have educational statuses of below diploma whereas respondents which claim master's degree and above account for six in amount.

With regard to the service year, majority of the respondents have an experience of 10 years and above followed by the participants who have total service years of six to nineteen years accounting seven and four of respondents hold 1 to 5 years of service experiences.

4.2 The Compound Impacts of political and covid-19 crises on Hospitality Industry

One of the objectives of the research is studying the impacts of political instability and covid-19 crises on hospitality industry. Interviewees also asserted that hotels' activities were knocked-out firmest not only by the imminence of combined impacts but also by the prolonged time the suffering continued still now. As the crisis is going on, most international visitors preferred not to come to hotels in the city. Since the outbreak of crises especially the political disturbance, many customers avoided their plan both for staying and coming for recreations. Reductions in visitor appearances or their wide-ranging non-attendance destined hotels had to continue without selling rooms and catering their services to customers for such long duration of period. In line with the above discussion, one key informant stated his idea as follows:

The crises impact keep on happening for such an elongated time so our hotel is performing not to the capacity we have which is infeasible in the world of running a certain business, well beneath our capability. Signs of retrieval from the impacts of covid-19 have always bleached succeeding intensified occurrences of superfluous political crisis. Even Though the city acquired its normal situation after corona, the habitual business activity could not get back to normal until the time I speak because of the war in our country (R2).

Some respondents are short of words to explain how the current crises hit the hospitality industry particularly the political instability is the deadliest and disastrous factor as covid-19 is not becoming the burning issue nowadays. According to the respondents the impact of political uncertainty brought a huge assignment to the industry where it will take decades in

order to get back to the former scene of hospitality features in Ethiopia especially Addis Ababa.

Majority of the interviewees declared that the industry may keep on under-performing post-crises period and the restoration of peace and security in Ethiopia is not as easy as everyone assumes which in turn intensifies the perception of tourists to cancel a travel to Ethiopia as they get deceived by irrelevant news about the crises.

Travel business organizations such as the hotel industry often fight to rebound their activities back till the wicked perception in the cognizance of travellers is eliminated, and the progress will take long years (Corona, 2018; Neumayer, 2004). Along with travellers' perception, the resilience of business which is depressed in the hospitality industry might be linked to travel cautions from travellers' motherland governmental organizations and blogging sites like Trip Advisor, and abolition from trip operatives' packages of journey plans to endangered areas (Neumayer, 2004; World Economic Forum-World Travel & Tourism Council, 2015).

The interview indicates that the perceptions towards the crises-impacted travel destinations will result in the absence of large number of international customers as the case happening to Ethiopia.

4.2.1 Social Impacts of Current Crises

Some respondents replied in the interview progress that in Ethiopia, the existing economic depression and the social and political calamities have had a harsh impact on hospitality industry. The respondents added that though the hotels try to target the domestic customers, the purchasing power of the people is very low as the inflation rate of the country is skyrocketing due to the on-going crises. According to the interview participants, the local communities are unable to afford the products and service of the four and five star rated hotels in the city. Therefore, the interview finding discovered that the political and pandemic

crises brought about multiple challenges of social living standards. The other social impacts of the crises according to the interviewees, is the security threats across Ethiopia. The respondents stated that tourists are unable to travel to Ethiopia due to the existence of unresolved security problems in different parts of Ethiopia which in turn is a cause for the absence of tourists flow towards destinations. One of the respondents added that:

The combination of lack of nonviolent synchronicities all over the country, the presence of social quarrel, lack of diversity appreciation among the communities, the existence of armed groups that are not recognized by the ruling regime and the hidden political interferences of international bodies in Ethiopia's internal affairs have resulted in huge impacts on the travel industry. I recommend the government to take strong and firm measures against all the political uncertainties happening in our country.

In general, according to the interview results from the respondents like R1, R5 and R9, there is a great deal of tendencies that the industry is suffering from the social impacts of the current crises in relation to the employees lay off, the possible increment of unemployment situation, the security threats and other matters.

4.2.2 The Effects of the Political Instability on Hospitality Industry

The interview was also projected to explore the effects of political turmoil on hotel industry from the respondents involved in the study. All respondents strained that the political crisis brought about abrupt negative consequences on operation of their respective business, clarifying they had to perform with their obtainable room guests, who themselves hurried to depart the hotels over fear of further existence of political unrest. They also highlighted that no new reservations and deals were prepared, and any bookings, which had been held before the uncertainties, were also cancelled as early as the instability erupted. The interview contributors underscored that, as they did not expect that political turbulence came to take

place alongside covid-19 and as they were wholly spur-of-the-moment, hotels were smashed solidest.

Majority of the respondents had the idea in common with is that, since the day the war stemmed in the northern part of the country, their customers were traumatized and terrified. As the war is becoming harsher and harsher and those west international media such as CNN, Reuters, Associated press, BBC news and the like have been defaming the country reporting irrelevant news about the war across the world, customers were forced to rush out, and nearly all of the guest rooms in the hotels were unoccupied instantly.

The participants also tried to explain in their interview that guests in the room, particularly those from abroad, had to shorten the longevity of their stay and tended to depart awkwardly, while international guests began requesting shuttle service either to get back to their motherland or advance to their another international travel destination in their itineraries as the defamation of the nation was going on. Many of the participants explained the imagination of the revenue lost when a hospitality industry was on the verge of taking necessary actions against Covid-19 so as to retain the guests and run the business resiliently but watching guests whistle blown to check-outs, no-shows and booking terminations all of the unexpected happenings because of the political crisis. The above idea in accordance with the feelings of one key informant:

As per the day to day business we are witnessing our hotel is alarmingly running out of international guests that could boost our volume of sales. We are observing no solution is provided to the yearlong political instability by the government and the other side. I am not saying the government is not doing its best with regard to bringing the political unrest to an end (as ceasefire is not only onside, both quarrelling parties should fairly deal on ceasefire) but frankly speaking the leading regime lacks some sort of diplomatic actions like disproving what is being reported by western media outlets and building Ethiopian

image by assigning the most prominent figures in political positions of ambassadors and diplomats who can defend the nation preaching and convincing the international community about the positivity of visiting the land of origins, Ethiopia (one of the respondents who asks for the confidentiality of his suggestion).

Amazing to the researcher, one of the interviewees (R10) explained that the negative impacts of political disaster is lower than that of the damaging influences of covid-19 on their business putting some verdicts. The respondent added that one of those customers coming to the hotel where he is working asked him why customers are not coming to the hotel after seeing not many other foreigners enjoy spending a time in the city. The participant told the researcher most of their customers are investors who know Ethiopia well not less than the residents. He added that their customers have sufficient information as the war is taking place many kilometres apart from the capital city, Addis Ababa and never fear of the political crisis.

You know some of our customers are working on mining it may be in Benishangul province, south region or any part of the country, they recognize it is safe to execute their activities residing in our hotel as a business customer. They do not take into consideration the allegation that Addis Ababa is not convenient to stay in due to the political predicament because the customers know what really is going on in Addis Ababa. Nevertheless; those customers who are strangers, coming to Ethiopia for the first time, maybe frustrated as they misunderstand and get deceived by the accusation for the situation in our country. The advantage of having business customers who want to devote their time booking the resident rooms is guests can easily understand what is certainly happening in a place where they reside and stay long ignoring all the inappropriate rumours like the case of our customers (R10).

The results endorse veracity in the travel industry literature that political uncertainties and criminalities shock travellers away from destinations and discourage several prospective tourists coming Corona, N. (2018). Because travellers are on vacations away from their household, they sense a little insecure and unconfident and occurrences of political discontent would produce state of anguish and worry (Neumayer, 2004). According to Richter and Waugh (1986), a hospitality industry is often a primary quarry of any type of political insecurity, compelling travellers to opt for other destinations, even at periods they are supposed to be harmless. Any travel away from destinations principally disturbs the industry. The discovery, however, is a little different from the earlier study results that developed destinations enjoy travel activities impacted later on and some periods after happenings of political timidities (Enders & Sandler, 1991).

According to many of participants, the effect of political instability is not only the hindering factor for current hospitality crisis but also it will be a headache to the development of the travel industry in the future as it takes a long time to construct a positive image of the nation unless the concerned bodies collaborate to contribute their parts so as to rescue the industry which is one of the major sources of income.

Generally, from the interview implication, substantial proportion of the respondents claimed that the political crisis has resulted in incalculable consequences that drag the hospitality industry down horrifyingly.

4.2.3 The Effects of the COVID-19 on Hospitality Industry

It is obvious that all most all the hospitality businesses are influenced by COVID-19 as the lockdown situation was practiced by the Ethiopian government for prohibiting the blowout of the pandemic. The Covid-19 virus highly affected the travel business across the nation that resulted in incredible vulnerability of the industry.

According to most respondents, the devastating effect of covid-19 was revealed using almost similar explanations that their businesses have ceased providing the existing customers with their needs due to the prevalence of the pandemic. As per the study participants, a summit by African Union (AU) was not held for almost two years in Addis Ababa due to the prevalence of covid-19 that hugely affected the hospitality industry in the city. An ample number of business summits and so many events were cancelled and corporate groups also never appeared.

Majority of the respondents asserted that it was normal that before the pandemic erupted, at least 50 to 70 rooms could have been booked along with events, dinner, parties and other similar revenue sources which came out of reality as covid-19 was very dangerously spread all over the world. The number of rooms in the hotels has also come lesser and lesser as the pandemic hit the city. One of the participants responded to the interview added the following:

Covid-19 has brought some good opportunities to our business due to the presence of African Union and other international organizations, as compared to the rest of African cities, Addis Ababa, was taking the advantages of getting recovery. The arrivals of our hotel were directors, CEO, vice presidents and the likes. There was African health summit which handed us more revenue incorporating the most famous and VIP customers like the legend footballer Didier Drogba who was an ambassador and delegate to the African health conference. In addition to this, two large coca cola events took place in our hotel which boosted the volumes of both the room and food and beverage sales (R6).

Some other respondents reacted to the interview questions adding that even staffs of the international organizations based in the city were working virtually which in turn diminishes the number of events held in hotels as they feared the pandemic may affect their health. The

interview outcome discovered that COVID -19 epidemics has extraordinary effect on the hospitality industry.

The respondent from Skylight hotel clearly reacted to the interview questions extraordinarily as the pandemic came up with positive effects on their hotel business. The interviewee responded that it is obvious covid-19 has resulted in a paramount negative effect which is disastrous to other hotels in the city and hospitality industry at large. According to the interviewee covid-19 has gotten advantages to skylight hotel business even the hotel has been overbooked where it handed over overbooked customers to the rest of star rated hotels which were suffering from the bad side of the pandemic.

We were very happy as a skylight hotel staffs when the hotel was selected as quarantine service centre among five star rated hotels in 100% capacity as soon as the pandemic broke out and this was achieved in collaboration with ministry of health. Some national and international health organizations like EPHI and WHO have been visiting to supervise how the hotel was operating in line with the pandemic protocol and the hotel was successful in fulfilling all the requirements set by those organizations. As a sister company with Ethiopian airlines, the respondent added that skylight hotel has been working with huge number of Shanghai passengers as a quarantine service provider that gives the hotel the opportunity to be overbooked more than the routine business.

4.3 Major Challenges of Star Rated Hotels amid Political and Covid-19 Crises

All interviewees reflected their understanding that hospitality industry by its nature is a crisis sensitive, where there is harmony and safety; there is increment of visitor movement and the other way round. In contrast, most of the participants replied that there is challenging health and political environment which is not encouraging for customers to arrive at their hotels currently. As it is explained by most of the respondents, there is harsh political instability in

the country that makes the appearance of international customers very questionable proposing that most of the ruling regime effort has to focus on bringing about peace and security and trying to solve a yearlong political hostility so that the hospitality industry business would get back to the normal scene.

Majority of respondents, from the bottom of their heart, replied that there is no favourable political environment currently which permits international customers to visit Ethiopia particularly Addis Ababa. In addition to this, the challenges of political catastrophe in the country mark suspicions on travel ideas of guests towards their visit to the city.

One of the respondents (R3) described with fuming tone that the finest tourism destinations (the newly inaugurated parks, museums and other cultural and natural attractions) of the city are waiting for the travellers but unsatisfactory number of tourists is seen resulted from the combined political and covid-19 crises which is the challenging the hospitality industry. In his speech, one of the respondents detailed as follows:

The immense challenge on hospitality industry in the city and Ethiopia as general is not Covid-19 but political unrest. Above all, we are all dismayed with the presence of the political instability which is damaging the hotel industry. We need peace and security in our country, because if there is social unrest in a certain area, it generates undesirable image for the attraction and reduce travellers' movement towards that place. No one wants war instead of peace and that is very important to the development of the industry and the nation at large. The concerned bodies should work something tangible so as to bring back the peace and security to the country so that tourists will get back to visit our country (R19).

Key informant from one of the five star hotels in Addis Ababa also stated that their hotel is highly suffering from the challenging factors resulted from the occurrence of the current

crises. Therefore, because of the political crisis in the country, the hotel couldn't cope up with the absence of international customers which are their immediate source of revenues. Hence, in the study area, lack of customers' arrival to four and five star rated hotels is identified as one challenge of political unrest and covid-19 on hospitality industry at the time of the research.

A respondent who claimed his interview speech must be confidential tried to describe one of the challenges that happened to their hotel in relation to safety and security is that there was a command from the government requesting the investigation of the hotel employees who may be working for the rebels (respondent's own expression). According this respondent, their hotel staffs were following up each other as per the ruling party's initiation which is one of the biggest challenges during the on-going conflict.

A four star hotel respondent (R6) with his bodily movement of shaking the head (due to the sadness he feels upon the crises impacts) answered to the interview inquires added that the challenges of the crises the country is experiencing have brought irreversible and devastating effects on the hospitality industry. The respondent with privacy enquiry added that he never knows what would happen tomorrow to their business as the challenge of political volatility in northern Ethiopia is still going on that caused their hotel extra cost of financial contribution to the military. Another challenge the hotel industry has been suffering from the political turmoil and pandemic crises, according to some respondents, is loss of trust towards customers in order to provide them with a long term credit service as their hotels need the immediate payment (because of financial constraints) by clients that result in the interruption of good faith between hotels and customers.

For the interview question “What are the challenges the hospitality industry have been facing throughout the pandemic period”. The responses set by several respondents during the interview are:

Budget Insufficiency/Monetary restraints in running the hospitality operation is the chief momentous challenges confronted by the industry, and it is affirmed by the hotel upper level staffs R15, R17, R2, R19 and R6. Majority of the hotel employees who participated in the interview confirmed that the following are also the critical tasks challenged by the hotel administration as the industry has been passing through the pandemic era: - customers non-existence and getting rid of whole transactions - Incapable to provide their personnel with timely wage and presenting food and beverage to them. - Obligated to drive workers to spend the allotted number of days on their yearly time off - Deficiency of monetary or credit provision from loaning organizations. – Legal limits of movement and other stuffs by the state- Price rises in the cost of supplies/hotel food and beverage and supplementary inputs - Mandatory shut down of businesses, accommodations and services.

The respondents R3, R8, and R11 replied that they were compelled to cease some of the facilities and services particularly leisure baths, fitness centre, bar, exercise room, the spa etc. The participants R17 and R20 detailed that their hotels were on the brink of pausing the business function as the pandemic hit their business during the alleged time. The interview contributors R4, R7, R12, R17 and R19 specified that dearth of understanding concerning the pandemic and its safeguarding procedures by the hotel staffs could also be traced as the extra challenges faced by the hotel industry.

4.3.1 Economic Challenges of Current Crises on Hotel Industry

The respondents replied that one of the economic challenges during the on-going crises is a revenue challenge. As more than 70% of the hotels’ revenue source is the sales from room,

the study participants added, hotels highly depend on the sales of their rooms. To the contrary, selling many rooms was not attainable because of the prevalence of covid-19 and the outburst of the political volatility in the country.

The study was also anticipated to examine the influence of both the pandemic and political unrest occurrences on hotel productivity from the participants that took part in the research. The findings show that significant number of the respondents advocated that pandemic eruption and the political crises hugely disturbed the profitability of the industry. This was censored by a big quantity of participants who claimed that there was a scarcity of essential resources for hotels which became unattainable, inaccessible and too much costly during the pandemic and on-going political crunch. Therefore, this finding proposed that most hotels are hardly resisting the negative consequences of economic challenges fired by the current crises which in turn prohibit them to move as per their operational plans as the ingredients and input items for the hotel industry came to be very untouchable pertaining to price.

From the exact words of the respondents, COVID 19 epidemic severely damaged the industry and depresses the customers' desire towards their hospitality business and hotels were powerless to function satisfactorily by the time the pandemic was prevalent and the enduring wave of the political turmoil. Majority of the study participants come to an understanding on the abovementioned speech. In addition to this, the respondents revealed that COVID-19 alongside the situation that resulted from the insecurity occurrence of the nation destructively shakes the complete economic enactment of the hotel industry. The Participants such as R8 and R17 advocated that the flood of pandemic and national security disorder shrink hotel functional revenue of their room. This implies that their business return from diverse operation stuffs turn out to be weakened during the current crises outburst. The respondent also detailed that the pandemic and political volatility eruption ruined the demand and marks

the business yield too worse (R5 and R8). Another result what interviewees mentioned that the pandemic and insecurity burst pattern escalates the charge of transactions.

The interview findings discovered that the pandemic and insecurity eruption has extraordinary effect on the hospitality industry. According to many of the respondents, peoples' movement constraints and social separation has an intense consequence on the industry, specifically the sale of the room deteriorated unlike the preceding time. One of the participants stated:

Our hotel chronicled a failure in reservation due to well-being caution and we were delimited to serve only delivery services. As our business runs with fresh foodstuff it was tough to retain it in the stores, so the revenue from it oscillates and we were suffering from different costs. On the same manner, revenue from social functions, conferences, honourable events went absolutely out of business throughout the epidemic outburst; due to such cause the hospitality industry market value is extremely damaged.

I. The Challenge of Foreign Exchange Caused by the Political Instability

According to Global Affairs Canada (2016), Canada declared a great deal of sanctions on Russia in March 2014 that have since been modified, creating it unlawful for Canadians anyplace in the globe to arrive at several commercial or monetary dealings with a number of people or corporations from Russia. The US and EU presented sanctions that banned tourism and commercial connections with specific affiliates of the Russian administration and army, and President Putin's inner circle (BBC, 2014).

One of the respondents from the target groups apart from hotel managers responded to the interview that because of the existence of the current crises especially the political turmoil, one of the economic challenges the hospitality industry facing is the hotel investors could not get sufficient foreign exchange as the country is engulfed with various declaration of lethal

sanctions by western nations upon the political crisis happening in the northern part of Ethiopia (As Western nations allegedly labelled and accused Ethiopian government of committing human rights mishandlings, delaying food assistance conveyance, or captivating other engagements on the northern part of the country that are deteriorating the country's yearlong political crisis, per respondent) which in turn difficult to modernize and update even the technological inputs of star rated hotels from abroad.

The interview result found that one of the challenges of current crises on hotel industry in the city is the apparent dimness of spending in the hotel sector are greatly associated to complications faced by Ethiopian hospitality industry sector such as the image that Ethiopia is not a safe travel destination, the lack of peace and security, the lack of finances in the form of loans from the government (because huge amount of governmental budget is allocated on military expenses that is related to the cost of on-going military operation in Ethiopia, per the words of the interviewee).

In general, respondents added that the hotel industry encounters lack of foreign exchanges due to the above-mentioned reasons and the absence of international customers with the international currencies which is a vast challenge the industry never entertains amid the current crises.

II. The Challenges of Getting Raw Materials

Key informants of the study also narrated the situation regarding the challenges of the pandemic and political crises towards the production and distribution of a commodity. Majority of the participants commonly came across the challenges of getting some local raw material inputs (food ingredients) which are essential to prepare and serve to their available customers. When the pandemic was hitting the nation significantly, it was very difficult to request and purchase the raw materials as the covid-19 protocols (stay home command post,

physical distancing and the likes) were put into practice across the nation which in other way contracts the movement of the suppliers to the city. On the same fashion, one of the respondents; explained challenges of getting raw materials to their hotel due to the war in the northern part of the country saying;

Our hotel, since its establishment, have been purchasing and transporting different raw ingredients from the northern part of the country especially Raya area (the place which is the gravity centre of the conflict) where many farms are found that harvest various meat foodstuffs, fresh bazars, dairy products and other inputs vital for the hotel industry. Unfortunately, now a time, our hotel cannot access this because of a prolonged political insecurity over there which is unsolved yet (the respondent with privacy).

Decreasing insecurity can lower inventory heights seized inside the stock series by dropping the quantity of suppliers a company contracts with and improving the dealings with the residual companies. Distribution information about estimated demand, orders, and production timetables decreases indecision and can direct to inferior safety stock inventory (Coyle, Bardi & Langley, 1996).

Almost all respondents claimed that the occurrence of the crises especially the political instability has caused lack of necessary supplies and products to the hotel industry in Addis Ababa city.

III. Room, Food and Beverage Sales Challenges

According to majority of the respondents, through the financial recession, numerous hotel revenue executives have been trying their best to handle falling business and the burdens to diminish amounts. Respondents (R2, R5, R9 and R13) narrated that the hospitality industry has passed under the compression of reducing occupancy, average daily rates and revenue per available room. In recent times, a great deal of studies have concentrated on income

controlling and the part in the hospitality industry in financial predicament (Kimes, 2008; 2009; 2010; Butscher et al., 2009; Caudillo-Fuentes and Li, 2009; Garrow and Ferguson, 2009). Similarly, according to Saleem& Al-Juboori (2013), occupancy Rates are well-thought-out very vital for hotel industry overall, and for the revenue unit in particular.

Many of the respondents stated that they were unable to cope up with the challenges that emanates from the occurrence of the political adversity and covid-19 pandemic on attaining the required revenue amount of the room, food and beverage sales. The managers, among the respondents explained to the interview that the crises handed their hotel with considerable portion of revenue loss that could be obtained from different corners of the income sources due to the political and pandemic disaster.

4.3.2 Human Resource Challenges

The interview result shows that some of the hotels have told their staffs to take paid annual leave (that may not be based on their consent) following the intensification of COVID 19 outbreak and later on the political turbulence. Throughout the eruption of this pandemic alongside the social instability, the hospitality industry have been confronting impermanent interruption of usual business as some of the personnel were going to take their leave which this study marked it one of the challenges of the current crises.

According to most of the interviewees, one of the challenges related to human resource was retaining their staff during the pandemic era which is now unmanageable problem as the political unrest is going on.

A four star hotel respondent added that concerning administrative resolutions, as soon as the crises came to happen, numerous hoteliers on managerial positions in their hotel performed tirelessly in order to manage human resource related issues. Plus to this, the participant explained, managers contributed in decisions making procedures revising staffs presentation

and assisting them throughout the pandemic and political predicament. In spite of the likelihood of a cessation of the establishment, their hotel did not consider letting the staffs take forceful leave nonetheless preserved continuous communication, keeping fit personnel virtually. “Regardless of the severity of the condition, we have never pushed our staffs to any lay-off” (R12). “Although we could not provide our employees with the benefits fully that have been offered prior to the existence of the current crises, we paid their wage timely during this disastrous era, we will definitely offer them with what they claim” (R19).

On the other hand, one of the respondents (a manager working in a four star rated hotel), added the following.

The political and covid-19 crises have resulted in a damaging challenge on our personnel especially the medium and below ones who are very dependent on their monthly income including salary and service charges. Thanks to many of our staffs, during the political instability and the pandemic crises, they have been going hand in hand with the management of the hotel despite the fact that they are not provided with all the necessary incentives and other incomes that they should have possessed (R13).

Another human resource challenge in the study area, as per some respondents, is the socio-psychological damage on the employees during the crises that they don't feel comfortable due to unimpressive total work environment. Plus to this as the number of customers is becoming lesser and lesser which in turn reduces the provision of tips (post service benefit from guests to hotel employees), the hotel staffs tend to get worried of leading their personal life. The respondents also added that their staffs sometimes misbehave and act weirdly that is triggered by the challenges from the crises. The best example, supervising whether every staff member was complying with the rule of covid-19 like wearing mask and protective materials can be considered another challenge that is linked to human resource during the crises, the respondent replied (R17).

According to the respondents, because of boundary shutting and quarantine procedures several international customers couldn't come to their hotels to book their rooms and use food and beverages that caused the hotel earnings drips down and they were obliged to decrease the quantity of workers (specially the casual staffs). Consequently, the respondent added, it generates job insecurity and anxiety to the workers who are employed on hospitality businesses particularly hotels as the business capability is considerably impacted during the eruption of the COVID19.

To the contrary, some respondents clarified that as their hotels were overbooked, in relation to the human resource challenges during the pandemic crises, their hotels didn't tend to reduce their staffs rather retained and treated them well without affecting the amount of service charges, benefits and basic salaries what the personnel are entitled to acquire.

As the study also anticipated considering the challenges of the pandemic eruptions and political calamities on employee aspect from the respondent involved in the study, the finding points out that job timidity due to the existence of the current crises distress the personnel self-reliance while working as an hotelier. This was approved by a number of participants who revealed that the occurrence of pandemic and political chaos push some hotels to apply expense reducing actions like decreasing the spending habit related to their staffs.

A respondent from Addis Ababa culture, art and tourism bureau exposed that there is high level of joblessness of the hospitality industry graduates as the industry is not hiring considerable number of job seekers currently because of the pandemic occurrence and baffling political diffidence, war and instability flourishing in the country. The respondent also noted that;

You know peace and security is the primary requirement for the hospitality industry so as to achieve the desired goals and the general operational activities. For instance, if a

certain investor on the industry is with a dream of launching a business that could employ large number of hospitality professionals, how come does it happen in such a devastating political situation in our country? One of the difficult human resource challenges the industry fighting against is unemployment that there are unemployed experts in the area of the industry after the political turmoil came to blow the nation.

Furthermore, majority of the participants detailed that the pandemic and instability shrinks or halts recruitment of a new worker in hospitality industry and the hotels capability of employing new teams came to be beyond the expected scene because of the current crises. A respondent from Addis Ababa hotel owners association explained to the interview that the hotel industry confronted a challenge in conducting staff insurance linked to business disruption as result of the pandemic and the war explosion in our country.

Another human resource challenge the respondents replied about is that their organization could not cope up with seeing their operational consent as staffs are unable to show up on place of work due to the pandemic infection. Very little quantity of participants agreed on that the industry used to a temporary discharge of the staffs.

According to some respondents with similar ideas, the management bodies in their hotels are extremely doing on personnel happiness, arranging proficient training for workers, being clear in their resolutions, planning to shrink personnel turnover, showing their class in achieving excellent specialized interactions with staffs and others irrespective of the crises.

Regarding staff retaining practices/approaches, the interview displays that majority of interview participants replied that the four and five star rated hospitality organizations in the city, in spite of the current crises, highly concentrated on retaining their employees as they spend a lot of time, energy and other crucial capitals. Additionally, most of the respondents detailed that they had certain strategic arrangements to stimulate worker's retaining in their

hotels including endorsing a collective dream, prominence, listening to the staffs' needs, facilitating and/or arranging consultations, and observing team headway towards the efficiency accomplishment during the crises.

Generally, the interview finding designates that the pandemic and the political uncertainty occurrence have a giant negative influence on hospitality staffs which might force majority of the establishments to pay the salary of staff only whereas quite little number of hotels pave the mechanisms to decrease their operating staff numbers telling their employees to take annual leaves.

4.3.3 Image Related Challenges

According to Holdsworth (2017), fake news have poisonous consequences on hospitality industry, with local travel sites dropping anyplace from US\$7,000-\$140,000 in the interplanetary of a fortnight because of catchpenny broadcasting journalism on a natural catastrophe. Similarly, irrelevant broadcast in the form of false criticisms can also destruct a hotel or restaurant's business and trademark to the innocent visitor (Sousa, Silva & Veloso, 2020).

The respondents gave their personal view on the assertion by international media outlets that Ethiopia is not a non-violent tourist destination. They added that those media outlets especially the western ones have been denouncing Ethiopia concerning on the political disorder which resulted in the creation of negative image on large number of international travellers. The study participants extend their assumption and clarified that western media outlets report trash news which discourage and misinform tourists. Some respondents claimed that those media are very irresponsible that they have experiences on reporting fakes news. A key respondent affirmed the following:

These media deliberately attack the nation as a whole and are in favour of the rebels whom they think if the rebels come to power again, they help impose their colonial ideology on the nations. They made a forged report urging the foreigners residing in Addis Ababa city to leave Ethiopia by fabricating the news reporting the rebels were on the verge of encircling the capital which was white lie. Those media outlets namely CNN, BBC, Aljazeera and other international news media take the lion share of deceiving the world community about security status of Ethiopia (the respondent wants privacy).

A respondent working in five star rated hotel added that the fact that Ethiopia is undergoing political tension nowadays; however, the security news about Ethiopia by international media outlets is too much exaggerated and seems out of mind, out of heart which in turn misinforms international travellers to cancel their trips to Ethiopia.

Therefore, this study gets the fake news report by international media outlets as exemplified by respondents, is one of the hospitality challenges during the political crises in Ethiopia.

4.4 The Coping up Strategies to Survive the Effects of the Current Crises

Majority of the respondents stated that they were tactically active concerning the managerial response to the political and pandemic crises; however, they all indicated they were unrehearsed for the crises, as it was not foreseen. The respondents added that their hotel management certainly not thought that such crises might happen and affect the business to execute in such an incompetent fashion but later on as the pandemic and the political crises got worse and their business encountered catastrophes, the administration was compelled to put alleviating actions.

According to 5 participants, in spite of the executives' training on how to respond to several emergencies cleverly, the political and pandemic disasters brought a diverse type of unmanageable challenge that administrative bodies could not consider when getting

organisational forecasting. “We were permanently not ready to cope up with altered types of catastrophes especially the political crisis: We should have predicted about the seriousness of financial downfall and insecurity intimidations across the nation that have been damaging the hospitality industry” (R11). “This political tension and catastrophe is disastrous by any means; I was not supposed to consider that the war in northern Ethiopia could happen and the hospitality industry could be ready for such environments” (R10).

According to many of the participants, the examination of the accustomed strategies of their business throughout the catastrophe and administrative reaction display the diverse methods hotels implemented in order to survive the challenge.

As our incomes and reservation drop, we were forced to reduce expenses via effective coping up strategies. Nevertheless, we were cautious not to endanger the hotel principles in the course of action. The administration also safeguarded all the workers grabbed their yearly leave based on their consent to diminish expenses. Furthermore, procedures such as freezing benefits and other things eligible to employees were applied which in turn created resentment among our staff members (the respondent requires this report to be private).

A respondent from one of the four star rated hotels (R19), in his speech during the explanation about the strategies followed by their hotel responded that they applied couple of strategies including organizing a crises management brigade that could follow up the crises situation, making their hotel a quarantine in association with Ethiopian airlines by the time of the pandemic which enabled the hotel to get income from the quarantined customers and the other strategy what they put into practice regarding the financial constraint is targeting the local business (as foreigners are not available) especially the governmental offices by closely working and dealing with discounts.

The respondent added that the present approach for hospitality industry so as to challenge the political and pandemic disasters emphasizes on residing harmless, diminishing expenses and operating on the resurrecting stage. “Throughout the war and covid-19 catastrophe, our approach was to be uninfected, being careful for the wellbeing and comfort of our employees and keep sharing optimistic communications to our staffs” (R15). “In my opinion every hospitality industry establishments should implement the identical strategy: diminishing expenses and attempt to sort the fitting resolutions to secure the customers and employees well-being” (R16).

“As a management body we were translucent and the employees cherished our transparency” (R17). Thus, according to the respondents, the hotels’ coping up approaches and administration resolutions produce a critical character in guaranteeing that their hotel businesses persist across the crises. “The decision-making board could respond to the catastrophe, and acquired the corporate assistance. We provided our mid-level supervision employees the power to cope with their subdivisions in the hotel” (R13). “As the crisis progresses, nevertheless, we are putting significant urgencies and measures to simplify retrieval in a certain time by adjusting developments to new marketing strategy necessities and structuring benefits” (R4).

According to Levy (1994, p.176), suppleness and addictiveness are indispensable for businesses to persist in crises environment so that they can be alive. From an administrative viewpoint, the hotel business industry attempts to manage disasters via the execution of various operational habits, like reforming marketing and advertising undertakings (Candemir and Zalluhoglu, 2011), familiarizing new goods and administration platforms, appealing new fairs (Okumus and Karamustafa, 2005), enlightening business procedures and affordability (Naidoo, 2010), decreasing the manufacturing expenses (Ukakturk, Bekmenzci, and Ukakturk, 2011) and employees (Wang and Ritchie, 2012), hiring diverse rating strategies

(Eugenio-Martin and Campos-Soria, 2014), improving invention (Falk, 2013), and broadly spending Information Skill (Jia, Shi, Jia, and Li, 2012).

4.4.1 Increasing marketing efforts

From the interview result it can be inferred that crisis situations can be resisted through applying various marketing and promotion efforts. Some respondents claimed that the hospitality industry needs not only cope up with the disaster but also pledge promotional determinations to recuperate affected hotel business by applying its helpful marketing strategies.

According to few participants, hotel executives are changing their attention in the direction of adopting the security-conscious procedures through all hotel business outlets; underlining the significance of domestic customers rather than far-reaching reliance on international clients as a basis for hotel income; improving suppleness in domesticating the market.

Identifying that promotion only is inadequate, Wahab (1996) also endorses upholding decent interactions with affiliates of the global mass media; giving complete information to universal travel crews, tourism negotiators, and the media (to assess tourism hazards in their appropriate perspective); and prudently directing travellers clear of great danger regions.

Regarding the marketing efforts, one of the respondents extended his speech:

I think it is not the solely responsibilities of the hotels to execute marketing efforts but also the government itself has to make the war come to an end; and should propose practicable retrieval marketing efforts so that the hospitality industry can survive and get back to normal business situation. Actions also must be taken to meet the probability of inspiring domestic tourism by reinventing security assurance to the citizens. As encouragements, the hospitality industry needs to be presented tax breaks and the

government is in charge of signifying the coming back of harmony and certainty across the nation that can impress international travellers to Ethiopia (R3).

Respondents also explained that they have been applying different marketing efforts throughout the political and pandemic crises such as working with embassies, corporate business groups, government officials and others. Some interview participants also narrated that they are dealing with the events and function organizers happening in the city to provide them with food and beverage caterings.

To the contrary one of the respondents working in a four star rated hotel replied to the interview questions that even though their hotel is trying its best to outreach the customers using diverse marketing mechanisms such as preparing brochures, by means of billboard advertisements, fliers and media outlets, most of the domestic customers have a fear of high price tag to their hotel assuming the it is a standard service provider.

According to Hall and O'Sullivan (1996), both the government and the hospitality industry necessarily emphasis on the danger so as to consider jeopardies to global travellers and manipulate for operative disaster marketing. Most catastrophes are tough to avert, because of their volatile scene—particularly those coming from violence or political complications. Additionally, every crunch condition is diverse and challenging to come up with humble procedures. Destinations essentially an arrangement of action plan detailed to their desires.

4.4.2 Price Adjustments

The results discovered that the four and five-star hotels in Addis Ababa city applied modification in price tags of their rooms, food and beverage products and considered marketing mix, to uphold affordability during the political conflict and covid-19 crises.

According to majority of the participants, price amendments are the cornerstone that enable a hotel business persist the political and health catastrophes. The respondents added that it is

their task to assist the hotel businesses by adjusting the pricing level to withstand their effectiveness across the crises through modifications in their rating approach. In connection with the occurrence of the pandemic condition, one of the respondents explained, the pricing resolutions squad in their hotel is operating appropriately.

Extraordinarily, some of the respondents asserted that their business modified their room and menu charges taking into consideration the current feasible market demand resulted from the crises. The participants claimed that these phases permitted them to limit costs and eradicate additional expenses.

It is understood from the interview responses that fearing the likelihood of cessation of the properties, several hotels tended to adjust their price ratings that could help them survive the disastrous event happening in Ethiopia. Various other actions were engaged to assist and comfort the hospitality industry in resurrecting the covid-19 and the war catastrophes.

4.4.3 Cost Reduction Strategies

The findings from the interviews show that one of the most impacted parts in the hotel business is cost administration. According to Hoque et al. (2020), many hotels were impromptu to respond to a difficulty of the extent of the pandemic crisis and were forced to take activities to diminish expenses. For the staffs through the hotel business, the influences altered from joblessness to looking for financial assistance. Other hospitality businesses have been enforced to decrease the quantity of workforces because of financial encounters triggered by the pandemic.

Majority of the interview participants responded that their hotels use numerous economizing approaches to raise their revenue margins such as recognising and abolishing extravagant operations or services that never produce sufficient income to warrant the cost, energy preservation, subcontracting certain operations and fixing technology to advance

effectiveness. The respondent from four star hotel added that among the other cost reduction strategies what they applied is the in-house cost minimization.

The other vital factor that helps the hotels with cost reduction strategy, according to the respondents, is providing the employees with some sort of training on how to reduce the unnecessary costs incurred by the hotel so that staffs will be aware of each and every mechanisms. In general respondents explained about the cost reduction strategies in their hotels focusing on issues like; cost-effectiveness, efficiency, sustainability, cost planning, manipulating merchandises/facilities charge precisely, valuing mechanisms, assessing procedure and activities, and affordability.

Some respondents also added that so as to reduce hotel expenses, the company needs to discover methods to deal with retaining the existing personnel instead of employing new staffs that brings about extra expenses like recruitment and induction training costs, compensation, insurance , supplies and overhead costs incurred by the hotel industries.

Therefore, the findings show that the decision-making of hotel managers proceed into contemplation of the aforementioned mechanisms, whilst it helps to experience efficiency during times of political and pandemic disorder putting cost reduction strategies into practice including the actions hotels can apply to enhance their business functions and control workforce in order to reduce costs, purchasing procedures and making external consultation about the cost of goods.

4.5 The strategies of the hospitality sector for the post-crisis period

According to some respondents the hospitality industry need to settle post-crisis approaches that can aid it reclaim into the normal operation and remain to function. For example, the industry alongside the other concerned bodies aim to fix actions that encourage well-being of international visitors to make their trips to Ethiopia after the crises come to an end. “Fresh

marketing activities that have been thought will be talked to those customers with reservations as our country is non-violent state” (R15). Also, the respondents replied, the hotel administration will need to pursue to advance distinctive packages that would appeal domestic customers to use the services and products of those star rated hotels when the crises get over.

“We are presently pointing our energies on generating extraordinary packages for domestic customers instead of primarily relying on the international visitors” (R8). “We need to modify the quantity of employees, the guest room expenses in our hotel’, as sales of room will not be that much attainable after the crises” (R10).

Respondents replied that after the crises, visitors will be more eager to reserve highly reputable hotels like four and five star rated hotels, as these hotels are believed to meet international standards to serve customers and have hygienic and clean environment. One of the respondents added the following:

Hospitality industry will also need to devote in employees preparation and hiring possibilities. Furthermore, in order to bring the industry to the normal situation after the crises, the industry needs to cooperatively work with stakeholders like ministry of tourism, academies, tour operators, event coordinators. The cooperation among the different bodies will generate the improvement of inventive procedures, advertising strategies and new sections to recover from the on-going crises (R9).

Some key informants (R9, R12, R15 and R17) stated that they will emphasis on supple, innocent and communally accountable resolutions to let the industry confront good future. Moreover, the informants pointed out that the measures to get the former normal condition of hospitality industry necessitate convinced standards of proficiency set for finest outcomes

such as fast compliance with customers' needs, management, policymaking, communication capacities and employee handling abilities.

Hence, according to the interview findings, the post-crisis actions and mechanisms find to support the hospitality segment to recuperate its market situation and business as the economy displays steady retrieval.

4.6 Government Support to the Hospitality Industry

According to the some respondents (R3, R6 and R9), the government has tried to support their business while they were struggling to survive in the surf of the current crises offering long term loans. One of the respondents working as a general manager in a four star hotel (the privacy remains respected) tried to explain that the government did not do something tangible pertaining to supporting their crises-hit hotel except they, once during the crises, got a 5 million birr loan with the interest rate to be paid in short period of time which was difficult to deal with. I hope the government will consider such a problem. This respondent also added:

It is obvious that as the political and COVID-19 crises got harsher and harsher, economic fatalities of the hospitality business continued. The measure of the catastrophe in the hotel industry is extraordinary where government support to the industry is crucial. We get various rumours in relation to the assistance by the government; nonetheless, it (the amount of loan) was not as adequate as expected. We were not allowed even to import equipment and utensils that are very necessary to our hotel routine operation (a respondent with privacy).

For the study participants, the question was raised as to how their hotels got sufficient financial support from the government to supply the industry that helps recuperate in the upcoming time, especially as the political crisis lasts long, one of the respondent replied “the necessity for extra industrial injection is mounting quickly especially in Addis Ababa city (as

most of the four and five star rated hotels are found in the city and they are first victims of the crises) on which the ruling party should have to focus.”

Therefore, per the respondent, with so numerous tasks expected, the retrieval of the hospitality business never seems to be hopeful unless the government interferes in different aspects. Business reclamation will still be damagingly inclined by covid-19 and the political catastrophes, “because of the financial downturn, little vacations and clients’ inescapable post-crises anxiety, it is less probable that business advancement will occur after a slowdown in the pandemic” (R9).

According to the findings of the interview, few hotel businesses have been provided with some sort of the loan during covid-19 crisis whereas some other hotels never got the loan as promised by the government. However, the four and five star rated hotels did not get any loans from the government in connection with the crisis that emanates from political turmoil which is still unsettled.

4.7 Collaborations with the Stakeholders in Response to the Current Crises

According to Hermes & Mainela, 2014, multifaceted difficulties, for instance, those crises twisted by COVID-19 pandemic, could not be resolved by single businesses in segregation. Conceivably nowadays more than the previous time, it is obvious that the hospitality segment encompasses numerous stakeholders, proving it an essential slice of the whole economy and people (Morakabati et al., 2017).

According to some interviewees, they have spent many ups and downs during the political and pandemic crises pertaining to their cooperation with different stakeholders like Financiers, customers (domestic & international), employees, suppliers: partners, insurers, government, policymakers, regulators (domestic and international), communities: local university academics etc.

Some respondents attained logic of direction as to how their hotels have been cooperatively working with the stakeholders during covid-19 pandemic crisis. The respondents detailed that the health sector of the government helped them cope up with the occurrence of the pandemic by providing important working solutions. Significant among them is the standing on hygiene and sanitation. For instance, this interview from a respondent was collected:

We got a recommendation from ministry of health that helped our hotel overcome visitors' suspicions by providing every customer with stock of a hygiene bag, facemask, anti-germ hand lotion and soft papers or showery wipes. The health experts trained our staffs with great deal of survival mechanisms. As a result of the imperative hygienic working procedures from the health department of the country and international health organizations like WHO, we came across to put into practice the notions such as when housekeeping staffs sanitize a guestroom, they dress extra personal protective materials like facemasks, they apply suggested washing equipment, alcohol washing detergents, isolated outfits could be applied for restrooms, guestroom and other areas in our hotel. These experts also assisted us if a visitor cultivates the pandemic, our hotel must do a profound hygienic procedure. Our hotel gets sealed by the professionals from health institutions after they found that the hotel follows the health standards and guests are granted that they are incoming a hygienic hotel which is safe atmosphere for their health (R3).

Majority of the respondents reported that it was imperative that they have smooth and cooperative relationship with different stakeholders in response to the occurrence of the pandemic and the war that resulted in uncountable adverse aftermath on the hospitality industry. One of the respondents came up with the following idea:

It is obvious that the pandemic and political crises produced a national and compound crunch for hospitality industry in Ethiopia especially in the capital, running the business under such circumstances without stakeholders' cooperation would award an existential

danger to several hotel and industry. Taking this into consideration, our hotel tended to work cooperatively with the concerned bodies so as to resiliently pass through covid-19 and political crises. For example, we have good rapport with the government, the hotel owners association, tourism professional association and the rest ones (R6).

Therefore, the interview analysis fetches vital findings concerning the interdependencies between the titleholders in hospitality industry and its workforces, patrons, government, raw material providers and societies, locally, nationwide and worldwide levels. Furthermore, the finding displays in what way cooperating with these stakeholders hints the discovery of marketing strategies (during the crises) particularly income torrents for the industry, functioning adjustments and even the improvement of innovative marketable businesses.

The respondents (Addis Ababa Culture, Art and Tourism, Addis Ababa Hotel Owners Association, Ministry of Tourism and Ethiopian Tourism Professionals Association detailed that they have been cooperatively doing with the hotels pertaining to different coping up strategies so as to solidly pass through the covid-19 and political crises. These key informants also added that whenever the hotels request any consultations towards the mitigation mechanisms and other assistances, they are eager enough to extend their helpful hands.

4.8 The Effectiveness of the Coping up Strategies of Star Rated Hotels during Crisis

I. Marketing Strategy Effectiveness or feasibility

According to majority of respondents the strategies that have been taken so as to mitigate the challenges of the pandemic crisis were more or less as effective as they expected whereas the other respondents claimed that it was very difficult to cope up with the current political crisis. Interviewees also added that the marketing strategy they applied to fix the covid-19 crisis was a little bit humbler than that of the political conflict comparatively. Since the covid-19 prevalence was wide-reaching phenomena, there have been countless measures that were

adopted and recommended by concerned bodies in different parts of the world opted in order to go on with the challenges resulted from it.

On the other hand, the respondents pronounced that the political conflict taking place in some part of Ethiopia is out of the marketing capability of the hospitality industry alone unless the government brings about the mechanisms to end the war. Further explanation to the interview question of how effective the hotels are, the respondent replied:

As much as possible, our hotel tried to deploy the possible marketing strategies and effectively cope up with the pandemic challenges nevertheless; we are getting tired of looking for any possible actions so as to mitigate the political challenges. It is exclusively left to the government and concerned bodies as to how end the conflict which is adversely damaging the hospitality sector nowadays. We may be good at coping up with covid-19 pandemic situations but frankly speaking we are unable to respond to the situations related to the political conflict (R19).

Therefore, according to the interview result, majority of the participants (nine out of eleven five star rated hotels and all five star rated hotels) became effective in applying the covid-19 pandemic international protocols with regard to marketing strategies. Exceptionally, the interview result show that almost all hotels could not be effective pertaining to applying marketing approaches towards the occurrence of political turmoil.

II. Effectiveness of Handling Hotel Employees during Crisis

Majority of the respondents replied to the interview questions that they were highly challenging the hardship to handle employee related temptations resulted from the political and health crises. Some of the participants explained how difficult it was for them to pay the salary of their staffs whereas very few respondents claimed that they were able to provide their staff with the basic salaries.

The respondents (R4, R7 and R17) added that personnel working in hotels are the big asset of industry; people administration is a serious triumph factor for all hospitality establishments and should effectively manage any challenges related to employees during such tough period. Hence, a hotel's presentation is dogged on how inspired, satisfied, and involved its employees are, as this openly impacts its total service scene.

All in all, per the respondents, those with pronounced management, they were going hand in hand with their staffs and provide them with critical behavioural improvement by preparing training sessions that handle the employees both individual and team self-confidence, but it not easy to do so during the political and covid-19 crises. Employee inspiration has always been a challenge for several hotel supervisors particularly in such hard-hitting times like the existing situation of uncertainty resulted from the pandemic and political instability.

According to the finding, some of the respondents (R3, R8 and R15) detailed that since the managers in their hotel business are performing a very precise task; to develop their employees and stimulate persons no matter how problematic the circumstances maybe, they were somehow effective in managing staffs. To the contrary, some respondents explained that they got it unmanageable as their businesses were hugely hit by the crises.

Generally, what can be sketched from the interview is that more than half of the respondents could not be effective (were in bad positions) in relation to handling their employees during covid-19 and the political crises.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

This section begins by offering a prospect on the fundamental of the study. It lures the inferences on the basis of demonstrations, discussions and examination incorporated in the preceding sections. It then stretches certain recommendations and ways forward for the hospitality industry to cope up with the health and political crises in the study area.

5.1 Conclusion

In an effort to examine the challenge of the pandemic and the political instability on the hospitality industry, this study has discovered that the four and five star rated hotels in Addis Ababa city have been suffering from the most problematic period harmonising the blow-out of the covid-19 along with the internal conflict against the solidity of their financial prudence. The main purpose in this study was to come across the challenges of the hospitality business during the pandemic and the political turmoil crises and the possible strategic tactics that the hotel industry has implemented so as to resiliently pass through the crises.

The hotel industry in Ethiopia especially Addis Ababa city has severely been smashed by the political crunch and the covid-19 pandemic. The undesirable effects of these incidents caused a reduction in hotel occupancy and food and beverage incomes, the challenges related to human resource and the likes which was the toughest the industry has ever confronted. The occurrence of political instability and the pandemic crises have a heavy-duty and straight adverse effect on hotels across Ethiopia particularly in Addis Ababa.

It appears that the health and political turmoil occurrences had the greatest weighty harmful challenges and influence on hospitality industry because these factors directly endangered the security and safety of travellers. The overall atmosphere of the hospitality industry in Addis

Ababa city was insecure for last few years, a number of travellers have been enforced to cancel their trip to city as the political crises is still going on which in turn hugely affects the industry. This also affords paramount challenges for hospitality business to get the retrieval.

The reaction of the hospitality industry towards the current crises is accompanied by great deal of challenges that originates from both the political turmoil and the pandemic. Hotels tried to cope up with the crises introducing the strategies of price adjustments, cost reduction and other possible approaches used to mitigate the incidences while they should have emphasised on traveller well-being and safekeeping during the covid-19 pandemic.

This study concludes that strategies like modifications in room prices, cost concession and similar strategies taken by the hotels in the city are not sufficient encouragements to impress travellers back to politically-hit country as on-going crisis is beyond the capacity of the industry to cope up with it. Consequently, it is imperative that the stakeholders in the industry and the ruling regime of the country need to come together so as to alleviate the current crises and have to recognize the influences that cause travellers not to come Ethiopia and then react accordingly as tourism is one of the backbone sources of economic improvement.

This paper also tried to watch that some hotel businesses have realized various approaches to see their expense reduction needs: very few other hotels were forced to elimination of employment; others have chosen to uphold continuous communication with their personnel. A number of measures by hotel supervisors have been professed in a different way compared to those lying off employment deals of their labours (especially the casual ones) which is believed to be illegitimate and vicious during these periods.

In other words, the industry should practice suitable mechanisms and motivations to impress domestic customers instead of the international patrons who are scared of coming back to destructively compressed country by political volatility. In this context, developing the

perception of the entire nation via diverse media outlets and other promotional activities and improving the genuine well-being of incoming travellers are among the most significant methods for the retrieval of the hospitality business that has to be strategically performed.

Last but not least, pertaining to the effectiveness of applying the coping up strategies so as to resist the political and pandemic crises, this study concludes that few hotels are able to maintain their financial standings as they follow the international pandemic protocols and they have corporate and business customers who are frequently visiting their hotel in spite of the political conflict happening to the country whereas some others could not be effective enough to respond to the political crises as it's beyond the ability of the hotel industries to deal with.

5.2 Recommendation

On the basis of the findings of this study, the following recommendations are suggested: There is no uncertainty that the covid-19 crisis and political turmoil have fetched thoughtful influences to Ethiopian hospitality industry particularly in Addis Ababa city.

- Preserving the protection and safekeeping of personnel and visitors is obviously the utmost main concern. Therefore, it is recommended to prepare a protected operational atmosphere for employees and the customers. Businesses must safeguard that personnel are industrious in the new working atmosphere whenever the crises arise.
- When such crises come to happen, the hospitality industry is suggested to reduce expenses, hold capital costs and apply crisis management procedures.
- Encouraging elastic rates and permitting customers to change a reservation to alternative time is another vital policy to stimulate hotel business in return for cancellations during crises.

- Creating certain timely-adjustments to prevailing hotel guidelines are also crucial, such as being flexible in booking cancellation procedures and avoiding rigidity,
- Confirming firm cleanliness guidelines have to be one of the significant parts of attention given by the hospitality industry. As the guests give a great deal of priority to their wellbeing and security, considering some extra time for vacuuming the whole hotel environment is indispensable. These approaches will completely influence on guaranteeing clean and safe atmosphere for visitor vacation.
- Hotels need to have a very strong and smooth cooperation with the concerned stakeholders in order to spiritedly run their business during such crises.
- The hospitality industry in the city is recommended to be alert enough to draft the pre-crises strategies that help it cope up with the uncertainties.
- Providing the employees with frequent training towards the awareness of the crises entails imperative readiness to the industry.
- The hotels are recommended to shift their businesses target from international guests to the domestic ones till the crises get over deploying reasonable and considerable price offer.
- Introducing e-marketing and electronic transaction approach with the raw material providers to avert the blow-out of the virus and to assure the safety of clients and personnel.
- Hotel businesses have to have strategies concerning the speedy retrieval of business disruption as soon as the nastiest of the crises has come to an end.
- Hotel establishments need to consider the staffs preservation during the crises so that they can easily avoid employment costs for recruitment. —
- Since the hospitality industry is the pillar of the economy in producing foreign currency, the government has to assist the hotel businesses in several means to

preserve their staffs and to avoid the liquidation and shutting down of hotels in the country particularly Addis Ababa city offering them tax relief, talking to private and public banks to reduce or to terminate interests, providing loans and diminishing rate of interest for hotels which got loan opportunity in the previous time. If the on-going crises continue the government need to allot additional budget for the industry suffering from damaging political and pandemic incidents.

- Regarding the political crisis, the government must deal with possible mechanism to bring the military hostilities to an end.
- The government alongside the concerned bodies engaged in hospitality industry is expected to bring about feasible marketing strategies and do worldwide promotional activities so as to avoid the negative images of a country that have been deceiving the international tourists.
- The government has to work on diplomatic actions in relation to the current political uncertainties dealing with unwelcome sanctions declared by the international communities especially the westerns upon the response to the crisis.
- It is recommended to the government (the most crucial) to carefully listen to the rebel-labelled armed forces across the nation to discuss things on table rather than proceeding to military hostilities that entails using expensive military budget which in turn adversely affects the total socio-economic and political scene of a the country.
- The time after post-crises requires huge amount of budget allocation that is required to rehabilitate the damaged hospitality industry, hence, the government has to prepare a telethon programme so as to collect the financial inputs to the industry as the governmental budget is not expected to be sufficient enough.

- The government needs to control the greedy merchants that cause the inflation to be skyrocketing and untouchable which has a direct effect on the supply of raw materials to the hotels and on the purchasing power of the domestic customers.
- At a national level, one of the immediate reactions to the political crunch by the government has to be making connection with the media, predominantly the global mass media outlets, to give emphasis to the wellbeing and the safekeeping of travellers. The government can also use Ethiopian embassies across the world, , the internet and the intercontinental consultations and exhibitions backed by the Ministry of Tourism and the prominent hotel businesses in Ethiopia to outreach the international communities and travellers.
- Hotel managers are also in charge of an imperative character to show in the retrieval of the hospitality business. They need to promote not only the company they are working in, but also Ethiopia at large.
- Hotel websites have to deliver updated evidence on the crises condition to their hotel to aid travellers to do well-versed verdicts.
- The government should also apply strict measures in subsidizing the hospitality industry in provision of the retrieval, like by cooperating with UNTWO to get the required assistance.
- The Ethiopian people must avoid the unnecessary domestic conflict and forceful incidents that loom the security and safety of the traveller
- The other recommendation is it is good to the ministry of tourism to have its own police structure to safeguard the tourists.

5.3 Limitations and Future Research Directions

The study, nonetheless, does have limitations. Its generalizability has been limited because the study applied the qualitative approach particularly the size of the sample was not somehow that much considerable like that of the quantitative one. The studies in the coming years can be employed using quantitative method to examine the degree of hotels' suppleness to the pandemic outbreak and political ferocity against the challenges during such crises across variables for instance, hotel number, and decision-making features.

The other limitation of this paper is related to the sampling plan. As the study gave attention to four and five-star hotels in Addis Ababa; the findings probably impact the implementation in the other hospitality establishments. The upcoming studies may reproduce this paper but with a higher sample in other sections of the hotel industry. Also, more examination could be dedicated to conduct on other service rendering businesses (i.e. restaurants, lodges, and star rated hotels apart from four and five) and quantify the influence of political turmoil and pandemic crises. This paper opens up paths for the studies yet to come that the upcoming studies will conduct upon the current research to study how post-crisis hospitality industry approaches develop in response to such crises.

More studies should be conducted with the support of academia to perceive the effects of current crises especially outbreak of the political instability on hospitality industry in the country. Moreover, this study was carried out in Addis Ababa city, Ethiopia; hence, more additional research should have to be conducted by choosing participants from other parts of the country along with integrating supplementary aspects in considering the challenges of COVID 19 outbreak and political conflict on the hotel industry.

It is expected that the impacts of political volatility will decline in period when a political resolution of the catastrophe is established, nevertheless, forthcoming study needs to endorse

or discard this intention. Furthermore, studies can focus on the influence of the political unpredictability on other travel typical activities like food and beverage channels and passenger transportation. Lastly, future study could incline to how the ruling classes in Ethiopia aid the hospitality industry businesses alleviate the damaging influences of the political shakiness and hostilities.

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Appendix I

ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

CENTER FOR ENVIRONMENT AND DEVELOPMENT STUDIES

TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

DATA GATHERING TOOL AND DATA COLLECTION PLAN

ADVISOR: SHIFERAW MULETA (PHD)

BY: YADUNAEL ATINAFU

ADDIS ABABA, ETHIOPIA

MARCH, 2022

Interview Guides for Hotel Managers, Hotel Associations, Tourism Ethiopia and Addis Ababa Culture and Tourism Bureau and Ethiopian Tourism Professionals Association

My name is Yadunael Atinafu. I am conducting a research work entitled “Hospitality and Tourism Industry amid Health and Political Crises: A Case Study among Star Rated Hotels in Addis Ababa on Challenges and Their Coping up Strategies” in partial fulfilment of Master of Arts degree in Tourism Development and Management at Addis Ababa University.

This interview guide is organized to obtain valuable information on the above-mentioned title that is going to be conducted in the city. Your sincere response for the questions is enormously significant for the fruitful completion of this study. Therefore, you are kindly requested to take hours and minutes from your valuable time and deliver your responses to this interview. The information that you deliver in this interview will be retained confidential and be used only for academic purpose. I would like to thank you in advance for your generous collaboration and your time.

Phone number: 0966904127/0910480783, E-mail: starvedheaven@gmail.com

I. Interview Questions Designed for hotel managers

1. Would you please tell me briefly about yourself, focusing on educational background, work experience, position in the organization?
2. In your opinion, how do you describe the impacts of COVID 19 on the hotel industry in general?
 - A. How do you describe the effects of the political instability on your business?
 - B. How do you describe the effects of the COVID-19 on your business?

- C. How do you describe the combined effects of the pandemic and political crisis?
 - D. How do you manage hotel revenue amid the COVID-19 and the on-going political turmoil (Ex. Revenue, profit)?
3. What are the major challenges the hotel industry has faced amid current health and political crisis?
 4. In your opinion, how do you describe the coping up strategies that have been employed to mitigate the effects of the current crises?
 5. Would you please give me some details how effective are the coping up strategies being employed at your hotel?
 6. Would you please explain to me about
 - A. The support the hotel industry has received from the government? E.g. in terms of tax cancelling, loans, grants etc.
 - B. What were your collaborations with the stakeholders (hotel associations, tourism Ethiopia etc.) in response to the current crises in order to resist it and resiliently run the business?
 7. Any other clarifications you would like to add to our discussion about hospitality and tourism industry amid health and political crises: challenges and their coping up strategies?

II. Interview Questions Designed for Hotel Associations

1. How do you contribute to the hospitality industry regarding the existence of the current crises?
2. What impacts and effects do you think will have the current crises on the tourism, travelling and hospitality industry?

3. What are your suggestions to the hotel industry towards the survival of the business during the current crises?
4. What are the platforms you have been putting into practice to cooperate with the government and the industry in relation to supporting the hotel industry during the crises?
5. Please tell me about a successful marketing campaign you recently functioned in order to assist the hotel industry?
6. In your opinion, how do you describe the coping up strategies that have been employed to mitigate the effects of the current crises?

III. Interview Questions Designed for Ministry of Tourism

1. What do you think are the direct and indirect consequences of the current crises on tourism industry?
2. How do you deal with those uncertainties and consequences of crises on tourism demand and the operation of the industry?
3. How does **Ministry of Tourism** suggest applicable strategies that destination authorities and tourism businesses can use to deal with incidences of the current crises?
4. How marketing activity needs to be reviewed in light of the occurrence of the current crises in progress toward rehabilitation? How do you connect with the industry so as to rebuild the image after the crises especially the political catastrophes?
5. Why is tourism more susceptible to crisis than other industries? Please tell me in detail.
6. What recommendations do you reflect as to how resilient the hotel industry could be during the crises?

7. In what ways does the government involve in tourism crises and what are the reasons for this involvement?

IV. Interview Questions Designed for Addis Ababa Culture, Arts and Tourism

Bureau

1. How does the bureau interfere to assist troubled businesses in hotel and tourism sector during the crises? Especially the assistances for the star rated hotels to pass through the crises?
2. How does your bureau develop a "Post-Crises" marketing strategy to boost the recovery of hotel industry? For instance, the current initiatives planned by your bureau in order to attract large number of tourists to the city?
3. What do you think the general roles and responsibilities of the bureau in relation to the current crises on hospitality industry?
4. Please tell me your collaboration with other stakeholders to support the industry during the crisis?
5. How should do you think hospitality industry react to an outbreak of COVID-19 and civil disturbance crises?
6. As a government organization, what mechanisms of recovery strategies do you suggest for hospitality industry struck by crises? Especially the star rated hotels?

V. Interview Questions Designed for Ethiopian Tourism Professionals

Association

1. Would you please tell me briefly about yourself, focusing on educational background, work experience, position in the organization?
2. In your opinion
 - A. How do you describe the effects of the political instability on tourism business?
 - B. How do you describe the effects of the COVID-19 on tourism business?

- C. How do you describe the effects of the combined effects of the pandemic and political crisis?
3. What are the major challenges the tourism industry has faced amid current health and political crisis?
4. In your opinion, what do you suggest the coping up strategies that should be employed to mitigate the effects of the current crises?
5. Could you please tell me your collaboration with stakeholders with regard to the existence of the current crises and coping up strategies?

ለሆቴል አስተዳዳሪዎች፣ ለሆቴል ማህበራት፣ ለቱሪዝም ኢንዱስትሪ እና ለአዲስ አበባ ባህልና ቱሪዝም ቢሮ የቃለ መጠይቅ መመሪያዎች

ያዲናኤል አጥናፉ እባላለሁ። በአዲስ አበባ ዩኒቨርሲቲ በቱሪዝም ልማትና ማኔጅመንት የማስተርስ ዲግሪ ጥናት "የጤናና ፖለቲካ ቀውስ በሆስፒታሊቲ እና ቱሪዝም ኢንዱስትሪ ላይ ያላው ተፅዕኖ፣ በተለይም በአዲስ አበባ የሚገኙ ኮከብ ደረጃ ባለቤት የሆኑት ሆቴሎችና የዘመኑ ቀውስ ፈታኝ ሁኔታዎች እና መቋቋሚያ ስልቶች " በሚል ርዕስ የምርምር ስራ እያካሄድኩ ነው።

ይህ የቃለ መጠይቅ መመሪያ ከላይ በተጠቀሰው ርዕስ ላይ በከተማ ውስጥ ያለውን ጠቃሚ መረጃ ለማግኘት ተደራጅቷል። ለጥያቄዎቹ ያለዎት ልባዊ ምላሽ ይህ ጥናት ፍሬያማ ሆኖ እንዲጠናቀቅ ትልቅ ትርጉም አለው። ስለዚህ ከውድ ጊዜዎ ሰአታት እና ደቂቃ ወስደው ለዚህ ኢንተርቪው የእርስዎን ምላሽ እንዲሰጡ በትህትና ተጠይቀዋል። በዚህ ቃለ-መጠይቅ የሚያቀርቡት መረጃ ምስጢራዊ ሆኖ ለአካዳሚክ ዓላማ ብቻ የሚውል ይሆናል። ለመልካም ትብብርዎና ለጊዜዎ በቅድሚያ ላመሰግንዎ እወዳለሁ ።

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I. ለሆቴል ሥራ አስኪያጆች የተነደፈ ቃለ መጠይቅ

1. እባክዎ ስለራስዎ በአጭሩ ይንገሩኝ, በተለይም የትምህርት ደረጃ ፣ የሥራ ልምድ እና በድርጅቱ ውስጥ የሰራ ሃላፊነት ላይ በማተኮር.?

2. በእርስዎ አስተያየት ኮቪድ 19 በአጠቃላይ በሆቴል ኢንዱስትሪ ላይ የሚያሳድረውን ተጽዕኖ እንዴት ይገልጹታል?
 - E. የፖለቲካ አለመረጋጋት በእናንተ ንግድ ሥራ ላይ የሚያስከትለውን ውጤት እንዴት ትገልጹታላችሁ?
 - F. ኮቪድ-19 በእናንተ ንግድ ላይ የሚያስከትለውን ውጤት እንዴት ትገልጹታላችሁ?
 - G. ወረርሽኞችና ፖለቲካዊ ቀውሶች የሚያስከትሉትን ጥምር ውጤት እንዴት ትገልጹታላችሁ?
 - H. በኮቪድ-19 እና እየተካሄደ ባለው የፖለቲካ ቀውስ መካከል የሆቴል ገቢን እንዴት እያአስተዳደራችሁ ነው? (ለምሳሌ፡ አመታዊ ገቢ፣ ትርፍ)?
3. የሆቴሉ ኢንዱስትሪ አሁን ባለው የጤናና የፖለቲካ ቀውስ ወቅት የገጠማቸው ዋና ዋና ፈተናዎች ምንድን ናቸው?
4. በእርስዎ አስተያየት በአሁኑ ወቅት የተከሰቱ ችግሮች የሚያስከትሉትን ውጤት ለማቃለል የተሰሩ ስልቶችን እንዴት ይገልጹታል?
5. በሆቴልዎ ውስጥ እየተሰሩ ያሉት ስልቶች ምን ያህል ውጤታማ እንደሆኑ እባክዎ አንዳንድ ዝርዝሮችን ይሰጡኛል?
6. እባክዎ የሆቴል ኢንዱስትሪ ከመንግስት ያገኘው ድጋፍ ማብራሪያ ቢሰጡኝ
 - C. ለምሳሌ፡ ከቀረጥ ስረዛ፣ ከብድር፣ ወዘተ አንፃር
 - D. ከባለድርሻ አካላት (የሆቴል ማህበራት፣ ቱሪዝም ኢትዮጵያ ወዘተ) ጋር ያላችሁ ትብብር ምን YIMESLAL? ማለትም አሁን ለተከሰቱት ችግሮች ምላሽ በመስጠት እና የንግድ ሥራውን በጠንካራ ሁኔታ ለማስተዳደር
7. የጤናና ፖለቲካዊ ቀውስ በሆቴል እና ቱሪዝም ኢንዱስትሪ ላይ ያለው ተጽዕኖ በውይይታችን ላይ መጨመር የምትችሉ ሌሎች ማብራሪያዎች አሉ? ፈታኝ ሁኔታዎች እና ስትራቴጂያቸውን?

II. ለሆቴል ማህበራት የተዘጋጁ የቃለ መጠይቅ ጥያቄዎች

7. የወቅቱን ቀውስ በተመለከተ ማህበሩ ለሆስፒታሊቲ ኢንዱስትሪው ምን አስተዋፅኦ እያበረከተ ነው?
8. የሆቴሉ ኢንዱስትሪ አሁን ባለው የጤናና የፖለቲካ ቀውስ ወቅት የገጠማቸው ዋና ዋና ፈተናዎች ምንድን ናቸው?

9. አሁን ባለው ቀውስ ወቅት የቢዝነስን እንደገና መነቃቃትና ህልውና በተመለከተ ለሆቴል ኢንዱስትሪ ያላችሁ አስተያየት ምንድነው?
10. በቀውሱ ወቅት የሆቴሉን ኢንዱስትሪ ከመደገፍ ጋር በተያያዘ ከመንግስትና ከኢንዱስትሪው ጋር ለመተባበር በተግባር ላይ ያዋላችሁት ድርጊቶች ምንድናቸው?
11. የሆቴሉን ኢንዱስትሪ ለማገዝ በቅርቡ ማህበሩ ስለሰራው ስኬታማ የማርኬቲንግ ማሻሻያ ዘመቻ ቢነግሩኝ?
12. በእርስዎ አስተያየት በአሁኑ ወቅት የተከሰቱ ችግሮች የሚያስከትሉትን ውጤት ለማቃለል የተሰሩ ስልቶችን (ስትራቴጂዎች) እንዴት ይገልጹታል?

III. ለቱሪዝም ሚኒስቴር የተነደፉ ቃለ ምልልስ ጥያቄዎች

8. በአሁኑ ጊዜ በቱሪዝም ኢንዱስትሪ ላይ የሚከሰቱ ቀውሶች ቀጥተኛም ሆነ ተዘዋዋሪ ውጤቶች ምን ይመስላችኋል?
9. በቱሪዝም ፍላጎት ና በኢንዱስትሪው አሰራር ላይ የሚከሰቱ የቀውስ ችግሮች እና መዘዞች እንዴት ትወጣላችሁ?
10. ቱሪዝም ሚኒስቴር የመዳረሻ ባለስልጣናት እና የቱሪዝም ድርጅቶች በአሁኑ ወቅት የሚከሰቱ ችግሮችን ለመፍታት ሊጠቀሙባቸው የሚችሉ ተግባራዊ ስልቶችን እንዴት ይጠቁማል?
11. በአሁኑ ወቅት ቀውሶች ከተከሰቱበት ሁኔታ አንጻር የማርኬቲንግ የማሻሻያ እንቅስቃሴ እንዴት መገምገም ያስፈልጋል? ከቀውስ በኋላ በተለይም ከፖለቲካ አለመረጋጋት በኋላ የቱሪዝም ምስሉን መልሶ ለመገንባት ከኢንዱስትሪው ጋር የምትገናኙት እንዴት ነው?
12. ቱሪዝም ከሌሎች ኢንዱስትሪዎች ይልቅ ለችግር ይበልጥ ተጋላጭ የሆነው ለምንድን ነው? እባካችሁ በዝርዝር ይንገሩኝ።
13. በቀውሱ ወቅት የሆቴል ኢንዱስትሪ ምን ያህል ጠንካራ መሆን እንዳለበት ምን ሐሳቦችን ታፈልቃላችሁ?
14. መንግስት በቱሪዝም ቀውስ ውስጥ በምን መንገዶች ይሳተፋል? ለዚህ ምክንያቶቹ ምንድን ናቸው?

IV. ለአዲስ አበባ ባህልና ቱሪዝም ቢሮ የተነደፉ ቃለ መጠይቅ

7. በቀውሱ ወቅት በሆቴልና በቱሪዝም ዘርፍ ችግር የገጠሙ የንግድ ድርጅቶችን ለማገዝ ቢሮው እንዴት ጣልቃ ይገባል? በተለይ ኮከብ ደረጃ የተሰጣቸው ሆቴሎች በቀውሱ እንዲያልፉ የተደረገላቸው እርዳታ?

8. ቢሮዎ የሆቴል ኢንዱስትሪን መልሶ ለማሻሻል "የድህረ-ቀውስ" የማገገሚያ ስልት እንዴት ያዘጋጃል? ለምሳሌ ያህል፣ ቢሮው በርካታ ቱሪስቶችን ወደ ከተማዎ ለመሳብ ያቀደው እርምጃ ምንድን ነው?
9. በአሁኑ ወቅት በሆስፒታሊቲ ኢንዱስትሪ ላይ ከተከሰቱ ችግሮች ጋር በተያያዘ የቢሮው አጠቃላይ ሚና እና ሃላፊነት ምን ይመስላችኋል?
10. እባክዎ በችግሩ ወቅት ኢንዱስትሪውን ለመደገፍ ከሌሎች ባለድርሻ አካላት ጋር ያላችሁን ትብብር ንገሩኝ?
11. በኮቪድ-19 እና የእርስ በርስ ሁከት ቀውሶች ላይ ሆስፒታሊቲ ኢንዱስትሪ ምን ምላሽ መስጠት አለበት ይላሉ?
12. ተቋሙ የመንግስት ድርጅት እንደመሆኑ መጠን በቀውስ ለተመታው ሆስፒታሊቲ ኢንዱስትሪ ምን ዓይነት የማገገሚያ ስልቶች አሰራር ሀሳብ አለዎት? በተለይ ኮከብ ደረጃ የተሰጣቸው ሆቴሎች?

V. ለኢትዮጵያ ቱሪዝም ባለሙያዎች ማህበር የተነደፈ ቃለ መጠይቅ

1. እባክዎ ስለራስዎ በአጭሩ ይንገሩኝ, በተለይም የትምህርት ደረጃ ፣ የሥራ ልምድ እና በድርጅቱ ውስጥ የሰራ ሃላፊነት ላይ በማተኮር.?
2. በእርስዎ አስተያየት
 - A. የፖለቲካ አለመረጋጋት በቱሪዝም ኢንዱስትሪ ላይ የሚያስከትለውን ውጤት እንዴት ትገልጹታላችሁ?
 - B. ኮቪድ-19 በቱሪዝም ኢንዱስትሪ ላይ የሚያስከትለውን ውጤት እንዴት ትገልጹታላችሁ?
 - C. ወረርሽኞችና ፖለቲካዊ በቱሪዝም ኢንዱስትሪ ላይ ቀውሶች የሚያስከትሉትን ጥምር ውጤት እንዴት ትገልጹታላችሁ?
3. የቱሪዝም ኢንዱስትሪ አሁን ባለው የጤናና የፖለቲካ ቀውስ ወቅት የገጠመው ዋና ዋና ፈተናዎች ምንድን ናቸው?
4. በእርስዎ አስተያየት በአሁኑ ወቅት የተከሰቱ ችግሮች የሚያስከትሉትን ውጤት ለማቃለል የተሰሩ ስልቶችን እንዴት ይገልጹታል? መቋቋሚያ ስልቶችስ ምን ምን ሊሆኑ ይችላሉ?
5. እባክዎ በችግሩ ወቅት ኢንዱስትሪውን ለመደገፍ ከሌሎች ባለድርሻ አካላት ጋር ያላችሁን ትብብር ንገሩኝ?

