

**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF MANAGEMENT**



**The Influence of COVID-19 on Accommodation and Meeting Hall Services**  
**“The Case of Four Selected Star Hotels in Addis Ababa, Ethiopia”**

**Submitted for Partial Fulfilment of the Requirement for Master of Science in**  
**International Business Specialization (Strategic Investment Management)**

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## **STATEMENT OF DECLARATION**

I, the undersigned student of Addis Ababa University, Faculty of Business and Economics, Department of Management declare this paper on the topic entitled “The Influence of COVID-19 on Accommodation and Meeting Hall Services “The Case of Four Selected Star Hotels in Addis Ababa, Ethiopia”” in the fulfilment of Masters of Science in International Business Specialization in Strategic Investment Management with the guidance and support of my research advisor. This study is my original work and that has not been presented for any degree or diploma programs in any universities or institutions. I also declare that except identified by references all the findings are fresh and my result of the investigation.

**Declared by: Mihret Fikre**

**Signature:**

**Date:**

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This is to certify that this paper prepared by Mihret Fikre, with the topic entitled “The Influence of COVID-19 on Accommodation and Meeting Hall Services “The Case of Four Selected Star Hotels in Addis Ababa, Ethiopia”” submitted in the fulfilment of the requirement for Masters of Science in International Business specialization of Strategic Investment Management complies with the regulations of the university and meets the accepted standards concerning for the originality and quality.

**Signed by the Examining Committee**

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## **Abstract**

Coronavirus Disease 2019(COVID-19) is defined as illness caused by a novel coronavirus called severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) an outbreak of respiratory illness case in Wuhan city, Hubei Province China. The tourism sector is highly affected by pandemic COVID-19 and results in the downfall of the global economy as a result, the hospitality industry loses up its turnover. Hence this research paper provides an overview of The Influence of COVID-19 on Accommodation and Meeting Hall Services “The Case of Four Selected Star Hotels in Addis Ababa, Ethiopia”. The purpose of this research is to identify the main problems that are occurring during the COVID-19 pandemic; specifically on the Accommodation and Meeting Hall Services, the hotels prevention method of COVID-19 pandemic taken so far, and the fate of the hotels during and after COVID-19 pandemic. The study selected four start hotels by using purposive method in Addis Ababa, Ethiopia; Ras Amba Hotel, Magnolia Hotel and Conference Center, Saro-Maria Hotel, and Churchill Hotel. The study adapted mixed research approach. The primary data were collected directly from the participants through using Key Informant Interview and self-administered questionnaire. The researcher followed the cross-sectional descriptive design and experimental design. The quantitative data analyzed by SPSS 20 Software. The quantitative analysis made by applying the regression method, the gathered data analyzed by using descriptive statistics and linear regression. Qualitative analysis presented by thematic analysis. The research finding shows that the COVID-19 pandemic affected the hotel industry in Ethiopia by decreasing sales, employee turnover and Ethiopia economy. The result indicated that COVID-19 influenced negatively the hotels accommodation and meeting hall services in Ethiopia. The research study recommended that hotels shall have strategy to be sustainable after post-COVID-19, to use strong marketing and promotion methods for hotels survival, to hire well-skilled manpower, and to retain domestic customers by promoting domestic tourism for Ethiopian citizens.

**Keywords;** COVID-19, hotel industry, post-COVID 19 strategy and prevention method.

## **LIST OF ACRONYMS/ABBREVIATIONS**

AACTB	Addis Ababa Culture and Tourism Bureau
Africa CDC	Africa Centers for Disease Control and Prevention
COVID-19	Coronavirus Disease 2019
EPHI	Ethiopian Public Health Institute
FBPIDI	Food Beverage and Pharmaceutical Industry Development Institute
FMOH	Ministry of Health
GDP	Gross Domestic Product
GDPM	General Department of Preventive Medicine of Vietnam's Ministry of Health
JCC	Job Creation Commission
KII	Key Informant Interview
MOH	Ministry of Health
OECD	Organization for Economic Co-operation and Development
PDC	Planning and Development Commission
PHEOC	The National Public Health Emergency Operation Center, Ethiopia
SPSS	Statistical Package for the Social Sciences
UN	United Nations
UNESCO	The United Nations Educational, Scientific and Cultural Organization
USD	US Dollar
WHO	World Health Organization

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# CHAPTER ONE

## 1. Introduction

This chapter covers a general introduction to the research topic. It begins with a discussion of the background of the study, statement of the problem followed by the research questions, general and specific objectives, significance of the study, scope, and structure of the research.

### 1.1. Background of the Study

#### 1.1.1. Hospitality Industry Importance for Country Economy

Hospitality industry plays a significant role in enhancing the economic growth of a country. Kassa & Mulunesh (2018) asserted that hospitality and tourism business is the sole volatile business type in the world in addition once tourism and hospitality operations begin to gain profit, systematic and scientific planning, implementation, monitoring, and evaluations shall be executed simultaneously.

The findings by the World Bank research as well indicated that the larger firms in the economy have the higher likelihood of lay off workers and as well grant those leaves. Other possible occurrences are the reduction in the wages for the employees working in a firm over the reduced sales and income for their employer (Huang, A., Makridis, C., Baker, M., Medeiros, M. and Guo, Z., 2020).

#### 1.1.2. COVID-19 Impact Globally, in Africa and Ethiopia

COVID-19 is a communicable respiratory disease by a new strain of coronavirus that causes illness in humans, scientists are still learning about the disease, and they think that the virus began in animals in addition to that, it is believed that one or more human's acquired infection from an animal, and those infected humans begin to transfer the infection to other humans, it was first reported in China but now it has spread throughout the world (COVID-19 Dashboard, 2021). COVID-19 is an infectious disease caused by a newly discovered coronavirus and it spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes (Information about COVID-19, 2021).

Moreover, most people infected with the COVID-19 virus have experienced mild to moderate respiratory illness and recover without requiring special treatment, besides older people and those

with underlying medical problems like cardiovascular disease, diabetes, chronic respiratory disease, and cancer are more likely to develop serious illness (Information about COVID-19, 2021).

World Health Organization reported globally there are a total of 308,458,509 COVID-19 confirmed cases including 5,492,595 deaths until January 11, 2022 (COVID-19 Board, 2022). The Ministry of Health Ethiopia reported that there is a total of 448,728 COVID-19 confirmed cases including 7,066 deaths until January 11, 2022, in Ethiopia (Ministry of Health, Ethiopia, 2022).

### **1.1.3. COVID-19 Impact on Hotels and Accommodation Services**

As the number of infected cases increases and the virus spreads globally, most countries of the world were carried out travel restrictions to inhabit their populations being from infected and furthestmost measures were taken by countries results indirectly shakes on the service sector and hospitality industry such as transportation service, accommodation service, and hotels services (The Foreign and Common Wealth Office, 2020).

According to World Travel & Tourism Council's (2019), the tourism sector is highly affected by pandemic COVID-19 and results in the downfall of the global economy as a result, the hostel and hospitality industry loses up to 20% of its turnover and this percentage can be as higher as 40% to 60% for countries with top tourism destinations in the world. According to Addis Ababa Culture and Tourism Bureau, the majority of all 111 Star hotels are affected by COVID-19 pandemic disease in Addis Ababa, Ethiopia. For instance, Churchill Hotel, Magnolia Hotel & Conference Center, Ras Amba Hotel, Saro-Maria Hotel are star hotels that are affected by the COVID-19 pandemic.

Hence this research paper provides an overview of the Influence of COVID-19 on Accommodation and Meeting Hall services "The Case of Four Selected Star Hotels in Addis Ababa, Ethiopia". The importance of this research paper is to assess the challenges hotels faced due to COVID-19, the hotels employees job insecurity because of COVID-19, the availability of risk management strategy, government incentive support, presence of strategy during and post-COVID-19 pandemic.

## **1.2. Background of the company**

**Churchill Addis Ababa Hotel** is located at Churchill Road, Addis Ababa, Ethiopia. It was founded in 2010. It is a 4-star hotel. It has 53 rooms and a meeting room. The type of accommodations is; Single room, Deluxe Twin room, King room, Junior Suite room, and Presidential Suite room. It has additional facilities; Bar, Restaurant and exercise rooms. It has 50 employees.

**Magnolia Hotel & Conference Center** is located at Atlas Road, Cape Verde Street, Addis Ababa, Ethiopia. It is a 4-star hotel. It was founded on 2017. It has 91 rooms. The accommodation rooms are; Standard room, Deluxe Twin room, Junior Suite room, Executive Suite room and Ambassador Suite room. The hotel has also facilities such as Bars & Restaurants, 4 Meeting rooms, Swimming Pool, Health Center and Gym services. It has 116 employees.

**Ras Amba Hotel** is located on top of hill at the center of the city Addis Ababa at the road of Kebena. It is a 3-star hotel. The hotel was founded 24 years ago. The hotel has 86 employees. It has 48 rooms. The type of accommodations is; King Suite room (New Block), Queen Suit room (New Block), Standard Double room (Existing Block), Superior Double room (Existing Block), Twin room (Existing Block) and Semi- Suite room (Existing Block). They have additional facilities like 4 meeting rooms, and Bar & Restaurant.

**Saro Maria Hotel** is located at Bole Medhanialem, Cameroon Street, Addis Ababa, Ethiopia. It is a 4-star hotel. It was founded on 2013. It has 98 rooms. The type of accommodations is; Twin room, King Standard room, King Extra room, Junior Deluxe room, Family room, Superior Deluxe room. They have other facilities such as Gym, Spa and 3 meeting rooms services, The hotel has 160 employees.

## **1.3. Statement of the Problem**

In Ethiopia, few studies have been conducted so far on the influence of COVID-19 in the hotel industry, some findings revealed that there are still gaps regarding deep understanding about the effect of COVID-19. For instance, Mahder, Genemo & Melese, (2020) suggested that continuous research and clear information are necessary regarding the seriousness of the COVID-19 infection concerning its fatality employing diverse mass media methods to the community at large because these days' societies are returning to their usual activities; gathering together and unable to keep their distance to prevent themselves from COVID-19. On the other hand, Miguel, Samuel, Zerihun

& Christina (2020) concludes that further action is needed to ensure a resilient economic recovery in Ethiopia, measures to be taken, such as authorities swiftly introduced, there shall be minimizing damage and preventing of the second wave of infections. Recently, the Ministry of Health, Ethiopia urged the public to take all the proper caution as there are indicators of COVID-19 third wave outbreak in Ethiopia, the rate of the infection which was 2-3 percent a few months ago has now jumped to 12 percent, it demonstrates the rapid increase of the virus (Ministry confirms indications of COVID-19 Third Wave Outbreak in Ethiopia, 2021).

However, studies are caring out about the COVID-19 pandemic in Ethiopia, yet little is known, therefore, this paper will examine the influence of COVID-19 in the hotels' industry. All in all, the above issues coupled with the gap in the literature reviews are calling for research in the area of factors affecting COVID-19 in the hotel industry. To this end, the present study will provide insight into identifying the main problems that are occurring during the COVID-19 pandemic; the rooms and capacity of the meeting halls sales decline, the effectiveness of prevention method that has been taken so far to prevent COVID-19, and the fate of the hotels after COVID-19 pandemic.

#### **1.4. Research Questions**

- What kind of challenges did the hotels and hotels employees faced due to COVID-19 on their accommodation and meeting hall services?
- What kind of effective prevention methods has been taken to prevent the hotels' employees and customers from COVID-19?
- What kind of dynamic incentive methods were provided for hotels for their economic survival from COVID-19 by the government of Ethiopia?
- What is the fate of the hotel's business survival after COVID-19?
- What kind of solid strategies do the hotels have for their business survival currently and after COVID-19 outbreak?
- Do the hotels have risk management plan during and post-COVID-19 in order to survive from COVID-19 outbreak and for other future related pandemic diseases?

## **1.5. The objective of the Study**

### **1.5.1. General Objective**

The general objective of this research is to identify and give possible suggestions for the influence of COVID-19 pandemic disease in the hotel industry specifically in accommodation and meeting hall services for the four selected star hotels in Addis Ababa, Ethiopia.

### **1.5.2. Specific Objectives**

- To identify the selected star hotels' and the hotels' employees' challenges that occurred due to COVID-19 on their accommodation and meeting hall services and to pinpoint the prevention methods.
- To examine the dynamic incentive methods that were provided by the government of Ethiopia for the hotel's business survival from the economic crisis.
- To analyze if the hotels have current and post-COVID-19 solid strategy in order to survive from COVID-19 outbreak.
- To investigate if the hotels have risk management plan during and post-COVID-19 in order to survive from COVID-19 outbreak and other future related pandemic diseases.

## **1.6. Definition of Terms**

**Coronavirus Disease 2019 (COVID-19)** is defined as illness caused by a novel coronavirus called severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) which was first identified amid an outbreak of respiratory illness case in Wuhan city, Hubei Province China (Cennimo, Bergman & Olsen, 2022).

**Hospitality Industry** is defined as businesses such as hotels, bars, and restaurants that offer people food, drink, or a place to sleep (Cambridge University Press, 2022).

**Hotel** is defined as an establishment that provides lodging and usually meals, entertainment, and various personal services for the public (Merriam-Webster.com Dictionary, 2022).

**Hotel Stars** are a rating system that evaluates the features and amenities available at a hotel to help guests choose the best hotel for their stay and budget. (Janine, 2022).

**Service** is defined as an intangible item, which arise from the output of one or more individuals. (Corporate Finance Institute, 2022).

**Accommodation** defined as to a room, building or lodging which provides shelter for a person to stay, sleep and live (Patrick Landman, 2020).

**Meeting Hall** is defined as a hall that provide hall service for events such as; wedding, business conferences and meetings besides other events.

### **1.7. Significance of the Study**

The significance of this study is to give possible recommendations for the four selected star hotels, and to give chance to other researchers to use it as a spring board to make further studies on the topic, to assess the decline of hotels sales revenue, the employee job security, the existence of risk management strategy, government incentive support, post-COVID-19 strategy due to COVID-19 pandemic. The immediate beneficiaries of this study are hotels owners, hotels administrators, hotels employees and customers.

### **1.8. Delimitation/ Scope of the Study**

The study is limited only to the influence of COVID-19 on accommodation and meeting hall services in four selected star hotels in Addis Ababa, Ethiopia. For the purpose of this study, the researcher has confined to study the case of four selected star hotels in Addis Ababa Ethiopia; the reason that the researcher selected the hotels; by their star rank and their permission to be part of the study by using purposive method. The researcher taken sample from employees of four selected star hotels; Ras Amba Hotel (3 Star Hotel), Magnolia Hotel and Conference Center (4-Star Hotel), Saro-Maria Hotel (4 Star Hotel), and Churchill Addis Ababa Hotel (4 Star Hotel) because of their interest and permission to be involved in this research study and the detailed information is discussed in methodology part.

### **1.9. Organization of the Paper**

This study is organized into five chapters, the first chapter presents; background of the study, the scope of the study, the statement of the problem, research questions, objectives of the study, significance of the study, and organization of the study. Chapter two presents related literature reviews and conceptual framework, the third chapter deals with the methodology of the study, chapter four present data analysis and finally, chapter five provides conclusions and recommendations.

# CHAPTER TWO

## 2. LITERATURE REVIEWS

### 2.1. Introduction

This chapter covers the related literature review of theories, theoretical framework, empirical framework and conceptual framework; that shows the influence of COVID-19 on accommodation and meeting hall services at the hotel industry, COVID-19, the importance of the hospitality industry in Ethiopia, the influence of COVID-19 in the hospitality industry in general and its influence in the hotel industry in particular and Conceptual framework.

### 2.2. Theoretical Literature Reviews

#### 2.2.1. Ethiopia Hotel Industry

Mahder, Genemo & Melese (2020) explained Ethiopia is an Easter African country with the home of 14 natural, cultural and mixed property heritages registered on UNESCO that spreads all over the whole country, and has great potential to develop itself as a tourist destination. According to the Addis Ababa Culture and Tourism Bureau report (2016), there are around 1,129 hotels in Addis Ababa and from the total 1,129, the star hotels in Addis Ababa are 111 hotels.

#### 2.2.2. Importance of Hotel Industry in Ethiopia

According to Tsegaye (2021), several star hotels have been built in the capital city of Addis Ababa and state cities besides internationally branded hotels have been opened in the capital city of Addis Ababa and Ethiopia regional cities, in addition to this, the government commitment to take the hotel and hospitality service provision to a higher level, therefore, the hotel industry in Ethiopia is developing in an incredible leap. Likewise, Solomon (2020) explained tourism mostly depends on the range and type of accommodation available at the destination however, in the current situation they don't obtain any income from their tourism products consequently, it is important to protect this sector and remain them for cater the future tourism demand to the country besides, accommodation is an essential of the tourist industry, and plays a characteristic role in the development of this ever-expanding industry.

There are several service providers such as accommodation suppliers, travel agencies, event coordinators, and transport suppliers then, this may lead to reallocating the resources to other

industries where the tourism industry would face the challenge of finding the service providers in the future, therefore, to overcome this situation, it is advisable to cut-off their business loans temporarily, that will help them to retain the employees in their organization work (Solomon, 2020).

On the other hand, Tsegaye (2021) explained in his report that recently, Ethiopia has 8,000 brand or luxury rooms, this number would be expected to reach 15,000 in the coming three years even though, the hotel accommodation price is slightly expensive rather than other neighboring countries in Africa, adding the price will be fair when the hotels in the pipeline resume service providing besides, the capital city of Ethiopia, Addis Ababa hosts continental and international conferences, therefore, to accommodate all these workshops and conferences, there shall be a modern and standardized hospitality service and the hotels which are going to be constructed would fill the gap and with regards to climate change and preserving ecosystem, the expert asserted that the government, private developers and other stakeholders will work in collaboration and consultation to see to the construction of environment and climate suitable hotels.

The hotel and hospitality industry are a very competitive sector; however, the sector lacks qualified and skillful professionals and professionalism. These skills are highly required to run a hotel to satisfy the interest of tourists who come from a diverse corner of the world and hotel and tourism institutions, there should be a combined system which links tour operators, hotel owners', tourists site guides and other concerned bodies besides, these bodies could play a very essential role in developing the hotel sectors (Tsegaye, 2021). On the other hand, PDC & JCC (2020) provided useful information about the country narratives such as expected employment layoffs by sectors and expected impact on GDP combining historical shares of the directly affected sector of hospitality, airline, textile, and horticultural on total GDP and it is expected the length of closure being three or sixth months (Socio-economic, Impact Analysis of COVID-19, August 2020).

### **2.2.3. The Coronavirus Disease 2019 (COVID-19)**

Africa CDC explained COVID-19 is a communicable respiratory disease which is caused by a new strain of Coronavirus that causes illness in humans, nevertheless, scientists are still learning about the disease behavior, and assumed that the virus may originate from inmate animals; it was believed by scientists one or more human's acquired infection from an animal, and those infected humans began transferring the infection to other humans, now COVID-19 spread throughout the

world. Solomon (2020) also explained in his study, COVID-19 is an outbreak disease discovered in December 2019 in China, it is defined as an infectious disease that is caused by severe acute respiratory syndrome coronavirus, it is spread around 196 countries and territories in every continent across the world, the pandemic has not only brought the whole socio-economic structures into a stop nevertheless, it has challenged the globalization and world operation of enterprises besides, the disease has significantly slowed down economic activities across the world, with several countries coming under partial or total lockdown. The study of FBPIDI in collaboration with Save the Children (2021) also clarified COVID-19 transmission are by droplet nuclei, close contact with an infected person, and contact with virus-contaminated objects and surfaces. Thin, Ngan & Tam (2021) asserted that most of the death reported relating to COVID-19 have been caused by pre-existing medical conditions such as; asthma, diabetes, or heart disease, which made infected patients appear to be more vulnerable to becoming severely ill with the virus.

### **2.3. Empirical Review**

#### **2.3.1. The Influence of COVID-19 in Hospitality Industry Specifically in Hotel Industry**

The pandemic statistics in the Africa continent according to the UN Health Agency said ten countries account for 89% of them reported, are highly affected by COVID-19 cases in the Africa regions are South African, Nigeria, Ghana, Algeria, Kenya, Ethiopia, Cameroon, Ivory Coast, Madagascar, and Senegal, consequently, as countries of the world remain to place travel restrictions and closure of their borders; cruise companies, hotel, and hospitality industries are facing decreasing demand and patronage in addition to World Travel and Tourism Council, guesses that more than 50 million jobs in the travel and tourism sector could be at risk worldwide (Solomon, 2020).

International Air Transport Association identified COVID-19 pandemic travel restrictions were carried across the globe tourism and hospitality sector is directly affected and results in increases unemployment in the country, the study explained also flying, when wearing a mask, remains one of the safest travel alternatives during COVID-19. Addis Ababa Hotel Association studied 88% (56% fully closed and 32% partially closed) hotels were because of low occupancy rates and the remaining 12% were used for quarantine purposes, on the other hand, some hotels reported that 70% of their customers were not served their services due to COVID-19 (Mahder, Genemo & Melese, 2020). On the other hand, some preliminary findings from a study conducted by the

editorial team of the Journal of Hospitality Marketing and Management made the suggestion that the reopening of the hotels and restaurants and as well as removing the much restriction in traveling may not bring customers to restaurants immediately (Japutra, and Situmorang, 2021).

The study of Addis Ababa City Administration of Culture and Tourism Bureau, (2020) showed that the rate of hotel's occupancy decreased by percentage after COVID-19 in 2019/20 is by 61.1% from that of 2018/19 which is 15.74%, at the same study it showed that the rate of hotel's occupancy after COVID-19 decreased by percentage in hotels in Addis Ababa by 60% and Hotels out of Addis Ababa by 63.17%. ONE UN Assessment (2020) explained the hotel business has already started to decline despite the comparative advantage that Ethiopia has as most investors in the hotel industry are locals which avoids capital flight but most of these hotels have debts owed to local commercial banks, the Addis Ababa Hotel Owners Trade Sectoral Association reported in April that 88% of its member's hotels had either partially or fully closed their operations and loss of revenues was estimated at USD 35 million per month and the workforce is at the risk of losing jobs for more than 15,000 employees, therefore, the slowdown in tourism demand would impact all segments in the supply side including stopover and Meetings, Incentives, Conferences and Exhibitions.

Addis Ababa Culture and Tourism Bureau (2020) investigated that the rate of reduction in hotels' revenue per available room before COVID-19 from 2018/9 yearly average was 13.80% and after COVID-19 in 2019/20 was 69.07%, partial operation of hotel companies, the subsequent reduction in revenue, reduction in the amount of monthly shared service charge & tip and the average number of dependent (3.13 Person) will lead the difficulty in leading one's life, therefore, the study examined, the majority of employees salary 2000 birr and reduced payment lead the sever effect of COVID-19 on the economic security of employees.

**Table 1 Registration and analysis of culture and tourism data**

<b>Year</b>	<b>No of Star Hotels</b>	<b>No of Bed Rooms</b>	<b>No of Beds</b>
2003 E.C	58	3051	3922
2008 E.C	111	6250	7236
Difference	53	3199	3314

*Source: Addis Ababa City Administration of Culture and Tourism Bureau. (July, 2016). Registration and analysis of cultural and tourism data.*

**Table 2 List of star hotels in Addis Ababa and their star rank**

<b>No</b>	<b>NAME OF HOTEL</b>	<b>STAR</b>
1	HYATT REGENCY HOTEL	5
2	RAMADA ADDIS HOTEL	4
3	SAPPHIRE ADDIS HOTEL	4
4	AZZEMAN HOTEL	4
5	NEGA BONGER HOTEL	4
6	BEST WESTERN PLUS HOTEL	4
7	MAGNOLIA HOTEL	4
8	GRAND ELIANA HOTEL	4
9	SUNLAND HOTEL	3
10	YADAMZEWUD INTERNATIONAL HOTEL	3
11	TIRAR HOTEL	3
12	THE MOSAIC	3
13	YE-AFOLI HOTEL	2
14	BLUE NEST HOTEL	2
15	YOBER HOTEL	2
16	FOYAT HOTEL	2
17	SHEGER ROYAL HOTEL	2
18	MIRACLE HOTEL	2
19	HEYDAY INTERNATIONAL HOTEL	2
20	BLUESKY	2
21	CELEST HOTEL	2
22	BECON HOTEL	2
23	HERA ADDIS HOTEL	2
24	YOD ABISNIA HOTEL	1
25	BELA HOTEL	1
26	C-FUN ADDIS	1
27	CHUCHU HOTEL	1
28	AFROPOLITANT HOTEL	1
29	MANNERA SHEWA	1
30	NIGEST TOWER	1
31	VENETIAN HOTEL	1
32	LE-MASTER HOTEL	1

*Source: Addis Ababa Culture and Tourism Bureau- 2019*

OECD (2020) clarified the COVID-19 pandemic has posed two major risks to front-stage workers; exposure to the virus and income loss compounded by the generally lower levels of access among front workers to benefits compared with individuals in standard employment. On the other hand,

Addis Ababa City Administration of Culture and Tourism Bureau, (2020) asserted that from total hotels in Addis Ababa 53.7% of hotels have no risk management plan and 47.3% of the hotels have a risk management plan and 66.7% of hotels have not recovery strategy and 33.3% hotels have a recovery strategy. 77% of the hotels have not received government support and 23% have received government support. COVID-19 pandemic significantly affecting the economic wellbeing of enterprises, it brings severe economic and psychological problems on employees and it makes the business operation to give service partially thus, it subsequently the country loses its economy (Addis Ababa City Administration of Culture and Tourism Bureau, 2020).

Moreover, Mahder, Genemo & Melese (2020) suggested that continuous advocacy and clear information are necessary regarding the seriousness of the COVID-19 infection concerning its fatality employing diverse mass media methods to reach the community at large because these days' societies are ignoring the situation and returning to their usual activities; gathering together and unable to keep their distancing. If the COVID-19 pandemic virus remains non-stop spreading from country corner to corner, the government of Ethiopia ought to take additional measures and strengthens those previously taken prevention methods to decrease the influence of the pandemic on the county's economy. The government of Ethiopia will support the hospitality sector in numerous ways such as, by using tax suspension, dealing with private and government banks to decrease or to cease interests, giving loans, and decreasing the rate of interest for those previously on loan process to retain their employees and to prevent the owners from bankruptcy and closure hotels in the country.

It's vital and mandatory to wear facemask, gloves and regular washing hands to be protected from COVID-19 around hotels and recreational areas. Following the ever-increasing number of people infected by the Coronavirus pandemic, the Ethiopian Health Ministry urged the increment can indicate the occurrence of the third wave of the pandemic of Ethiopia. People admitted to intensive care units on the daily basis have also increased alarmingly, besides all these statistical evidence and situations show the occurrence of the third wave. Therefore, people should strictly adhere to the COVID-19 pandemic precaution protocols that are set to control and prevent the spread of the virus. The communities should exercise COVID-19 precaution measures more seriously than before. The communities shall apply physical distancing accordingly, to use facemasks properly and sanitize hands regularly. Also, they should reduce unnecessary gatherings. Ethiopia Ministry

of Health in their briefing disclosed that the existing COVID-19 protocol (Directive No. 30/2013) that was put in place to control and curb the spread of the pandemic was amended and the new (Directive No. 803/2013) is set (Tacking COVID-19 Pandemic, 2021).

Miguel, Samuel, Zerihun & Chrisitina (2020) identified that employment rates plunged in the early days of the pandemic since, with 8% of respondents losing their jobs at the beginning of the outbreak, mainly those who were self-employed or working as casual laborers besides, the share of respondents who lost their job was highest in the hospitality sector, construction, and wholesale and retail trade, therefore, COVID-19 pandemic has affected economic activity in Ethiopia with significant adverse effects on employment, particularly at the onset of the pandemic.

Jaromir, Csaba, Sergey & David (2020) studied that facing lower revenues driven by slowing economic activity, the government is likely to be incapable to prevent cuts in expenditures unless they receive extended grants and credits from development partners or move to monetary financing indeed, the latter can easily lead to enormous depreciation and runaway inflation.

The way forwards to prevent COVID-19 are intensified risk communication and community engagement activities, conducting intensive testing of high-risk population groups and contacts of confirmed cases for COVID-19, intensification of capacity building pieces of training and orientation including through online platforms, and enhancing public health and social measures by all responsible bodies (Fantu & Negusse,2021). The Addis Ababa City Administration of Culture and Tourism Bureau (2020) identified interventions to operating business under COVID-19, these interventions are finance-oriented recovery interventions; that can address the observed loss in the economy are increased funding and cost reduction options. Market-oriented recovery interventions; technological development and price rearrangement. Business operation-oriented recovery interventions; arranging safety and developing technological solutions and employment and employee-oriented recovery interventions; multi-dimensional use of staff skills, devising options to support self-employed stakeholders, implementing flexible working patterns, and develop employee fairs and online platforms.

The policy brief of Perceptions and Preventive Practices of COVID-19 among government employees in Addis Ababa, Ethiopia showed that physical distancing, universal masking, and handwashing are effective to control the spread of COVID-19, officials and authorities at all levels need to ensure the public understands clearly about the effectiveness of these public health

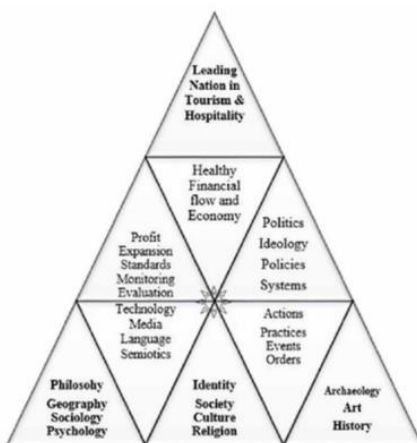
interventions, institutions shall have proper guidance and guidelines for preparing their workspaces to address occupational health concerns related to COVID-19 to ensure the safety and protection of workers. In the same policy brief, it showed surfaces and objects in the workplaces shall be regularly cleaned and disinfected to be prevented from COVID-19, all workers shall use facemask inside and outside of their offices, and impose mandatory masking for all people regardless of working status and mass screening and testing should be conducted to understand the magnitude and current status of COVID-19 in the community. The policy brief also added that Addis Ababa shall be a major focus for the prevention and control of COVID-19 and this will have an impact in terms of reducing the spread of the virus to the regions, at the same time, cities and small towns in regions shall also give focus (Prof. Wakgari, Sefonias, Dr. Workeabeba & Dr. Wondwossen, (Sep. 2020). Fantu & Negusse (2021) asserted that, there are weak law enforcement efforts to enhance adherence to COVID-19 prevention and control measures, low stock status of personal protective equipment, supplies, and logistics in particular laboratory supplies and happening of super spreading events, which are mass gathering with poor physical distancing and facemask use which worsens the spread of COVID-19.

The World Bank Group (2020) explained that firms are primarily affected by a significant fall in demand for products and services restrictions movement of workers enforced closure of businesses, and closure of market places is another channel through which the pandemic and linked containment measures have affected firms. Most of the confirmed cases admitted to treatment centers are in the age group of 15 to 54 whereas most of the COVID-19 related deaths occurred in age greater than 64. This indicates that as the patient becomes elder there will be a high probability of death due to COVID-19 (Fantu & Negusse, 2021).

The Ethiopian Herald, (2021) reported that Ugandans appear undefined about what mitigation plans are in place following the entry of a third coronavirus infection wave that swept through the local population in the past month, even though, in light of COVID-19 infection patterns, the government announced tighter enforcement of curfew measures and threatened to reintroduce stiff lockdown regulations previously implemented between March and June 2020, the third infection wave was preceded by a dangerous COVID-19 strain during the first three months of 2021, therefore, the health ministry has already confirmed existence of the so-called Nigerian, South African, Kigali, British, Brazilian and Indian COVID-19 strains within the country, however, lack

of verifiable figures on the total number of people affected. The health and Sanitary conditions in Viehost hotel in alignment with the regulations of the Vietnamese government and GDPM, medical facemasks had to be worn by everyone when interacting with other people, the GDPM obligate the hotel to increase the frequency of its cleaning and to use sanitization chemicals once a day in public area and two to three times a day in areas used for quarantined guests, additionally, other medical and sanitation procedures were required by GDPM such as using plastic to cover the buttons in the elevators, cleaning fans in lifts, the steaming of all mattresses and carpets in the hotels, infrared thermometers were used by security to check the body temperature of all employees at the entrance of the hotel and quarantined areas (Thin, Ngan & Tam, 2021).

**Figure 1 the vibrant interaction model for Ethiopia's Sustainable tourism and hospitality operations.**



*Source: (Kassa T. & Mulunesh A. (2018)., Tourism and Hospitality in Ethiopia's Development Agenda: Action for Sustainable Economic Growth, p19)*

#### **2.4. Innovation on COVID-19**

Naliaka, Wanjiku, Arafa, Kari, Fridah and Ruth (2022) Stated that, as a recipient of the Fogarty fellowship, Dr. Maryam Amour a lecturer at the Muhimbili University of Health and Allied Sciences (MUHAS) in Dar es Salaam, Tanzania, and a trained medical doctor got the chance to participate in a research training project on Tuberculosis (TB), her specific assignment was the investigation of a vaccine product for the prevention of TB infections among adolescents in Tanzania. Later, she served as a co-investigator in a clinical trial to test for TB vaccine among adolescents in Tanzania. This extensive work in TB research helped prepare Dr. Amour for research into another infectious disease; COVID-19. While face masks were being recommended

by the World Health Organization as necessary personal protective equipment to help prevent the spread of COVID-19, misinformation about the use of face masks and the associated costs of masks available on the market made them unaffordable to low-income and poor Tanzanians. This was an immediate pressing issue for Dr. Amour. Not wanting to “waste a crisis,” Dr. Amour and her colleagues at MUHAS conducted a self-financed research project on the efficacy of masks made of kitenge cloth, a readily available African fabric. By comparing these masks to surgical and N-95 masks, MUHAS’ findings indicated that the kitenge cloth masks, while cheaper, were still effective in containing the wearers’ respiratory droplets.

On the other hand, Naliaka, Wanjiku, Arafa, Kari, Fridah and Ruth (2022) asserted that, Dr. Linda Kalilani, found that there was a lot of misinformation, or sometimes, a complete lack of information, among the general public related to the COVID-19 virus. Dr. Kalilani-Phiri decided to become an informed voice in the melee. She began drafting Facebook social media posts and WhatsApp messages that debunked some of the myths she was encountering on a number of issues, including the symptoms of COVID-19, the effects of the disease, and whether Africans could contract the virus in the first place a popular myth proliferating as rates of infections remained comparatively low on the continent. Dr. Kalilani-Phiri has also begun making webinar presentations where she, as a one-woman media team, gathers the latest available evidence and research and translates it into layman’s terms for her audiences.

Additionally, Naliaka, Wanjiku, Arafa, Kari, Fridah and Ruth (2022) asserted that Yariwo Kitiyo a geospatial analyst and activist, CEO and Business Developer of Women in GiS Kenya (WIGISKE), an organization that is building a network and community of women innovators in the geospatial technology space began examining national data from police stations and crisis centres that the State Department was gathering at a county level. One of the first issues that she and Yariwo team looked at was whether or not there had been a spike in gender-based violence (GBV) as Kenya went into its first lockdown, forcing many Kenyans to stay home for longer periods of time. In February 2021, the State Department for Gender, in partnership with Healthcare Assistance Kenya, had also launched a national toll-free Hotline 1195, for victims of GBV to access 24-hour confidential counselling and request help. In addition to the hotline, the State Department of Gender was collecting GBV reports from police stations across the country. Using this data, the WIGISKE team led in the creation of data analytics that mapped out the frequency

and specifics of GBV in Kenya, including developing an easy-to-read dashboard. Their work aided in the creation of the Gender Situation Room (GSR) under the State Department for Gender, a project where Yariwo was the technical lead.

Moreover, Naliaka, Wanjiku, Arafa, Kari, Fridah and Ruth (2022) stated that Dr. Jenniffer Mabuka Maroaholds holds a PhD from the University of Washington, was working on HIV research and responding to infectious disease outbreaks in under resourced locations before COVID-19 broke out. Over the past year, Dr. Jenniffer has served on the ten-person Steering Committee of the COVID-19 Clinical Research Coalition, a global community geared at tackling the pandemic in low-resource settings. The coalition has been responsible for developing practical guidance on issues pertinent to low-resource settings across the globe. This includes guidance on how to manage scarce oxygen supplies, data sharing, and ethics and research protocol related to COVID-19. The resulting work is a collaborative blueprint for public health practitioners in low-income countries where resources are scarce. Dr. Mabuka-Maroa was also the program manager of the African Academy of Science's (AAS) Clinical Trials Community (CTC), established early in the pandemic to increase African presence in research trials. In a video discussing the work of the CTC, Dr. Mabuka-Maroa noted the longstanding gap in research investment on the continent.

## **2.5. Summary of the literature review**

There are around 1,129 hotels in Addis Ababa and from the total 111 are star hotels (Addis Ababa City Administration Culture and Tourism Bureau, 2020). The hotel and hospitality industry is very competitive sector however, the sector lacks qualified and skillful professionals and professionalism are highly required to run hotel company to satisfy the interest of tourists who come from the diverse corner of the world and hotel and tourism institutions, therefore, there should be a combined system which links tour operators, hotel owners, tourists site guides and other concerned bodies besides, these bodies could play a very essential role in developing the hotel sector. COVID-19 is an outbreak disease discovered in December 2019 in China, it is defined as an infectious disease that is caused by severe acute respiratory syndrome coronavirus, it is spread around 196 countries and territories in every continent across the world. International Air Transport Association identified COVID-19 pandemic impacted travel restrictions across the globe, consequently, the Tourism and hospitality sector is directly affected and results in increased unemployment in the country. COVID-19 pandemic has posed two major risks to front stage

workers; exposure to the virus and income loss compounded by the generally lower levels of access among front workers to benefits compared with individuals in standard employment.

## **2.6. Gaps in the literature's reviews**

The gaps of the literature reviews are; they lack determined recommendations for the hotel industries, no explanation about what measures shall be taken after post-COVID-19 at the hotel industries and no clarification about the government incentives methods that the hotels' get benefit from the hotels' survival and employment guaranty in hotel industry and limited researches conducted for the hotels' specific services; accommodation and meeting hall services in Ethiopia.

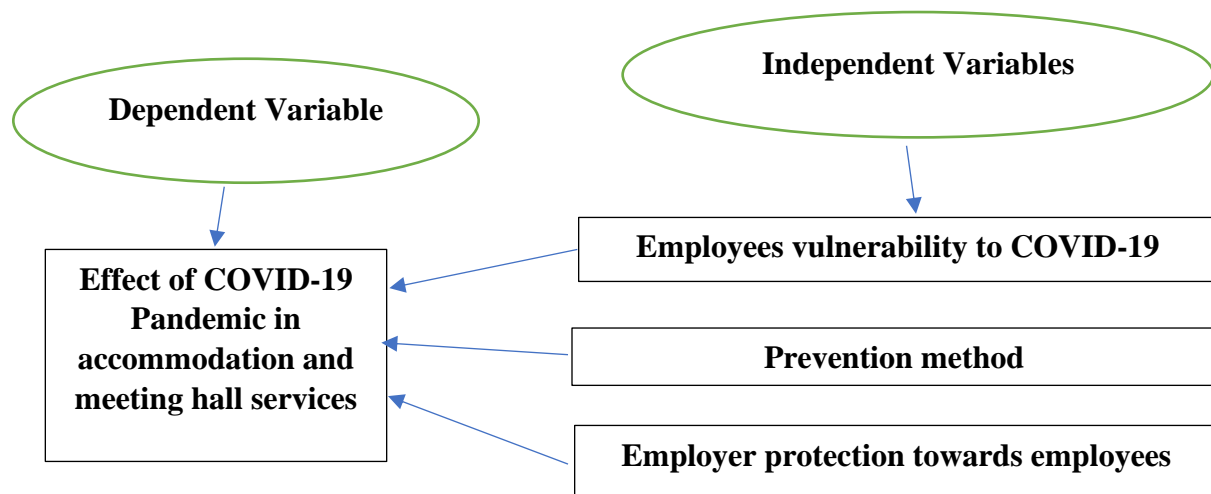
## **2.7. Conceptual framework**

In this section, the cause and effect of independent and dependent variables explained. Dependent variable is the effect whereas independent variable is the cause.

In this research paper, the conceptual framework developed by using the empirical review finding of E.K. research paper that stated on the Impact and Consequences of The Covid 19 Pandemic on the Tourism Industry of Crete Greece the Hotel Sector explained on the research paper conceptual framework, the independent variable is the impact of COVID-19 pandemic, the dependent or mediate variables are employment in the hotel sector, closure of hotel branches, and clients and customers flow in hotels and the dependent variable is growth of tourism industry (E.K. Gitau, 2021).

In this research paper the dependent variable is the effect of COVID-19 in accommodation and meeting hall services and the independent variables are; employees' vulnerability to COVID-19, prevention method and employer protection towards employees. The input variables are employee vulnerability to COVID-19, prevention methods and Employer's protection towards employees and the effect of COVID-19 Pandemic in Accommodation and Meeting Hall services is the output variable.

**Figure 2 Conceptual framework of dependent and independent variables of the effect of COVID-19 pandemic in hotel industry.**



## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This chapter presents the detail of the research design and methodology. These include research approach, research design, type of data collection and sources, sampling method and size, and method of data analysis.

#### **3.2. Research philosophy**

Research philosophy addresses the beliefs, values, and principles underlying a detailed study. Philosophy is a systematic examination of the assumptions and common wisdom that underlies thought and action.

#### **3.3. Research approach**

The research approach is a plan and procedure for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. The overall decision involves which approach should be used to study a topic. There are two basic approaches of research, the qualitative approach, and the quantitative approach. A qualitative approach is concerned with the subjective assessment of attitudes, opinions, and behaviors, whereas a quantitative approach involves the generation of data in quantitative form. Based on the purpose of doing the research and taking into consideration of the research topic and research questions, this study applied both qualitative and quantitative approaches which is a mixed approach. The researcher selected the mixed method because the mixed method allows for data triangulation and cross-referencing, therefore it will increase the reliability, finding, and recommendations for the study. The research focused only on the hotel service providers rather than customers because of the time constraints, accessibility of customers because of COVID-19, reliable information regarding COVID-19.

#### **3.4. Research method**

Research methods are the procedures that are used to collect and analyze data whereas the research design is the overall structure of the research, however research methodology focuses on the

research process and the kind of tools and procedures to be used by using document analysis, analysis of existing secondary data and primary data, survey method.

Four selected star hotels from Addis Ababa were carefully chosen by using purposive method; Ras Amba Hotel (3 Star), Magnolia Hotel & Conference Hall (4 Star), Saro-Maria Hotel (4 Star) and Churchill Addis Ababa Hotel (4 Star) selected by using the permission of the hotels manager to be part of this research. These hotels are selected from other hotels because of the number of guests they are serving specially because of their high number of accommodation and meeting hall services, their hotel location is in different sub-city of Addis Ababa and their permission to be part of this research.

### **3.5. Research design**

Research design is a master plan specifying the methods and procedures for collecting and analyzing the needed information, it ensures the study would be relevant to the problem and uses economical procedures. Numerous types of research designs are appropriate for the different types of research projects. Each type of research design has a range of research methods that are commonly used to collect and analyze the type of data that is generated by the investigator.

Descriptive design is concerned with determining the frequency with which an event occurs or the relationship between variables, it depends on observation as a means of collecting data, it can be an interview, questionnaires, visual records, and sound records that can be made. The descriptive design type can be a case study and survey. A cross-sectional study is one specific point of time study, the respondents or participants are needed only once for the study purpose and the status of various groups at a given point in time. In this research paper, the researcher followed the cross-sectional descriptive design and experimental design.

### **3.6. Data collection method and data source**

#### **3.6.1. Data collection methodology**

The data collection carried out through face-to-face interview and survey questionnaire. Survey questionnaire translated into Amharic language. During the data collection, all ethical issues considered that includes getting consent from respondents.

Data sources that are used in this research paper are both primary and secondary sources. From the primary data source; a survey questionnaire, key informant interview conducted. From

secondary data sources; case studies, literature reviews, journal articles, newspapers, and the internet.

**Survey questionnaire:** - a structured questionnaire used to collect quantitative data. For the survey questionnaire, the four selected star rated hotels' employees selected by using a stratified proportionate sampling method for data collection. The quantitative survey tool translated to the Amharic language for ease of self-administration.

**Key informant interview:** - Key informant interview is a qualitative in-depth interview. In this research, the key informant interview conducted for the four selected star hotels managers who have a direct relationship with the research study objectives. The key informant interview conducted by using face-to-face interview for department managers. Key informant interview also conducted for Ethiopian Public Health Institute and Addis Ababa City Administration of Culture and Tourism Bureau that have an indirect relationship with the research study. The key informant interview was semi-structured.

The research is conducted in the Addis Ababa since more hotels are occupied in the main city and most affected hotels by COVID-19 are located in Addis Ababa. Another reason is the researcher selected the Addis Ababa location because of the current country's political status and its expensive cost to collect data in other regions. Therefore, the researcher selected Addis Ababa to conduct this research.

### **3.7. Target Population**

The major data collection instruments are survey questionnaire and key informant interview by using stratified random sampling and purposive sampling method respectively. The number of the total employees that are working on the four selected hotels are 412, from that sample size was taken from the target population for the study by taking consideration of COVID-19 protocol, employees work busyness and permission of the hotels managers.

The target populations are the four selected star hotels employees and department managers. The sample population is selected based on their direct relationship with the selected services they are working on. The main reason to differentiate the questionnaire based on the department; by using strata to divide them by subgroup to get information about how COVID-19 affected in different departments in their work.

In the survey questionnaire sampling method, the hotels employees such as front office, food and beverage, and housekeeping employees are involved. For key informant interview, the respondents were hotels managers who have a direct relationship with the research topic and objectives and indirect respondents from government organizations.

The research focuses only on the hotel service providers rather than customers because of the time constraints, accessibility of customers because of COVID-19 restriction, and reliable information regarding COVID-19.

### **3.7.1. Sample Size determination**

The researcher used a stratified sampling method for the survey questionnaire which is proportionate sampling. Stratified sampling is when a researcher divided a population into homogeneous sub-populations called strata based on specific characteristics by using gender, education background, location, department, and so on. Each stratum is sampled by another probability sampling method, such as cluster or simple random sampling, allowing researchers to estimate statistical measures for each sub-population. In this study, the researcher used simple random sampling for stratified sampling.

### 3.7.2. Sample Size

Sample size of respondents from direct respondents from four selected star hotels and indirect respondents from Addis Ababa Culture and Tourism Bureau and Ministry of Health

**Table 3 sample size of respondents of survey questionnaire and key informant interview**

Survey questionnaire						
No	Name of Department	Staff number		Department total staff number	Sample Size Distributed	Data Collected
		Male	Female			
1.	Front Office/ Reception Department Ras Amba Hotel	-	4	4	2	2
2.	Front Office/ Reception Department Magnolia Addis Hotel	2	4	6	3	3
3.	Front Office/ Reception Department Saro-Maria Hotel	4	4	8	4	3
4.	Front Office/ Reception Department Churchill Addis Hotel	-	3	3	3	3
	<b>Total Front Office/Reception department staff number</b>				<b>12</b>	<b>11</b>
1.	Food and Beverage Department (Waitress, Waiter) Ras Amba Hotel	7	2	9	6	6
2.	Food and Beverage Department (Waitress, Waiter) Magnolia Addis Hotel	7	4	11	4	4
3.	Food and Beverage Department (Waitress, Waiter) Saro-Maria Hotel	12	20	32	6	5
4.	Food and Beverage Department (Waitress, Waiter) Churchill Addis Hotel	3	1	4	3	2
	<b>Total Food and Beverage (Waitress and Waiter) Staff number</b>				<b>19</b>	<b>17</b>
1.	Housekeeping Department Ras Amba Hotel	-	4	4	2	2
2.	Housekeeping Department Magnolia Addis Hotel	3	6	9	3	3
3.	Housekeeping Department Saro-Maria Hotel	16	8	22	10	8
4.	Housekeeping Department Churchill Addis Hotel	-	-	-	4	3
	<b>Total Housekeeping Department Staff number</b>				<b>19</b>	<b>16</b>
	<b>Total data collected</b>				<b>50</b>	<b>44</b>
Key Informant Interview						
No	Hotel Name	Respondent's position		Data Collection Tools	Respondent Size	Sampling Approach
1.	Ras Amba Hotel	Marketing Manager		Interview	1	Purposive
		Administration Manager		Interview	1	Purposive
2.	Magnolia Addis Hotel	Front Office Manager		Interview	1	Purposive
		Marketing and Sales Manager		Interview	1	Purposive
3.	Saro-Maria Hotel	Front Office and Marketing Manager		Interview	1	Purposive
		Human Resource Manager		Interview	1	Purposive
4.	Churchill Addis Ababa Hotel	Front Office Manager		Interview	1	Purposive
	<b>Total</b>				<b>7</b>	
No	Indirect respondents	Respondent's position		Data Collection Tools	Respondent Size	Sampling Approach
1.	Addis Ababa Culture and Tourism Bureau	Tourism Destination Development and Directorate		Interview	1	Purposive
2.	Ministry of Health			Interview	1	Purposive
	<b>Subtotal</b>				<b>2</b>	
	<b>Total of KII</b>				<b>9</b>	

**Table 4 sample size, sampling distribution and data collection tools**

<b>No</b>	<b>Hotel Name</b>	<b>The hotel Star rank</b>	<b>Respondents</b>	<b>Data Collection Tools</b>	<b>Respondent Size</b>	<b>Sampling Approach</b>
1.	Magnolia Hotel & Conference Hall	4	Marketing and Sales Manager	Interview	1	Purposive sampling
			Front Office Manager	Interview	1	Purposive sampling
			Staff members	Survey questionnaire	10	Stratified sampling
2	Ras Amba Hotel	3	Marketing and Sales Manager	Interview	1	Purposive sampling
			Human Resource Manager	Interview	1	Purposive sampling
			Staff members	Survey questionnaire	10	Stratified sampling
3	Saro Maria Hotel	4	Front and Marketing Manager	Interview	1	Purposive sampling
			Human Resource Manager	Interview	1	Purposive sampling
			Staff members	Survey questionnaire	16	Stratified sampling
4	Churchill Addis Ababa Hotel	4	Front Office Manager	Interview	1	Purposive sampling
			Staff members	Survey questionnaire	9	Stratified sampling
5	Addis Ababa Culture and Tourism Bureau		Hotel Qualification Supervisor	Interview	1	Purposive sampling
6	Ministry of Health		Health Related Institutions Control Team Leader	Interview	1	Purposive sampling

For each star hotel, the researcher selected hotels by using the purposive method and by using the hotels permission to be part of the research. From each hotel department, managers selected for key informant interview by using the purposive method. For the quantitative method employees are selected from each hotel by using a simple stratified sampling method from different departments by their availability of the survey questionnaire.

### **3.8. Data Collection Procedure**

A survey questionnaire with a structured closed-ended questions was used for data gathering instrument and it was developed by the researcher. The questions in the questionnaire modified in order to obtain data relating to the research general and specific objectives and the research questions. A five-point Likert-type scale and rankings was used (started from Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree) to reflect the appropriate level of measurement. The questionnaire was first developed in English language and translated to the Amharic language and collected by using Amharic questionnaire for ease of administration.

The survey questionnaire is composed of background information and specific questions that are related to COVID-19 impact in hotel economy. The questionnaires were classified into three sections; the first section question was about general information, the second section questions were about COVID-19 effect on hotels employees, the third section questions were about COVID-19 effect and prevention methods on the hotel services.

The Key Informant Interview was conducted for direct respondents and indirect respondents. The direct respondents were hotel managers who have a direct relationship with the research study objectives and the indirect respondents were Addis Ababa Culture and Tourism Bureau and Ministry of Health supervisors. The Key Informant Interview was semi-structured interview. Thus, interview was conducted for nine managers from four selected star hotels, Addis Ababa Culture & Tourism Bureau and Ministry of Health.

### **3.9. Data Analysis and Interpretation**

The major activity for any kind of research that should be done before undertaking any analysis is checking the quality of data. Data quality control engaged by the researcher, during and after data entry strong emphasis taken in producing quality data. The collected data analyzed starting by reviewing the documents, gather evidence information and getting an overview of the data collected.

### 3.9.1. Quantitative Analysis Method

Quantitative data analyzed through the use of appropriate statistical software, by using SPSS (Statistically Package for Social Science). Statistical methods used to analyze quantitative data both by descriptive and inferential statistics. Inferential type of statistics is t-test, correlation analysis, regression analysis. The analysis of data made by applying the regression method. Triangulation of quantitative data analysis held to get a holistic picture of the study objectives.

**Tables:** - data collected from the hotels are presented by using tables, descriptive statistics; frequency, percent, and mean.

**Graphical Display:** - graphical presentations, a line graph used to show the effect of COVID-19 on hotels services.

In this research, a **simple linear regression model** occupied to analyze the data collected. The mathematical derivation of the regression model is  $y=a+bx$

X is the independent variable. Y is the dependent variable. The slope of the line is b and a is the intercept (the value of y when  $x=0$ ).

The multiple regression equation for the study is shown below;

$$Y= \beta_0+ \beta_1X_1+ \beta_2 X_2+ \beta_3 X_3+ \epsilon_0$$

- Y is Effect of COVID-19 Pandemic in accommodation and meeting hall services
- Where  $\beta_0$ ,  $\beta_1$ ,  $\beta_2$ , and  $\beta_3$  are the coefficient regression
- $X_1$ ,  $X_2$ , and  $X_3$  are the variables; Employees vulnerability to COVID-19, Prevention method and employer protection towards employees.
- $\epsilon_0$  is the error term.

### 3.9.2. Qualitative Analysis Method

Qualitative data analyzed using organizing the data and identifying emerging themes. Thematic analysis is analyzing responses from the reviewed interview to minimize data to thematic level. In this research the qualitative data was analyzed by thematic analysis.

### 3.10. Quality Assurance for Data Management

The researcher, at all stages of data analysis, ensured to have a good data management system. A good data management system includes developing an effective process for consistently collecting and

recording data properly, storing data securely, data cleaning, and transferring data from different types of software used for analysis, the data effectively presented and the data is accessible for verification. Type of data quality assurance for data management are;

**Validity:** - the data measured by using it's intended to be measured.

**Reliability:** - data measured and collected consistently according to standard definitions and methodologies besides the results are the same when measurements are repeated.

**Completeness:** - all data elements are included as per the definitions and methodologies specifications.

**Precision:** - the data has sufficient detailed information.

**Integrity:** - data is protected from deliberate bias and manipulation for political and personal reasons.

**Timeliness:** - data is up-to-date and the information's are available on any time.

### **3.11. Measures taken against COVID-19 pandemic**

The researcher taken all the necessary measures on prevention of respondents from COVID-19 as advised by the Ministry of Health, WHO, and Precautionary measures suggested by the Ethiopian State of Emergency guideline to protect the study participants and the researcher from the current COVID-19 outbreak.

### **3.12. Ethical consideration**

This research followed by ethical guidelines for collecting of data. Permission form of the administrative authorities and informed consent from the respondents in the study area are very important for conducting research ethically. Before starting the survey, an application for a research permit made from the Graduate school of Addis Ababa University Department of Management. All respondents were asked for their informed consent to participate in the research, by their interest, the data was collected after explaining to them what the research is addressing, why the information is very important for the hotel industry survival from COVID-19, and how it will be used in the research. The research data collection was not harmful for the respondents and all necessary measures had been taken to protect the respondents from the COVID-19 outbreak. Informed consent for respondents was prepared and each respondent requested to give their verbal or written consent for the interview.

# CHAPTER FOUR

## 4. DATA ANALYSIS

### 4.1. Introduction

This section emphasizes on analysis and interpretation of the data finding. This chapter presents an analysis of the information designed to respond to the research objectives as outlined in the study. The data analysis includes both Key Informant Interview and Survey Questionnaire. The Key Informant Interview designed for direct respondents and indirect respondents from the hotel sector. The Key informant Interview for direct respondents has subsection of general information and questions related to COVID-19. The Survey Questionnaire has three sections; general information, questions on COVID-19 effect on employees, and COVID-19 effect and prevention on the hotel service.

Data collected from respondents were analyzed by using descriptive statistics about the influence of COVID-19 on Accommodation and Meeting Hall Services “The Case of Four Selected Star Hotel in Addis Ababa, Ethiopia”. The Survey Questionnaire data was analyzed by SPSS Statistics 20 Software. The Key Informant Interview analyzed by using descriptive method.

### 4.2. Analysis of data collected from four selected star hotels management department through Survey questionnaire

**Table 5 Response rate of Survey Questionnaire**

	<b>Hotel Name</b>	<b>Frequency</b>	<b>Percent</b>
<b>Valid</b>	Ras Amba Hotel	10	20%
	Magnolia Hotel and Conference Center	10	20%
	Saro-Maria Hotel	20	40%
	Churchill Hotel	10	20%
	<b>Total</b>	<b>50</b>	<b>100%</b>
	<b>Missing</b>	6	12%
	<b>Data collected</b>	<b>44</b>	<b>88%</b>

The data obtained from questionnaire shown in Table 5 notify that from the total number of 50 questionnaires distributed to the four selected star hotels employees, 44 were returned and analyzed in the study. The respondents' rate was  $44/50 \times 100 = 88\%$ . 6 questionnaires that is 12% were not returned for the researcher.

#### 4.2.1. Demographic Profile Respondents

On the survey questionnaire general data background, questions were asked about the respondents' gender, age, educational background and job position.

##### 4.2.1.1. Gender composition of respondents

**Table 6 Gender composition of respondents**

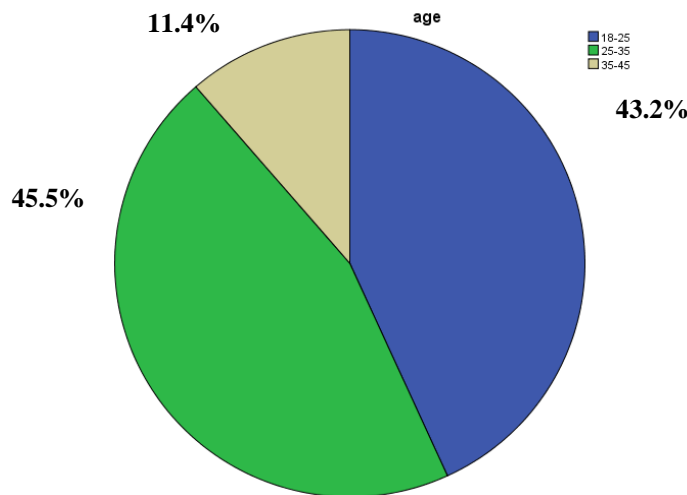
	Male	Female	Total
<b>Number</b>	17	27	44
<b>Percentage</b>	38.6%	61.4%	100

*Source: SPSS data analysis of survey, 2021*

According to Table 6, 17 respondents were males and 27 respondents were females which made it a total of 38.6% males and 61.4% females in all the four selected star hotels. This report shows that the majority number of respondents are females.

##### 4.2.1.2. Age composition of respondents

**Figure 3 Age composition of respondents**

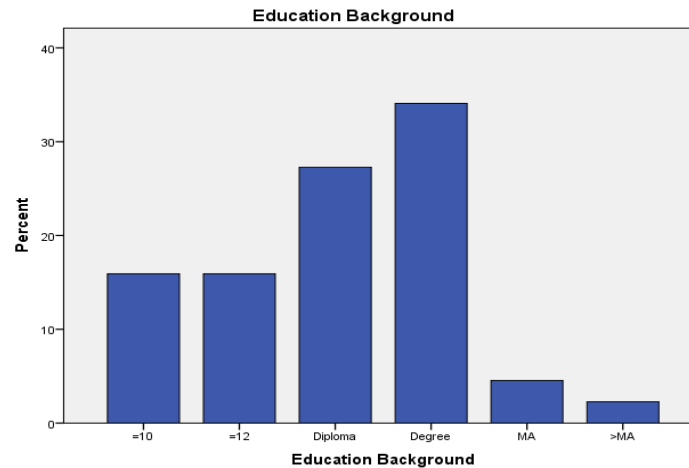


*Source: SPSS data analysis of survey, 2021*

As stated by Figure 3, the age of respondents 45.5% are between the age of 25-35 years, 43.2% are between the age of 18-25 years and 11.4% are between the age of 35-45 years old. Therefore, the result indicates that the majority of respondents are between 25-35 of age which indicates most of the hotels employees are young employees.

#### 4.2.1.3. Education Background of respondents

**Figure 4 Educational Background of respondents**



*Source: SPSS data analysis of survey, 2021*

As maintained on figure 4, the data shows the majority of respondent education background hold Bachelor Degree which is 34% and 28% of respondents hold Diploma. Therefore, the data show that most of the respondents are degree and diploma holders and the others 16% are 12<sup>th</sup> grade completed and 16% are 10<sup>th</sup> grade completed. Therefore, this result indicate that the respondents understand the questionnaire questions and their response will be relevant.

#### 4.2.1.4. Marriage status of respondents

**Table 7 Marriage status of respondents**

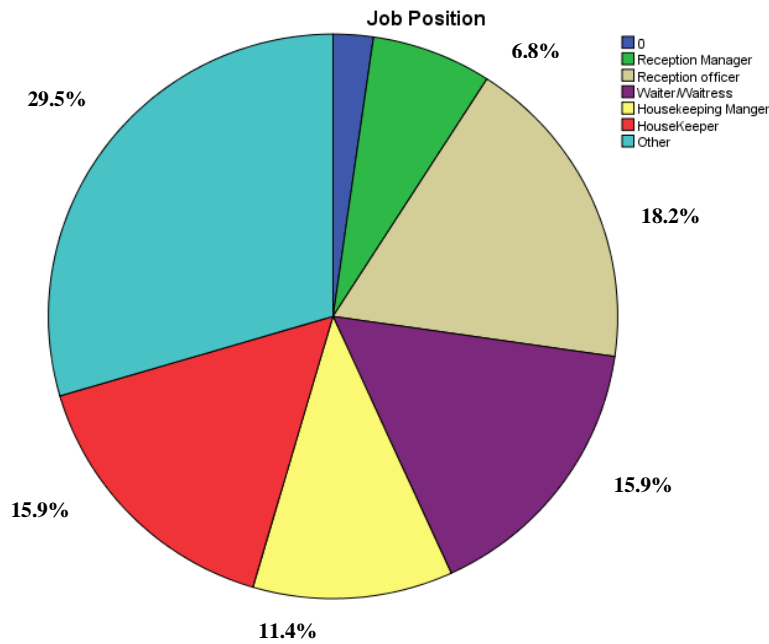
	<b>Single</b>	<b>Married</b>	<b>Not response</b>	<b>Total</b>
<b>Number</b>	23	19	2	44
<b>Percent</b>	52.3%	43.2%	4.5%	100%

*Source: SPSS data analysis of survey, 2021*

As shown in the Table 7, 52.3% of the respondents are single and 43.2% of the respondents are married and 4.5% respondents are not interested to answer this question. The marriage status of respondents was collected on this survey questionnaires to analysis the effect of COVID-19 on employee families.

**4.2.1.5. Job Position of respondents**

**Figure 5 Job position of respondents**



*Source: SPSS data analysis of survey, 2021*

As mentioned in the above figure 5, the respondents of 18.2% are Reception Officers, 15.9% are Waiter/Waitress, 15.9% are Housekeepers, 11.4% are Housekeeping Managers, 6.8% are Reception Managers and 29.5% are other position. Therefore, the majority respondents job position are Reception Officers, Waiter/Waitress and Housekeepers that has a direct contact with customers.

**4.2.2. COVID-19 effect in hotel employees**

**A) Employees Vulnerability to COVID-19**

**Table 8 Employees, their family or their friend’s infection experience by COVID-19**

Description	Frequent	Percent
Yes	19	43.2%
No	24	54.5%
Missing	1	2.3%
Total	44	100%

*Source: SPSS data analysis of survey, 2021*

As mentioned in the above Table 8, 43.2 % respondents replied that they, their family or their friends have been infected by COVID-19 and 54.5% of respondents are not infected by COVID-19. It implies that nearly half of the respondents have been infected by COVID-19. Therefore, COVID-19 has negative

outcome on the employee’s life and their families, this shows the research paper objective of what challenges the hotels employees faced due to COVID-19.

**Table 9 Employee’s vulnerability to COVID-19 because of employees work exposure.**

<b>Description</b>	<b>Frequent</b>	<b>Percent</b>
Yes	18	40.9%
No	26	59.1%
Total	44	100%

*Source: SPSS data analysis of survey, 2021*

As stated in the above table, Table 9, 40.9% respondents feel vulnerable to COVID-19 because of their work exposure and 59.1% don’t feel vulnerable to COVID-19 because of their work exposure. Therefore, 40.9% respondents feel vulnerable to COVID-19 outbreak, this shows the research paper objective of what challenges the hotels employees faced due to COVID-19. Therefore, both the hotels’ employers and employees shall take the prevention methods seriously to decrease the transmission of the disease at work place.

**Table 10 Employee’s job insecurities because of COVID-19 Pandemic**

<b>Description</b>	<b>Frequent</b>	<b>Percent</b>
Yes	26	59.1%
No	18	40.9%
Total	44	100%

*Source: SPSS data analysis of survey, 2021*

As shown in the above Table 10, 59.1% of respondents feel insecure in their job because of COVID-19 pandemic and 40.9% of respondents don’t feel insecure in their job because of COVID-19, this shows the research paper objective of what challenges the hotels employees faced due to COVID-19. Therefore, the employers shall have a strong human resource policy that will decrease the employees’ job insecurity that occur because of COVID-19.

## B) Prevention Method

**Table 11 Employees uses of COVID-19 prevention methods to protect themselves.**

<b>Description</b>	<b>Frequent</b>	<b>Percent</b>
Yes	42	95.5%
No	2	4.5%
Total	44	100%

*Source: SPSS data analysis of survey, 2021*

As stated on Table 11, 95.5% of respondents respond that they use COVID-19 prevention methods to protect themselves and 4.5% of the respondents respond that they don't use COVID-19 prevention method this shows the research paper objective to pinpoint the prevention methods the hotels employees using to prevent themselves. Thus, the data shows that the majority of the respondents are using COVID-19 prevention method that is valued but since the minority are not using it, and the virus spreading rate is fast and the employees will risk others to be infected by not taking the prevention methods, it is advisable that all employees to use the prevention methods all the time.

**Table 12 Employees use COVID-19 prevention methods to protect clients and their coworkers**

<b>Description</b>	<b>Frequent</b>	<b>Percent</b>
Yes	41	93.2%
No	3	6.8%
Total	44	100%

*Source: SPSS data analysis of survey, 2021*

As shown on Table 12, 93.2% of respondents respond that they use COVID-19 prevention method to protect clients and their coworkers and 6.8% of respondents respond that they don't use COVID-19 prevention method, this shows the research paper objective to pinpoint the prevention methods of COVID-19. As we mentioned in the previous table, even though the majority of the respondents are using COVID-19 prevention method to protect clients and coworkers but also the minority 6.8% are not using it, hence, it is advisable all employees to use the prevention method in order to protect themselves and others.

### C) Employers' protection towards their employees

**Table 13 Employee's satisfaction to their employers' actions to prevent employees from COVID-19**

<b>Description</b>	<b>Frequent</b>	<b>Percent</b>
Yes	29	65.9%
No	15	34.1%
Total	44	100%

*Source: SPSS data analysis of survey, 2021*

As shown in the Table 13, 65.9% of respondents answered that they are satisfied towards employers' action that has been taken on preventing them from COVID-19 and 34.1% of respondents answered that they are not satisfied towards employers' action. Hence, the minority respondents answered there is a gap in the hotel management towards preventing employees from COVID-19, therefore all employers shall protect their employees from COVID-19 by taking the necessary measures.

In Summary, in the above quantitative analysis, we can conclude that; section one shows that the majority of respondents are females and their age is between 25-35, therefore it indicates that most of the hotel's employees are young employees, their education background is degree and diploma and they are not married. Besides the majority respondents job position are Reception Officers, Waiter/Waitress and Housekeepers.

In the second section that is in the COVID-19 effect in hotels employees; nearly half of the respondents have been infected by COVID-19; therefore, the study shows that COVID-19 negatively affected the employee's life and their families, 40.9% respondents feel vulnerable to COVID-19 outbreak, therefore, both the hotels' employers and employees shall take the prevention methods seriously to decrease the transmission of the disease at work place. Moreover, the majority respondents feel insecure in their job because of COVID-19 pandemic, so, the employers shall have a strong human resource policy that will decrease the employees' job insecurity that occur because of COVID-19.

On the other hand, the minority respondents are not using prevention methods, consequently, it is advisable all employees to use the prevention methods all the time, furthermore, the minority respondents answered there is a gap in the hotel management towards preventing employees from COVID-19, therefore all employers shall protect their employees from COVID-19 by taking all the necessary measures all the time.

### 4.2.3. COVID-19 effect and prevention on the Hotels Services

Table 14 COVID-19 effect and prevention on hotels services

No	Description		SD	D	N	A	SA	Missing	Mean	Std. Deviation
<b>A) Employee vulnerability</b>										
1	COVID-19 affected employees' life, their family, and their Income.	Fre	1	6	4	10	23	-	4.09	1.178
		Per	2.3%	13.6%	9.1%	22.7%	52.3%	-		
2	COVID-19 effect on employees psychologically.	Fre	3	8	5	13	15	-	3.66	1.311
		Per	6.8%	18.2%	11.4%	29.5%	34.1%	-		
3	Employees feel vulnerable to COVID-19 disease.	Fre	3	10	6	13	12	-	3.48	1.303
		Per	6.8%	22.7%	13.6%	29.5%	27.3%	-		
4	COVID-19 caused employees to feel insecure in their work.	Fre	3	10	2	15	13	1	3.50	1.422
		Per	6.8%	22.7%	4.5%	34.1%	29.5%	2.3%		
<b>B) Prevention method</b>										
1	Employees use COVID-19 prevention method to protect themselves.	Fre	1	1	-	16	26	-	4.48	0.821
		Per	2.3%	2.3%	-	36.4%	59.1%	-		
2	Employees are conducting hand hygiene, wearing mask and use sanitizer during and between every interaction with customers.	Fre	1	2	1	9	30	1	4.41	1.148
		Per	2.3%	4.5%	2.3%	20.5%	68.2%	2.3%		
3	All hotel employees are taking the COVID-19 prevention techniques to protect themselves.	Fre	1	8	4	15	16	-	3.84	1.180
		Per	2.3%	18.2%	9.1%	34.1%	36.4%	-		
4	Hotel employees are taking the COVID-19 prevention techniques to protect their colleagues and customers.	Fre	-	8	3	15	18	-	3.98	1.110
		Per	-	18.2%	6.8%	34.1%	40.9%	-		
<b>C) Employer Protection towards employees</b>										
1	Employer take the necessary and appropriate actions when employees are suspected COVID-19.	Fre	2	6	6	12	17	1	3.75	1.349
		Per	4.5%	13.6%	13.6%	27.3%	38.6%	2.3%		
2	Employer provides a safe work place and work place sanitation for employees.	Fre	6	4	10	10	14	-	3.50	1.389
		Per	13.6%	9.1%	22.7	22.7	31.8%	-		
3	Employer provides safety and hygiene inputs for workers at their workplace.	Fre	10	7	5	10	11	1	3.05	1.599
		Per	22.7%	15.9%	11.4%	22.7	25%	2.3%		
4	Employer uses the COVID-19 prevention guideline.	Fre	-	7	3	15	19	-	4.05	1.077
		Per	-	15.9%	6.8%	34.1%	43.2%	-		
5	When an employee develops COVID-19 symptoms, he/she will go home and self-isolated immediately. (COVID19 case management)	Fre	1	3	8	16	16	-	3.98	1.023
		Per	2.3%	6.8%	18.2%	36.4%	36.4%	-		
6	Employers uses COVID-19 prevention methods to protect the health of its employees.	Fre	3	4	10	10	17	-	3.77	1.255
		Per	6.8%	9.1%	22.7%	22.7%	38.6%	-		

Source: Analysis of survey data by using SPSS data, 2021

The above section determined the impact of COVID-19 outbreak and prevention on the hotel services. The finding indicates that 52.3% of respondents strongly agree COVID-19 affected employees' life, their family and their income at (M=4.09), on the same time 27.3% of respondents strongly agree they feel vulnerable to COVID-19 disease at (M=3.66). In addition to 29.5% of respondents strongly agree COVID-19 make them to feel insecure in their work at (M=3.5).

Likewise, 59.1% of respondents strongly agree they use COVID-19 protection methods to protect themselves and 68.2% of respondents respond that they are conducting hand hygiene technique, wearing mask and sanitizer during and between every interaction with customers. However, 15.9% of respondents disagree employers use the COVID-19 prevention guideline and 9.1% respondents disagree employers to use COVID-19 protection methods to protect the health of their employees.

Nevertheless, 36.4% of respondents strongly agree all hotel employees are taking the COVID-19 prevention technique to protect themselves at (M= 3.84) and 40.9% respondents strongly agree hotel employees are taking the COVID-19 prevention technique to protect their colleagues and customers at (M=3.98). Correspondingly, 38.6% respondents strongly agree about employers are taking the necessary and appropriate actions when employees are suspected by COVID-19 at (M= 3.75) and 36.4% respondents agree when an employee develops COVID-19 symptoms, he or she will go home and self-isolated immediately at (M=3.98).

Nevertheless 13.6% respondents strongly disagree that employers provide safe work place and work place sanitation for employees at (M= 3.50) and 22.7% of respondent strongly disagree on employer provides safety and hygiene inputs for workers at their workplace at (M=3.05).

In general, the above table, Table 14 indicate that the majority respondents agreed that COVID-19 affected employees' life, their family and their income, COVID-19 makes them to feel insecure in their work then the minority respondents replied that they don't disagree with employers use the COVID-19 prevention guideline, employers use COVID-19 protection methods to protect the health of their employees and employers provide safe work place, sanitation and hygiene inputs for workers at their workplace. Therefore, it indicated that there is slightly gap in the usage of COVID-19 prevention guideline, safety work place, sanitation and hygiene inputs for workers at the workplace. Therefore, hotel management shall work on the gap and prevent COVID-19 for the safety for employees and customers.

#### 4.2.4. Linear Regression Analysis

Linear regression is a basic and commonly used type of predictive analysis, the regression estimates are used to explain the relationship between one dependent variable and one or more independent variables (Statistics Solutions, 2013). Dependent variable is the variable that we wish to predict or explain whereas independent variable is variable used to predict or explain the dependent variable.

##### 4.2.4.1. Assumption Test

The normality assumption has two categories of methods that to be used to check the normality assumption. Numerical method and graphical method. On the numerical method there are skewness and kurtosis indicators and the sharpie-wilk normality test option.

##### A) Employee vulnerability

*Table 15 Assumption test 1*

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employees vulnerability to COVID-19 outbreak	44	-.378	.357	-1.119	.702
Valid N (listwise)	44				

*Source: Analysis of survey data by using SPSS data, 2021*

$$Z = \text{Skewness} / \text{Std. error} = -0.378 / 0.357 = -1.058$$

$$Z = \text{Kurtosis} / \text{Std. error} = -1.119 / 0.702 = -1.594$$

The variable is normally distributed with a 95% Confidence level because both standard scores lie in the interval of (-1.96,1.96).

## B) Employee Job Insecurity

**Table 16 Assumption test 2**

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employees job insecurity	44	-.660	.357	-.708	.702
Valid N (listwise)	44				

*Source: Analysis of survey data by using SPSS data, 2021*

$$Z = \text{Skewness} / \text{Std. error} = -0.660 / 0.357 = -1.848$$

$$Z = \text{Kurtosis} / \text{Std. error} = -0.708 / 0.702 = -1.008$$

The variable is normally distributed with a 95% Confidence level because both standard scores lie in the interval of (-1.96,1.96).

### 4.2.4.2. Linear Regression Analysis

#### A) Employee Vulnerability on the effect of COVID-19 pandemic

**Table 17 Correlations-1**

		COVID-19 has affected my life, my family, and my Income.	Employees psychological effect	Employees vulnerability to COVID-19 outbreak	Employees job insecurity
Pearson Correlation	COVID-19 has affected my life, my family, and my Income.	1.000	.367	.244	.361
	Employees psychological effect	.367	1.000	.220	.393
	Employees vulnerability to COVID-19 outbreak	.244	.220	1.000	.571
	Employees job insecurity	.361	.393	.571	1.000
Sig. (1-tailed)	COVID-19 has affected my life, my family, and my Income.	.	.007	.055	.008
	Employees psychological effect	.007	.	.076	.004
	Employees vulnerability to COVID-19 outbreak	.055	.076	.	.000
	Employees job insecurity	.008	.004	.000	.

*Source: Analysis of survey data by using SPSS data, 2021*

As stated by (Weiliang et. Al, 2011) from 0.00 to 0.19 is considered as very low correlation, and then from 0.20 to 0.39 has small relationship, whereas from 0.40 to 0.59 is called moderate relationship and from 0.60 to 0.79 it is considered a strong correlation. Based on the above table

shows that employee’s psychological effect, employees’ vulnerability and employees job insecurity had a small correlation with the dependent variable. (p=0.007, 0.055 and 0.008 respectively). Moreover, Le stated that, the impact of Covid-19 on the growth and the expansion of the levels of employment had been affected in a great manner, there have been studies conducted over the world on the same, these not just being on the hotel sector but across all the operation of businesses and the operation of any sector in the economy of any nation (Le, 2021).

**Table 18 ANOVA-1**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.481	3	3.827	3.179	.034 <sup>b</sup>
	Residual	48.155	40	1.204		
	Total	59.636	43			

a. Dependent Variable: COVID-19 has affected my life, my family, and my Income.

b. Predictors: (Constant), Employee’s job insecurity, Employees psychological effect, Employee’s vulnerability to COVID-19 outbreak

*Source: Analysis of survey data by using SPSS data, 2021*

From the above table it’s observed that the value of f=3.179 and the value of p=0.034. In this case the significance value is less than 0.05 that indicates that the model is significant. The decision rule is that, if the probability value is  $\leq 0.05$ , it tells that it’s significant. Based on this fact we can conclude that the model is significant and it tells that the relationship between the dependent and independent variables.

**Table 19 Coefficient 1**

Model	Coefficients							
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
(Constant)	2.386	.612		3.899	.000	1.149	3.623	
1	Employees psychological effect	.240	.139	.267	1.726	.092	-.041	.520
	Employees vulnerability to COVID-19 outbreak	.052	.156	.058	.334	.740	-.264	.368
	Employees job insecurity	.185	.152	.223	1.216	.231	-.122	.492

a. Dependent Variable: COVID-19 has affected my life, my family, and my Income.

*Source: Analysis of survey data by using SPSS data, 2021*

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 3.623, \beta_1 = 0.520, \beta_2 = 0.368, \beta_3 = 0.492, X_1 = 0.267, X_2 = 0.058, X_3 = 0.223$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0 + (0.520 \times 0.267) + (0.368 \times 0.058) + (0.492 \times 0.223)$$

$$Y = 0.1388 + 0.021 + 0.1097 = 0.2695$$

**B) Prevention method on the effect of COVID-19 pandemic**

**Table 20 Correlations 2**

		<b>Correlations</b>			
		COVID-19 has affected my life, my family, and my Income.	Employees use COVID-19 prevention techniques to protect themselves.	Employees use COVID-19 prevention techniques to protect their colleagues and customers.	Prevention method during and between every interaction with customers.
Pearson Correlation	COVID-19 has affected my life, my family, and my Income.	1.000	.228	.180	.419
	Employees use COVID-19 prevention techniques to protect themselves.	.228	1.000	.619	.341
	Employees use COVID-19 prevention techniques to protect their colleagues and customers.	.180	.619	1.000	.227
	Prevention method during and between every interaction with customers.	.419	.341	.227	1.000
Sig. (1-tailed)	COVID-19 has affected my life, my family, and my Income.	.	.068	.122	.002
	Employees use COVID-19 prevention techniques to protect themselves.	.068	.	.000	.012
	Employees use COVID-19 prevention techniques to protect their colleagues and customers.	.122	.000	.	.070
	Prevention method during and between every interaction with customers.	.002	.012	.070	.

*Source: Analysis of survey data by using SPSS data, 2021*

Based on the above table shows that Employees use COVID-19 prevention techniques to protect themselves, employees use COVID-19 prevention techniques to protect their colleagues and customers had low correlation, Employees use COVID-19 prevention techniques to protect themselves had small correlation whereas Prevention method during and between every interaction with customers had moderate correlation with dependent variable. (P=0.122, 0.068 and 0.002 respectively).

**Table 21 ANOVA-2**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.072	3	3.691	3.040	.040 <sup>b</sup>
	Residual	48.565	40	1.214		
	Total	59.636	43			

a. Dependent Variable: COVID-19 has affected my life, my family, and my Income.

b. Predictors: (Constant), Prevention method during and between every interaction with customers., Employees use COVID-19 prevention techniques to protect their colleagues and customers., Employees use COVID-19 prevention techniques to protect themselves.

*Source: Analysis of survey data by using SPSS data, 2021*

From the above table it's observed that the value of  $f=3.040$  and the value of  $p=0.040$ . In this case the significance value is less than 0.05 that indicates that the model is significant. The decision rule is that, if the probability value is  $< 0.05$ , it tells that it is significant. Based on this fact, we can conclude that the model is significant and it tells that the relationship between the variables.

**Table 22 Coefficient 2**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.879	.819		2.294	.027	.224	3.535
	Employees use COVID-19 prevention techniques to protect themselves.	.064	.188	.064	.342	.734	-.315	.444
	Employees use COVID-19 prevention techniques to protect their colleagues and customers.	.056	.193	.052	.289	.774	-.334	.445
	Prevention method during and between every interaction with customers.	.395	.156	.385	2.539	.015	.081	.710

a. Dependent Variable: COVID-19 has affected my life, my family, and my Income.

*Source: Analysis of survey data by using SPSS data, 2021*

On the above Table 22 Coefficient 2; it revealed that there is a significance relationship between dependent variable effect of COVID-19 Pandemic with prevention method during and between every interaction with customers because its P value is  $< 0.05$ .

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 3.535, \beta_1 = 0.444, \beta_2 = 0.445, \beta_3 = 0.710, X_1 = 0.064, X_2 = 0.052 \text{ and } X_3 = 0.385$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0 + (0.444 \times 0.064) + (0.445 \times 0.052) + (0.710 \times 0.385)$$

$$Y = 0.0284 + 0.02314 + 0.27335$$

$$Y = 0.325$$

**C) Employer protection towards employee protection and the effect of COVID-19 pandemic**

**Table 23 Correlation 3**

**Correlations**

		COVID-19 has affected my life, my family, and my Income.	Our hotel provides a safe place for employees and workplace sanitation.	Our hotel provides safety and hygiene inputs for workers workplaces.	Our hotel uses the COVID-19 Prevention Guideline.	Our hotel uses COVID-19 protection methods to protect the health of its employees.
Pearson Correlation	COVID-19 has affected my life, my family, and my Income.	1.000	.114	.022	.052	.219
	Our hotel provides a safe place for employees and workplace sanitation.	.114	1.000	.681	.699	.694
	Our hotel provides safety and hygiene inputs for workers workplaces.	.022	.681	1.000	.633	.689
	Our hotel uses the COVID-19 Prevention Guideline.	.052	.699	.633	1.000	.799
	Our hotel uses COVID-19 protection methods to protect the health of its employees.	.219	.694	.689	.799	1.000
Sig. (1-tailed)	COVID-19 has affected my life, my family, and my Income.	.	.231	.442	.370	.077
	Our hotel provides a safe place for employees and workplace sanitation.	.231	.	.000	.000	.000
	Our hotel provides safety and hygiene inputs for workers workplaces.	.442	.000	.	.000	.000
	Our hotel uses the COVID-19 Prevention Guideline.	.370	.000	.000	.	.000
	Our hotel uses COVID-19 protection methods to protect the health of its employees.	.077	.000	.000	.000	.

*Source: Analysis of survey data by using SPSS data, 2021*

Based on the above table shows that all independent variables had low correlation with the dependent variable. (P=0.231, 0.442, 0.370 and 0.077 respectively).

**Table 24 ANNOVA 3**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.839	4	1.710	1.263	.301 <sup>b</sup>
Residual	52.797	39	1.354		
Total	59.636	43			

a. Dependent Variable: COVID-19 has affected my life, my family, and my Income.

b. Predictors: (Constant), Our hotel uses COVID-19 protection methods to protect the health of its employees. , Our hotel provides safety and hygiene inputs for workers workplaces. , Our hotel provides a safe place for employees and workplace sanitation. , Our hotel uses the COVID-19 Prevention Guideline.

*Source: Analysis of survey data by using SPSS data, 2021*

From the above table it’s observed that the value of f=1.26 and the value of p=0.3. In this case the significance value is more than 0.05 that indicates that the model is insignificant.

**Table 25 Coefficient 3**

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	3.741	.699		5.350	.000	2.327	5.156
Our hotel provides a safe place for employees and workplace sanitation.	.094	.201	.111	.468	.642	-.312	.500
Our hotel provides safety and hygiene inputs for workers workplaces.	-.173	.167	-.235	-1.039	.305	-.510	.164
Our hotel uses the COVID-19 Prevention Guideline.	-.362	.291	-.332	-1.244	.221	-.952	.227
Our hotel uses COVID-19 protection methods to protect the health of its employees.	.534	.260	.569	2.055	<b>.047</b>	.008	1.059

a. Dependent Variable: COVID-19 has affected my life, my family, and my Income.

*Source: Analysis of survey data by using SPSS data, 2021*

On the above Table 25 Coefficient 3; it revealed that there is a significance relationship between dependent variable effect of COVID-19 pandemic with Our hotel uses COVID-19 protection methods to protect the health of its employees because its p value is <0.05.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$Y=5.156, \beta_1=0.500, \beta_2=0.164, \beta_3=0.227, \beta_4=1.059, X_1=0.111, X_2=-0.235, X_3=-0.332$  and  $X_4=0.569$

$Y=0+(0.500+0.111) + (0.164+(-0.235)) + (0.227+(-0.332)) + (1.059+0.569)$

$Y= (0.611) + (-0.071) +(-0.105) +(1.628)=2.063$

#### **4.2.5. Summary of Quantitative Analysis on survey questionnaire**

Under this section, the survey questionnaires conducted on the hotels employees who are direct relation with the research topics. 50 questionnaires were distributed to the four selected star hotels employees, 44 were returned and analyzed by SPSS software. The 38.6 of respondents were male and 61.4% of respondents were females. Their age range were 45.5% are between the age of 25-35 years, 43.2% were between the age of 18-25 years old and 11.4% are between the age of 35-45 years old. Therefore, this result indicates that the majority of the respondents are young employees.

The majority respondents background shows that they hold BA degree. The respondent's marriage status shows that 52.3% are single and 43.2% are married. The study also shows that nearly half of the respondents have experience with COVID-19 disease, 40.9% respondents feel vulnerable to COVID-19 because of their work exposure. Hence, the minority respondents answered there is a gap in the hotel management towards preventing their employees from COVID-19. Therefore, all employers shall give consideration to protect all their employees from COVID-19 pandemic. 59.1% of respondents strongly agree they use COVID-19 protection methods to protect themselves and 68.2% of respondents respond that they are conducting hand hygiene technique, wearing mask and sanitizer during and between every interaction with customers, this shows the research paper objective to pinpoint the prevention methods the hotels employees. However, 15.9% of respondents disagree employers use the COVID-19 prevention guideline and 9.1% respondents disagree employers to use COVID-19 protection methods to protect the health of their employees. On the other hand, 36.4% of respondents strongly agree all hotel employees are taking the COVID-19 prevention technique to protect themselves and 40.9% respondents strongly agree hotel employees are taking the COVID-19 prevention technique to protect their colleagues and customers. Similarly, 38.6% respondents strongly agree about employers are taking the necessary and appropriate actions when employees are suspected by COVID-19 and 36.4% respondents agree when an employee develops COVID-19 symptoms, he or she will go home and self-isolated immediately.

#### **4.3. Qualitative Analysis of data collected from four selected star hotels management department through Key Informant Interview**

Under this section the interview was conducted for direct respondents which are hotels marketing & sales managers, front office managers, human resource managers and indirect respondents from government organizations; hotel qualification supervisor and health related institutions control team leader.

- **Challenges and limitation hotels faced due to COVID-19**

Churchill hotel interviewed manager explained that the challenges the hotels faced are decline of sales, no meeting hall services because of their target customers are foreigners, there was no accommodation and meeting halls services because of travel restrictions. On the first season of COVID-19 outbreak, there was no services for three to four months, no service charge, restriction on the number of attendees for meetings make the hotel sales decline. Even though there were no sales, the hotel was paying employee salary continuously. Finally, the hotel manager clarified there was sales for the last four months.

On the other hand, Ras Amba Hotel interviewed managers explained, the hotel couldn't work by its full capacity because of foreign and domestic tourist are not coming to the hotel and there was no accommodation service because of COVID-19 pandemic. Since there is a restriction of number of participants for meetings are for limited number which is only for 50% of participant from the planned one for one venue, the hotel sales and income drop down, hence, the hotel sales didn't match with the hotel sales plan. When the COVID-19 outbreak began, the employees took annual leave with their monthly salary payment, and the employees took their long-term annual leave during COVID-19 outbreak, even though, there was employee turnover, and once employee suspected by COVID-19, he/she quarantined with receiving their monthly salary payment. The hotel sales decreased by 50% because of COVID-19 pandemic from the previous sales.

Moreover, Magnolia Hotel & Conference Hall interviewed managers illustrated that their hotel business declined, they didn't sold any accommodation and conference services, because of the restriction of travel abroad, low domestic customers, customers who works at foreign non-governmental organizations stop traveling and tourist were not traveling during COVID-19 pandemic, decline of meetings, wedding ceremony decreased, there was no spa service, therefore, the sales was declined, most of the conference was online, only 30-40% of sales gain from the total

sales budget, on the rooms service the price decreased by half, the bargaining power of the buyer increased during the first season of COVID-19, and now price is competitive technique at the hotel industry. Additionally, because of safe distance restriction on meeting hall services, only 50% or half of the attendees can participate on meetings. Employee turnover because the hotel can't pay salary for employees and decline of hotel business. Number of clients in the hotel restaurant was declined. The room price rate is affected. The hotel is now focusing on the local clients and organizations for rooms and meeting hall services. During the first season of COVID-19 outbreak, the hotel provided quarantine service. Magnolia Hotel & Conference Hall was among the hotels that was selected by Ministry of Health to provide quarantine service. The hotel expense increased during the first season of COVID-19 pandemic.

Furthermore, Saro-Maria Hotel interviewed managers replied that meeting hall service was not active, because of safe distance, accommodation service declined. Most of the hotel customers were foreigners who travel for businesses, during first season of COVID-19 the number of tourist travel decreased therefore revenue decreased and to attract clients the hotel selling price was reduced. Furthermore, international flight was closed as a result of COVID-19 pandemic outbreak, there was no meeting halls services, tourists requested to be vaccinated to travel abroad and the hotel price decreased by 50% because of COVID-19.

Additionally, Ministry of Health and Addis Ababa Culture and Tourism Bureau managers replied that COVID-19 impacted challenges for hotels such as, international and local hotels in Ethiopia losses their sales decline, employee turnover, low number of domestic and international tourist visit because of travel restriction, number of meetings declined, and in general COVID-19 impacted negatively the country economy. The limitation is some hotels are not committed in preventing the COVID-19, therefore, there shall be continuous follow up.

- **Existed limitations in hotels' economic survival due to COVID-19 in the country**

Churchill hotel interviewed manager replied that the hotels sales decline, hotel meeting hall capacity lowered by more than 50%, number of foreign tourist clients decreased because of COVID-19 travel restriction. Moreover, Ras Amba Hotel interviewed managers explained that hotels sales decline, employee turnover, hotel capacity decreased, clients from abroad decreased or paused because of COVID-19 travel restriction and clients from abroad and from other Ethiopia regions couldn't come to the hotel because of the COVID-19 travel restriction.

On the other hand, Magnolia Hotel & Conference Hall interviewed managers illustrated that the hotels and the tourism are in different phase, the hotels are struggling to survive, the owners, the employees and stakeholders are affected by economically and physiologically for the reason that the previous hotel industry atmosphere is not available, the customers attitude is changed because of COVID-19, the customers check the hotel COVID-19 prevention method during meeting hall services, additionally, employee turnover, sales decline, international tourism travel declined, and the government is not getting the tax payment that it should receive from the hotel industry. Furthermore, Saro-Maria Hotel interviewed managers clarified hotels sales decline, increase number of employee turnover, almost 60% of hotels are affected, lack of skilled tourism manpower and employment, and unemployment.

Ministry of Health manager explained that at the beginning of the pandemic, there was a shortage of mask, alcohol, & sanitizer but these days there is enough products, since the number of local manufacturing companies of sanitizer, mask and alcohol products increased, employees who are direct contact with food preparation were taken medical checkup, for new employees before recruitment and for existing employees every three months there is a medical checkup, besides, there are some gaps in some hotels like; employees and customers were not wearing mask all the time at the hotel premises and some customers show resistance in wearing mask.

Addis Ababa Culture and Tourism Bureau manager replied that cost of sanitary materials, since these days they have to clean up the equipment and the hotels surface frequently rather than they do before, currently most of the hotels are in renovation of their hotel premises so there are no sales, some hotels employees are taking leave for 15 days after they worked for 15 days, therefore there is shortage of employees at the work place.

- **Risk Management Plan**

Churchill Hotel interviewed manager explained that they don't have risk management plan but they have insurance for employees, clinic service, and they are using the COVID-19 prevention manual for COVID-19 prevention. Likewise, Ras Amba Hotel interviewed managers replied that they don't have a risk management plan but they have COVID-19 prevention manual and communication material. On other hand, Magnolia Hotel & Conference Hall interviewed managers explained that they have a risk management plan, COVID-19 protocol plan and short-term marketing plan.

Additionally, Saro-Maria Hotel interviewed managers responded that they have a risk management plan and they are using it when sales decline, they are using other alternatives like by decreasing cost and hotel price rate, besides they have a quality control committee from operation management department, sales and marketing, front office and other departments. Ethiopian Food and Drug Authority (EFDA) support the hotel to prevent their employees from COVID-19 and there is a regular inception on COVID-19 prevention.

Ministry of Health manager replied that they don't have information about if the hotels have risk management plan, but EPHI suggested that the hotels need to have safety and emergency committee that is responsible in COVID-19 prevention and when there is a suspected COVID-19 case, the hotel shall directly contact the EPHI.

- **COVID-19 Prevention methods**

Churchill Hotel interviewed manager replied that they are working with Ethiopia Public Health Institute (EPHI), Wudassie Diagnostic Center, Churchill Tena Tabiya and Ethiopian Airlines once there is a suspected customer or employee on prevention and protection of COVID-19 pandemic.

Ras Amba Hotel interviewed managers explained that they are collaborated with government offices to prevent COVID-19 with Ministry of Health Ethiopia and Ethiopia Public Health Institute (EPHI), they collaborated with the government offices by on the aspect of COVID-19 prevention. EPHI follow up their employees and they check the employees' health. The Ministry of Health and EPHI are checking their services if the employees are using the prevention methods, the hotel is making three-person occupancy per table for client's restaurant service, there is an availability of sanitizer in every table during restaurant and meeting hall services.

Magnolia Hotel & Conference Hall interviewed managers clarified that their hotel is working with EPHI, Ministry of Health and diagnostic centers on COVID-19 awareness creation, methods of prevention to be used for quarantined patient during quarantine service, assigning doctor from Ministry of Health when there is a quarantined patient. The hotel also working with local diagnostic center Wudassie Diagnostic Center, AFEI Diagnosis center and Washington Medical Center Addis Ababa.

Saro-Maria Hotel interviewed managers illuminated that they are working with Ministry of Health, EPHI, Addis Ababa Culture & Tourism and Ministry of Culture and Tourism for employee's

awareness on COVID-19 prevention and update information and they report when there is a suspected case to EPHI.

Churchill Hotel interviewed manager replied that they are using sanitizer, mask, hand washing, and keeping a distance on preventing COVID-19. Ras Amba Hotel interviewed managers explained that their employees are using all the prevention methods of COVID-19 before, during and after clients contact, they are preventing themselves by using hand washing technique, sanitizer, and wearing mask. Magnolia Hotel & Conference Hall interviewed managers clarified that employees are using COVID-19 prevention method and the hotel was already provided the quarantine service; therefore, they know the prevention method very well, their employees are using sanitizer, wearing mask and using hand washing. Saro-Maria Hotel interviewed managers illuminated that their employees are preventing COVID-19 by sanitizer, wearing mask and using hand washing technique.

MOH manager explained that most of international and star hotels are protecting their employees and customers from COVID-19 pandemic, they are also active to receive update information about COVID-19 pandemic and suggest the employees to be vaccinated. Addis Ababa Culture and Tourism Bureau manager replied that hotels are protecting their employees and customers from COVID-19 pandemic, they are active in receiving update information about the pandemic and they give recommendation for their employees to be vaccinated.

Ministry of Health manager replied that they provided hotels supervision on the COVID-19 protocol that start from the hotel gate to the accommodation rooms and meeting halls, giving the hotels COVID-19 training, follow up hotels, checking the hotels if they sanitize their materials and all their equipment's correctly, the Addis Ababa Culture and Tourism bureau gave COVID-19 protocol training and gave them certificate for hotels that fulfilled the requirement for Addis Ababa hotels, if they are using the COVID-19 protocol, and supervising the hotels on COVID-19 protection, MOH and EPHI gave training for regional supervisors by using Guideline No. 803/2013 COVID-19 outbreak, when a hotel encounter problem in using the guideline, the regulatory body give 24 hrs. they support the hotels to fix the problem.

Addis Ababa Culture and Tourism Bureau manager explained that they provide supervision on the COVID-19 protocol starting from the hotel gate to the accommodation room and meeting hall,

giving advice to the hotels to sanitize their materials and all the equipment's, they provided COVID-19 protocol training and certified all Addis Ababa hotels who fulfilled the requirements.

- **Type of effective prevention methods**

Churchill Hotel interviewed manager replied that the effective prevention methods taken so far are using sanitizer, hand washing technique, wearing mask, and social distancing in every department. Ras Amba Hotel interviewed managers explained that hand washing technique, sanitizer, and wearing mask, keeping physical distance, and the COVID-19 communication material posted in the hotel entry gate are the effective prevention methods that has been taken so far.

Magnolia Hotel & Conference Hall interviewed managers clarified that when there is a COVID-19 suspected customer in the hotel, the room that the client was quantitated disinfected by chemical disinfection (Chlorine Compounds Hypochlorite), the employees also use the hand washing technique, facemask and sanitizer properly.

Saro-Maria Hotel interviewed managers illuminated that the COVID-19 prevention methods that are effective prevention methods taken on preventing the hotel employees and customers from COVID-19 are sanitizer, accessible hand washer, wearing mask and keeping physical distance, employee signature by using face recognition, the employees taken annual leave and for employee who finished their annual leave providing annual leave with payment, the hotel has new sanitizer technology on the lobby place. They are using sanitation procedure, and the clients use restaurant menu by QR Code Menu.

- **Current and post-COVID-19 Strategy plan**

Churchill Hotel interviewed manager replied that they used strong promotional method, strong marketing technique to attract more tourists, the hotel management and staff are taking COVID-19 course which is provided by Ethiopian Hotel Association.

Ras Amba Hotel interviewed managers explained that they protect their employees from COVID-19 by giving them continues information and by prevention method, they are using marketing strategy by using word of mouth, since the hotel has 23 years of existing customers on wedding and meeting hall rental, they are keeping these customers for their existing services.

Magnolia Hotel & Conference Hall interviewed managers clarified that price rate adjustments, currently their hotel is focusing on the local market and local meeting, they have different package for clients, and promoting their services, adding additional services for example on the restaurant, sauna and steam services, adding promotional price, discount on Friday, Saturday and Sunday for local customers for accommodation services, discounts for member clients, and nutrition advise services for Gymnasium clients.

Saro-Maria Hotel interviewed managers illuminated that since gym, sauna and steam services also affected by the COVID-19, the hotel service price decreased, price discount, price revision for employees giving them annual leave. discount offer for clients, recovery strategy, customer retention, compensation for Ethiopian Airlines capitaines and the employee's salary was paid.

Churchill Hotel and Ras Amba Hotel interviewed manager replied that they don't have post-COVID-19 Strategy, Magnolia Hotel & Conference Hall interviewed managers explained that they have post-COVID-19 pandemic strategy and they have also a new marketing strategy, this marketing strategy has different package; adding additional services for example on the restaurant, steam and sauna services, adding promotional price, discount on Friday, Saturday and Sunday for local customers for accommodation services, discounts for member clients, and nutrition advise services for Gymnasium clients, once a week they have training for every department about customer service, and leadership training, this marketing strategy will be revised and continues at the post-COVID-19 season.

Saro-Maria Hotel interviewed managers illuminated that they have post-COVID-19 strategy that will introduce new work procedures, giving services for local clients like government offices, non-governmental organization by meeting and catering service, they have situational marketing strategy, because it helps the tourist to stay for long period of time, the hotel will not only depend on international customers but also local or domestic customers.

Churchill Hotel interviewed manager replied that hotels shall practice the prevention methods and manuals that will be given by Ministry of Health and EPHI to protect their employees, customers, business from any pandemic. Ras Amba Hotel interviewed manager replied that hotels shall use the manual and standard of Emergency Proclamation and Prevention Manual that will be provided by the government of Ethiopia to protect themselves, employees and clients, they shall protect

themselves by using COVID-19 protection method and the hotel shall give continuous updated information about the pandemic disease and taking the required measures.

Magnolia Hotel & Conference Hall interviewed managers explained that hotels shall have a risk management plan and a long-term strategic plan, the hotels shall be financially stable, human resource strategy to retain the hotel manpower, financial plan and since most of the hotels' services use credit service, hotels shall be more creative and innovative in their services. Saro-Maria Hotel interviewed managers explained that during other diseases occurred similar to COVID-19 the hotel premises can be used for other services partially such as for bank and other services rental, serving local customers, package for walking customers especially for local customers and the manager added that the hotels shall have mentally readiness, financial and physical preparation, principle-based researches about the pandemic.

- **COVID-19 updated information**

Churchill Hotel interviewed manager replied that they are giving updated information for employees about COVID-19. Ras Amba Hotel interviewed managers replied that they provide updated information about COVID-19 for its employees and they recommend their employees to be vaccinated. Magnolia Hotel & Conference Hall interviewed managers clarified that they have management meeting every day at the hotel and the department managers give briefing for their teams about updated information about COVID-19. Saro-Maria Hotel interviewed managers illuminated that the hotel is working with EPHI and Addis Ababa Hotel Association on COVID-19 Prevention by using briefing and awareness for employees.

Ministry of Health manager replied that hotels are interested in receiving updated information about COVID-19, MOH controlling and preventing 4-star hotels and above hotels, even though these days the prevention technique is slowing down, but wearing mask, disinfecting household products, cleaning tables and using sanitizer is active, however, communication materials about COVID-19 shall be posted in visible places at all hotels premises.

Addis Ababa Culture and Tourism Bureau manager explained that the hotels have interested in receiving updated information and they provided COVID-19 training and follow up for hotels.

- **Government Incentive Support**

Churchill Hotel interviewed manager replied that they received long-term loan for expense payments for employee's salary and other expenses, all of their employees are vaccinated and they are waiting for their certification of vaccination from Addis Ababa Culture and Tourism Bureau. Ras Amba Hotel interviewed managers replied that they received loan that they can use it for the hotel running cost and expenses for example for employee salary payment, the loan will be returned by using long-term payment.

Magnolia Hotel & Conference Hall interviewed managers clarified that they received loan that helps them to cover hotel expenses, VAT and Tax payment date extended, the hotels stop providing services on 2013 E.C and after 2013 E.C they started giving services. Saro-Maria Hotel interviewed managers illuminated that they received short-term loan, that helped them to cover the hotel expenses, loan reschedule from government for the hotel expenses such as for employee salary payment and other expenses.

- **Suggestions for hotels' to be profitable and sustainable after post-COVID-19**

Churchill Hotel interviewed manager suggested that hotels shall use strong promotion method, promoting Ethiopia tourism, working with Ethiopian Tourism Minister and other stakeholders to attract more tourists and to increase the number of tourists by using strong marketing strategy. On the other hand, Ras Amba Hotel interviewed managers recommended that hotels shall work towards promoting and marketing their services to increase the number of tourists, the hotels marketing team shall work with universities and institutions, tour companies and Ministry of Culture and Tourism shall attract tourists, hotels shall provide additional services such as catering services, working on hotel strong marketing strategy, the Ethiopian government shall work in the tourist attraction and working on existing services strongly and they mentioned that the Ethiopia government already working on tourist attraction.

Magnolia Hotel & Conference Hall interviewed managers suggested that hotels shall have a short-term plan to return their business to the previous business, hiring well-skilled manpower, to provide additional facilities for the hotel clients, providing complementary services for the accommodation service clients, and to be competitive hotel at the hotel industry, to retain domestic customers, working with international and local organizations, working on human resource management to retain employees, to collaborate with government bodies and tour companies, the

suppliers market shall be stable in order the hotels to provide their services stably, the country peace and security shall be stable, the government shall promote the country tourism by collaborating with the hotels and other concerned bodies.

Saro-Maria Hotel interviewed managers recommended that the hotels management shall have flexible work environment, the hotels services shall be creative, substituting their services, to use QR Code menu for customers, housekeeping shall be creative and innovative, availability of e-visa for tourists and visa on arrival, strong diplomacy in Ethiopia, peace and security of the country, diplomats and diasporas shall work towards Ethiopia positive image and promoting the country tourism, Ethiopian government shall work on the tourist attraction and working on existing services strongly.

MOH and Addis Ababa Culture and Tourism Bureau managers mentioned that hotels shall use the COVID-19 protection manual, the hotels' employees to be vaccinated, and the hotels to receive COVID-19 vaccinated certificate by fulfilling the requirement, all hotels shall have emergency committee, to seriously guide and follow up the customers from starting from Airport to the hotel and to follow up their employees.

#### **4.4. Summary of Qualitative Analysis**

During the hotel managers interviewed about the challenges and limitations that they faced due to COVID-19 were, sales decline, accommodation and meeting hall services decline, employee turnover, wedding ceremony decline, number of tourists decline because of COVID-19 travel restriction. On the other hand, the existed limitation in hotels economic survival are; occupancy of the meeting hall decreased by 50%, the hotels owners, employees and stakeholders are affected economically and psychologically by the COVID-19 crisis, customers are alerted about hotels COVID-19 prevention methods, and lack of manpower.

Besides for the risk management plan half of the hotels have risk management plan and they have short-term marketing and promotion plan, COVID-19 protocol manual but the half of the hotels don't have risk management plan but they have insurance, they are using COVID-19 prevention manual and communication materials. Additionally, all four selected hotels are working with government and private organizations on prevention and protection of COVID-19 pandemic, they are checking their employees' health status.

Moreover, the hotels are using hand washing technique, sanitizer, mask and keeping safe distance in order to protect themselves from COVID-19. Furthermore, all the interviewed hotels received short-term and long-term incentives from the government to cover their costs. On the other hand, some interviewed hotels have post-COVID-19 pandemic strategy and some of them don't have. Likewise, the hotels managers respond that to deal with other similar pandemic diseases; hotels need to practice to use the manual and emergency proclamation and prevention manual properly, to develop risk management plan, and long-term strategic plan, to be financially stable, to use creative and innovative technologies.

Finally, all the interviewed hotels managers suggested for hotels to be sustainable after post-COVID-19 to use strong marketing and promotion methods, to add additional services like catering service, to hire well-skilled manpower, to retain domestic customers, to use new technologies in the restaurant services and the country diplomacy policy to be strong.

Indirect respondents respond for the challenges and limitations hotels faced due to COVID-19, sales decreased, employee turnover, meeting declined, and the country economy negatively affected by COVID-19. The limitation was some hotels were not committed on the prevention methods, therefore there need to be continuous follow up. In addition to the organizations support for the hotels, they support them by supervising them on COVID-19 protocol, train the hotels employees, follow up to sanitize their materials and giving them the certificates.

Moreover, the hotels challenges were shortage of mask, alcohol and sanitizer products during the first phase of COVID-19, some employees and customers were not interested on wearing masks all the time, and sanitary materials cost. These-days the prevention techniques are slowing down therefore, there need to be serious follow up. Finally, the indirect respondents suggested the hotels to vaccinate their employees to receive their vaccination certificate, in order to fulfill their requirement, to have an emergency committee and to seriously guide and follow-up their customers and their employees.

## CHAPTER FIVE

### 5. CONCLUSION AND RECOMMENDATION

#### 5.1. Introduction

This final chapter discuss about summary, major finding, conclusion, recommendation and suggestions for the future study regards to the influence of COVID-19 on accommodation and meeting hall services in four selected star hotels; the study broadly discussed with the specific research objectives and questions.

#### 5.2. Summary

The general objective of this research was to identify and give possible suggestions about the influence of COVID-19 pandemic disease in the hotel's industry specifically in accommodation and meeting hall services for the four selected star hotels in Addis Ababa, Ethiopia.

The study was guided by the following specific objectives: to identify the challenges of accommodation and meeting hall services on the selected star hotels faced due to COVID-19 and to pinpoint the prevention methods, to examine the incentive methods that were provided by the government of Ethiopia for the hotels to their survival of business from the economic crisis which is occurred because of COVID-19 pandemic, to analyze the fate of the hotels business survival after COVID-19 and to investigate the hotels risk management plan and strategy for other future related pandemic diseases.

This study applied both qualitative and quantitative approaches which is a mixed approach. The researcher selected the mixed method because the mixed method allows for data triangulation and cross-referencing, therefore it will increase the reliability, finding, and recommendations for the study. Four selected star hotels from Addis Ababa were carefully chosen by using purposive method; Ras Amba Hotel (3 Star), Magnolia Hotel & Conference Hall (4 Star), Saro-Maria Hotel (4 Star) and Churchill Addis Ababa Hotel (4 Star) selected by using the permission of the hotels managers to be part of this research.

The researcher followed the cross-sectional descriptive design experimental design, because the data collected on one point, the descriptive design data collection method will in-person interview and questionnaire survey. The data collection carried out through face-to-face interview and survey questionnaire. Survey questionnaire translated into Amharic language. During the data collection,

all ethical issues considered that includes, getting consent from respondents. The major data collection instruments are survey questionnaires and key informant interviews by using stratified random sampling and purposive sampling respectively. The target populations are the four selected star hotels employees and department managers. A survey questionnaire with structured closed-ended questions was used for data gathering instrument was developed by the researcher. The Key Informant Interview was semi-structured interview.

Quantitative data analyzed through the use of appropriate statistical software, by using SPSS (Statistically Package for Social Science). Data collected from the hotels presented by using tables, descriptive statistics like frequency, percent, and mean are applied for presentations and graphical presentations.

### **5.3. Major finding and Conclusion**

On the survey questionnaires the study shows that the 38.6 of respondents were male and 61.4% of respondents were females. Their age range were 45.5% are between the age of 25-35 years, 43.2% were between the age of 18-25 years old and 11.4% are between the age of 35-45 years old. Therefore, this result indicates that the majority of the respondents are young employees. The majority respondents background shows that they hold BA degree. The respondent's marriage status shows that 52.3% are single and 43.2% are married.

The study also shows that nearly half of the respondents have experience with COVID-19 disease, 40.9% respondents feel vulnerable to COVID-19 because of their work exposure. Hence, the minority respondents answered there is a gap in the hotel management towards preventing their employees from COVID-19. Therefore, all employers shall give consideration to protect all their employees from COVID-19 pandemic.

Majority of respondents strongly agree they use COVID-19 protection methods to protect themselves and 68.2% of respondents respond that they are conducting hand hygiene technique, wearing mask and sanitizer during and between every interaction with customers. However, 15.9% of respondents disagree employers use the COVID-19 prevention guideline and 9.1% respondents disagree employers to use COVID-19 protection methods to protect the health of their employees.

On the other hand, 36.4% of respondents strongly agree all hotel employees are taking the COVID-19 prevention technique to protect themselves and 40.9% respondents strongly agree hotel

employees are taking the COVID-19 prevention technique to protect their colleagues and customers. Similarly, 38.6% respondents strongly agree about employers are taking the necessary and appropriate actions when employees are suspected by COVID-19 and 36.4% respondents agree when an employee develops COVID-19 symptoms, he or she will go home and self-isolated immediately.

From the Key informant interview; challenges and limitations hotels faced due to COVID-19 were, sales decline, accommodation and meeting hall services decline, employee turnover, wedding ceremony decline, shortage of mask, alcohol and sanitizer products during the first phase of COVID-19, some employees and customers were not interested on wearing masks all the time, and sanitary materials cost number of tourists decreased because of COVID-19 travel restriction and the country economy negatively affected by COVID-19.

The limitations are; occupancy of the meeting hall decreased by 50%, the hotels owners, employees and stakeholders are affected economically and psychologically by the COVID-19 crisis, customers are alerted about hotels COVID-19 prevention methods, some hotels were not committed on the prevention methods, and lack of manpower.

The interviewed half hotels have risk management plan and they have short-term marketing and promotion plan, COVID-19 protocol manual but half of the hotels don't have risk management plan but they have insurance, they are using COVID-19 prevention manual and communication materials. Additionally, all four selected hotels are working with government and private organizations on prevention and protection of COVID-19 pandemic.

Moreover, the hotels are using hand washing technique, sanitizer, mask and keeping safe distance in order to protect themselves from COVID-19. Furthermore, all the interviewed hotels received short-term and long-term incentives from the government to cover their costs. On the other hand, some interviewed hotels have post-COVID-19 pandemic strategy and some of them don't have.

The government organizations support for the hotels by supervising them on COVID-19 protocol, train the hotels employees, follow up to sanitize their materials and giving them certificates.

#### **5.4. Recommendation**

Based on the finding of the research, the following recommendation are made;

- Hotels need to practice to use the manual and emergency proclamation and prevention manual properly, develop risk management plan, and long-term strategic plan, to be financially stable, and using creative and innovative technologies.
- Service providers like transportation, café & restaurants, bars, hotels, schools, institutions and other service providers should play a great role on COVID-19 prevention.
- Hotels shall be sustainable after post-COVID-19 by using strong marketing and promotion methods, adding additional services like catering service, to hire well-skilled manpower, to retain domestic customers.
- Employees and customers shall wear their mask in reception area, kitchen, restaurant and bar and during meeting at the meeting halls all the time.
- These-days the prevention techniques are slowing down therefore, there need to be serious follow up by the government and ministry of health.
- Hotels shall ensure the hotels hygiene continuously, clean it frequently, safety and secure the hotel environment for employees and customers.
- Developing strong financial and human resource plan in order to retain employees during this kind of difficult times.
- Hotels shall create partnership with different stakeholders to prevent and protect their employees and customers from COVID-19.
- Hotel employees shall be vaccinated to decrease the transmission of COVID-19 pandemic.
- Hotels shall have an emergency committee and to seriously guide and follow-up their customers and their employees.
- Promoting domestic tourism for Ethiopian citizens by using different strategies and service package for the clients.
- Facilitating eLearning modules about COVID-19, symptom and prevention methods of COVID-19 for tourism employees especially for hotel service manpower's.
- To adapt new technology and innovation to prevent COVID-19 pandemic.
- Hotels shall develop good data management system to prevent and protect employees and customers from COVID-19.
- Investors shall invest in hotel industry

- The medical centers and medical institutes shall work on pre-COVID-19 prevention awareness and follow up rather than COVID-19 and post COVID-19 protection to decrease the number of the infected people.
- Electricity and connectivity shall be accessible for all in order to make awareness about the medical communication and update information about COVID-19 from Ministry of Health and Ethiopia Public Health Institute for people who lives in rural areas.
- Hotel industries shall create partnership with Ministry of Health, and other governmental organizations that will allow them to respond to the gaps in services delivery during COVID-19 pandemic.
- Hotels shall deploy the long-term loans that they received from the government for COVID-19 recovery and searching other resources in order to survive from the pandemic.
- Hotels shall clean their lift regularly, steaming mattresses and carpets and checking the temperature of employees and customers at the hotel entrance.
- The decision that are made by the policy makers shall be knowledge based and easier to be understand in all people.
- The technical knowledge shall be understood by officials, leaders and policymakers and also the other people and neglected people shall be considered.
- Religious places, service providers (hotels, café, restaurant and bars,) transportation service providers and schools shall prevent the COVID-19 seriously and the government shall follow up this service providers regularly.

#### **5.5. Suggestion for future study**

More researches should be conducted about COVID-19 influence in hotel and tourism industry since the number of infected people is increasing day-to-day. Moreover, this research was conducted in Addis Ababa, Ethiopia, more studies shall be conducted in other regions in Ethiopia.

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# Appendix I=Questionnaire Survey

## Addis Ababa University

### College of Business and Economics

#### Department of Management

##### Survey Questionnaire filled by hotels employees

###### Consent form

I am Mihret Fikre, a graduate student of Addis Ababa University, College of Business and Economics, Department of Management. Currently, I am researching “The influence of COVID-19 on Accommodation and Meeting Halls services “The Case of Four Selected Star Hotels in Addis Ababa, Ethiopia" in partial fulfillment of My Master of Science in International Business. I believe that this study will help to bring possible recommendations for the hotel industries on COVID-19 influence. I would like to assure you that your name will not be mentioned in this questionnaire and the information that you provide will be kept confidential and it will be only used for the research purpose. You have the right to refuse to take part in this questionnaire. The filling of this questionnaire may take 10-15 minutes and the information that you will provide is very useful to achieve the objective of the study. You have a right to ask any question if you need any clarification about the questions, please contact me.

**Thank you for your kind cooperation in filling the questionnaire!**

###### Section I General Information

**Direction: Please put a checkmark (√) on the appropriate box.**

###### 101. Age in Years

- |                  |                          |               |                          |
|------------------|--------------------------|---------------|--------------------------|
| 1.1 18-25 years  | <input type="checkbox"/> | 1.4. 45-55    | <input type="checkbox"/> |
| 1.2. 25-35 Years | <input type="checkbox"/> | 1.5. Above 55 | <input type="checkbox"/> |
| 1.3. 35-45 Years | <input type="checkbox"/> |               |                          |

###### 102. Gender

- |           |                          |
|-----------|--------------------------|
| 1. Male   | <input type="checkbox"/> |
| 2. Female | <input type="checkbox"/> |

###### 103. Education level

- |                                     |                          |                      |                          |
|-------------------------------------|--------------------------|----------------------|--------------------------|
| 1. 10 <sup>th</sup> grade completed | <input type="checkbox"/> | 3. First Degree (BA) | <input type="checkbox"/> |
| 2. 12 <sup>th</sup> grade completed | <input type="checkbox"/> | 4. Masters (MA)      | <input type="checkbox"/> |
| 2. Diploma                          | <input type="checkbox"/> | 5. Above MA          | <input type="checkbox"/> |

**104. Marital Status**

1. Single

2. Married

**105. Job Position**

1. Reception Manager

4. House Keeping Manager

2. Reception Officer

5. House Keeper

3. Waiter/Waiters

6. other \_\_\_\_\_

**Section II Questions on COVID-19 effect on employees**

**Direction: Please put a checkmark (√) on the appropriate box.**

201. Have you, your relative, or your friend been infected by COVID-19?

Yes  No

202. Do you think you are vulnerable to COVID-19 disease because of your work exposure?

Yes  No

203. Do you feel that your job is insecure because of COVID-19?

Yes  No

204. Do you always use the COVID-19 prevention methods? (Wearing Mask, hand hygiene, and sanitizer) to protect yourself from COVID-19.

Yes  No

205. Do you take all the COVID-19 prevention measures to protect your colleagues and customers from COVID-19?

Yes  No

206. Are you satisfied with the employer action that has been used to prevent you from COVID-19?

Yes  No

### Section III Survey on COVID-19 effect and prevention on the Hotel Service

**Direction:** This part of the questionnaire intends to find your perception of COVID-19 effect on your company.

Please circle the number which reflects your perception.

- |                      |                   |
|----------------------|-------------------|
| 1. Strongly Disagree | 4. Agree          |
| 2. Disagree          | 5. Strongly Agree |
| 3. Neutral           |                   |

S/N	Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	COVID-19 has affected my life, my family, and my Income.	1	2	3	4	5
2.	I use the COVID-19 protection methods to protect myself.	1	2	3	4	5
3	I conduct hand hygiene, wearing mask and using sanitizer during and between every interaction with customers.	1	2	3	4	5
4	COVID-19 affected me psychologically.	1	2	3	4	5
5	I feel vulnerable to COVID-19 disease.	1	2	3	4	5
6	COVID-19 affected me to feel insecure in my work.	1	2	3	4	5
7	Hotel employees are taking the COVID-19 prevention techniques to protect themselves.	1	2	3	4	5
8	Hotel employees are taking the COVID-19 prevention techniques to protect their colleagues and customers.	1	2	3	4	5
9	When employees suspected by COVID-19, our hotel takes the necessary and appropriate measures.	1	2	3	4	5
10.	Our hotel provides a safe place for employees and workplace sanitation.	1	2	3	4	5
11	Our hotel provides safety and hygiene inputs for workers at their workplaces.	1	2	3	4	5
12.	When an employee develops COVID-19 symptoms, he/she will go home and self-isolated himself/herself immediately.	1	2	3	4	5
13.	Our hotel uses the COVID-19 Prevention Guideline.	1	2	3	4	5
14.	Our hotel uses COVID-19 protection methods to protect the health of its employees.	1	2	3	4	5

**Thank you for your Participation!**

**Appendix II=Key Informant Interview 1**  
**Key Informant Interview for Hotel Managers**

**Addis Ababa University**  
**College of Business and Economics**  
**Department of Management**

**Dear Sir/Madam,**

I am Mihret Fikre, a graduate student of Addis Ababa University, College of Business and Economics, Department of Management. Currently, I am conducting research on “The influence of COVID-19 on Accommodation and Meeting Halls services “The Case of Four Selected Star Hotels in Addis Ababa, Ethiopia” in partial fulfilment of Master of Science in International Business. I believe that this study will help to bring possible recommendations for the hotel industries on COVID-19 influence. The information that you will provide will be kept confidential and it will be only used for the research purpose. You have the right to refuse to take part in this interview. The interview will take 30 minutes and the information that you will provide is very useful to achieve the objective of the study. You have a right to ask any question or if you need any clarification about the study.

**Thank you in advance!**

**Section I: Background information**

1. Company name: \_\_\_\_\_
2. Position: \_\_\_\_\_
3. Company Address: \_\_\_\_\_
4. Gender  
Male   
Female
5. Organization Address: \_\_\_\_\_

## **Section II COVID-19 related questions**

1. What challenges did your hotel faced due to COVID-19?
2. Does your hotel have Risk Management Plan? If yes, please explain how you are using it currently?
3. Do your company collaborate with government offices to prevent COVID-19? In what aspects do you collaborate?
4. Do your employees use COVID-19 prevention methods? If yes, please explain it
5. Does the government of Ethiopia provide incentives for your hotel to be survived from economic crisis? If yes, what kind of incentives?
6. What kind of effective prevention methods are taken so far to prevent the hotel employees and customers from COVID-19 pandemic?
7. Does your hotel have post-COVID-19 strategy? If yes, please explain it.
8. What are the limitations are existed for hotels economic survival due to COVID-19 in the country?
9. Does your hotel give updated information for your employees about COVID-19?
10. What kind of actions was taken so far by your hotel in order to adapt the longer-term change of the hotel business due to COVID-19?
11. What do you think hotels should do when dealing with other diseases similar to COVID-19?
12. What suggestions do you have for hotels' profitability and sustainability after post-COVID-19?

**Appendix III=Key Informant Interview 2**  
**Key Informant Interview for Government Organization**

**Addis Ababa University**  
**College of Business and Economics**  
**Department of Management**

**Dear Sir/Madam,**

I am Mihret Fikre, a graduate student of Addis Ababa University, College of Business and Economics, Department of Management. Currently, I am conducting research on “The influence of COVID-19 on Accommodation and Meeting Halls services “The Case of Four Selected Star Hotels in Addis Ababa, Ethiopia” in partial fulfilment of Master of Science in International Business. I believe that this study will help to bring possible recommendations for hotel industries on COVID-19 influence. The information that you will provide will be kept confidential and it will be only used for the research purpose. You have the right to refuse to take part in this interview. The interview will take 30 minutes and the information that you will provide is very useful to achieve the objective of the study. You have a right to ask any question or if you need any clarification about the study.

**Thank you in advance!**

**Section I: Background information**

1. Company name: \_\_\_\_\_
2. Position: \_\_\_\_\_
3. Company Address: \_\_\_\_\_
4. Gender  
Male   
Female
5. Organization Address: \_\_\_\_\_

## **Section II COVID-19 related questions**

1. What kind of challenges hotels faced because of COVID-19?
2. What are your responsibilities in helping hotels to protect them against COVID-19? What are some of the activities involved in the prevention and treatment of COVID-19?
3. Do hotels protect their staff and customers from COVID-19?
4. What challenges and limitations do hotels face in COVID-19 protection?
5. How the hotels are interested to receive updated information about COVID-19 disease? How they are using it in the COVID-19 prevention methods?
6. Do you have information about hotels that have risk management plan? If yes, please explain it how they are using it during the COVID-19 outbreak?
7. What suggestions do you have for hotels on COVID-19 pandemic prevention.



