



Addis Ababa University

College of Development Studies

Tourism Development and Management Unit

**The Practices of Crisis Management on Star Rated Hotels in Addis
Ababa during COVID 19 and It's Implication for Sustainable
Tourism Development**

**A Thesis Submitted to the Centre for Environment and Sustainable
Development in Partial Fulfilment of the Requirements for the Degree of
Master of Arts in Tourism Development and Management**

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This is to certify that the thesis prepared by Serkadis Henock entitled “The practices of Crisis management on star rated hotels in Addis Ababa during COVID 19 and its implications for sustainable tourism development” submitted in partial fulfilment of the requirements for the degree of Master of Arts in Tourism Development and Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Abstract

The aim of this research was to assess the crisis management practice of the hotels in Addis Ababa, particularly star rated hotels and also to discover its implication to sustainable tourism development. In order to address the objective of the study primary data were collected from 125 star rated hotels through questionnaire. And in-depth interview was made to hotel and tourism expertise. The collected data were analysed using both descriptive statistics such as frequency and mean and inferential statistics such as one way ANOVA and Pearson correlation; besides those, factors were analysed with simple factor analysis model. As a tool, Statistical Package for Social Science (SPSS version 22) was used to produce statistical outputs. Findings has indicated that in general, star rated hotels of Addis Ababa did practiced the crisis management below the mean or average during the pandemic of COVID 19. This study finding also extended that, there is statistically significant difference among hotels on their different star rates on the practice of crisis management and there is statically significant, positive and strong relationship between crisis response practice and crisis recovery during the pandemic of COVID 19. And finally, according to the finding of the interview, there is significant implication of crisis management practice on sustainability tourism development.

Keywords: crisis management, COVID 19, sustainable tourism development

List of Acronyms

ADR:	Average daily rate
CM:	Crisis Management
NGO:	Non-Government organization.
OCC:	Occupancy Percentage
Rev PAR:	Revenue per Available Room
SCCT:	Situational crisis Communication theory
STD:	Sustainable Tourism Development
UNWTO:	United Nation Tourism Organization
WTTC:	World Travel and Tourism Council

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Chapter One

Introduction

1.1 Background of the study

The statistics of 2019 has indicated that, the contribution of tourism and travel for world economy was 10.3% and the sector could generate \$ 8.9 trillion and 330million jobs were created because of the sector globally (WTTC, 2020). In Ethiopia, tourism and travels contribution to GDP was 6.7% and 7% of the employment was from the sector of tourism and travel. The income of the sector was 49.5% of the total exports in the country (WTTC, 2020). However, this contribution has no longer maintained after the first case of COVID 19 was seen in China in one among its city, Wuhan, December 2019 which then leads to spread on to the province of Hubei and then to the country. Then soon the virus was quickly accelerated into Europe, USA and rapidly spread across the world. The first case of COVID 19 is reported on 13 March, 2020 in Ethiopia (Washington Post, 2020).

According to UNWTO, (2021), “The devastating impact of the COVID 19 pandemic on global tourism has carried on into 2021, with new data showing an 87% fall in international tourist arrivals in January as compared to 2020, with restrictions on travel, low consumer confidence and global struggle to contain the COVID 19 virus, all contributing to the worst year on record in the history of tourism.” Due to the pandemic, the world economy was shut down almost overnight. This is resulted because of some measures taken by global community such as lock downs, social distancing, and stay at home orders and restrictions on travel and mobility. After the outbreak of COVID 19 pandemic on 2020, around 100.8 million jobs were vanished and the world had lost \$ 2.7 trillion which was expected from the sector of travel and tourism (UNWTO 2020).

During the first wave of COVID 19, out of the total hotels on Addis Ababa, only 88% were fully and partially closed because of low occupancy and remaining 12% were serving as quarantine. Since the hotels get their majority of revenue from accommodation and food and beverage sales, the occupancy rate has come to a single digit. Consequently, it became impossible for the hotels to cover their operational costs, even the salary of the staffs (Addis Ababa hotel owners’ trade sectorial association, 2020).

This significant effect of the pandemic of COVID 19 has given an assignment to future business plan especially for tourism industry in general and hospitality sector specifically. Therefore the ideal solution is to manage such crisis in the future and mitigate with the pandemic and other natural and manmade potential crisis. .

1.2 Statement of the problem

The hotel industry is become highly vulnerable and susceptible and negatively affected by crisis and disasters including infectious diseases, attacks of terrorism, political instability, industrial accident, and wars economic collapses and etc. (Ritchie, 2009).

On further way, Humankind has suffered from several pandemics in the recent past. Research on the effects of SARS (2003), MERS (2015), Ebola (2014) and Zika (2014, 2016) outbreaks to hotels give some instances of how epidemics had potential to damage hotels and how crisis management practices can be functional. (Nikolaos et al, 2020).

The effect of COVID 19 pandemic is enormous, and not expectable yet, on both revenue and supply chains. Decisions being taken to shut down hotels, restaurants, theme parks, cinemas, not to indication the entire troublesome effect of the travel ecosystem, all have a significant effect on worldwide tourism. (UNWTO, 2020). The report from world tourism organization shows that around 120 million jobs in tourism are at risk worldwide and According to Ethiopian jobs creation commission, in Ethiopia, on 3 months only (from April to June), 1.41 Million jobs were threatened (Jobs Creation Commission, 2020).

In order to assess the effect of COVID 19 on the hotel industry, Madray, (2020) has conducted a study on impacts of COVID-19 on Event management industry which in other way indicates the loss of income from events that most hotels rely on. According to the finding of the study the major effect of the pandemic is the severe loss in the industry due to huge cancellations and postponements. The pace of industry is very slow and surviving with the help of virtual events. Lastly the revenue and the workers are drastically impacted and require funds to survive and sustain at longer run.

There are studies conducted on the crisis management on hotel business area worldwide. For instance, Pavlatos et al (2021), have studied on crisis management among the Greek hotel industry in response to COVID 19 pandemic. The finding revealed that there are variances in the

importance and the degree of use of crisis management practices that have been decided by hoteliers, based on the characteristics of their hotels. Another study conducted by Ivanaet et al (2017), with the finding of the managers of hotels perceive as they play a key role in ensuring the security procedures for crisis situations but this perception is not practically shown. The study on “Hospitality crisis management practices: The case of Indian luxury hotels” conducted by Aviad et al (2010), is made to examine hospitality crisis management practices within the context of the Indian hospitality industry and has come up with the finding of the hospitality industry managers and their government need to develop an action plan for effectively dealing with future crisis situations. This study has suggested for future research that, since the analysis of the paper has some limitations, because the findings from the sample population of the same type of luxury hotels which cannot be generalized to the population of hotel managers in India, Therefore, future research should continue to replicate the analysis in different locations in an effort to achieve robustness. According to Ali and Ali (2010), there are only little empirical studies explaining how the organizations of hospitality does and tourism can manage and cope up with crisis and what precautions and practices can be taken on pre, during and crisis recovery specially in the hotel sector.

There are also some other studies made on the area of COVID 19 in Ethiopia related with the effect assessment on tourism industry. Accordingly, in the country because of COVID 19, Hotels’ occupancy rate was reduced from 80-85% to less than 5%.” (Bogale et al, 2020). After conducting a reaserch by using different economic model, (Girma) 2020, come up with the finding that The COVID 19 impact lasts at least three years to shake the economy of Ethiopia. The study on the effect of COVID 19 in the hospitality and tourism sector in Ethiopia by Mazengia et al, (2020), has come up with the finding of the hospitality and tourism sector is significantly affected by COVID 19 pandemic. Another research on the Impact of COVID -19 Pandemic on Hospitality (Tourism& Hotel Sector) and Mitigation Mechanism in Ethiopia review has come up with the finding that COVID-19 has increased cancellations of hotels and travel bookings resulted in revenue loss and unemployment situations, resulting loss of substantial revenue to the government and increasing incidence of poverty among others (Biwota B., 2020). Ambaw (2019), has studied on The Practices of Crisis Management and Communication the case of National Disaster Risk Management Commission of Ethiopia.

As it was indicated above, all researches done in Ethiopia up to now are merely related with the effect of the COVID 19 on the economy and socio political aspects. And no study has been so far found in regarding with ways of managing such crisis that is highly affected the country. Besides, no research is done on analysing the crisis management practices of hospitality and tourism in Ethiopia and no study has made to assess the implication of the crisis management practice to sustainable tourism development. Thus, the focus of this study is to fill up a gap by assessing the crisis management practice and its implication to tourism development in hospitality and tourism area.

1.3 The objective of the study

1.3.1 General objective

To assess the crisis management practices of Addis Ababa star hotels amid COVID 19 pandemic and its implications for a sustainable tourism development.

1.3.1 Specific objectives

The following specific objects were addressed on the research by considering the time of COVID 19 crisis.

- To assess Crisis response management practices of Addis Ababa star rated hotels on during crisis of COVID 19 pandemic.
- To assess the Crisis recovery practice of the hotels during the pandemic of COVID 19.
- To assess the difference between crisis management practices among the hotels in terms of their status or star-rate.
- To assess the implication of crisis management practice of the hotels to the sustainable tourism development.

1.4 Research questions

As per the objectives of the research, the following basic research questions was guiding to this study.

- ❖ How was the crisis response management practices of the hotels during the outbreak of COVID 19?

- ❖ How was the crisis recovery practice of the hotels during the crisis of COVID 19 pandemic?
- ❖ What is the similarity and difference among hotels on management of crisis of COVID 19 pandemic?
- ❖ What is the implication of crisis management practice of the hotels to the sustainable tourism development?

1.5 Significance of the study

This study was mainly focus on the crisis management practices of the hotels during crisis of COVID 19. Therefore, it was thoroughly to investigate the crisis management practices of the hotels in Addis Ababa and thereby suggest some directions on how to manage such kind of natural and manmade disasters in the future. The findings of the study was important for hotel managers and owners for decision making on crisis management and suggests the implication of crisis management practice on tourism sustainability.

1.6 Scope of the study

1.6.1 Geographical scope

Spatial scope of the study was in the city of Addis Ababa. This is because of convenience and financial constraint. Additionally most of the hotels are condensed on Addis Ababa that other country's cities.

1.6.2. Content scope

This study only deals with the assessment of crisis management practices on star rated hotels in Addis Ababa centred by the point of views of general managers of the hotels and it implication to the sustainable tourism development. The Researcher only focuses on COVID 19 pandemic other potential crisis were not considered.

And time of the study was from December 1, 2020 to July 10, 2021, so any situational changes might happen after the mentioned dates.

1.7 Organization of the Thesis

The paper has five chapters. Chapter one offers background of the study, problem statement, research question, the aims and objectives, as well as the limitations and benefits of the study. It provides brief insight into the research study. Chapter two delivers definitions of the most important concepts. This chapter provides an insight into these concepts by focusing on previous research in this area and presents reviewed literature relevant to this study. Chapter three describes the research design utilized. Specifically, the chapter describes the sample of the study, the measuring instrument used, the procedure followed to gather the data, and the statistical techniques used to analyse the data. Chapter four describes reports on the results of the empirical analysis.

The chapter proceeds with an analysis of the descriptive statistics on the variables under consideration. Chapter five describes the results of the study in greater detail and where appropriate, existing literature is integrated into the discussion. The implications for future research are addressed and the chapter concludes with recommendations.

Chapter Two

Literature Review

2.1 Conceptual review

Introduction

According to Sonmez (1998), Crises is a situation that can threaten the normal operation of tourism related business or damage tourism destinations reputation. Crisis management is an organization's pre-established activities and guidelines for preparing and responding to significant catastrophic events or incidents (i.e., fires, earthquakes, severe storms, workplace violence, kidnappings, bomb threats, acts of terrorism, etc.) in a safe and effective manner" (Nancy, 2005). It is a concept getting ready for and managing the course of crisis from inception to resolution with the primary goal of minimizing damage (Joan, 2007). Pearson and Clair (1998), defined a crisis as a low-probability, high-impact situation that is perceived by critical stakeholders to threaten the viability of the organization. Williams et al. (2017), defined a crisis as a process that can culminate in an event that disrupts the actor's normal functioning.

Hotel is a business entity that offers accommodation, meals and refreshments for irregular periods of time for those who may reserve their accommodation either in advance or on the premises. In other terms, hotels provide facilities to meet the needs of the modern traveler (Prakesh, 2009).

2.1.1 The effect of COVID on the hotel business

The performance of Addis Ababa city hotels before the outbreak of COVID 19 is remarkably different with after the announcement of the pandemic. According to (Addis Ababa hotel owners' trade sectorial association) 2020, before the crisis of COVID 19, the average occupancy of the hotels were 69% and 64% in 2017/18 and 2018/19 respectively. The detail performance with different indicators is shown in table below.

Table 2.1. The performance of Addis Ababa city hotels before the outbreak of COVID 19

Performance indicators	Year		Remark
	2017/18	2018/19	
Occupancy	69%	64%	
ADR (average daily rate)	\$ 74	\$ 72	
Rev PAR (revenue per available room)	\$ 51	\$ 41	

Source, AHA 2020

Following the outbreak of the crisis of COVID 19 and subsequent bans impacting international travel, the occupancy of the hotels has come down to 2%. The hotels had been losing about \$ 35,000,000 revenue every month (Addis Ababa hotel owners' trade sectorial association, 2020).

2.1.2 Crisis management and COVID 19 pandemic

According to UNWTO (2011), there are five types of crisis impacting the tourism sector at national, regional or local level. These are: environmental crisis, including geological, extreme weather, and human-induced events; the second one is societal and political events; and the third health-related crisis; fourth technological incidents or failures; and finally economic events. Thus each business may be stood up to with an internal and external crisis, and the most important portion in effectively overcoming a crisis is the early discovery of caution signs and status for the crisis. The scales of Crisis may be differing by their scales, dimensions and brands.

A three degree categorisation of crisis is useful in thinking about crisis and how to manage them. Degree one is crisis as a crisis within an enterprise or phase which can be resolved within the sources of the employer and which has constrained impact outdoor of the corporation. Degree two is crisis as a main incident which includes several establishments and/or impacts on a widespread a part of the network. A couple of resources are needed and there are influences outdoor of the companies involved. And finally Degree three is when crisis as a catastrophic emergency occasion which involves an entire area or massive a part of the community. Resolution is beyond the application of neighbourhood resources and the impacts are large scale and system-extensive (Unit, E. 2009).

According to World Health Organization (2020), beyond the overwhelming health impacts, the pandemic of COVID19 has hit the global economy with brute force. The consequences of the COVID-19 pandemic on the global economy was much worse than the effects of the Great Depression of the 1930s and the global financial crisis of 2008 (Fernandes, 2020).

2.1.3 Crisis management on hotel industry

The tourism industry is extremely sensitive to crisis situations, as even minor negative events can seriously affect tourism demand and deteriorate tourism firms' financial performance. Crises in tourism are most often caused by external factors and can cause the development of further crisis situations, such as socio-political, economic, cultural, and technological crises. (KUKANJA, et al, 2020). As an industry reliant on an atmosphere of safety, security, and positive perceptions, the hotel inherently vulnerable to disaster and crisis conditions. Adverse situations associated with distress, fear, anxiety, trauma and panic are the antithesis to the enjoyment, pleasure, relaxation and stability often sought in the tourist experience (Santana, 2003).

According to Ivana and Smiljana (2017), the hotel management cycle is very perplexing, generally as a result of the administrations, which can incorporate a wide range of activities coordinated in house, or through rethinking and as some other business, the hotel business is helpless as it is presented to internal and external influences. These should be expected, and crisis management should be set up for them. As a sub sector of tourism industry, Hotel is also characterized by Intangibility of the products offered, Impossibility of storage of the products - production at the time of Consumption, High cost allocation, High cost and fluctuation of labour, Decisive seasonality, Vulnerability to crisis (Andris, 2016). Crisis situations most often refer to natural disasters, war and terrorism, sanitary issues and economic events (Seraphin, 2019). A recent study by Jiang et al. (2019) involved in his research on crisis management in tourism with result of recent studies have moved from broader topics to more specific issues, such as resilience and economic crisis recovery. In this view, Kimes (2009) investigated the practices in hotel revenue management in times of economic downturn. The analysis revealed that the crisis was global and there were no major differences among hotels, regardless of the type of facility or its brand or quality level. According to Alonso-Almeida and Bremser (2013), along with the brand image and efficiency performance, the best way to cope with an economic crisis is to have

established a large and loyal customer base, since loyal guests have a positive impact on hospitality firms' financial performance during and after the crisis.

Commonly reported practice in the hotel industry in times of recession was cost reduction (Kukanja & Planinc, 2013). Although it can seriously deteriorate a hospitality firm's long term marketing and competitive position, managers seemed to frequently use this practice during and after the GFC. Interestingly, cost reduction was one of the most widely used practice to cope with the crisis (Alonso-Almeida & Bremser, 2013).

While cost reduction strategy is essential, however, it must be carefully implemented. Cutbacks in the labour force constitute a common practice; however, McCool (2012) stressed the importance of staff for the hospitality industry and suggested the enhancement of other practices, such as business competitiveness and cutbacks in areas other than labour. Moreover, the writer suggested staff active involvement in crisis management activities. Cost reductions must also take into account other key elements, in particular the image of the brand and the quality of the services offered. In this view, Alonso-Almeida and Bremser (2013) reported hotels should focus on quality, branding, a reliance on loyal customers and increasing marketing to counteract the crisis.

Reduction of profits by price cuts and reduction of occupancy rates is another measure taken by the most successful hoteliers during the crisis (Alonso-Almeida & Bremser, 2013). This is important, because significant reduction of rates during crises could have a destructive impact on the tourism industry after the economic downturn, as it might boost guests' price sensitivity and lead to price wars among tourism providers. According to Radwan (2017), the branded providers of luxury services should be particularly careful before discounting and lowering the quality of their services, as this practice could influence their image and market position in the long term.

Hence, the characteristics indicated that the hotel business is highly vulnerable to crisis.

Table 2. 1 crisis types and its impact level

Crisis Type	Major Impact Level
economic crisis	macro
environmental crisis	macro/micro
health crisis	macro/micro
informational/reputational crisis	micro
structural crisis	macro/micro
political crisis	macro
sociocultural crisis	macro/micro
technological crisis	macro/micro

Source: Mitroff G. et.al, 1994.

The hotel owner/manager bears full risk, such as the corresponding sales, costs, profits and personal management. (Renner, 2018). According to Freyberg et al, (2013), in managing hotels, there are very important areas need to be given emphases such as Marketing, Human resource management, Cost management, Investment and finance management, Food and beverage management and Quality management.

2.1.4 Crisis Management Behaviour

Crisis management behaviours are crucial for hotels during the occurrence of crisis. Because any manager of the hotels is given an option to either react after denying the possibility of a specific crisis or defend it after occurrence by calculating he cost and benefit analysis or Accommodate the situation by accepting the crisis after happening and take major accordingly and finally the managers might proactively anticipate the occurrence of the crisis and act as per the prediction (Can M. et.al, 2009).

The detail behaviours in Preparation and Response Phases of a Crisis are demonstrated below. In this study Reactive, Defensive and Accommodative behaviours are highly used since it is difficult to access the proactive behaviour the crisis management of the hotels during the pandemic.

Table 2. 2 Crisis Management Behaviour in Preparation and Response Phases of a Crisis

Crisis management behaviour	Preparation phase	Response phase
Reactive	Deny the possibility of a particular crisis Deny the potential effects of a crisis on the firm and its stakeholders	Deny any responsibility for the crisis and its effects on stakeholders Be uncooperative, hide the truth, shut all communications
Defensive	Perform cost–benefit analyses, and prepare only for crises with high expected cost to the firm Involve stakeholders in crisis preparations, only if mandated by law	Admit some responsibility for the crisis but fight it Comply when forced, and do only what is mandated by law
Accommodative	Accept the possibility of the crisis and its effects both on the firm and on a broad set of stakeholders Involve in crisis preparations a broader set of stakeholders than mandated by law	Accept responsibility for the crisis Voluntarily attend to the needs of the victims, and tell the truth as you know it
Proactive	Develop mutual trust and cooperation based relationships with all stakeholders. Try to involve in crisis preparations all stakeholders that may be harmed by organizational decisions and actions	Anticipate that the crisis may trigger a chain reaction of other crises Get the worst about yourself out on your time before the media dig it

Source: Can M. et.al, 2009.

2.1.5 Causes of tourism crisis

Many tourism crisis Caused by advances in the economic, political, socio-cultural and environmental domains, which disturb demand and supply in generating and destination countries. Economic recession, fluctuating exchange rates, loss of market assurance and investment funds withdrawal and all are characterized under a tourism crisis. Some Political events such as war, coups, fading international relations, the sanctions and terrorism will have a similar result. Civil unrest and growing crime and violence may act as triggers and natural disasters of earthquakes, typhoons, volcanic eruptions and flooding will almost inevitably do so. Weakening in public hygiene and infectious disease also lead to tourism crisis (Joan, 2007).

2.1.6 Crisis management and sustainable tourism development

A crisis is a critical event that might have long-term impact on the sustainability of a business, the economy, or the environment, while issues of sustainability can have deep policy, management and governance implications for business, government and the wider society that can precipitate a crisis (Starik M. & Kanashiro, L. 2013). According to Robertson et al., (2006), in order to identify solutions to control and reduce the negative effects of tourism crises, it is important to find out the potential risks that may result in the occurrence of tourism crises, the sources, the predictable and unpredictable character, the controllable or uncontrollable character, their manner of manifestation and consequences.

The aims of crisis management and sustainable development are not commonly exclusive, but extraordinarily complimentary. Crisis management try to find for minimise and ease unfortunate events that occur in the life of the firm. Sustainable development pursues to assure that the resources existing to the firm and society are well kept and replaced, and then made existing to the next generation of users. (Crandall & Mensah, 2008).

According to UNWTO (2021), Sustainable tourism is always Ideal uses of environmental resources in which it constitute a key components in tourism development by maintaining crucial ecological process and also helping to conserve natural heritage and biodiversity and also It reverences the socio-cultural authenticity of the host community. Finally, it assures viable long term economic operations by which providing socio economic benefits to all stakeholders that are distributed evenly.

While several definitions of organisational crisis have been suggested, Coombs (2007), presented a crisis as “an unpredictable event that threatens important expectancies of stakeholders and can seriously impair the organization’s performance and generate negative outcomes”. When we see the context of sustainable development, the significant stakeholders impacted are the environment, the associated resources, the firm and finally society. Always the Negative outcomes are the result of a crisis, which requires the need for crisis management. Such results include destruction to the environment, the damage of amount of a natural resource, injury to the firm plus, physical, and public relations, human and economic damage (Crandall W. and Mensah E., 2008).

The difference between Crisis management and sustainable tourism development is that Crisis management frequently focuses on one major event at a time which poses an imminent threat to the survival of an organization or community; and sustainability tends to emphasis on macro level and systemic issues which connect economic growth to a broader choice of concerns in the organization's environment which includes entire systems of firms, governments, and countries that must work together (Coombs 2010).

Crisis management training mostly focuses on developing public relations skills and implementing fake disasters. These are excellent training events for the firm preparing for a major potential crisis. When much concerns is given to the sustainable development initiatives, the potential scope of training activities will broaden (Crandall, & Mensah, 2008). The issue of sustainability Agree on recent concerns by corporate social responsibility (CSR), in which organizations go beyond legal requirements and align their business models with ethical standards that advance the common good (Bowen 2013).

Craig (2017), suggested that there are Approaches that Organizations increasingly address crisis and sustainability issues in six ways: First, via enhancing governance and organizational practices over risk management, environmental, and health programs, by adopting cleanser and leaner technology, by using sporting out preventative renovation, by using enhancing the safety and fine of products and processes, with the aid of managing waste removal, by means of remodelling merchandise and packaging and also via decreasing polluting emissions. Second, by using shifting organizational cultures from reactive responses to crisis issues to proactive techniques in which crisis and sustainability management became a crucial part of strategic control. Third, through changing cognizance from a procedural orientation that includes setting up emergency management procedures, disaster contingency plans, occupational health and safety tactics, and environmental audits – to broader disaster management abilities in which plans are usually examined and adjusted through drills and exercise. Fourth, via converting from public family members harm manage orientation to an extra proactive, comprehensive and noticeable structures technique to crisis management. This shift is driven by precise management and verbal exchange, which now not best protects the picture and popularity of the business enterprise however additionally attends to the mental and emotional wishes of stakeholders.

Fifth, with the aid of recognizing that crisis and sustainability are forever implicated in complicated energy relations which are each inner and outside to the company. And finally, by using recognizing the significance of a long way-seeing and ethical leadership which no longer most effective make sure that the plans, sources, and information is in area however which models the expert behaviours and verbal exchange styles essential to achieve a complicated multi-stakeholder environment.

Surprisingly, the objectives and aims of crisis management and sustainability are complimentary: on the case of crisis management, organizations and societies seek to avoid, minimize, or mitigate unfortunate occasions or capitalize on opportunities; and on sustainability, organizations and communities seek to ensure that social, economic, and environmental systems are even, reachable, and replenished in a manner that supports the present organization while still being made available to the next generation of users(Coombs, 2010).

Confident aspect is that both sustainability and crisis management have in common is the promotion of learning and change at the organizational level, plus history tends to suggest that much positive change occurs as a result of a crisis which overcomes organizational apathy and the influence of consigned interests. Crisis management is one of significant elements of sustainability, and vice versa, so both should be incorporated into an organizations strategic plans because crisis can restrict sustainability in the long term, and the maintenance and growth of organizations and communities can place demands and burdens on systems that can result in crisis (Coombs, 2010)

According to Craig (2017), one helpful aspect that both sustainability and crisis management has in common is that, the promotion of learning and change at the organizational level, and past tends to recommend that much positive change happens as a result of a crisis which overwhelms organizational inertia and the power of conferred interests. Crisis management is an vital section of sustainability, and vice versa, and both must be merged into an organizations strategic plans because crises can limit sustainability in the long term, and the upkeep and growth of organizations and communities can place demands and burdens on systems that can result in crises.

2.2 Theoretical review

On most of researches, both crisis management theory and model are utilized reciprocally, as models try to address the construction or use of crisis the executives, however speculations are more conceptual ideas. Some of the theories and model that are used in this study are mentioned below.

2.2.1 Situational crisis Communication theory

This theory was established by Coombs T. and his colleagues in 1995. The writers recommended that, the hypothesis that contributors of crisis always have a psychological attitude to the crisis (attribution) and this psychological assertiveness will have effects on how concerned parties interact with the organization in crisis (Coombs, 1995).

The vital idea behind Situational crisis Communication theory is businesses must strategically answer to a crisis situation based on a considerate of how the public points responsibility for the crisis. The public's attribute more responsibility to an organization when they perceives a crisis to be more intentional and vice versa Situational crisis Communication theory is used to test diverse crisis response approaches. SCCT is concerned with audience theory and still emerging (Khaled & Tevhide, 2018)

The Situational crisis Communication theory is able to highlight people`s perception of crisis, their response to the actions of crisis management and audience response to the organization and its prestige during the crisis. This theory suggested that when you cannot avert a crisis, you can at least handle it quickly and professionally. If the organization could handle the crisis well, there is a good chance of recovery for the brand.

According to communication theory, crisis is something that has significant threat to operations that can have negative consequences if not handled well.

The theory has also argue that crisis shall create at least in one or more of the following parts

1. Financial losses including loss of market share
2. Operational disruption
3. Public safety and finally
4. Reputation loss

This theory clustered crisis into: the victim cluster (the organization is a victim); the accidental cluster (the organization unintentionally caused the crisis); or the intentional cluster (the organization intentionally acted wrongly). The clusters have escalating potential to harm the company's reputation because of the level of responsibility attributed to the company.

2.2.2 Resilience Theory

Resilience theory, holds that having at least one defensive elements can assist people with enduring affliction with less mischief. In business, versatility hypothesis assisted give with ascending to business coherence arranging, which looks to make organizations more impervious to disappointment.

A business progression plan is like an emergency the board plan in that it expects crises and disturbances that could happen and characterizes activities to recapture routineness in the organization. Peruse "Business Congruity Arranging: How to Do It Well," to get familiar with that interaction.

As per specialist researcher Buzzanell, resilience theory traces five components that organizations can develop to fortify their capacity to bob back: creating ordinariness, confirming character secures, utilizing correspondence organizations, giving elective rationale something to do, and underscoring good sentiments while minimizing negative ones.

Incorporated risk management is another strength boosting business practice. In incorporated danger the board culture is receptive to chance, and associations try to assess the dangers in the entirety of their exercises mutually, as opposed to in disconnection. Innovation empowered practices support this incorporation, and the outcome is better danger decrease choices for the entire undertaking.

2.2.3 System Theory

System theory is one of the dominant theoretical lines of thinking to support public relations practice (Gregory, 2000). System theory describes organization as a set of sub systems and a part of social system. As a result, system theory affects each other the subsystems of the organization with external environment (Tench, et al., 2009). Therefore, system theory as a part of social theory, includes individuals, groups and different stakeholders of the organization (communities, employees, government and etc). And Miller, (2012), notes based on system concepts system

theory relevant to the general communication of the organizations. It describes all over the organizational communication like crisis communication and management and also support to manage the challenges of organizational communication; globalization, terrorism, changing demographics, and climate change because those challenges steer the organization to crisis. Generally, this theory is useful organizational crisis management to create good relationship with internal and external stakeholders of the organization. The public relations a practitioner has to react system theory with crisis communication and management activity for effectively and successfully apply the communication and management activity of the organization problems.

Out of the theories stated above, the researcher has selected the system theory for the sake of this research. Because, unlike other theories, the system theory is mainly about the organization and more about crisis from external factor. Since the crisis of COVID 19 is beyond the control of the hotels and not occurred because of the hotels, the system theory is highly applicable. System theory states that during the crisis, all operational units should react as per their contribution as a one system. Thus this reaction of individual units on the hotel including Human resource management, Cost control, marketing management, and other management units and finally Government should be demonstrated during the management of crisis.

2.3 Empirical review

The study of Hartmann (2011), is conducted to see the differences between the hotels on the pre planning for crisis management on Finland hotels and the finding shows that chain hotels are better prepared than independent ones and the big hotels are also prepared for the crisis than that of the small one.

In other study, there is different perspective has revealed on the methodology and on the finding. The study was conducted by Ivana B. et al, (2019), on “Crisis Management in Hotel Business – Insights from Croatia” has used quantitative research approach by collecting data through survey and analysed to come up with the finding that even though hotel managers perceive that they play a key role in the preparation for crisis situations, none of the activities from this domain are adequately developed such as, employee training, database of crisis situations, plans/protocols, crisis teams, media teams, training of top management for communication with media, crisis management manual. This is because the occurrence of crisis is mostly uncertain. Clark Ginsberg (2017), made an analysis on the disaster risk reduction in Ethiopia, and states

that Ethiopia's disaster and risk reduction has some identified good practice and also with some weakness. He specified that having integrated approach of disaster and risk reduction, valuing multiple stakeholder's knowledge systems and fostering a strong internal enabling environment are the good practices observed in the nation's attempt to address problems that occur in various disasters. According to him, the weakness are lack of good addressing of specific disaster drivers, assessing risk systematically, robust engineering, and micro and macro- level influencing. Mulugeta (2009), has conduct a research on the "Emerging trends in disaster management and the Ethiopian experience" where he focused on the genesis, reform and transformation in mitigating disaster in the nation, it is found out that the funding of the disaster management system in Ethiopia had for well over a decade hibernated in its traditional form of relief and rehabilitation. He pointed out that in our country context the disaster management activity has yet at initial stage, and "the prevailing volatile situation in the country coupled with the series of famines the country has been experiencing did not allow for' the slightest breathing space to think strategically".

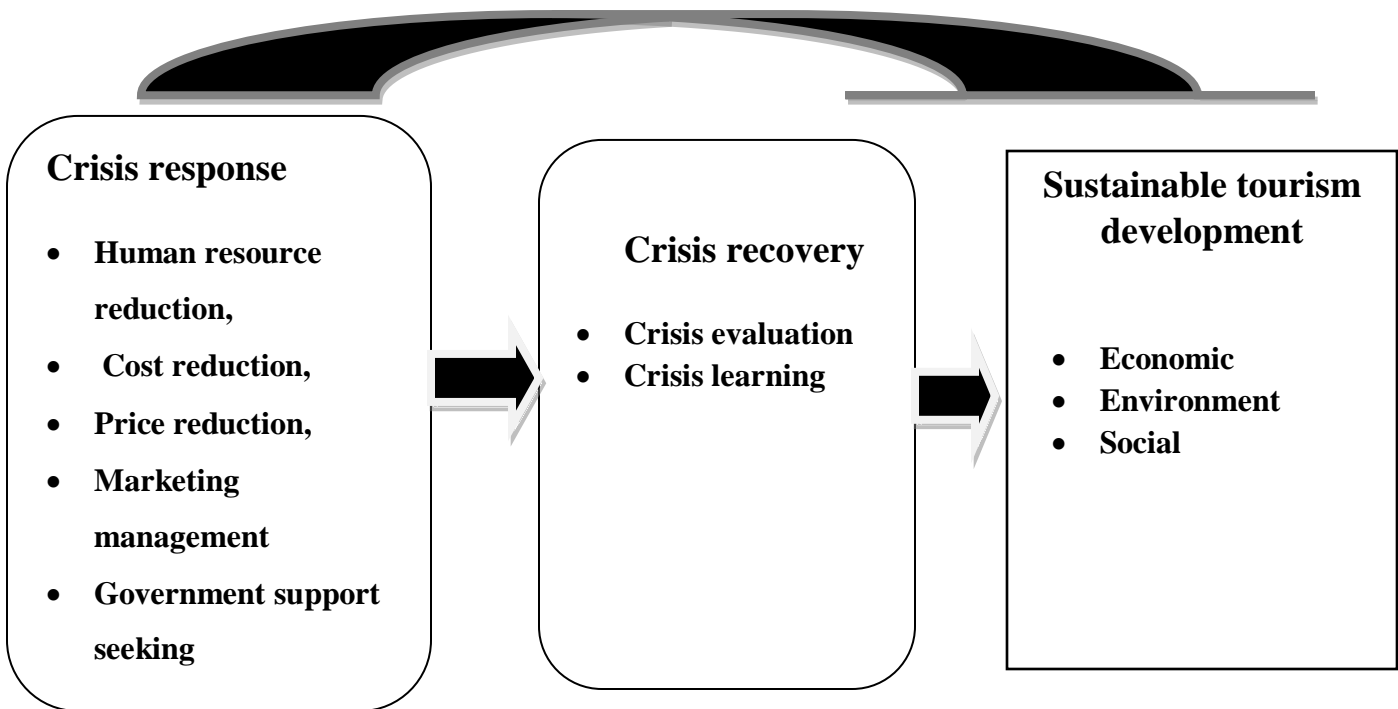
2.4 Conceptual Framework

From literature reviewed and adapting from Coombs (2007), the researcher has developed the following conceptual framework for the research.

As it is indicates the crisis management of the hotels or any organization passes through the following main stages: the first one is the pre-crisis stage where the organization prepare itself for crisis before it occurs. The second phase is known as Reactive crisis management stage where organization is trying to mitigate with the crisis by minimizing cost and using different operational techniques such as Human resource reduction, Cost reduction, Price reduction, Marketing management and by seeking Government support. The final stage is of evaluation and learning from the crisis. If this is practiced well, there will be sustainable tourism development. During the crisis the government contribution is very crucial.

Thus every stages of the crisis management is directly and in directly related with the sustainability.

Table 2. 3 Conceptual Framework



Source: Adapted from Coombs, 2007.

Crises bring many things to light: how prepared you are to respond and adapt quickly, how you apply lessons from past experiences while adopting new practices, how you manage uncertainty and more (Oakley, 2020). The process of crisis management covers the response and recovery phase that works for all types of crisis happens in business. The responsive stage to crisis during its occurrence include managing operational aspects such as Human resource reduction, Cost reduction, Price reduction, Marketing management and Government support seeking. After being responsive the second stage is crisis recovery stage which comprises crisis evaluation and learning from the crisis (Bernhardsdóttir Á.E., 2015). Those both actions or stages have indications on the sustainability of organization and the industry through economic, environmental and social elements. According to the above literature, we can come up with the following hypothesis.

H1. When there is proper management on responding to crisis through operational activities, it has implication on crisis recovery.

H2. when there is practice of crisis recovery it has implication to sustainable tourism development.

H3. When there is proper management on responding to crisis through operational activities, it has implication to sustainable tourism development.

Chapter Three

Methodology

3.1 Description of the Study Area

Addis Ababa is the capital of Ethiopia and centre for many international organizations. As the diplomatic centre of Africa, Addis Ababa hosts a number of international organisations, such as the headquarters of African Union (AU) and the United Nations Economic Commission for Africa (UNECA). Beyond its capital, it is the most important commercial and cultural centre of Ethiopia and geographically located at the heart of the nation. Due to its location and status several people come to the city in search of employment opportunities and services (Erena D. et.al, 2017). Addis Ababa is one of the fastest growing cities in Africa and a primate city in Ethiopia with an estimated population of around four million, which is roughly 25% of the total urban population of the country and more than ten times the population size of Adama, the second largest urban centre (MoUDHC, 2015).

For this reason, most high rate hotel and franchised hotel have target market from those international organizations and embassies. According to (Addis Ababa city culture, art and tourism bureau, 2020), Addis Ababa city took the lion share on owning star rated hotels from the country that are registered by ministry of culture and tourism. The main demand for the market of Addis Ababa hotels is from diplomatic, aid and non NGO and meeting, incentives, conference and expiation (Addis Ababa hotel owners' trade sectorial association, 2020).

The star rating of the hotels in Addis Ababa was made by two rounds; the first round was in 2014 and the second one is after four years on 2018. Accordingly there are total of 138 hotels gotten one to five stars on the city. According to (Addis Ababa hotel owners' trade sectorial association) 2020, there are 8667 rooms at an average of 67 rooms per hotels available in Addis Ababa city. The detailed frequency of star rate is displayed below.

Table 3. 1 The frequency of hotels by star rate

Star rate	Number of hotels (frequency)
One star	42
Two star	33
Three star	34
Four star	21
Five star	8
Total	138

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

3.2 Research Design and approach

In order to achieve the overall objectives of this research, a cross-sectional research design was used to address the research objective in which was carry out on 2013 e.c only. In the research, mixed research methods (quantitative and qualitative) were used. As suggested by Creswell, (2014), It has advanced and comprehensive ways for dealing with both qualitative and quantitative data. Therefore, the researcher collected a mixture of qualitative and quantitative data.

3.3 Data Types and Sources

Both primary and secondary data types was used in this study. Primary data were collected from the hotel specifically from general managers through a questionnaire and in-depth interview has made with expertise of tourism industry. Secondary data was collected with document (both published and un published) analysis which is found from MoCT, Addis Ababa city culture and tourism bureau and other documents like books, existing journals, and the internet. These sources are also supposed to provide the researcher appropriate information on crisis management practice of the hotels.

3.4 Target Population of the Study

The objects of this study were star rated hotels that are available and working in Addis Ababa city administration. And the general managers or delegated general managers were subjects of

the study. For interview purpose some selected expertise from tourism and hospitality area were selected and appointed as correspondents.

3.5 Sample Size and Sampling Techniques

Some scholars such as Cvent (2019), and others advise for the use of census to get enough respondents to have a high degree of statistical confidence in the survey result for a population of less than 1000 , Accordingly the researcher has used the census technique since the total numbers of star rated hotels in the city are 138 only. From the total star rated hotels 125 hotels were responded and participated on the study. The data analyse was based on the positive responses obtained from these 125 managers and delegated managers. Moreover, an in preliminary survey was conducted with some selected managers to develop the survey questionnaire. For the qualitative data, interview was also been conducted with tourism and hospitality expertise from tourism Ethiopia (the CEO), tourism consultant and the hotel owners association on the COVID's impacts, recovery strategies and sustainable tourism development.

3.6 Data Collection tools and procedures

Both quantitative and qualitative methods were used in this study. The qualitative approach is to see the implication of crisis management practice to sustainable tourism development and qualitative data were gathered via interviews. Quantitative approaches were use questionnaire in order to collect data from general and delegated general managers of the hotels.

3.6.1 Questionnaire

Questionnaires were distributed to general or delegated general managers to collect quantitative data on reactive, learning and evaluation of crisis management practices such as human resource reduction, cost reduction, marketing management and seeking support of government. The questionnaire was exclusively multiple response questions and grid question, with an ordinal scale from 1 to 5 likert scale options. The questionnaire was prepared and analyzed based on a modified version of a questionnaire developed by Radwan (2017), as a tool for managing hotels during crisis situations and it was translated into Amharic just to give option to the respondents. And the questionnaire is tested through pilot test by some selected general managers and get amended as per the comments.

3.6.2 Interview

Semi-structured Interviews with 8 tourism and hotel expertise is made. The Sequential Explanatory Design mixed analysis method was used in the study (Creswell et al., 2003). The data obtained by the second stage with the qualitative data collection and analysis process, are tried to be purged with quantitative analysis results (Ivankova et al., 2006). With the in-depth information obtained as a result of the interviews, the quantitative results are aimed to gain a more descriptive identity (Rossman and Wilson, 1985).

In accordance with the objectives of the study, 10 questions were designed by the researchers; later, they were narrowed down upon expert opinions (Punch, 2016; Creswell, 2017) and an interview form with 6 questions was prepared. In order to ensure reliability in the qualitative research, the interviews were recorded by sound recording method that are including two phone call records.

3.7 Reliability and Validity of Data

Both Reliability and validity are the two most significant quality control items in a research. Here is the description to be provided on validity and reliability in research undertakings.

3.7.1 Reliability

Reliability is a device which is used to describe the overall evenness of a measure. It is also stability of measurement over a variety of conditions in which the results should be obtained (Nunnally, 1978).

In order to assure reliability the researcher was tried to avoid asking leading questions and tried to make sure that each person is given the exact same question as the person before. The questionnaire was prepared in understandable language in order to avoid language barrier. Cronbach's alphas were calculated to examine the reliability of each variable of the study.

According to McMillan (2007), the reliability of an instrument or questionnaire is apprehensive with the consistency, stability, and dependability of the scores. If the alpha value is higher than 0.9, the internal consistency is excellent, and in a condition of at least higher than 0.7, the internal consistency is tolerable (Blunch, 2008).

3.7.2 Validity

According to (Pallan, 2005), the validity of a scale states to the degree to which it measures what it is supposed to measure. The basic enquiry behind the concept of validity is whether an indicator measures what we say or believe it does. Validity takes issues of what different people understand words to mean, during the development of the indicator and its use.

Validity states to the degree to which study accurately reflect or assesses the specific concepts that the researcher was attempting to measure the data. The types of validity include internal validity which clearly indicates the principles of cause and effects relationships in a research, external validity which clearly focus on the effects of research that can be generalized. Thus the researcher has conducted factor analysis in order to check the validity of the questionnaire.

In conclusion at the time of data collection through questionnaire, the researcher paid attention to instances when respondents ask for Clarification, as an indication that questions or answers are too vague, difficult to understand and have more than one meaning the translation of questioner to local language is also made.

3.8 Data Analysis Techniques and statistical tools

The collected data were presented in the form of table and graph and analysed by both descriptive statistics such as frequency and mean and inferential statistics such analyses of variance (ANOVA) and correlation was conducted to examine the influence of hotels rate on the practice of crisis management and to assess the relation between crisis response and crisis reaction. Additionally, a factor analysis with principal component extraction and varimax rotation was conducted. Statistical Packages for social science (SPSS version 22) was costumed to generate statistical outputs. Content analysis is consumed to analyse qualitative data that were collected through interview and applied to determine, summarize and tabulate the data by categorizing verbal or behavioural data.

3.9. Research Ethics

For data collection purpose, the researcher got a permission paper from collage of development studies of Addis Ababa University before engaging in distributing questionnaire. By presenting the letter from Addis Ababa University the researcher has asked the willingness of each participants on filling the questionnaire and responding to the interview.

Chapter Four Data Presentation, Analysis and Interpretation

Introduction

This chapter mainly discusses the presentation and analysis with the interpretation of the findings of the thesis by analysing the crisis management practices of the star rated hotels of Addis Ababa and its implication to sustainable tourism development. Also, the study came up with discussion on the findings with the interpretation of the results.

The data collection is made from 125 hotels through questionnaire which is 90.5% of the total population (138). The remaining 10% of the hotels were in under construction and some of them are not interested to fill the questionnaire and some others were incomplete answers so removed from analyses. The data are collected from the general managers or delegated general managers of each hotels. Thus the total of 125 managers or delegated managers are gotten the chance to participate on the survey. For an interview eight hospitality and tourism expertise have participated.

4.1 Description of Socio- Demographic Characteristics of Respondents

Table 4. 1 Profiles Background of the Respondents and hotel

		Frequency	Percent
Gender	female	25	20.0
	Male	100	80.0
Work experience	<5years	35	28.0
	6-10years	43	34.4
	11-15years	33	26.4
	16-20years	11	8.8
	>20years	3	2.4
Education level	diploma	24	19.2
	1st degree	81	64.8
	masters	18	14.4
	others	2	1.6
Star of the hotel	1 star hotel	39	31.2
	2 star hotel	29	23.2
	3 star hotel	30	24.0
	4&5 star hotels	27	21.6

Sources: Own survey data (2021)

The above data of the research indicates that Out of the total 125 hotels in the city, the majority (39 hotel) or 31.2% are one star hotels. And the second largest number of hotels are three star hotels (n=30) or 24.00%. Two star rated hotels are 30 in number and they cover 23.20% of the total number of hotels in the city. The other percentage is covered by four and five stars where 16% and 5.6% respectively. This indicates that from the list of the star rated hotels in the city, only 21.6 % (n=27) are four and five star hotels. The result of the crisis management practice is dominated by the hotels of one to three stars.

When looking into the age of the respondents, the researcher has analysed it in the descriptive table. According to the data collected, the minimum year of the total respondents is 26 year and maximum is 66. The average age of the respondents is 37 years with the standard deviation of 7.35. The standard deviation shows that the spread data from the mean square is high.

According to respondents' response, 100 were males (80%) and n=25 (20%) were females. Therefore, this indicates hotels of the city general manager position are dominated by males with comparing the total number of females. Thus, the final result of the crisis management practice on the hotels is because of mainly by men management than females.

According to the data from the questionnaire, 35 (28%) of the respondents have less than five-year work experience on the general manager position, 43 (34.4%) respondents were between 6-10 years' work experience, 33 (26.40 %) respondents between 11-15 years' work experience, 11 (8.80%) respondents have experience of 16 to 20 and the remaining 3 (2.40 %) respondents had above 20 years work experience.

As table 4.2 shows majority of the respondents have a first degree (n=81 or 64.8% of the total respondents) and they are literate. It can be conclude that the majority of the respondents have known how about the crises management and they understand the concept of management in general.

The interview respondents profile indicated that out of the eight correspondents, 6 have working experience of more than ten year which is 75% and remaining two have seven and nine years work experiences respectively. Thus, this in other term indicate that the respondents have adequate experience in the industry.

4.2 Crisis Management Practices of the Hotels

As mentioned on chapter three, the survey questionnaire for crisis management practices were prepared and analyzed based on a modified version of a questionnaire developed by Radwan (2017), as a tool for managing hotels during crisis situations.

As clearly shown on the below table, there are seven different factors with different variables. Conducting the factor analysis, seven factors emerged. A total of 68.3% of the variance among the variables were explained by the factors.

Moreover, internal consistency was calculated using Cronbach's alpha (α). The values for all factor groups (Human resource reduction =0.808; cost reduction =0.852; governmental support=0.718; marketing management=0.949; Price reduction = 0.818; Crisis evaluation = 0.860; Crisis learning = 0.884) indicate a reasonably good reliability ($\alpha \geq 0.7$). Cronbach alpha values for each dimension range from 0.638 to 0.798, indicating that it is important to evaluate the inter item correlation between items because Cronbach alpha is dependent to the number of items in the loading (Pallant,2010).

Table 4. 2 Reliability Statistics after validity test

Dimensions	Number of items	Cronbach's alpha
Human resource reduction	6	0.808
Cost reduction	5	0.852
Price reduction	4	0.818
Marketing management	8	0.949
Government support	5	0.718
Crisis evaluation	5	0.860
Crisis learning	4	0.884

Source: Own survey, 2021

4.3.1 Factor analysis of crisis management practice

According to the factor analysis result, out of fifty items of initial it comes to 37 items that are categorized under seven main factors. Thus there are 13 items omitted during the factor analysis.

The suitability of data for inclusion in the final model was also supported by the high values of KMO (0.821). Based on a rotated factor matrix solution, we have decided to include seven factor groups (CMP dimensions) in the final model, as doing so allows for a meaningful interpretation of the factor structure. In the final model, factor weights which contain three or more indicators and have factor loadings higher than 0.45 were retained. The final factor model is presented in

Table 4. 3 Factor analysis of crisis management practice

	1	2	3	4	5	6	7
Factor 1 human resource reduction							
Laid off employees to reduce labor force /operational cost	.516						
offered unpaid vacation to reduce labor cost	.624						
Replace highly paid employees with new low paid employees	.815						
Made changes in the organizational structure	.848						
Increased the hotel's productivity through different ways	.659						
Frozen or reduced pay rate (wage/ salary) to reduce the salary cost	.821						
Factor 2 cost reduction							
Implemented energy saving program for the hotel		.821					
Postponed new or future renovation		.664					
Use new technologies for reducing operating costs		.824					
Reduced amenities and decorations (soap, flower, candles, water bottles, linen, etc.)		.823					
Reduced the operating hours for certain facilities (room service, spa, concierge, etc.)		.826					
Factor 3 price reduction							
Offered lower rates by introducing selective price cuts for(e.g. reduction in menu items)			.781				
Offered steep discounts on room rates and other sales promotions			.799				
Offered special price offers on packages			.893				
Offered an extra free night when guests stayed a certain number of nights			.739				
Factor 4 seeking government support							

The government had Provided technical and financial support to hotels				.694			
The government Cooperate with hotels and hold meetings to discuss ways out of the crisis				.580			
The government encourages domestic tourism				.779			
The Government Improves the country's image as a tourist destination				.750			
The government had Develop and promote alternative types of tourism				.627			
Factor 5 marketing management							
Increased the marketing budget to develop a recovery marketing plan					.870		
Changed marketing message to address safety concerns and reflect the current situations					.956		
Changed marketing and promotion strategy toward most promising markets like targeting on local market					.945		
Introduced new Marketing and promoting strategies					.890		
Introduced new products and services					.777		
introduced new segments that had not been approached before					.848		
Increased marketing to domestic tourists with focus to specific attributes of the locations.					.742		
Made use of electronic marketing and opaque distribution channels					.831		
Factor 6 Crisis evaluation							
Minimized and Changed Touch points such as coolers in lobbies or gyms, touch-free check-in systems and so on.						.819	
Tried to acquire Clean Certifications						.877	
Documented crises as initially reported						.852	
Debrief crisis/emergency team and other parties involved in management the crisis recognize errors						.866	
Evaluated the effectiveness of the hotel crises response to see what is working and what needs improvement						.538	
Factor 7 Crisis learning							
Modify the crisis management plan and crisis/emergency team based on the evaluation results							.871
Released or shared updates on the evaluation and recovery process including any corrective measures							.905
Adopted the concept of corporate social responsibility							.884
Made Operational of hygiene standards on post-COVID 19							.793

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

4.3 Hotels' management practices of crisis response

As suggested by Boin, 2008 during crisis, Managers have to run procedures during the crisis until it is considered to be set. When a crisis is going on managers must respond quickly, accurately and consistently. This phase mainly concerns the acknowledgement of the crisis and the crisis response:

Crisis acknowledgment: Emergency managers need to identify the crisis and how events are evolved in order to do the best at each moment.

Crisis response: According to the crisis' type, the managers must follow procedures or management plans so as to lessen the immediate consequences and side effects of the crisis.

In order to know the level of practice, the researcher has calculated the mean and standard deviation to each survey questions and dimensions too. For our report of the finding we have employed the criteria by (Ghazi, 2016). Accordingly, Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.20 as Agree and finally from 4.21 to 5 as Strongly agree.

4.3.1 The practice of human resource reduction

Out of all the dimensions of crisis management practices, human resource cost reduction is very crucial. This dimension is represented by six items and the finding of the survey is demonstrated below.

As stated above the mean score result Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.2 as Agree and finally from 4.21 to 5 as Strongly agree (Ghazi, 2016).

So for the practice of human resource reduction, the hotels has practiced offered unpaid vacation to reduce labor cost and Increased the hotel's productivity through different ways have more mean score than others with the mean of 2.48 and differences of each observation from the mean (standard deviation) of 1.395 and mean 2.11 and standard deviation of 1.179 respectively. So this indicates that the hotels have disagreed on them during the crisis.

The least practiced from the human resource reduction is that Laying off employees to reduce labor force /operational cost. Which has mean score of 1.78 and differences of each observation from the mean (standard deviation) of 0.932. This result indicates that it is strongly disagree.

When we see the mean score of human resource reduction, it is 2.02. According to the above interpretation, the hotels had disagreed on this dimension or there is less practice of the human resource reduction. .

Table 4. 4 Descriptive statistics of the items measuring human resource reduction

Description	Mean	Std. Deviation
Laid off employees to reduce labor force /operational cost	1.78	.932
offered unpaid vacation to reduce labor cost	2.48	1.395
Replace highly paid employees with new low paid employees	1.87	1.178
Made changes in the organizational structure	1.93	1.101
Increased the hotel’s productivity through different ways	2.11	1.179
Frozen or reduced pay rate (wage/ salary) to reduce the salary cost	1.98	1.181
Total mean score		2.02

Sources: Own survey data (2021)

4.3.2 The practice of cost reduction

Out of 125 respondents, the majority have selected the statement of Postponed scheduled payments or extended credits with the highest mean score (2.53). This indicates that on average the hotels’ managers disagreed on this statement. Other statements have the mean scores fall between 2.03 to 2.50.

As stated above the mean score result Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.2 as Agree and finally from 4.21 to 5 as Strongly agree (Ghazi, 2016).

In general the operational cost reduction practice of the hotels during the crisis of COVID 19 pandemic has represented by ten questions and their average response is lays on 2.39. According

to the above interpretation, the hotels had disagreed on this dimension (operational cost reduction).

Table 4. 5 Descriptive statistics of the items measuring cost reduction dimension

Description	Mean	Std. Deviation
Implemented energy saving program for the hotel	2.50	1.242
Use new technologies for reducing operating costs	2.03	1.177
Postponed scheduled payments or extended credits	2.53	1.133
Reduced amenities and decorations (soap, flower, candles, water bottles, linen, etc.)	2.42	1.404
Reduced the operating hours for certain facilities (room service, spa, concierge, etc.)	2.45	1.500
Total mean	2.39	

Sources: Own survey data (2021)

4.3.3 The practice of price reduction

The respondents are asked four questions to know whether they have done anything concerning with price reduction during the crisis of the pandemic. The interpretation is made by employing the above scale as Range from 1.00 to 1.80 implies strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.2 as Agree and finally from 4.21 to 5 as strongly agree (Ghazi, 2016).

The hotels less practiced on offering an extra free night when guests stayed a certain number of nights which has mean score of 1.97 and standard deviation of 1.177. And better practiced, but not much offering steep discounts on room rates and other sales promotions with mean of 2.41 and standard deviation of 1.296. The cumulative mean score indicated that on average the hotels have Disagreed on the price reduction during the crisis (mean = 2.24).

Table 4. 6 Descriptive statistics of the items measuring price reduction

Description	Mean	Std. Deviation
Offered lower rates by introducing selective price cuts (e.g. reduction in menu items)	2.18	1.316
Offered steep discounts on room rates and other sales promotions	2.41	1.296
Offered special price offers on packages	2.40	1.385
Offered an extra free night when guests stayed a certain number of nights	1.97	1.177
Total mean		2.24

Sources: Own survey data (2021)

4.3.4 The practice of marketing management

Another activity during the crisis stage is marketing management. During the pandemic, marketing management practice is also not satisfactory.

The researcher has used above scale to interpret the result of mean score as Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.2 as Agree and finally from 4.21 to 5 as Strongly agree (Ghazi, 2016).

According to the scale, the hotels have better practiced on increased marketing to domestic tourists with focus to specific attributes of the locations with the mean score of 2.45 and standard deviation of 1.188.

And Disagree in Introducing new products and services to their customer with the mean score of 1.82 and standard deviation of 1.05.

In general, the cumulative mean score indicated that on average the hotels have Disagreed on the marketing management during the crisis that is shown in the below table as the mean of 2.20.

Table 4. 7 Descriptive statistics of the items measuring marketing management

Description	Mean	Std. Deviation
Increased the marketing budget to develop a recovery marketing plan	2.22	1.230
Changed marketing message to address safety concerns and reflect the current situations	2.25	1.274
Changed marketing and promotion strategy toward most promising markets like targeting on local market	2.31	1.353
Introduced new Marketing and promoting strategies	2.16	1.279
Introduced new products and services	1.82	1.050
introduced new segments that had not been approached before	2.02	1.139
Increased marketing to domestic tourists with focus to specific attributes of the locations.	2.45	1.188
Made use of electronic marketing and opaque distribution channels	2.37	1.280
Total mean		2.20

Sources: Own survey data (2021)

4.3.5 The practice of seeking government support

As stake holder, the contribution of government during the crisis is inevitable. The hotels are asked for the government contribution on those days. The scale used to interpret the result of mean score as Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.2 as Agree and finally from 4.21 to 5 as Strongly agree (Ghazi, 2016).

According to the response of the respondents, there is better contribution of government during the pandemic of COVID 19. With minimum mean score 2.26 (The government had Develop and promote alternative types of tourism) to 3.57 (The government encourages domestic tourism).

The mean score of this dimension, seeking the support of government, is 3.028. Thus, the contribution of government dimension is interpreted as Neutral.

Table 4. 8 Descriptive statistics of the items measuring seeking government support

Description	Mean	Std. Deviation
The government had Develop and promote alternative types of tourism	2.26	1.007
The government had Provided technical and financial support to hotels	2.68	0.930
The government Cooperate with hotels and hold meetings to discuss ways out of the crisis	3.32	1.147
The Government Improves the country's image as a tourist destination	3.31	1.035
The government encourages domestic tourism	3.57	1.340
Total mean	3.028	

Sources: Own survey data (2021)

4.3.6 The total crisis response practice

From the total 125 respondents, the hotels are asked for the five operational activities including, Human resource reduction, Cost reduction, Price reduction, marketing management and finally Seeking Government support.as the analysis indicated that the cumulative mean score is 2.37. The scale used to interpret the result of mean score as Range from1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.2 as Agree and finally from 4.21 to 5 as Strongly agree.

Therefore the star rated hotels of the city in average Disagreed on during crises stage on the outbreak of COVID 19 pandemic.

Table 4. 9 Descriptive statistics of the items measuring the total crisis response practice

Description	No of items	Mean	Std. Deviation
Human resource reduction	6	2.02	0.835
Cost reduction	5	2.39	1.012
Price reduction	4	2.24	1.043
Marketing management	8	2.20	1.054
Seeking Government support	5	3.0272	0.75449
Total crisis response		2.37544	

Sources: Own survey data (2021)

4.4 The crisis recovery practice

The next dimension of crisis management practice is crisis recovery practice. On this stage there are two main activities done. Those are crisis evaluation and crisis learning. According to (Boin, 2008) on the crisis recovery , Management has to put in place actions to recover from the crisis, which means the retrieval process, evaluation of crisis management and next crisis' management preparation:

- Recovery: This phase consists of corrective actions to solve the problems created by the crisis. This phase takes longer than the crisis event because consequences from a crisis are extensive and hard to solve.
- Evaluation of crisis management: Once the crisis is over, it is important to investigate it so as to understand why it happened and how to avoid or mitigate from happening again. Managers should analyse the procedures to improve them in the future. They also should study made mistakes to learn from them.
- Next crisis' management preparation: Managers need to start preparing for the next crisis to develop its management.

4.4.1 The practice of crisis evaluation

According to the factor analysis conducted, the dimension of crisis evaluation is represented by five questions and the finding of the survey is revealed below.

For the sake of our interpretation we use the mean score result Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.2 as Agree and finally from 4.21 to 5 as Strongly agree (Ghazi, 2016).

So for the practice of crisis evaluation, the hotels has less practiced of “Documenting crises as initially reported” and “Debrief crisis/emergency team and other parties involved in management the crisis recognize errors” with the same mean score that is 2.26 with the standard deviation of 1.135 and 1.263 respectively. So this indicates that the hotels have disagreed on the practice of them during the crisis.

The most practiced from the crisis learning is that Evaluated the effectiveness of the hotel crises response to see what is working and what needs improvement. Which has mean score of 2.94 and differences of each observation from the mean (standard deviation) of 1.014. This result indicates that it is Neutral the crisis management practice on crisis evaluation stage.

When we see the cumulative mean score of crisis evaluation, it is 2.51. According to the above interpretation, the hotels had disagreed on the practice of this dimension.

Table 4. 10 Descriptive statistics of the items measuring crisis evaluation practice

Description	Mean	Std. Deviation
Minimized and Changed Touch points such as coolers in lobbies or gyms, touch-free check-in systems and so on.	2.51	1.248
Tried to acquire Clean Certifications	2.57	1.393
Documented crises as initially reported	2.26	1.135
Debrief crisis/emergency team and other parties involved in management the crisis recognize errors	2.26	1.263
Evaluated the effectiveness of the hotel crises response to see what is working and what needs improvement	2.94	1.014
Total mean		2.51

Sources: Own survey data (2021)

4.4.2 The practice of crisis learning

Another and final activity during the crisis recovery stage is crisis learning.

The researcher has used above scale to interpret the result of mean score as Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.2 as Agree and finally from 4.21 to 5 as Strongly agree.

According to the below scale, the hotels have Agree on Adopted the concept of corporate social responsibility with the mean score of 2.94 and the standard deviation of 1.138. And Disagreed in Modifying the crisis management plan and crisis/emergency team based on the evaluation results with the mean score of 2.30 and standard deviation of 1.233.

In general, the aggregate mean score indicated that on average the hotels have Neutral on the crisis learning after the crisis of the pandemic that is shown in the below table as the mean of 2.65

Table 4. 11 Descriptive statistics of the items measuring crisis learning practice

Description	Mean	Std. Deviation
Modify the crisis management plan and crisis/emergency team based on the evaluation results	2.30	1.233
Released or shared updates on the evaluation and recovery process including any corrective measures	2.49	1.274
Adopted the concept of corporate social responsibility	2.94	1.138
Made Operational of hygiene standards on post-COVID 19	2.86	1.312
Total mean		2.65

Sources: Own survey data (2021)

4.4.3 The total crisis recovery practices

As described below there are two main activities done on crisis recovery stage. Such as crisis evaluation and crisis learning. According to the below table, the total mean score of the crisis recovery stage is 2.58. Which indicates that the star rated hotels of the city disagreed on the practice of the crisis recovery stage activities during the pandemic of COVID 19.

Table 4. 12 Descriptive statistics of the items measuring cumulative crisis recovery practice

Description	No of items	Mean	Std. Deviation
Crisis evaluation	5	2.51	0.975
Crisis learning	4	2.65	1.069
Crisis recovery			2.58

Sources: Own survey data (2021)

4.5 The implication of crisis response to crisis recovery

In order to assess the implication of crisis response to crisis recovery the researcher has used Pearson correlation since it helps to explore the relationship among a group of variables. Correlation analysis is used to describe the strength and direction of the linear relationship between two variables (Pallant, 2005).

Table 4.13 person correlation measuring the relation between crisis responses with crisis recovery

		crisis response	crisis reaction
crisis response	Pearson Correlation	1	.702**
	Sig. (2-tailed)		.000
	N	125	125
crisis reaction	Pearson Correlation	.702**	1
	Sig. (2-tailed)	.000	
	N	125	125

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

Sources: Own survey data (2021)

As the table above indicates, the relationship between crisis responses (as measured by the cost reduction, marketing management, HR reduction, government support seeking) and crisis recovery (as measured by the crisis evaluation and learning) was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, positive correlation between the two variables [$r=0.702$, $n=125$, $p<.0005$].

4.6 The different of crises management practices among the hotels

As the data indicates, there are five different star rates given for those 125 hotels in the city of Addis Ababa. Those hotels have different level of understanding on the management of the crisis during the pandemic. So the researcher has tried to assess whether there is significant difference on the management of the crisis during the pandemic among the hotel.

Thus to come up with the finding on checking whether there is significant mean difference among the hotels, one way ANOVA is employed. According to the analyses the following result is produced.

Table 4. 14 cumulative crisis practice verses the managers per the star hotel type

Total crisis practice

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	33.204	3	11.068	45.549	.000
Within Groups	29.402	121	.243		
Total	62.606	124			

Sources: Own survey data (2021)

As the table shows above, the significance value is 0.001 (i.e., $p = 0.001$), which is below 0.05. And, therefore, there is a significant difference somewhere among the mean scores on total crisis management practice for the four types of star rates. Thus the crisis management practice among the hotels of the city during the pandemic of COVID 19 is different.

The details of the difference between the stars of the hotels is displayed on the appendix section. To identify the difference on the star rate, the researcher has tried to compare their mean on the below table.

When increase on the star rate, there is better practice on the crisis management and vice versa. Thus four and five star hotels could practice the crises management better than others which is $m=3.39$.

Table 4. 15 cumulative crisis management practice of managers mean over different rate

The star of the hotels	Mean	N	Std. Deviation
1 star hotel	1.9242	39	.32522
2 star hotel	2.1692	29	.65409
3 star hotel	2.6682	30	.60039
4&5 star hotels	3.3901	27	.55321
Total	2.4762	125	.76561

Sources: Own survey data (2021)

4.7 The implication of crisis management on the sustainable tourism development

In order to know the implication of crisis management to sustainable tourism development, the researcher has conducted an interview with tourism expertise.

According to (UNWTO, 2021), Sustainable tourism development needs the informed contribution of all pertinent stakeholders, and also strong political leadership to ensure wide involvement and consensus building. Attaining sustainable tourism is an incessant process and it requires constant checking of impacts, introducing the necessary preventative and/or corrective measures when necessary.

As the interviewees of the research, Mr Sileshi Girma “when we are talking about the sustainability, we should consider the dimensions of economic, environmental, social and also political. The other scope is about the beneficiaries such as government, visitors, the industry, the environment and host communities. When there is occurrence of crisis including the pandemic of COVID 19, on one or some of the above actors the flow/yield will be affected.”

“So, when the hotels get prepared for the crisis before it occurs or could mitigate when it is happened and or evaluate and learn from the crises after it has passed, it has a lot implication or support for economic, political, social and political sustainability of tourism.”

“There is still less crisis management practices in the hotels on the city including fire exit, fire brigade and other preparedness signs. If there is such gaps the tourists cannot come to hotels because of fear which will lead to loss of income (economic loss) and soon.”

The second interviewees of the research, Dr Hiyab Gebre Egziaber has indicted that, “when there is positive and better crisis management practice in the hotels, there is positive implication in the economic, social and political sustainability of tourism and vice versa”

“When to check the sustainability of tourism during crisis we have to check International resilience practices such as resistance, survival, changing crisis in to opportunity.

Additionally every activities/ measures employed during crisis have either economic, environmental or social implications. For instant if the employees are preserved to use their skill, it has implication on the social sustainability.”

“But when one hotel is not practicing one of the economic dimensions, might practice the environmental or social dimension of sustainable tourism.”

Finally the interviewee has concluded that whenever hotels could evaluate their last crisis and learn from it will have better sustainability of all three dimension.

Finally, he concluded by the following phrase: - “So there is significant implication of crisis management to sustainable tourism development.”

According to all correspondents, the crisis management of the organizations leads to organizational sustainability which in other way implies the sustainability of tourism development. This interconnection is presented in the following way.

Economic viability is at the core of the organizational sustainability since it generates profit and jobs so contributes to the general social welfare. In other word, to achieve economic sustainability means that the organization conducts its activities in a responsible and recognized manner, with social and economic return for those involved. Companies aligned with environmental sustainability only consume natural resources at a rate below its natural regeneration capacity, or below the production rate of substitutable resources. These companies or hotels also do not cause emissions that accumulate in the environment at rates above the systems natural capacity to absorb and assimilate these emissions. Human capital refers mainly to aspects such as skills, motivation and loyalty of employees and business partners. It obliges the company to internalize the social costs, maintaining and providing the growth of the social capital; avoid exploiting individual, giving incentive to auto-renewable structures; promoting democracy, amplifying the scope of personal choices and distributing resources and property rights in a fair manner.

Chapter Five

Conclusion and Recommendation

5.1 Conclusion

This thesis has come with the main objective of assessing the crisis management practices of Addis Ababa star rated hotel and its implication to sustainable tourism development. From the analysis of the data the researcher can conclude that, the hotels of the city has less practiced the crisis management during the pandemic of COVID 19 than the standard.

Another specific objective of the research was to see whether there is any significant different on the crisis management practices among the hotels. And as it is shown on the analysis by ANOVA, there is significant difference among the hotels when there is difference on the star.

Additionally the research has tried to compare the mean score of the practices on the star rates. In which it shows when the star increases, the level of crisis management is also increases and vice versa. For instant five star hotel have practiced the crisis management usually and but one star hotels Disagreed it.

In order to access the implication of crisis management practice to sustainable tourism development and crisis response to crisis recovery, the researcher has used Pearson correlation and conducted an interview with tourism experts. The result has indicated there is positive relation between crisis response to crisis recovery and the practice of crisis management has positive implication on the sustainable tourism development with all economic, social and also environmental dimensions. But in some rare cases the less practice on one dimension might leads to better practice for another one.

Thus, there is positive and strong relation between crisis management practices and sustainable tourism development. However, according to the assessment result, the star rated hotels of Addis Ababa did not practice the crisis management to response and recover well and it might affect the sustainability of tourism development in the city and country as well.

5.2 Recommendation

This research has come up with insight on the crisis management practice of star rated hotels of Addis Ababa city and tried to look into the its implication to sustainable tourism development.

Thus after going through detail analysis, the researcher has recommended the following to the concerned stakeholders.

The hotel management

- The hotels management should work on the pre-crisis management (crisis preparedness) that is hardly practiced on the hotels of Addis Ababa city.
- The hotels should collaborate with government of changing the image of the country and other activities that have positive effect on the tourism.
- The hotels managers must prepare themselves for any other crisis which might occurs any time.

The hotel owners

- The hotels owners have to work on alternative income and business that will be helpful in the event of any type of crisis.
- They should organize and prepare Basic crisis recovery and reconstruction planning and policy in order to sustain in the industry.

Government

- Government should enforce hotels to incorporate crisis management planning into its overall operational planning, marketing, and management strategies.
- The hotels should collaborate with government of changing the image of the country and other activities that have positive effect on the tourism.
- The should aware the lower rated hotels such as one to three star should improve their crisis management practices through learning from higher star hotels of the city.

The researcher highly recommend that Future research paper, in this thematic area at a specified destination, could focus on researching into detail any of the crisis management practices by considering the pre-crisis and crisis recovery management practice on longitudinal research design. It is also suggested for future research to work on the assessment of crisis management on other tourism sub sectors such as tour operators and destinations.

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WTTC: Economic Impact | World Travel & Tourism Council (WTTC),
<https://wttc.org/Research/Economic-Impact>

Appendixes

Appendix- I Factor Analysis results

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.821
Bartlett's Test of Sphericity	Approx. Chi-Square	3567.943
	df	496
	Sig.	.000

Percentage of the total variances explained by the factors

Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.010	37.532	37.532	8.532	26.662	26.662
2	3.347	10.458	47.990	4.292	13.414	40.075
3	3.125	9.766	57.756	3.563	11.134	51.209
4	1.854	5.794	63.549	3.039	9.496	60.705
5	1.523	4.761	68.310	2.434	7.605	68.310
6	1.084	3.387	71.696			
7	.948	2.961	74.658			
8	.884	2.762	77.419			
9	.869	2.717	80.136			
10	.775	2.421	82.558			
11	.670	2.094	84.652			
12	.578	1.807	86.459			
13	.535	1.673	88.132			
14	.513	1.602	89.734			
15	.409	1.278	91.012			
16	.405	1.266	92.278			

17	.353	1.104	93.382		
18	.313	.979	94.360		
19	.258	.808	95.168		
20	.224	.699	95.867		
21	.211	.659	96.526		
22	.185	.578	97.104		
23	.156	.487	97.590		
24	.144	.449	98.039		
25	.121	.377	98.417		
26	.108	.338	98.755		
27	.097	.302	99.057		
28	.088	.276	99.333		
29	.078	.243	99.576		
30	.051	.159	99.735		
31	.045	.140	99.876		
32	.040	.124	100.000		

Extraction Method: Principal Component Analysis.

Appendix- II
Result of Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.949	.947	37

Appendix- III one way ANOVA results

Dependent Variable: Totalcrisisprictice

Tukey HSD

(I) Hotel stars_four groups (J) Hotel stars_four groups		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1 star hotel	2 star hotel	-.20694	.12087	.322	-.5218	.1079
	3 star hotel	-.70389*	.11971	.000	-1.0157	-.3920
	4&5 star hotels	-1.35479*	.12341	.000	-1.6763	-1.0333
2 star hotel	1 star hotel	.20694	.12087	.322	-.1079	.5218
	3 star hotel	-.49696*	.12837	.001	-.8314	-.1625
	4&5 star hotels	-1.14785*	.13183	.000	-1.4913	-.8044
3 star hotel	1 star hotel	.70389	.11971	.000	.3920	1.0157
	2 star hotel	.49696*	.12837	.001	.1625	.8314
	4&5 star hotels	-.65089*	.13076	.000	-.9915	-.3102
4&5 star hotels	1 star hotel	1.35479*	.12341	.000	1.0333	1.6763
	2 star hotel	1.14785*	.13183	.000	.8044	1.4913
	3 star hotel	.65089*	.13076	.000	.3102	.9915

*. The mean difference is significant at the 0.05 level.

Appendix IV
Questionnaire



Addis Ababa University
College of Development Studies
Tourism Development and Management Unit

Questionnaire for hotel general and delegated general managers

A questionnaire to be filled by the managers of Addis Ababa star rated hotels.

Dear respondent

I am Serkadis Henock, Masters Student in College of Development Studies, Tourism Development and Management Unit, at Addis Ababa University.

I am conducting a research entitled “Crisis management practices of star rated hotels in Addis Ababa during COVID 19 and its implications for sustainable tourism development”

The main objective of the survey questionnaire is to collect primary data from the selected hotels on the city. Hence, your participation in this study is crucial for the success of the study. I therefore, kindly request you to take your precious time in filling in this survey questionnaire.

Thank you in advance for your kind cooperation

The star of your hotel: 5 star 4star 3 star 2 star 1 star

Instructions

- a. Read each instruction before attempting to answers the question.
- b. No need of writing your name.
- c. The information you are giving is confidentially used for research purpose only.
- d. For a question given below if you have elongated response you can use the back page.

Thank you for your cooperation

Part I: Personal, Work and Educational Information

Instruction: Please put“√” mark in the provided box to answer each questions.

1. Gender Male Female
2. What is your age in years?_____ years
3. Work Experience in star rated hotels as general manager : Less than 5 Years 6-10Years 11 - 15 Years 16 - 20 Years above 20 Years
4. Educational Status: high school complete Diploma 1stDegree Masters Others please specify _____

Part II: crises management practices during the COVID 19 pandemic related questions

In the following tables you find some dimensions of crises management practices. Please give your responses for your causes by putting a tick mark (✓) in the corresponding spaces under each number in front of each situation based on your practice level. The numbers are decoded in the following manner.

1= Strongly disagree 2. Disagree. 3= Neutral. .4= Agree. 5. Strongly agree

NB: The statements in the table below are preceded by this phrase:

During this COVID 19 era, in our hotel, we have....

R. no	Statement	1	2	3	4	5
1	Laid off employees to reduce labour force /operational cost					
2	offered unpaid vacation to reduce labour cost					
3	Reduced the number of workdays of employees per week					
4	Reduced the work hours of employees per day					
5	Replace highly paid employees with new low paid employees					
6	introduced staffs to take additional duties that are not in their job descriptions					

7	Made changes in the organizational structure					
8	Increased the hotel's productivity through different ways					
9	Frozen or reduced pay rate (wage/ salary) to reduce the salary cost					
10	Implemented energy saving program for the hotel					
11	Postponed new or future renovation					
12	Use new technologies for reducing operating costs					
13	Postponed scheduled payments or extended credits					
14	When purchasing, used less expensive substitutes					
15	Reduced amenities and decorations (soap, flower, candles, water bottles, linen, etc.)					
16	Reduced the operating hours for certain facilities (room service, spa, concierge, etc.)					
17	Shutdown parts of the hotel's outlets					
18	Negotiated with suppliers to lower the cost of food staffs					
19	Shrunk all planned investments					
20	Offered lower rates by introducing selective price cuts for(e.g. reduction in menu items)					
21	Renew the service procedure through "contactless (less contact) service"					
22	Provided food delivery service from hotel					
23	Offered steep discounts on room rates and other sales promotions					
24	Offered special price offers on packages					
25	Offered an extra free night when guests stayed a certain number of nights					
26	Increased the marketing budget to develop a recovery marketing plan					
27	Changed marketing message to address safety concerns and reflect the current situations					

28	Changed marketing and promotion strategy toward most promising markets like targeting on local market					
29	focused marketing on experienced, repeated and special interest customers					
30	Introduced new Marketing and promoting strategies					
31	Introduced new products and services					
32	introduced new segments that had not been approached before					
33	Increased marketing to domestic tourists with focus to specific attributes of the locations.					
34	Made use of electronic marketing and opaque distribution channels					

Part III: the contribution of government on crises management during the COVID 19 pandemic related questions

In the following tables you find some dimensions of crises management practices. Please give your responses for your causes by putting a tick mark (✓) in the corresponding spaces under each number in front of each situation based on the practice level. The numbers are decoded in the following manner.

1= strongly disagree 2. Disagree. 3= Neutral. .4= Agree. 5. Strongly agree

R. no	Statement	1	2	3	4	5
1	The government had Develop and promote alternative types of tourism					
2	The government had Provided technical and financial support to hotels					
3	The government Cooperate with hotels and hold meetings to discuss ways out of the crisis					
4	The Government Improves the country's image as a tourist destination					
5	The government encourages domestic tourism					

Part IV: post crises management practices (after COVID 19 pandemic) related questions

In the following tables you find some dimensions of crisis management practices. Please give your responses for your causes by putting a tick mark (✓) in the corresponding spaces under each number in front of each situation based on your practice level. The numbers are decoded in the following manner.

1= strongly disagree 2. Disagree. 3= Neutral. 4= Agree. 5= strongly agree

NB: The statements in the table below are preceded by this phrase:

After the outbreak of COVID 19 era, in our hotel, we have....

R. no	Statement	1	2	3	4	5
1	Minimized and Changed Touch points such as coolers in lobbies or gyms, touch-free check-in systems and so on.					
2	Redesigned Eating Spaces					
3	Tried to acquire Clean Certifications					
4	Documented crises as initially reported					
5	Debrief crisis/emergency team and other parties involved in management the crisis recognize errors					
6	Evaluated the effectiveness of the hotel crises response to see what is working and what needs improvement					
7	Modify the crisis management plan and crisis/emergency team based on the evaluation results					
8	Learned from current crisis and use lessons learned to improve future crises management					
9	Released or shared updates on the evaluation and recovery process including any corrective measures					

10	adopted the concept of corporate social responsibility					
11	Made Operational of hygiene standards on post-COVID 19					
Additional comment						

Annex VI

Interview Questions for tourism expertise and hotel professionals

1. How long have you been working in tourism industry?
2. How would you describe the crisis management put in place in hotel business during the pandemic of COVID 19?
3. What strategies do you suggest to minimize the severity of the crisis of COVID 19 pandemic in hotels amid COVID 19?
4. How does proper management of crisis contribute to a long-term business success of hotels?
5. How do you describe the relation between crisis management of hotels and sustainable tourism development in terms of environmental, economic and social dimensions?
6. Are there any other comments you would like to add to our conversation about the implication of crises management practice on sustainable tourism development?