



**The Effect of Supply Chain Management Practices on Sustainable
Tourism Development: The Case of Star-rated Hotels in Addis Ababa,
Ethiopia.**

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Declaration

I, Yetaseb Seyoum, declare that this thesis on title “The Effect of Supply Chain Management Practices on Sustainable Tourism Development: The Case of Star-rated Hotels in Addis Ababa, Ethiopia’ is my research work, prepared under the guidance of Zelalem Baysa. (PhD) on partial fulfillment of the requirements for the Degree of Masters of Art in Logistics and Supply Chain Management at Addis Ababa University. The researcher additionally confirms that none of the sources of information utilized in the thesis have been improperly cited and that the thesis has not been submitted in whole or in part to another institution of higher learning with the intention of receiving a degree.

Yetaseb Seyoum

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Acronyms

CRM: Customer Relationship Management

HSCM: Hospitality Supply Chain Management

SC: Supply Chain

SCM: Supply Chain Management

STD: Sustainable Tourism Development

TBL: Triple Bottom Line

UNWTO: United nation world tourism organization

WB: World Bank

Abstract

This study was conducted with an objective of identifying the effect of supply chain management practices on sustainable tourism development in the case of Addis Ababa star rated hotels. Supply chain management has become a valuable way of securing competitive advantage to the specific firm and beyond since competition is no longer between organizations, but among supply chains. This research conceptualizes and develops four dimensions of supply chain practices, which are strategic supplier partnership, customer relationship, information sharing, and supply chain integration and check the relationships with sustainable tourism development. The researcher used descriptive and explanatory research design. The data for the study was collected from 204 employees working on the selected star rated hotels in Addis Ababa. These hotels are a member of Addis Ababa Hotel owners Association that ranges from three to five star grading. The analysis is done by using SPSS Software version 26. From the result of the analysis it is concluded that there is a strong relationship between supply chain management practices and sustainable tourism development because some of the SCM practices have shown a positive and significant effect on tourism, however further study is recommended by including additional SCP elements and sample to make a strong conclusion. Therefore, in order to achieve long-term development of the sector hotels have to give due emphasis to the constructs of supply chain management practices. This study contributes to the knowledge and supply chain practices of the hospitality and tourism sector. The paper concludes with recommendations for implementation and future research on the issue selected.

Keywords: Supply Chain Management practices, Sustainable Tourism Development

CHAPTER ONE

INTRODUCTION

1.1. Introduction

The research's background is presented in this chapter, which also explains the significance of supply chain practices for hotels and how they affect the growth of sustainable tourism. An overview of the supply chain is given first and the issue that have occurred the Hospitality supply chain management. The main objective of the study is to determine the effect of supply chain practices on hotels for sustainable tourism development of the nation.

1.2. Background of the study

The service sector's tourism industry covers a wide range of professions, that includes hotels, resorts, restaurants, event planning firms, parks, transportation services, etc. The sector, which has a market size of several billion dollars, is largely dependent on the availability of spare time and disposable money. (Raghavendra & Nijaguna, 2015).Hotel industry as important component of tourism has been growing in recent periods. Because it is so simple to enter and leave the hotel business, competition among hotels is also on the rise occasionally. As a result, each company in the hotel business strives to get a competitive advantage over the others in order to remain strong. As a result, companies in the hospitality sector strive to embrace supply chain management strategies. (Baw, 2017).

The supply chain practices is crucial to the hotel and tourism industry. For this industry to strengthen its competitive edge, maintaining constant connections with suppliers and implementing a successful ordering system are crucial. Establishing uniform standards is made easier with the establishment of a supply chain since it enhances understanding of the entire system. In the approaching era of hyper-competition, it is indicated and obvious that supply chain expansion will serve as the basis for competitiveness in many industries. (Raghavendra & Nijaguna, 2015). Adopting best practices for the tourism supply chain can help a business retain customers because people are starting to demand ethical behavior even from those who are not willing to pay for it. It can also help a business increase revenue, cut costs, improve

operational efficiency, and stay competitive by identifying and acting on market risks and opportunities. (Richard & Font, 2004).

The functioning of tourist businesses and the tourism goods they sell are important to the growth of the industry. Because the provision of services in the tourism industry is so distinctive, many partners, including those involved in the tourist supply chain, must work diligently and together (Szpilko, 2016). A key factor in determining a product's performance on the tourist market is cooperation between various business partners. If a product is successful, this cooperation also helps to maximize the activities that are carried out as part of the business.

The foundation of sustainable tourism is the "rich triangle," where the preservation of ecosystems, social fairness, and an equitable distribution of income are all equally important but must be coordinated. Additionally, using sustainable business practices may help grow your current company, draw in new clients, and boost your shareholder value (Carvalho, 2011). Consequently, a high standard of performance and quality, together with other sustainable practices, may lessen disputes with vendors, employers, government agencies, and local communities, as well as facilitate relationships amongst stakeholders. The two basic objectives of supply chain management are to reduce waste in the supply chain and improve customer service. The reduction of waste, such as waiting times, inventory, and the manufacture of unnecessary goods, leads to lower costs. Preferred suppliers and increased turnover are the results of interconnected procedures that enhance customer service. All this leads to higher productivity (more income/ less costs). Research by (Erick, 2011) stressed that by lowering uncertainty, enhancing customer service, and creating a competitive edge, successful businesses have effectively managed their supply chains to enjoy the benefits of inventory minimization. Thus with these findings this study is undertaken on star rated hotels to check the role of supply chain management on ensuring sustainable tourism development.

1.3. Statement of the problem

Tourism is a significant business that spans a number of sectors, including housing, food and beverage services, leisure and entertainment, transportation, and travel services, each of which has a unique structure and purpose and contributes to the expansion of tourism in different regions (Gudeta, 2013). Over the past few years, Ethiopia's hotel inventory has grown

significantly. Even while lodging for visitors serves as the main draw, new building and improvements are ongoing. Although Ethiopia's hotel sector has been growing quickly overall, there is still much opportunity for development (Gudeta, 2013).

By lowering uncertainty, enhancing customer service, and creating a competitive edge, successful businesses have effectively managed their supply chains to enjoy the benefits of inventory minimization. As far as long term productivity of the organizations are concerned, the issue of sustainable development is important. The goal of service supply chain management is to effectively meet customer demands by anticipating, planning, implementing, and regulating the supply chain process. The product, information, and financial flows must be coordinated, integrated, and controlled both inside the company and among the partners. When supply chain management was first introduced, businesses did it to increase operational effectiveness and cut costs. However, in today's company, companies seek to leverage competitive advantage over the long term. Actually, integrated supply chain management meets the firm's needs (Calaretu, 2013).

In the hotel sector, linkages between hotels and their suppliers (backward linkage) and tourism middlemen (forward linkage) make up supply chain management. The performance of the whole hotel supply chain will be impacted if one link in the network fails. For instance, the inadequate inputs from their suppliers would have an impact on hotels. On the other hand, even when the hotels' goods and services are of high quality, the performance of the travel agents in charge of marketing and selling the hotels' goods to clients will have an impact on how well the hotels function (Erick, 2011). Companies that are a member of the same supply chain recognize trade-offs with their neighboring customers and suppliers and have begun to understand the significance of integration in the chain in order to concentrate on the cost and service supplied to the end customer. No longer is internal excellence sufficient; the whole supply chain must also exhibit outward excellence(Sandberg, 2007). The joint efforts of all actors in the chain can build strong nation which excel in economic, social and environmental matters.

In this perspective, it seems evident that there is now an urgent need to explore the effect of Supply Chain management practices to wards sustainable development of the sector. This study aims to shed light over this matter and sustainable implications for not only for the

hotels but also for the tourism industry. In doing so, this research has chosen star rated hotel in Addis Ababa, Ethiopia.

1.4. Research Objectives

The main aim of this research is to examine the effect of Supply chain management practices on sustainable tourism sector development. This main objective pursued through the following objectives:

- ✓ To assess the supply chain management practices of selected hotels in Ethiopia
- ✓ To investigate the relationship between supply chain management practices and sustainable tourism development.
- ✓ To examine the benefits of practicing supply chain management in hotel industry towards sustainable tourism development

1.5. Research Questions

This research seeks to pose a question based on its statement of the problem in the following ways:

- ✓ How the Supply chain management practices in star rated hotels in Ethiopia described?
- ✓ What is the relationship between supply chain management practices sustainable tourism development?
- ✓ What is the role of practicing Supply Chain management program in hotels for sustainable tourism development?

1.6. Significance of the Study

Supply chain management practices are important all over the world in different industries. Studies have been conducted in foreign countries & in different manufacturing organization. Therefore, this study is useful for devising the supply chain practice for Hotel industry. It is envisaged that this study would be useful to firms in the sectors since it will demonstrate how SCM methods may be implemented. This means that each participant in the supply chain system will benefit financially and perform better, and they will also help the tourist industry thrive sustainably. Moreover the study provide recommendations to assist especially hotel operations by applying sustainable supply chain management system and to give insight to

tourism stakeholders to make well informed business decision in regards to sustainable tourism development. Finally, other academics and scholars for more study in the area may refer the study's conclusions.

1.7. The scope of the study

Addis Ababa the capital city, has more than 250 tourist standard and graded hotels; this study however focused only those hotels that are a member of Addis Ababa hotel owners Association, received grade certificate from three to five star from the ministry of tourism. The major reason is relatively these hotels have supply chain management department. The focus of this study is supply chain practices and its effect on sustainable tourism development with the selected dimensions. Strategic supplier partnerships, customer relationships, information exchange, and supply chain integration are among the Supply chain practice pillars covered by the research. The sustainable tourism development dimensions include environmental, economic and social dimensions. Moreover, quantitative research methods were employed to achieve the research objectives.

1.8. Limitation of the research

The study investigates the function of supply chain practices for sustainable tourism development on selected hotels. The researcher's investigative study subject and geographical extent, as well as desire in include more hotels, have been restricted by time and resource limitations.

1.9. Operational Definitions

- ✓ Supply chain management: involves actively overseeing supply chain interactions and operations in order to optimize customer value and provide a long-lasting competitive advantage.
- ✓ Sustainable Tourism Development: Tourism that addresses the demands of travelers, the industry, the environment, and host communities while fully accounting for its present and future economic, social, and environmental implications(UNWTO)

1.10. Organization of the thesis

This paper consists five main parts. The introductory part of the first chapter covers the background of supply chain management, practices, problem statement, study significance, research objective.

The second chapter is all about the reviewing related literatures of supply chain management practices and sustainable development of the tourism sector. Additionally, it offers some research on the topic that was done by various academics, highlighting discoveries and knowledge gaps. The conceptual framework used, model that was used as a guide in the research has been presented in this chapter.

The third chapter includes the study focus areas, research design and approach employed on the study, the target population and the sampling frame, data collection tools and methods, data analysis methods. Moreover, the proposed research method and ethical issues that are considered by the researcher are also covered.

The fourth chapter; covered the research findings the data collected, analyzed and presented in the tables for interpretation. Finally, research summary, conclusions and recommendations are presented.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1 Introduction

The goal of the reviewing related literature was to gain the most recent information on research related to the supply chain and its effects on the development of sustainable tourism, as well as to better understand the study by referencing a variety of books, journals, and earlier studies ever conducted, which are available from the different sources. The literature part will comprises both the theoretical and empirical reviews.

2.2 Supply Chain Management

According to the council of supply chain management, Supply Chain management is defined as: “Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities” (Jaipur National University, 2013). Moreover, according to (Sethu, 2007) The actions involved in the movement and transformation of items from the stage of raw materials to end users, as well as the information inputs related to those operations, are all included in supply chain management. Supply chain management is crucial for tourist businesses to achieve profit and return on investment since supply networks run in many different ways (Tauoatsoala, 2018). The flows are both up and down supply chain. Delivery of the finished products to the end consumers is one of the downstream tasks of the supply chain department. Upstream functions include obtaining the correct items from the right suppliers at the right time and keeping strong connections with the suppliers (Sethu, 2007).

2.3 The benefits of supply chain management

If there is a clear focus on the loss due to the absence of an efficient supply chain strategy and/or the advantage due to an effective supply chain for any organization, the significance of supply chain management comes into play (Jaipur National University, 2013). The advantages that supply chain management brings to the chain's participating companies are a key factor in

its significance. Businesses may gain from better supply chain management by lowering costs, increasing revenues, increasing customer happiness, and improving delivery and product or service quality (Baltacioglu, 2007). The service industry in Ethiopia is still falling behind when it comes to reaping the rewards of effective supply chain management. An organization would perform impressively if operation management and supply chain management were balanced (Miraz, 2016)

Currently, organizational structures across all service industries are becoming increasingly complex and varied. Therefore, in order to benefit from the chain's synergistic benefits, there are needs for significant supply chain engagement and close relationships with both suppliers and customers (Baltacioglu, 2007). Successful relationships with supply chain organizations are essential to generating value and maximizing profitability. This may be done by implementing new models of collaboration, enhancing communication, and integrating all supply chain partners (Fernandes, 2014). Therefore, collaboration between several business partners in the tourism supply chain is crucial to a product's performance on the tourist market, and if it succeeds, it also helps to maximize the efficiency of the operations that are carried out for business (Szpilko, 2017).

2.4 The Supply Chain Management Practices

A company's actions taken to promote effective supply chain management are referred to as supply chain management practices. Upstream and downstream parts of the supply chain are included in the multi-dimensional idea of the procedures. The tourist sector's supply stability influences whether a company will succeed or fail. While supply varies from year to year and season to season, managing the complicated link between supply and demand is necessary. Similar to other supply chains, the tourism industry relies on business-to-business interactions, and supply chain management may be used to bring gains in both sustainability and financial performance by focusing on each supply chain supplier's operational efficiency (Pascal Tauoatsoala, 2018)

The low quality inputs of its suppliers might have an impact on hotels, which are significant parts of the tourist sector. Then, tour companies who include these hotels in their package trips are probably not able to completely please their customers. Additionally, how well travel intermediaries perform (who manage the operations for attracting guests to the hotels, as well

as promoting, bringing, and selling the goods to customers) will affect how efficiently the hotels run (even though the products and services of the hotels are high quality) (Öztüren, 2009)

2.5 Supply Chain Management practice dimensions

Related literature describes SCM takes a variety of methodologies with the end goal of improving organizational performance. Following a review and compilation of the literature applicable to the research objectives, four distinct dimensions—strategic supplier partnerships, customer connections, information sharing, and supply chain integration—are selected for evaluating SCM practice. According to Suhong Li, (2006) The four components include information flow across a supply chain (level and quality of information exchange), supply chain integration across the chain, and upstream and downstream (customer relationship) aspects of a supply chain. Information exchange, customer relationships, and strategic supplier partnerships are all part of the supply chain management practices components (Inda Sukati, 2011). The organization's SCMP, which includes partnerships (strategic) or structured and organized plans for supplier growth and development, information transfer and sharing, and data and information quality, may have an impact on how competitive the business is in relation to its industry (Conrad Ocheo Mogaka, 2020). Although the aforementioned dimensions account for the majority of SCM practice, it should be highlighted that they are not all-inclusive. In reviewing and consolidating the literature and for purposes of this research the four dimensions are included: strategic partnership with suppliers, relationship with customers, information sharing, and supply chain integration are selected for checking supply chain management practice in this study.

2.5.1 Strategic Supplier partnership

The phrase "strategic supplier partnership" refers to a bond that a business has with its suppliers for a long time. Successful partnership partnerships require a clear understanding of expectations, open communication and information sharing, mutual trust, and a shared future vision. This last issue, a shared future orientation, implies that the partnership connection requires a long-term view. Its goal is to provide each participating company the opportunity to continuously reap considerable advantages by putting their strategic and operational expertise

to use (Suhong Li, 2006). Supply chain strategic alliances are an essential component of every successful business. To guarantee that products and services are delivered on time and efficiently, a wide range of stakeholders, including suppliers, manufacturers, distributors, and retailers, must work together. Strategic alliances might boost production, reduce costs, and enhance customer service for firms. Businesses may get a distinct advantage and edge in the market by utilizing the qualities of each partner. Successful partnerships help members accomplish organizational goals and create competitive advantages that none of the participants could have achieved on their own. Successful partnerships are those that meet the expectations that both parties have for the relationship, whereas failed ones fall short of one or both of those goals. As a result, the amount of or match between partners' expectations (and criteria) and relationship outcomes can be seen as the relationship success or performance (Ghalami, 2004)

2.5.2 Supply Chain Integration

Supply chain integration methods are combined through integration. They provide planning and control support for the production. (Erick, 2011). Tourism Supply chain management encourages effective integration and management of the network of tourism organizations that provide diverse components of tourism products and services for the distribution and marketing of tourist services in a specific tourism destination (Tauoatsoala, 2018). The effectiveness of the business plans of the organizations that make up a supply chain is significantly influenced by how well it is connected and runs. Nowadays, it is acknowledged that rivalry frequently occurs throughout supply networks rather than between distinct enterprises. It is crucial to deliver the product and service to the customer when they need it. As a result, the partner businesses should collaborate closely to create and implement a supply chain strategy that will both meet client expectations and enable them to generate a sufficient return. The degree of integration has a beneficial impact on performance results; the majority of SC integration studies support the idea that as SC integration increases, so does operational performance and quality. Through the fundamental relationship between sourcing and degree of operation objective attainment through empirical confirmation of fundamental causal relationships in a supply chain, SC integration affects customer responsiveness and production performance.

2.5.3 Information sharing

Sharing of information between players in a supply chain is essential for coordination. Information sharing may increase supply chain efficiency by reducing stocks and controlling production. Supply chain efficiency is essential since competition currently takes place across supplier networks rather than between companies (Beaumont, 2017). It integrates supply chain techniques for managing customer relationships, customer service, and supplier relationships. Information management and sharing across the supply chain is a crucial customer service tool for businesses. The capacity of a business to offer top-notch service is mostly dependent on information. To get feedback on customer service, buyers and suppliers must maintain an open line of contact. Information must be accessible to and utilized by the whole supply chain in order for sufficient customer service standards to be maintained.

There is strong preliminary evidence that knowledge exchange may significantly improve supply networks. Technology advancements have simplified the exchange of information. It is critical to revisit these study areas, especially in light of the contemporary environment's focus on globalization, growing consumer demands, and more competition (Beaumont, 2017)

2.5.4 Customer Relationship Management (CRM)

Customer relationship management in SCM places equal emphasis on outgoing and incoming client connections. Customer relations are related to the company's ability to interact in order to provide clients locally and worldwide with acceptable goods and services at the appropriate time, place, and quantity while retaining adequate quality (Inda Sukati, 2011). Customer relationship management is all about all-encompassing corporate approach that aims to boost profitability and save expenses by retaining customers. Businesses may build lasting connections that convert one-time customers into devoted, lifetime brand supporters by comprehending and controlling consumer interactions.

The development and maintenance of value-adding, long-term connections with consumers is essential to an organization's continued survival. (Tauoatsoala, 2018). Relationships are used to boost customer satisfaction and deter guests from making reservations at competing hotels. Because of advancements in customization and personalized service for consumers, developing relationships with clients has become essential for organizational sustainability.

The relationships help hotels differentiate themselves from competitors, maintain clientele, and offer value to their customers. (Raghavendra & Nijaguna, 2015).

2.6 The hotel industry and Supply Chain Management

A hotel can be defined as a place where tourist stops being the traveler and becomes a guest (Santoro, 2015). Over the past 50 years, the hotel sector has grown quickly and significantly. In most nations across the world, particularly in those that see a lot of international travel, the hotel industry is a significant service sector. The sector is investing heavily in new amenities for already-existing hotels, including extra parking spaces, swimming pools, and the construction of additional new buildings with larger guest rooms. (Eja, 2013). The need for tourist services is rising, and as a result, visitors are demanding greater quality, which has fueled rivalry among hospitality providers and highlighted how the amenities offered by the neighborhood hotels affect how appealing a place is to tourists. To meet these demands, the sectors must adapt and offer the client a high standard of quality. (Santoro, 2015). To this end the experience of international hotels with Supply Chain Management implementation demonstrates that SCM extends beyond merely streamlining internal procedures. (Sethu, 2007).

The supply chain is crucial to the hospitality and catering sectors. Employees in this industry must establish regular relationships with suppliers and use a reliable ordering system if they wish to improve the standard of customer care. In addition to inventory management systems, contemporary hotel chains use intelligence technology to gather, arrange, and analyze past and present purchasing data. Establishing uniform standards is made easier with the establishment of a supply chain since it enhances understanding of the entire system. In the approaching era of hyper-competition, it is indicated and obvious that supply chain expansion will serve as the basis for competitiveness in many industries (Raghavendra & Nijaguna, 2015).

Supplier relationship management is crucial for the hotel supply chain management since suppliers frequently interact with consumers during the service delivery process and may directly contribute to service delivery. (Kabadyai, 2015). Customers recognize and hold star-rated hotels to a higher level when it comes to amenities and services. Additionally, suppliers are educated on the importance of the goods they offer to the supply chain. (Erick, 2011). Applications for the hotel's supply chain include interactions between the hotel and its

suppliers (backward linkage) and tourist intermediaries (forward linkage). Resources used in the tourist industry, which are essential to its economic growth, are scarce and nonrenewable; once the environment is damaged, it cannot be repaired. Sustainable tourism involves the integration of two ideas. On the one hand, tourism planners must create and oversee tourism-related activities from the standpoint of long-term growth. On the other side, travelers should take measures to limit environmental harm (Ling, 2015). A hotel management should be aware of the important variables that have a greater impact on a hotel's performance in order to achieve a sustained rise in performance. In this context, both financial and non-financial criteria, such as quality and customer happiness, are used to assess the success of the hotels (Öztüren, 2009). Lean SC is all about minimizing waste, which is relevant to this. The hotel sector has to use a variety of approaches, such as First in First out, automated ordering, accurate forecasts, faster delivery, etc., to reduce waste. This is essential for the hotel business to maintain a balance due to the uncertain sales trend and demand.

2.6.1 The hospitality Supply chain management characteristics

A network of hospitality businesses involved in diverse activities, such as the supply of different parts for hospitality goods and/or services, is referred to as a hospitality supply chain. This comprises distributing and marketing hospitality items and/or services to the clients for a particular hospitality business, such as a hotel or restaurant; raw materials, equipment, and furnishings from multiple vendors. The hospitality supply chain uses a value-add mechanism to provide goods and services to clients from original suppliers. It comprises elements of the supply chains for both goods and services. The hospitality supply chain differs from a standard supply chain in six ways because of the distinctive traits of the hotel business (Mohamed abu Taleb Mohamed, 2020)

- ✓ First, the majority of products used in the hospitality industry are fresh. While certain products, like meals, are physically perishable and usually go bad within a few days, other products, including some unsold items (like hotel rooms), cannot always be maintained in stock.
- ✓ Second, the creation of client demand is crucial for the services. The important components of services that encourage positive word-of-mouth and help businesses achieve their goals are clear communication, prompt service, and a cheerful demeanor.

- ✓ Third, because the goods and services that are offered to clients are complicated, an HSC has a variety of suppliers. As a result, HSC contains some closed-loop supply chain characteristics.
- ✓ Fourth, due to the industry's dynamism, the demand for goods and services in HSC is quite ambiguous and complex.
- ✓ Fifth, the primary consumers of these goods and services are hospitality visitors, who frequently have to travel to the actual location of hospitality firms. As a result, logistics often take place between original suppliers and the hotel industry, but not between the industry and clients.
- ✓ Lastly, various hospitality services and goods, which may be provided by different associations, are typically combined into a package that is made available to clients. In this way, collaboration and contracting amongst diverse HSC firms are essential.

2.7 Sustainable Tourism development dimensions

Tourism is a fast expanding phenomenon that has just surpassed oil as one of the greatest global industries. The results of tourism are very varied. On the one hand, it considerably and certainly favorably contributes to the socioeconomic and political improvement of the destination nations, for instance by creating new work opportunities. Additionally, by encouraging awareness for the diversity of cultures and lives, it may occasionally encourage greater cultural understanding. On the other hand, due to its significant role tourism is today the most significant source of national income for several nations, contributing significantly to the growth of the community, the region where rejuvenating public services flourish via contemporary facilities to unwind and enjoy the beauty of nature, and the study of civilizations. (Nawar, 2014). Sustainable tourism development relies on the implementation of sustainable practices in every aspect of the tourism industry, including the supply chain. The supply chain is a crucial component of the tourism industry, and its practices can have significant effects on the environmental, social, and economic sustainability of tourism destinations. A sustainable supply chain in tourism involves minimizing the negative environmental and social impacts of tourism while maximizing economic benefits. One effective strategy to achieve a sustainable supply chain in tourism is to implement green procurement practices.

The capacity of large and small businesses to use their supply chains to support sustainable tourism may be a key change agent (Muhanna, 2006). Quality has become an increasingly important issue in organizations, so it is essential to develop sustained resource management. As a result, logistics emerges as an activity that allows for both short-term and long-term competitive advantages due to its ability to achieve high efficiency and economic benefits (Fernandes, 2014). Strong political leadership is required to promote broad participation, the creation of consensus, and the informed involvement of all relevant stakeholders. The adoption of necessary preventative and/or corrective activities as needed is a continual process that is required to achieve sustainable tourism.

Environmental protection, economic growth, and social development are the three pillars of sustainable tourist development (STD). These three dimensions are considered as complimentary to one another and as being compatible, despite the fact that they interact and cannot exist apart. However, the majority of research are primarily concerned with the environmental and economic implications (Agusta Ika Prihanti Nugraheni, 2019)

Sustainability includes the achievement of community-wide positive socio-economic, cultural, and environmental long-term benefits, in contrast to SCM, which addresses all aspects of a product's life cycle, including raw materials, processing, manufacturing, distribution, retailing, consumer usage, and final product disposal. As a member of a SC business, you understand that long-term sustainability is not a firm-specific issue but rather a SC concern encompassing all actors, both upstream and downstream (Sigala, 2008). Sustainable development is based on Triple Bottom Line (TBL). TBL is an integrated strategy that primarily focuses on the economic, environmental, and social bottom lines (Niedziółka, 2012)

According to (UNWTO & UNEP, 2005), sustainable tourism should:

- ✓ Utilize the environment as effectively as feasible while sustaining ecologically significant functions, fostering biodiversity, and protecting the preservation of the natural world's history.
- ✓ Respect the sociocultural authenticity of the host communities, preserve their traditional values and constructed and live cultural assets, and advance intercultural tolerance.

- ✓ Offering evenly distributed socioeconomic benefits to all parties, such as social services to host communities, stable employment opportunities, and means of earning a living, would ensure long-term economic success.

Three elements support sustainable tourism: social fairness, economic growth, and environmental integrity. It is committed to maximizing the contribution of tourism to the local economy, particularly the percentage of visitor spending that is invested locally. While maintaining the sustainability and competitiveness of tourism destinations and businesses to enable them to continue to grow and provide advantages over the long term, it should produce money and good employment for employees without having an adverse impact on the region's climate and culture as a travel destination. In this respect, growth should be a good thing for the local populace, tourism businesses, employees, and tourists themselves (ILO, 2010). According to the UNWTO, Making the best possible use of the environmental resources that are a crucial component of tourist growth, sustaining crucial ecological processes, and assisting in the preservation of natural resources and biodiversity are all goals of sustainable tourism. It should preserve the established and ongoing cultural heritage and customs of the host communities, respect their sociocultural uniqueness, and encourage tolerance and intercultural understanding. Additionally, it should guarantee long-term economic viability and offer equitable socioeconomic advantages to all parties involved, including permanent employment, income prospects, and social services for host communities, and a decline in poverty.

2.7.1 The environmental pillar of sustainability

Since tourism causes harm to natural environments due to urbanization, pollution, and crowds of people, it may be highly negative for the environment. This has an influence on wildlife as well. Animals may experience a variety of consequences from tourism, including changing food habits, interrupted reproductive, and habitat destruction. Tourism that practices environmental responsibility only uses the environment and its resources in ways that promote their ability to recover. The surrounding natural beauty serves as the foundation for many tourist attractions. If we want future generations to appreciate these treasures as well, we must preserve nature. Everyone needs clean air and water, not only visitors who want to enjoy their stay. They are necessary for getting there. Wildlife and natural reserves must be respected by

tourist attractions. Pollution and waste of all types must be reduced. These are crucial elements of the environmental pillar of sustainable tourism.

2.7.2 The Social pillar of sustainability

Humans are given priority in the sustainability movement's social component. Individual and community needs should coexist harmoniously, and everyone within a group or society should be given the chance to enjoy long-term social well-being. It is essential to safeguard and advance the interests of the local population in order to ensure social sustainability in tourism. The quality of life for locals must be prioritized on par with the expansion of the tourism sector. Therefore, local participation is necessary for tourism to flourish sustainably. Prioritizing providing their workforce with equitable working conditions, such as a safe workplace, competitive compensation, and flexible scheduling, should be a top priority for hotels, restaurants, and other tourism-related businesses. It is great for companies to help the local economy by making donations, sponsoring events, organizing fundraisers, and providing educational scholarships, among other things. Tourism should be advantageous to both businesses and the local community. The community should benefit from increased jobs, better educational opportunities, and greater living standards. Locals must never be put through hardships brought on by visitors, such as having limited access to living space or freshwater.

2.7.3 The Economic Pillar of Sustainability

One of the foundations of sustainability in the economy is the sensible and efficient use of resources. Without doing this, a firm won't be able to conduct its operations in the long run. Businesses develop strategies that, in addition to boosting profits, benefit people and the environment, or, at the very least, do not harm either. While taking into account regional, social, and environmental objectives, they seek for fair and social finance approaches. Fortunately, as awareness of the need of sustainability grows, more and more attempts are being made to provide solutions that are useful to both businesses and the environment. Businesses recycle more materials and produce less rubbish, and some governments offer tax advantages and incentives for conducting business responsibly. Tourism is a sizable industry that supports the growth of several international firms. In a perfect world, local businesses are

included into and supported by tourists. Therefore, sustainable tourism seeks to retain the bulk of its earnings there in order to support local businesses. The long-term economic viability of the region is taken into consideration while developing tourism-related products. They also contribute to stronger infrastructure, a large number of employment, and a thriving local economy. Maintaining jobs with fair terms and compensation is important for economic sustainability.

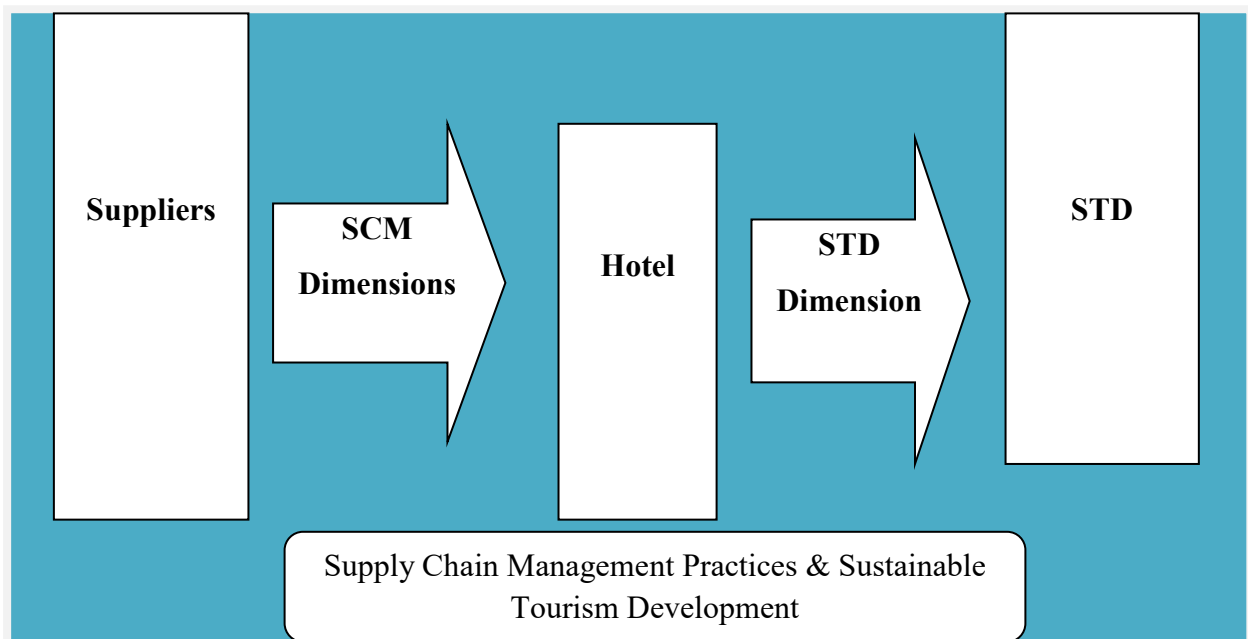
2.8 Importance of Sustainable Tourism Development

The implementation of the idea of sustainable tourism development will benefit many natural areas greatly because of how it affects tourism content and natural resources, as well as because of how important it is economically to maintain the quality of natural resources. A key factor in the growth of sustainable tourism is the hotel sector. Since hotels are frequently a visitor's first and final stop, they have a special chance to influence initiatives for sustainable tourism. Hotels may embrace sustainable practices in a variety of ways, including water conservation and energy-efficient lighting. In recent years, several hotel chains have prioritized sustainability and are making significant efforts to lessen their environmental effect. In order to promote sustainable tourism, hotels must buy local goods and produce. Hotels may contribute to a stronger local economy and lower their carbon footprint by patronizing nearby companies. Today, many hotels acquire their food and supplies from regional farmers and producers. This benefits the neighborhood as well as lowering the hotel's environmental effect. Income "leakages," or when the services utilized in tourism are produced and acquired outside the country or region, are the main way in which local inhabitants do not gain from tourists, as a result, it is critical to include supply chain techniques to maintain sustainability.

2.9 Conceptual framework

In this study, a generic Supply chain management model for the hospitality services sector is developed in connection to sustainable development. All aspects of supply chain management and sustainable development are represented in the conceptual framework. Integration, relationships, information sharing, and supply chain partnership are some of these activities. Moreover, aspects of sustainable tourism development the social, economic, and environmental pillars are indicated in the conceptual framework

Figure 1 Conceptual framework



Source. Own work

The conceptual framework presented above explains the link between the independent and dependent variables. Therefore, as part of SC practices, strategic supply chain partnership, information sharing, customer relationship management, supply chain integration acts as the independent variables while sustainable tourism development that encompasses economic, social and environmental pillars is each of these might have a positive or negative impact on the dependent variable, accordingly.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

An explanation of the study's methodology is provided in this section. It explains the procedures used for data collecting, processing, analysis, and sampling as well as the location where the study was conducted. The chapter also describes how the hotels and respondent staffs included in the study were chosen, as well as the sample frame, sampling size, and sampling method. Furthermore, it elaborates ways in which data collected was analyzed and presented.

3.2 Research Approach

There are three methods of research. They are mixed research, qualitative research, and quantitative research. These study methodologies are neither correct nor incorrect. One of these methods, or a mixture of the two, can be used in research. For the purpose of this study, the research approach selected is quantitative research approach method. Quantitative research is a systematic empirical approach used in the social sciences and various other fields to gather, analyze, and interpret numerical data. It focuses on obtaining measurable data and applying statistical methods to generalize findings to a larger population. The goal of quantitative research is to produce factual and trustworthy data on a certain phenomenon, community, or group. By using statistical tools like means, percentages, correlations, or regression analyses, it seeks to provide a deeper understanding of the topic under study. To gather information relevant to the study purpose, a questionnaire survey was utilized as the main data collection method.

3.3 Research Design

Research design is a framework or structure for collecting and interpreting data. It is a plan for carrying out a research that frequently contains instructions for the things to look at and the procedures to follow. Descriptive and Explanatory research design were used to dig out the

Supply chain management practices of hotels and its effect on sustainable development. The descriptive method of research, aims to obtain information on the existing condition. The link between the independent variable (supply chain management practice) and the dependent variable (sustainable tourism development) will be explained and examined via explanatory research designs

3.4 Target population

The study has focused on Addis Ababa hotel owners association member hotels that ranges from three to five star hotels. The reason why these hotels are selected is relatively they have well-structured supply chain department. The target population is staffs and management members working on the selected hotels. The target population is the finest source of information to get important data needed to address the research questions since they interact directly with the subject. For this reason, the study included hotel managers, Finance managers, head of supply chain or procurement department and purchasers considered as hotel management team of the organizations.

3.5 Sample Design and size

According to information from the Addis Ababa Hotel Owners Sectoral Trade Association and the data from the Ministry of Tourism 12 five star hotels, 30 four star hotels and 70 three star hotels are registered members of the association. The sampling frame for this study comprises the hotel general manager, finance manager, procurement manager and purchaser general manager, purchasing manager from selected Hotels. Hence, from each hotels at least 4 respondents and 448 are expected. Therefore, the total population is 448. Sample hotels and the respective respondents have been selected using a non- probability-sampling, of purposive sampling method. The major reason for selecting this sampling method is only three to five star hotels have well organized supply chain working function, on the contrary one and two star hotels have a mere function of purchasing activity. Taro, (1967) sampling formula was used to calculate the sample size.

$$n = N/(1+N(e)^2).$$

The variables of this equation are:

n = the sample size

N = the population of the study

e = the margin error in the calculation

Based on this formula at 0.05 error a sample of 211 were obtained, accordingly from these questionnaire only 204 were replied which is 96.6% response rate. Hence, by selecting a representative sample from the overall population, conclusions about the larger population may be drawn.

3.6 Data collection methods

Using both primary and secondary data sources, the researcher used supply chain management and sustainable development issues. Secondary data was gathered from other related literatures, reports and publications. Based on information obtained from the review of literature, to evaluate the impact of supply chain management on the growth of sustainable tourism, a tool was developed. Hence, four dimensions of supply chain practices and three dimensions of sustainable development were used.

3.7 Instrument

The major data collection instrument is questionnaire. The Questionnaires that focuses on Supply chain management dimension variables, which are supply chain integration, customer relationship management, supply chain strategic partnership and information exchange, along with Sustainable tourism development pillars social, economic and environmental impact was employed. Under these measurement variables, 5-8 questions were included on the five scale Likert. In the questionnaires that were given out, the study's purpose and significance were described to the respondents. When required more clarification was provided to some respondents. The questions were phrased in simple terms so that respondents could understand them. All data was gathered anonymously; respondents weren't forced to reveal any personal information. The major goal of permitting anonymous data collection is to give respondents the freedom to react objectively.

3.8 Validity and Reliability

The researcher personally guarantees the reliability and veracity of the information gathered. Primary data were collected from experts on the issue, General manager, finance manager, supply chain manager and purchasers) respondents are with long standing experience of working in Ethiopian hotel sector, which made their contribution valid and reliable for this research. The questionnaires were adapted from earlier studies of a similar nature, current industry surveys, and evaluations, and the researcher also sought input from several leading figures in the hotel sector. Moreover, the researchers is also have immense experience on the hotel industry.

3.9 Data analysis

The data analysis method employed was both descriptive and correlation, therefore data were organized and analyzed accordingly. Descriptive statistics is used to analyze research objectives; giving Percentages and frequencies to the data. The statistical tool were applied for evaluating and interpreting the questionnaires into meaningful information by SPSS, (version 26). Data helps to explain the degree of existence Supply chain management practices were obtained from the software. Practices in supply chain management and sustainable development's relation were tested using Pearson correlation. To examine the degree and the type of relationship between the two variables, correlational and regression analyses were conducted.

3.10 Ethical Considerations

In this study, special attention was paid to ethics throughout the whole research process, including the data gathering procedure. The following ethical concerns were discussed:

- ✓ The proposal included a clear statement of the study's aims, and participants received the necessary information regarding them.
- ✓ The plan of the study was looked through by my advisor
- ✓ At the beginning of the data collection with the participants, the study's objective was made very clear.

- ✓ The participants in the research gave their consent to participate. They were also told they could leave the study whenever they chose. The study was carried out in a manner that would not affect the hotel's operational activities.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 Introduction

According to the study objective and themes that emerged from the replies, the results from the quantitative instruments were categorized. Additionally, the researcher attempted to combine the questionnaire results with additional secondary data as well as their own knowledge and exposure to the problem. Therefore, the remainder of this chapter is divided into following sections: general demographics data of the respondents', hotels' entire supply chain practices, as well as how these actions effect on the growth of sustainable tourism will be presented in linking with other related literatures. Researcher distributed 212 questionnaires for respondents, for three to five star ranked member hotels of Addis Ababa hotel owners association in Addis Ababa city. From these hotels, 204 respondents provided proper answers to the questions. By using the data gathered from the survey, statistically analyzing the information in accordance.

4.2 The Study Area

In Ethiopia, there are three types of hotels in terms of ownership and management, governmental, independent/private and chain hotels. Hotels are classified with stars from one to five according to the international hotel classification system by the ministry of tourism. For those who wish to spend time visiting this amazing and stunning country, Ethiopia has a large number of hotels spread out over the nation. As with all other countries, major hotels are in Addis Ababa ranging from five stars to one star. Currently, with the emergence of new and modern hotels in the country, the number of hotels has grown considerably and there were 500 star rated hotels in Ethiopia, out of these 250 hotels are found in Addis Ababa, according to the Ministry of tourism data. Ethiopia's hotel inventory has dramatically risen in recent years. Even while lodging for visitors serves as the main draw, new building and improvements are ongoing. The emergence of new tourist parks like Entoto, Friendship, Unity existence of

numerous international and diplomat offices, the bole international Airport and other major factors can be mentioned for the continuous development of hotels in Addis Ababa. In 1997, the Addis Ababa Hotels Owners Association was established as a non-profit employers' Association. In 2012, the Association was reinstated and relaunched. The Addis Ababa Hotels Association will represent the combined business interests of its member hotels in Addis Ababa on a range of governmental and public affairs issues. Currently the association has 170 hotels that ranges from one star to five star. For the purpose of this research, only three to five star member hotels of the association were selected.

4.3 Validity and reliability analysis

To achieve the objective of the research a survey questionnaire was developed. The developed survey questionnaire was objectively designed under two major dimensions that are supply chain practice and sustainable development, moreover under supply chain practices there are four thematic blocks (strategic supplier partnership, customer relationship management, information sharing and supply chain integration practice dimensions) and under sustainable tourism development, there are three thematic blocks (economical, environmental and social dimensions). Within each thematic areas, independent items were objectively developed in line with the research objectives to ensure face validity of the questionnaire (to ensure the content of the questionnaire whether or not it appears to be suitable to the research objective). Further, in securing the content and construct validity, important and relevant items related to supply chain practice were identified and included in reference with related literatures in the questionnaire under each thematic areas. Thus, the representativeness of the items in covering relevant concepts and the ability of them to measure concept that they are intended to measure was guaranteed. Moreover, previous empirical results in similar areas were reviewed and results were triangulated to ensure criterion validity.

In examining the reliability of the survey questionnaire in yielding similar results under similar condition a statistical test (reliability) was administered. According to different literatures an item is considered reliable with Cronbach's alpha score greater than 0.6. In reference with table, 1 Cronbach's alpha score of this study is .887. Hence, the computed reliability test indicates that the survey instrument is consistent enough to produce similar results.

Table 1 Reliability result

Summary			Reliability Statistics	
Cases	N	%	Cronbach's Alpha	N of Items
Valid	204	100.0	.887	45
Disqualified	0	.0		
Total	204	100.0		

4.4 Demographic Description of the respondents

The Demographic profile of hotels and the respective respondents are presented. The major information are gender, age, educational background, working experience of respondents on that position are summarized in the table below. From the selected hotels’ employees who are directly related to supply chain work are included, which are the hotel general manager, finance manager, supply chain manager (if applicable) and purchasers.

According to the preliminary research, 73% of the respondents were male and 23% were female. Male respondents made up the majority of the participants. This suggested that the opinions of hotel staff members, both male and female, were distributed reasonably. The age distribution of the respondents is shown in table 2 below. The chart shows that most of the respondents (45%) were above the age of 45, 39.2% were between the ages of 36 and 45, 13.7% were between the ages of 26 and 35, and only 2% were under the age of 25.

Table 2 Demographic Data of Respondents

Respondents Back Ground Information		Frequency	Percentage
Gender	Male	149	73
	Female	55	27
	Total	204	100.0
Age	Below 25	4	2.0
	26-35	28	13.7
	36-45	80	39.2

	above 45	92	45.1
	Total	204	100.0
Education background of respondents	High school complete	9	4.4
	Certificate	28	13.7
	Diploma	45	22.1
	BA	97	47.5
	MA and above	25	12.3
	Total	204	100.0
Working position of respondents	General Manager	58	28.4
	Finance Manager	58	28.4
	SC/Procurement Head	30	14.7
	Purchaser	58	28.4
	Total	204	100.0
Work experience	less than 2 years	7	3.4
	2-5 Years	15	7.4
	6-10 Years	81	39.7
	over 10 years	101	49.5
	Total	204	100.0

The study also recorded the frequency distribution of the respondents' academic backgrounds, as seen in the above table. The respondents had to say how much schooling they had. On this question, 47.5% of the respondents indicated that they had acquired university bachelor degree, 22.1% indicated college diploma education while 13.7% got certificate after high school, on the other side 12.3% have MA degree and above, the remaining 4.4% have managed to complete only high school. This suggests that most survey participants had the education required to understand the supply chain and performance concepts the study was searching for. Furthermore, Respondents were asked to state how long they had been employed by the hotel in that specific position. The statistics shown in the table above revealed that the majority of respondents had been employed by the hotel for over ten years as

shown by 49.5%, 39.7% worked from 6-10 years, 2-5 years as shown by 7.4% and less than 2 years as shown by 3.4% respectively.

From the demographic information of the respondents; 106(52%) hotels are three star, 78(38.2%) are four star and the remaining 20(9.8%) are five star respondents, accordingly all five star, four star and some three star hotels have supply chain or procurement managers, the remaining three star hotels are having only purchasing section. From this illustration, it is easy to understand that more standardized hotels are having well-organized organizational structure to deal with supply chain practices.

4.5 Supply chain practices of hotels Descriptive Analysis

Effective supply chain management (SCM) has emerged as a potentially major technique of preserving competitive advantage and boosting organizational performance as competition now occurs throughout supply chains rather than between enterprises (Suhong Li, 2006). Hence the over all supply chain management practices of hotels towards sustainable tourism development are discussed here. The activities of tourism partners and the jointly produced goods made available to clients determine how well tourism develops. This procedure relates to the idea of a the travel and tourism sector's supply chain, where hotels occupy the key position and serve as a vital link between other providers and travelers visiting the region. Ethiopia's tourism industry is very vast, with many interconnected businesses working with hotels. In order for the tourist business in the destination to expand sustainably, sustainability must be integrated across the hotel industry's supply chains (Nguyen, 2020). There are several international mechanisms and agreements that are intended to promote sustainable tourism and have certain repercussions in the area of employment and decent labor. They comprise a variety of initiatives that, if widely adopted, would deal with many of the practical issues brought on by poor working conditions and low pay in the hotel and tourist sectors of both developed and developing nations (ILO, 2010). Organization for Economic Co-operation and Development identified six key thematic areas of sustainable development, among these the issue of Consumption and Production is the one. For human beings how products and services are created has a big impact on resource consumption and pollution, from the necessities of food and shelter to mobility and luxuries like entertainment and tourism. The task is to

increase the effectiveness of resource usage and manufacturing processes in order to break the link between social and economic advancement and environmental deterioration. (OECD, 2011). Hence the issue of supply chain management would be at the center of organizations/nations sustainable development activities.

4.5.1 Strategic Supplier Partnership Practices

According to the findings displayed in the table below, majority of the respondents largely were practiced strategic supplier partnership elements, creating and maintaining long-term partnership agreement with suppliers with (M=4.24, SD=0.492). The result indicated that the observed practice of hotels is significantly above average, evaluation the progress and the significance of its supplier relationships with (M=4.19, SD=0.610) is also significantly above average. Moreover, hotels having continuous improvement programs that include key suppliers was also considered as a good practices with (M=4.17, SD=0.744). The remaining dimensions of strategic supplier partnership which are the Hotel and its suppliers frequently work together to resolve issues, the Hotel has strategic partnerships with its principal suppliers, the Hotel frequently interacts with suppliers and the Hotel has been using strategic supplier partnership were also very good.

Table 3 Strategic Supplier Partnership Practices

Strategic Supplier Partnership Practices	Frequency of Practice										M	SD
	St. dis. (very poor practice)		Dis. (poor practice)		Neut. (undecided)		Agree (good practice)		St. ag. (excellent practice)			
	f	%	f	%	f	%	f	%	f	%		
There is long-term partnership agreement with suppliers	0	0	0	0	2	1.0	149	73.0	53	26.0	4.24	.492
The hotel assesses the value of its connections with the suppliers.	0	0	6	2.9	4	2.0	139	68.1	55	27.0	4.19	.610
The hotel has ongoing plans	3	1.5	6	2.9	6	2.9	128	62.7	61	29.9	4.17	.744

Strategic Supplier Partnership Practices	Frequency of Practice										M	SD	
	St. dis. (very poor practice)		Dis. (poor practice)		Neut. (undecided)		Agree (good practice)		St. ag. (excellent practice)				
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%			
for improvement with important suppliers													
The Hotel frequently works with its vendors to find solutions to issues	4	2.0	8	3.9	10	4.9	130	63.7	52	25.5	4.07	.797	
The hotel and its primary suppliers have a strategic supplier alliance	0	0	22	10.8	27	13.2	102	50.0	53	26.0	3.91	.905	
The Hotel frequently interacts with suppliers	0	0	9	4.4	44	21.6	117	57.4	34	16.7	3.86	.737	
The Hotel has been using strategic supplier partnership	19	9.3	16	7.8	13	6.4	123	60.3	33	16.2	3.66	1.127	
Average											4.01	0.77	

The findings of the descriptive study for the degree of supply chain players implementing strategic supplier partnerships in hotels are shown in Table 3. The findings showed that supply chain management best practices are being applied at a good rate, with a mean and standard deviation of 4.01 and 0.77 respectively. On the other side, hotels even if they showed a good practices of strategic supplier partnership it has to pay more attention to developing strategic supplier partnerships to maximize its strategic and operational skills. as indicated on the mean and standard deviation of (M=3.66, SD=1.127) respectively.

4.5.2 Customer relationship management Practice

The customer relations management metric was used to assess how well a firm had created a business procedure that set the framework for building and managing relationships with its clients. Five-point Likert scale response scale with five items were applied to evaluate this

measure. CRM's ultimate objective is to establish enduring connections with customers that are founded on loyalty and trust. Businesses may develop ardent supporters who will support them during good times and bad by comprehending and controlling client relationships. This strategy does not apply to everyone in the same way, and each firm will have different beliefs and procedures. However, by placing the client at the heart of all they do, businesses may lay a strong basis for long-term success. Results in the below table illustrated that the customer relationship management practice is the supply chain management aspect with the highest average mean and standard deviation of (M=3.95, SD=0.919). To be more specific, the best performed elements of CRM are; the Hotel used Customer relationships as a crucial component to set the company's product apart from that of its rivals were high with a mean and standard deviation of (M=4.18, SD=0.524). The Hotel periodically evaluates the importance of its relationship with its customers also good with a mean and standard deviation of (M=3.92, SD=1.024) the third best practices is the Hotel examines official and informal complaints from consumers on a regular basis with a mean and standard deviation of (M=3.91, SD=1.018). On the other side regularly measuring and assessing satisfaction of hotel customers scores a somewhat low mean and standard deviation of (M=3.83, SD=1.079) CRM functions as a mechanism for maintaining customer relationships in supply chain management. This system allows for the tracking of customer conversations, orders, and support requests. This strategy may also manage client accounts and provide customer support. By keeping an eye on supplier orders, following supplier contacts, and managing supplier accounts, customer relationship management may have an impact on the supply chain. The supply chain in the hotel business is connected with customer expectations and experience. Customer satisfaction depends on speed, quality, and precision.

Table 4 Customer Relationship Management Practice

CRM Practice	Frequency of Practice					M	SD
	St. dis. (very poor practice)	Dis. (poor practice)	Neut. (undecided)	Agree (good practice)	St. ag. (excellent practice)		

	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%		
The hotel views customer interactions as a crucial element in setting itself apart from the competition.	0	0	0	0	13	6.4	142	69.6	49	24.0	4.18	.524
The Hotel evaluates the worth of its contacts with customers on a regular basis.	0	0	38	18.6	1	0.5	104	51.0	61	29.9	3.92	1.024
The hotel routinely assesses both formal and informal complaints from guests.	12	5.9	22	10.8	0	0	124	60.8	46	22.5	3.91	1.018
The hotel has created protocols for dealing with customer complaints	0	0	21	10.3	39	19.1	81	39.7	63	30.9	3.91	.953
The Hotel evaluates the worth of its contacts with customers on a regular basis	0	0	38	18.6	1	0.5	106	52.0	59	28.9	3.83	1.079
Average											3.95	0.92

4.5.3 Information Sharing Practices

Information sharing describes how much a supply chain partner is given access to sensitive and confidential information. Six items were used to evaluate this measurement. These six questions were responded to using a 5-point Likert scale to assess the extent to which information sharing that includes the level, type and quality of information that is shared among actors in the chain. Therefore the overall mean and standard deviation is (M=3.77, SD=0.991) that is considered very high. As part of information sharing practices communicating any changes in advance with trading partners scores a mean and standard deviation of (M=4.20, SD=0.709), additionally the Information is seen as a strategic asset by hotels, which ensures that it moves with the least amount of delay and distortion scores a mean and standard deviation of (M=4.04, SD=0.870). Furthermore the Hotel created and used the policy to regulate the exchange of information both inside and outside the company. has a mean and standard deviation of (M=4.01, SD=0.788). On the contrary sharing informations

about Production and delivery schedules across its supply chain has a mean and standard deviation of (M=3.20, SD=1.275).

Table 5 Information Sharing Practices

Information Sharing Practices	Frequency of Practice										M	SD
	St. dis. (very poor practice)		Dis. (poor practice)		Neut. (undecided)		Agree (good practice)		St. ag. (excellent practice)			
	f	%	f	%	f	%	f	%	f	%		
The Hotel notifies its business partners in advance of changes	1	0.5	8	3.9	5	2.5	126	61.8	64	31.4	4.20	.709
The Hotel views information as a strategic asset and works to ensure that it moves with the least amount of delay and opacity possible to satisfy customers.	0	0	16	7.8	25	12.3	98	48.0	65	31.9	4.04	.870
A policy has been created by the hotel to govern information exchange both inside and outside the company.	0	0	13	6.4	23	11.3	117	57.4	51	25.0	4.01	.788
The Hotel divulges confidential information to its commercial associates.	12	5.9	34	16.7	13	6.4	108	52.9	37	18.1	3.61	1.137
The Hotel can take better judgments and take effective action thanks to information exchange with business partners since it has more visibility.	6	2.9	50	24.5	11	5.4	90	44.1	47	23.0	3.60	1.172
Schedules for production and deliveries to the hotel are communicated across its supply chain.	33	16.2	32	15.7	19	9.3	102	50.0	18	8.8	3.20	1.275

Information Sharing Practices	Frequency of Practice										M	SD
	St. dis. (very poor practice)		Dis. (poor practice)		Neut. (undecided)		Agree (good practice)		St. ag. (excellent practice)			
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%		
Average											3.77	0.99

4.5.4 Supply chain integration practice

Supply chain integration is another element of supply chain processes. The table below showed that the responding hotels had a comparatively high level of supply chain practices in the form of integration as the mean was 4.16, and the standard deviation was 0.906. This case further conveyed by the three top questions of the hotel utilizing periodic interdepartmental meetings with a mean and standard deviation of (M=4.46, SD=0.582). Additionally hotels having a strong linkage with customers are illustrated with a mean and standard deviation of (M=4.34, SD=0.805). Additionally, the hotel's internal operations score well in terms of mean and standard deviation due to its high level of data integration of (M=4.27, SD=0.802). Customers and suppliers work together to optimize individual performance during the design, manufacture, and after-sales care of an end product in an integrated supply chain. Even though the chain's players are only linked by mutual trust, shared objectives, and voluntary agreements, it may be helpful to think of them as the many departments of a huge, vertically integrated company.

Table 6 Supply chain integration practices

Supply Chain integration practices of hotels	Frequency of Practice										M	SD
	St. dis. (very poor practice)		Dis. (poor practice)		Neut. (undecided)		Agree (good practice)		St. ag. (excellent practice)			
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%		
The Hotel utilizes periodic interdepartmental meetings	0	0	3	1.5	0	0	101	49.5	100	49.0	4.46	.582

Supply Chain integration practices of hotels	Frequency of Practice										M	SD
	St. dis. (very poor practice)		Dis. (poor practice)		Neut. (undecided)		Agree (good practice)		St. ag. (excellent practice)			
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%		
The Hotel has high level of linkage with customers	2	1.0	8	3.9	7	3.4	89	43.6	98	48.0	4.34	.805
The internal operations of the hotel have high degrees of data integration	0	0	9	4.4	18	8.8	85	41.7	92	45.7	4.27	.802
Goals, plans, and resources from the hotel and outside organizations are combined	5	2.5	21	10.3	3	1.5	66	32.4	109	53.4	4.24	1.063
There is quick ordering system with suppliers.	0	0	6	2.9	12	5.9	132	64.7	54	26.5	4.15	.649
The Hotel and its suppliers share technical information	7	3.4	11	5.4	10	4.9	109	53.4	67	32.8	4.07	.950
The hotel is able to determine how the effectiveness of its supply chain impacts its financial results.	7	3.4	31	15.2	22	10.8	54	26.5	90	44.1	3.93	1.211
Distribution and delivery are carried out at the proper time and location as a result of external supply chain integration, information sharing, and coordination	3	1.5	38	18.9	26	12.7	51	25.0	86	42.2	3.88	1.191
Average											4.17	0.90

By focusing and directing the relevant resources of each member on the demands of the supply chain, increasing integration attempts to maximize the chain's overall performance. The integration process calls for the disciplined application of management talents, practices, and

technology in order to link the chain's primary activities and capabilities and capitalize on the available commercial prospects. Increasing earnings and lowering risks for all players are usual goals (NASEM, 2000)

4.6 Inferential analysis

The study attempts to determine how supply chain management methods affect tourism's sustainable growth. The researcher used regression and correlation analysis to evaluate how much the independent variables changed in relation to the dependent variable. Regression analysis was used to determine how well the dependent variable explains the independent variable. Results of the correlation and regression analyses are provided separately.

4.6.1 Correlation Analysis

Along with descriptive analysis, the researcher also performed a correlation study to determine the link between the dependent variable, sustainable tourist development, and the independent variables, supply chain management techniques. The link between variables, including the strength of it and the correlation coefficients were all included in this study. The study's correlation analysis was done using the Pearson correlation approach. The most popular method for determining the connection between two variables is to use its coefficient. It gauges how closely two variables depend on one another linearly. The coefficient has a value that ranges from (+1) to one inclusive. A value of (1) denotes that the connection between the two variables is perfectly described by a linear equation, meaning that both the first and second variables grow in the same way. A value of (-1) denotes that all data points fall on a line for which the second variable decreases completely proportionately as the first increases. If the value is zero, there is no evidence of a straight line connecting the variables. The additional numbers represent the mean of these outcomes. One very important thing to consider is that the Pearson correlation coefficient presupposes that the variables are distributed ordinarily. Therefore, a test for normalcy was conducted for each of the variables to see if this is true for the examined sample.

Hence, as a result of its usual dispersion, the Pearson correlation test is performed instead of the spearman correlation test. The correlation between the independent variables is seen in

table 7 above. i.e., supply chain integration practices, customer relationship management, information sharing practices, and the strategic supply chain partnership. Dependent variable i.e. sustainable tourism development by employing the Pearson correlation coefficient, was examined. The results of the correlation analysis are displayed in the table, which demonstrates a positive and significant correlation between the independent variables (information sharing, customer relationship management, supplier partnership, and supply chain integration) and the dependent variable (sustainable tourism development) at a level of 100% confidence. This means when supply chain practices increases, sustainable tourism development will be improved. From the table it is clearly indicated that information sharing (0.459) and supply chain integration (0.433) are the top in relationship with the dependent variables. According to table, 7 the overall average correlation is 0.395.

Table 7 Pearson correlation Test

Correlations						
		StrategicSPP	CustomerRMP	InformationSP	SHIntegrationP	Sustainable
Strategic SPP	Pearson Correlation	1	.435**	.511**	.445**	.332**
	Sig. (2-tailed)		0	0	0	0
	N	204	204	204	204	204
Customer RMP	Pearson Correlation	.435**	1	.572**	.620**	.356**
	Sig. (2-tailed)	0		0	0	0
	N	204	204	204	204	204
InformationSP	Pearson Correlation	.511**	.572**	1	.617**	.459**
	Sig. (2-tailed)	0	0		0	0
	N	204	204	204	204	204
SHIntegrationP	Pearson Correlation	.445**	.620**	.617**	1	.433**
	Sig. (2-tailed)	0	0	0		0
	N	204	204	204	204	204
Sustainable	Pearson Correlation	.332**	.356**	.459**	.433**	1
	Sig. (2-tailed)	0	0	0	0	
	N	204	204	204	204	204

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

4.6.2 Regression Analysis

The researcher utilized regression analysis to determine how supply chain practices affect the expansion of sustainable tourism, in addition to descriptive and correlation studies. The findings and explanations of the regression analysis are presented in this portion of the study. As of now, the project has created a framework for conducting a review of the literature and analyzing data using descriptive statistics to identify supply chain processes in particular hotels. Multiple regression models were created in order to explore the important aspects of supply chain management. The linear regression model was used to estimate the study's multiple regression model. The researcher's conclusion on the impact of each individual variable on the dependent variable was made possible by this study.

The previously mentioned model was evaluated for five multiple linear regression model assumptions in order to achieve accurate research results and make the data available for examination. Tests for heteroscedasticity, autocorrelation, multicollinearity, normality, and constant variable are some of the most important ones.

Table 8 Regression Model

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.504 ^a	.254	.239	.14777

a. Predictors: (Constant), SHIntegrationP, StrategicSPP, CustomerRMP, InformationSP

b. Dependent Variable: Sustainable

The Multiple R, also known as Multiple Correlation in the Model Summary table provides the index of the relationship between the set of predictors and the dependent variable. Possible values range from 0 (indicating no relationship between the set of predictors and the dependent variable) and 1 (indicating a perfect linear relationship between the predictors and the dependent variable). Cohen (1988) suggested the following standards for judging the size of the effect of the set of predictors and the DV using Multiple R: Multiple R = .14 (small effect);

Multiple R = .36 (medium effect); Multiple R = .51 (large effect). From table 8 the relationship between the predictors and sustainable tourism development expressed in the form of R with a value of 0.504 which we can call it as medium to large effect.

The R-square, also known as coefficient of determination provides another index of relationship in the Model Summary table can be interpreted as the proportion of variation in the dependent variable accounted for by the set of predictors. $R^2 = .02$ (little impact), $R^2 = .13$ (medium effect), and $R^2 = .26$ (big effect) were proposed by (Cohen, 1988) as guidelines for determining the extent of the influence of the set of predictors and the dependent variable using R-square. According to these criteria, the extent of the predictors' influence on the dependent variable, which is 0.254, may be categorized as medium to big.

Based on the sample data, the coefficient of correlation assesses the degree and direction of a linear relationship between two or more variables. The correlation coefficient indicates that the dependent and independent variables have a strong positive association and tend to move in the same direction. The statistical metric R square illustrates how well the data match the fitted regression line. Hence, the coefficient of determination R^2 in the above model is 0.504 which means that 25.4% of the variations in sustainable tourism development on hotels was explained by supply chain management practices. The rest is explained by factors not captured in the model. It also means that 74.6% of the variation is still unexplained so adding other independent variables could improve the fit of the model. This result is medium to high that indicates more studies are recommended by including more companies and larger sample size, because

Since the research has more than one independent variable which are strategic supply chain partnership, customer relationship management, information sharing practice and supply chain integration practices, adjusted R^2 is more illustrative than R^2 .

A summary of interpretation is presented below with table 9, StrategicSPP: “For every one unit increase on strategic supply partnership practice, sustainable tourism development is expected to increase by .034 units, holding the remaining predictors constant.” CustomerRMP: “For every one unit increase on customer relationship management, sustainable tourism development is expected to increase by .010 units, holding the remaining predictors constant. InformationSP: “For every one unit increase on information sharing practice, sustainable

tourism development is expected to increase by .059 units, holding the remaining predictors constant. SHIntegrationP: “For every one unit increase on strategic supply chain integration practice, sustainable tourism development is expected to decrease by .058 units, holding the remaining predictors constant. From the list of predictors information sharing and SC integration performs better than others.

Table 9 Coefficient Model

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	3.884	.102		38.118	.000
	StrategicSPP	.034	.028	.089	1.214	.226
	CustomerRMP	.010	.022	.038	.454	.651
	InformationSP	.059	.019	.264	3.099	.002
	SHIntegrationP	.058	.024	.207	2.404	.017

a. Dependent Variable: Sustainable

Looking at the p-value of the t-test for each predictor, we can see that each of the supply chain practices scales contributes to the model, but CRM and Strategic supply chain practices do not. Information sharing practices and supply chain integration practices performs better. This demonstrates how using a correlation to determine whether there is a bivariate relationship between the criterion and a single predictor while ignoring all other predictors differs from using a multiple regression to determine whether that predictor is related to the criterion after accounting for all other predictors in the model.

The most important independent variables for the effect of sustainable tourism development is illustrated with table 10, accordingly two predictors which are information sharing practice and Supply Chain integration practices are entered. On the other side the two predictors which are strategic supply chain partnership practices and customer relationship management are removed.

Table 10 Variables entered and removed**Coefficients^a**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	4.139	.053		77.498	.000
	InformationSP	.102	.014	.459	7.341	.000
2	(Constant)	3.980	.073		54.443	.000
	InformationSP	.069	.017	.310	3.983	.000
	SHIntegrationP	.068	.022	.242	3.110	.002

a. Dependent Variable: Sustainable

In reference of table 10, the most important independent variables that affects the dependent variable are information sharing practices and supply chain integration practices. On the other side, supply chain partnership practices and customer relationship, management impact is insignificant. An effective supply chain management begins with the hotel manager being aware of future business requirements. To cut costs, the best inventory management practices must be used. Tourists should have easy access to hotels of all categories and stars, both classified and unclassified. Otherwise, unexpected growth in the lodging industry might negatively affect how well tourists enjoy their vacations. It is necessary to build hotels of various levels and classifications in order to accommodate travelers from diverse demographics. A key consideration in accommodations is the user's comfort and accessibility. On the other hand, attentiveness and high-quality service are equally important (Banerjee, 2022). An efficient Supply chain management strategy may make the difference between a profitable and failed hotel company. According to the major findings of this study, the majority of hotels in Addis Ababa experience very good practices of supply chain. Considering that supply chain, as it is commonly called, is a crucial and essential component of the hotel sector. The supplies utilized in the hotel industry, including capital items, consumables, semi-manufactured goods, and raw materials. All of these contributions are the focus of discussions and efforts to coordinate. The improper coordination of these inputs might

lead to the inefficient use of limited resources. This might have an immediate effect on the profitability (or diversity) of services provided by hotels or other facilities.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The major result summary, conclusions, recommendations, and suggestions for future study on the impact of supply chain practices on the expansion of sustainable tourism are included in this chapter. The findings are arranged in accordance with the study's goals, which included identifying hotel supply chain general practices and the effects of such practices for the expansion of a sustainable tourism sector.

5.2 Summary of Findings

The study's goal was to look at the connection between sustainable tourist development and supply chain management practices. Due to the reason sample member hotels of Addis Ababa hotel association were asked about their levels of practice for supply chain, moreover they displayed how the independent and dependent variables relate to one another. Accordingly, it was established that supply chain management practices significantly and positively affect the sustainable tourism development of the nation through hotels. The specific findings are discussed below. The study found out that most of the respondents hotels indicated that supply chain management practices were performed well based on the supply chain practices indicators. From these hotels, five star hotels, four-star hotels and three star hotels sequentially practices from the higher to the lower level. Hence, from the data it was clearly indicated that the more the hotel grade is higher, the more the supply chain structure and practices of the hotels would be better. The overall mean and standard deviation from table 11, revealed that there is a great extent of supply chain practices in the hotels selected.

Table 11 Descriptive Statistics

Descriptive Statistics

	Mean	Std. Deviation	N
StrategicSPP	4.0147	.44602	204
CustomerRMP	3.9510	.63893	204
InformationSP	3.7745	.76337	204
SHIntegrationP	4.1667	.60142	204

The research also revealed that a significant portion of the respondents felt that Hotel Supply chain management practices had a significant impact on the growth of sustainable tourism. This also further illustrated by the mean, standard deviation and correlation analysis. Furthermore, the study found out that majority of the respondents agreed that due to effective supply chain practices, the sustainable tourism development has substantially improved. This fact confirmed by the regression analyses. From table above it is evident from the overall mean of the respondents agree largely that because of supply chain practices the tourism development has increased reasonably.

5.3 Conclusions

This study offers a rationale for a framework that outlines the four main SCM practice elements and their connections to the development pillars of sustainable tourism.

The research tried to answer the three research objectives: for answering the research questions, responses from the respondents were gathered by questionnaires, and statistical methods were employed to analyze the data. This study offers empirical support for theoretical and prescriptive claims made in the literature on how SCM techniques affect the growth of sustainable tourism.

For hotels to maintain their competitive advantages, supply chain management is essential. On the other hand, more research is advised before drawing any firm conclusions on how supply chain management methods affect the growth of sustainable tourism. The results of this study help hotels focus on the quantity and quality of information-sharing and supply-chain integration practices among actors in order to support the country's sustainable tourism

development. The majority of independent variables have significant relationships with the dependent variable. Because the major findings indicates that the quality of information sharing has positive and significant effect on sustainable tourism development, moreover supply chain integration practices has also an effect on the dependent variable. Beyond the limitation of the study, validity and reliability were assessed using Cronbach's alpha values which is more than 0.8, which is considered to be good. The study's alpha values are much more than to ensure, the surveys' dependability.

Supply chain management strategies have a beneficial and substantial impact on a business, according to relevant literature. By using improved supply chain management techniques, efficient supply chain management enables a business to perform better. The aim of this study was to investigate beyond the contributions of supply chain practices to individual firms but for the sector, hence four different dimensions of SCMP were used. The overall finding revealed that supply chain integration and information sharing practices has a positive and significant effect on sustainable tourism development.

5.4 Recommendations

Supply chain management will inevitably choose the idea of sustainable development. Protection of travel resources and coordination of long-term growth should be the responsibility of all businesses in the supply chains for the tourist sector. Different supply chain strategies should be taken into consideration from the standpoint of sustainable development. (Ling, 2015). The researcher offers the following suggestions in light of the findings and conclusions.

- ✓ The hotels and hospitality industry at large, in order to improve their organizational performance, they should concentrate on supply chain management techniques as well as to contribute to the tourism sector.
- ✓ To improve the company's supply chain management's effectiveness and efficiency, and to contribute for STD by concentrating on their most crucial and vital suppliers, businesses must create solid supply chain integration plans and practices.

- ✓ Since the quality and quantity of information exchange have a substantial impact on an organization's effectiveness, as well as STD, companies must develop ways to use current information and communication technologies to send and receive accurate, dependable, and timely information from and to trading partners, with proper attention to the supply side of information. By improving, the information exchange's timeliness, correctness, completeness, sufficiency, and dependability, the organizations should further improve the quality of their information sharing performance.

5.5 Limitation and Suggestion for future research

Even if the study tried to meet its objectives, there were a few limitations that the researcher encountered and suggestions for future research,

- ✓ This study only included Addis Ababa sample hotels; hence, future studies ought to try to draw samples from a bigger population at a national level to increase sample size and diversity. Future research shall be able to incorporate additional statistical analytic techniques, improve the validity and reliability of the instrument, and provide significant results with a larger and more diverse sample.
- ✓ Future studies should try to gather information on more supply chain practices dimensions (number of independent variables) in an attempt to determine the relationship and the effects on sustainable tourism development. This will give important information on the practices that seem to be most important for developing a more sustainable industry.

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Appendix

QUESTIONNAIRE

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

MASTERS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Dear respondents, This survey is intended to gather research inputs from hotel staff and managers as well as information on supply chain management practices, and its effect on sustainable tourism development for the partial fulfillment of the MA Degree in Logistics and supply chain management from Addis Ababa University school of commerce. Your information will be kept private and will not have any impact on you because the study is solely academic. Your truthful, open, and prompt answer is therefore essential to the study's success. As a result, I respectfully ask that you answer each part of the question attentively.

Sincerely,
Yetaseb Seyoum

General Instructions

- ✓ There is no need of writing your name.
- ✓ Where answer options are available please tick (✓) in the appropriate box.

Contact Address

If you have any query, please do not hesitate to contact me and I am available as per your convenience at (Mobile: 0929480036 or e-mail: yetaseb@gmail.com)

I appreciate you giving up your valuable time in advance!

Part I: Demographic Information:

Q1. Sex 1) Male 2) Female

Q2. Age 1) Below 25 2) 26 - 35 3) 36 - 45 4) Above 45

Q3. Your educational qualification:

1) High school complete 3) Certificate 4) College diploma

5) First Degree 6) Second Degree and above

Q4. Your Job title:

1) General Manager 2) Finance Director 3) SC/Procurement Manager 4) purchaser

Q5. your years of experience at the organization:

1) Less than 2 years 2) 2–5 years 3) 6–10 years 4) Over 10 years

Q6. Your Hotel grade is:

1) one star 2) two star 3) three star 4) four star 5) five star

Part II: The Supply chain management practices

The Supply chain management practices, and its effect on sustainable tourism development of the company.

With regard to Supply Chain Management practices, sustainable tourism development of your firm please check the box next to the number that best describes how much you agree or disagree with each assertion. The scales for the items are five-point Likert scales with 1 denoting highly disagreement, 2 disagreement, 3 neutrality, 4 agreement, and 5 strongly agreement.

Part Two: Related to the Supply Chain Management Practices

Strategic Supplier Partnership Practices		1	2	3	4	5
A1	The hotel and its primary suppliers have a strategic supplier alliance.					
A2	The Hotel frequently works with its vendors to find solutions to issues.					
A3	The hotel has been leveraging its strategic and operational skills through supplier partnerships.					
A4	The hotel has ongoing plans for improvement that include important suppliers.					
A5	The hotel routinely engages with suppliers to establish its own criteria for responsiveness, dependability, and other factors.					
A6	The hotel assesses the value of its connections with the vendors.					
Customer Relationship Management Practice		1	2	3	4	5
B1	The hotel has created protocols for dealing with customer complaints.					
B2	The hotel monitors and assesses customer satisfaction on a regular basis.					
B3	The hotel views customer interactions as a crucial element in setting itself apart from the competition.					
B4	The Hotel evaluates the worth of its contacts with customers on a regular basis.					
B5	The hotel routinely assesses both formal and informal complaints from guests.					
Information Sharing Practices		1	2	3	4	5
C1	A policy has been created by the hotel to govern information exchange both inside and outside the company.					
C2	The Hotel views information as a strategic asset and works to ensure that it moves with the least amount of delay and opacity possible to satisfy customers.					
C3	Schedules for production and deliveries to the hotel are communicated across its supply chain.					
C4	The Hotel divulges confidential information to its commercial associates.					
C5	The Hotel notifies its business partners in advance of changes.					
C6	The Hotel can take better judgments and take more effective action thanks to information exchange with business partners since it has more visibility.					

Supply chain integration practice		1	2	3	4	5
D1	For internal operations, the Hotel holds regular interdepartmental meetings.					
D2	The internal operations of the hotel have high degrees of data integration.					
D3	The hotel has a quick ordering system with its key vendors.					
D4	The Hotel and its suppliers shall trade technical information as required.					
D5	Through information networks, the hotel enjoys close ties to its customers.					
D6	Goals, plans, and resources from the hotel and outside organizations are combined.					
D7	Distribution and delivery are carried out at the proper time and location as a result of external supply chain integration, information sharing, and coordination.					
D8	The hotel is able to determine how the effectiveness of its supply chain impacts its financial results.					

Part Three: Related to Sustainable Tourism Development

Economical Dimensions		1	2	3	4	5
E1	Source your supplies locally to support your local community					
E2	Hire local staffs					
E3	Have a supply-chain policy for fair trade and equity					
E4	Contribute to the preservation of resources which your company uses					
E5	Invest in the area where your business operates					
Environmental Dimensions		1	2	3	4	5
F1	Take responsibility for damage to the environment by your potential use (e.g. use of water in a dry area,					
F2	Use conservation/reduction measures for water, waste and energy					
F3	Benchmark yourself against other companies in terms of environmental performance					
F4	Offer such incentives and alternatives to your guests					
F5	Provide your staff with information, tips and training on how to be more environmentally responsible					
F6	Reduce, reuse, and recycle practices					
F7	Plant indigenous species of trees or shrubs in your areas					
F8	Have an environmental policy which you adhere to					
Social Dimensions		1	2	3	4	5
G1	Make suggestions to clients to purchase local products to support the community					
G2	Make sure you do not purchase products made from endangered species					
G3	Act responsibly and provide guidance to your clients about endangered species e.g. pre/post departure information					
G4	Support any local projects e.g. donating a percentage of your profits to social causes					
G5	Inform your clients of cultural or religious issues where they should be considerate of their hosts					
G6	Make sure that none of your suppliers exploit children or have break human					

	rights conduct					
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