

ADDIS ABABA UNIVERSITY
COLLEGE OF COMMERCE
DEPARTMENT OF HUMAN RESOURCES MANAGEMENT



Impact of COVID – 19 Pandemic on the wellbeing of employees
in selected Brand Hotels in Addis Ababa, Ethiopia

Submitted for Partial Fulfilment of the Requirement for Master of Arts in
Human Resources Management

By: Mesfin Mekonnen Belihu

ID No: GSD/4286/11

Advisor: Dr. Teklegiorgis Assefa

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Addis Ababa, Ethiopia

DECLARATION

I honestly declared that this research thesis is my own work which entitled: - **Impact of COVID – 19 Pandemic on the wellbeing of employees in selected Brand Hotels in Addis Ababa, Ethiopia**. This submitted for Addis Ababa University College of Commerce for the partial fulfillment for the requirement of Master of Arts Degree in Human Resources Management. This is my original work and it has never been presented in any other university. All sources and materials used in this thesis have been appropriately acknowledged.

By: - Mesfin Mekonnen Belihu

Signature _____

Submission Date: March 2024

College of Commerce

Department of Human Resources Management

Addis Ababa University

APPROVAL

This is to certify that the thesis is prepared by Mesfin Mekonnen Belihu entitled: - **Impact of COVID – 19 Pandemic on the wellbeing of employees in selected Brand Hotels in Addis Ababa, Ethiopia** and submitted in the partial fulfillment of Master of Arts in Human Resources Management complies with the regulations of the university and meet the accepted standards with respect to originality and quality.

Approved by:- _____

Thesis Advisors

Signature

date

Internal examiner

Signature

date

External examiner

Signature

date

Department Head

Signature

date

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LIST OF ACRONYMS/ABBREVIATIONS

CDC	US Centers for Disease Control and Prevention
COVID-19	Coronavirus Disease 2019
EPHI	Ethiopian Public Health Institute
FMOH	Ministry of Health
ICARE	International Center for Drug Addiction Recovery Education
ILO	International Labor Organization
KII	Key Informant Interview
NIOSH	National Institute for Occupational Safety & Health
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
SPSS	Statistical Package for the Social Sciences
UN	United Nations
UNESCO	The United Nations Educational, Scientific and Cultural Organization
US	United State
USD	US Dollar
WHO	World Health Organization
UNWTO	United Nation World Tourism Organization

Abstract

The purpose of this study is to assess the impact of COVID 19 outbreak on wellbeing of employees in terms of Physical, mental, Social and economic aspects in selected Brand Hotel employees in Addis Ababa, Ethiopia. The study is going to be guided by the following specific objectives: determine to which extent COVID 19 outbreak affects the physical, mental, social and economic aspect of employees working in different levels or positions of selected Brand hotels, to examine the effect of COVID 19 outbreak on the employees income in particular, determine the impact of COVID 19 outbreak on the sales revenue of hotel industry and to conclude the extent of COVID 19 outbreak on hotel employees wellbeing. The study adopted descriptive research design using both quantitative and qualitative approach. The target population for the study consists of only the permanent employees working under the three selected brand hotels in Addis Ababa who have been working in the hotels more than four years. A random probability sampling method was used to select the participants from the population. The total sample size was 650. To collect the primary data, the researcher used mainly questionnaire. Semi-Structured questionnaire was used to collect data from sample employees to collect primary data. The questionnaires are classified into six sections; the first section question is about general information, the second section are related with the impact of COVID 19 on hotel employee, the third section questions related with the impact of COVID 19 on financial wellbeing of hotel employee, the fourth section questions related with the impact of COVID 19 on mental wellbeing of hotel employee, the fifth section questions related with the impact of COVID 19 on Social wellbeing of hotel employee and the sixth section questions related with the impact of COVID 19 on job insecurity or trust. The Key Informant Interview was conducted for Human Resources and Finance managers/directors who had a direct relationship with the research study objectives in the three selected brand hotels. The data collection instrument used for the research was questionnaire. In the questionnaire a five point Likert scale were used. Normality test was done for dependent variable in order to aid subsequent analysis. The data obtained was analyzed using both qualitative and quantitative analysis. The study found out that COVID 19 had a significant impact on the wellbeing of employees working in these hotels. Based on the research findings it can be concluded that COVID 19 had a negative impact on employee wellbeing. The findings of the study suggested that employee wellbeing was a significant area an employer should give attention to especially in hospitality industry particularly in hotel in order to create an environment in which the employees can become engaged and productive. The study was conducted in three selected brand hotels in Addis Ababa, Ethiopia.

Keywords: - COVID-19 Pandemic, brand hotel, employee wellbeing, Addis Ababa, Ethiopia

1.1 Background of the Study

1.1.1 The first reported case and the initial reaction to COVID-19

The first official cases of COVID-19 were recorded on the 31st of December, 2019, when the World Health Organization (WHO) was informed of cases of pneumonia in Wuhan, China, with no known cause. On the 7th of January, the Chinese authorities identified a novel coronavirus, temporarily named 2019-nCoV, as the cause of these cases.

Weeks later, the WHO declared the rapidly spreading COVID-19 outbreak as a Public Health Emergency of International Concern on the 30th of January 2020. It wasn't until the following month, however, on the 11th of February that the novel coronavirus got its official name - COVID-19. Nine days later, the US Centers for Disease Control and Prevention (CDC) confirmed the first person to die of COVID-19 in the country. The individual was a man in his fifties who lived in Washington state.

1.1.2 Declaring COVID-19 a pandemic

In the first months of COVID-19, global health authorities, government agencies, and the public were unsure of how the disease would spread and how it would impact everyday life. On the 1st of March, 2020, the United Nations released \$15 million in funds to support the global COVID-19 response. A week later, on the 7th of March, cases of COVID-19 reached 100,000. Several days after that, on the 11th of March, COVID-19 was declared a pandemic by the WHO. COVID-19 rapidly transformed from being a severe problem seemingly confined to China, to a global health emergency almost overnight.

By this time, the situation in Wuhan had been diffused following the introduction of unprecedented measures to contain the virus. At the beginning of the outbreak, China was reporting thousands of new cases per day, which had reduced to dozens by March. In Europe, on the other hand, cases were rising rapidly day by day, with Italy recording what was an unprecedented 250 deaths in the 24 hour period between March 12th and March 13th. As a result, on March 13th the WHO declared that Europe had become the epicenter of the pandemic. On the same day, the US declared a state of emergency.

COVID -19 affects every aspect of human life in economically and socially across the world which vary from delaying of many social and cultural occasions, meeting, games and sporting events, shutting down of institutions and centers of learning and closing of internal and international borders. The widespread of COVID 19 ended up in closing of hotel sectors, stores, schools and other businesses around the world by policy mandate, downward demand shifts, health concerns, or other factors. Shutting down of this business sectors

small businesses around the world is likely to be severe. In order to prevent the widespread of COVID 19 different strategies were implemented such as community lockdowns, social distancing, stay-at-home orders, travel and mobility restrictions which ended up in temporary closure of many hospitality businesses and significantly decreased the demand for businesses that were allowed to continue to operate (Bartik et al, 2020).

1.1.3 COVID -19 impacts on tourism and hospitality sector in Ethiopia

The Covid-19 pandemic has resulted in mass production shutdowns and supply chain disruptions causing global ripple effects across all economic sectors in a manner that was never expected. It is created serious humanitarian challenges to the countries of the world and especially Africa and Ethiopia in particular (Solomon Mengistu 2020). Among disasters, epidemic outbreaks have a special importance, since the effects are combined with the sometimes forced closure of tourist activities and restrictions on the mobility of citizens. In this sense, the pandemic caused by COVID-19 (disease caused by the SARS-CoV-2 virus) presents four fundamental differences compared with other catastrophic events that have occurred in recent years that make it more severe: intensity, geographical scope, duration, and degree of uncertainty (Alberto Hidalgo, David Martín-Barroso Francisco J. Vel´azquez). Economically, the effects have already seen on demand for Africa’s raw materials and commodities in global market have declined and Africa’s access to industrial components and manufactured goods from other regions of the world has been hampered. This is causing further uncertainty in a continent already grappling with widespread geopolitical and economic instability. Some of the measures and policy put in place by the Ethiopian government in its effort to restrict the further spread of covid-19 include social distancing, staying at home policy and other policy declined by state of emergency for five month in which workers are expected to work from their individual houses and work place and public gatherings of all kind were banned. This policy imposed limitations in spending and declining consumptions. Many factories have responded by shutting down or cutting down production and output, while in other instances, staff works from home and other work place to limit physical contact (Solomon Mengistu, 2020).

1.2 Statement of the Problem

Globally there have been 423,437,674 confirmed COVID-19 cases and 5,878,328 deaths (WHO, 2022). COVID-19 was not only a health crisis it has impacted almost every aspect of the human life. The world has suffered and continues to struggle with the effect of the COVID-19. According to (Bachman, 2020) COVID 19 could impact global economy by disrupting production, supply chain and by impacting the finance of firms and financial markets. Different sectors were affected at different level. Globally the service sector was one of the hardest hit sectors of the economy because the industry relies mainly on a face-to-face interaction. One of the services sectors that was badly hit by the pandemic at the global level is the travel and tourism sector. In Africa

the travel and tourism sector dropped by 49.2% in 2020 (World Travel and Tourism Council, 2021). The impact on travel and tourism sector was mainly due to the travel restriction put on by countries (World Travel and Tourism Council, 2021). Likewise, in Ethiopia the tourism, hospitality, aviation, trading and retail industries were among the hardest hit sectors (United Nations Ethiopia, 2020). On April 2020 Ethiopia announced a state of emergency in order to combat the spread of COVID 19 (Addis Fortune, 2020). The state of emergency had strict rules that govern the conduct of people living in Ethiopia as well as people that were coming to Ethiopia. Almost during the same time one of the largest airlines in Africa and the world, Ethiopian Airlines, announced its suspension of flights to more than 80 destinations across the globe (Africanews, 2020). Addis Ababa is home to one of the largest diplomatic communities in the world. As a result, the primary drivers of demand for the hotel industry include the diplomatic, aid and NGO organizations (Addis Ababa Hotel Owners Trade Sectorial Association, 2020). However, due to the global pandemic of Covid-19, all international flights made either for visiting or attending meetings and conferences in Ethiopia cancelled which left different service giving organizations especially the hotel industry in the country vacant and in turn affected their economy. According to the study conducted by (Addis Ababa Hotel Owners Trade Sectorial Association, 2020) the reduction in the arrivals of international tourists and the stricter measures that were enforced due to covid-19 have made 88% of its member hotels to fully or partially closed their operation due to low occupancy rates. The same study by the hotel owners' associations described that 56% were fully closed, while 32% were partially closed and 12% turned themselves into a quarantine facility. The majority of employees working in the hotel have low basic salary and they are depending on service charge/tips which sometimes two or three fold of their basic salary. The basic salary they get could not cover foods, house rent, transportation cost, and school fee for their children etc. These has observed in most hotel employees during COVID 19 and manifested by requesting the management to give them their accumulated provident fund, In collaboration with the credit association of the hotels the management suspended payment of loans and saving contribution and called for assistance from the mother company which has an emergency fund that is designated for natural and human made disasters. In addition to these the cost of public transport, goods and commodities were escalating due to the pandemic and also employees were forced to take paid/unpaid leaves. Further to these since the house rent in the city center was expensive a significant number of employees were moved to the outskirts of Addis Ababa in order to get relatively less house rent price and even some of them who has a family in the city returned back to their parents' house with their kids.

1.3. Research Questions

The study was undertaken to address the following research questions:

- Why hotel employees, during COVID-19, were faced social, economic and psychological well-being issues?
- How do employees survived with little or no salary during COVID -19?
- How can hotels build resilience into their operations to protect against similar future shocks and the resulting disruption?
- How do employees acceptance/resistance to the change in service giving standards?
- Why employees lose trust in the hospitality industry after COVID -19?

1.4. The objective of the Study

1.4.1. General Objectives

The general objective of this research is to identify and give possible suggestions for the impact of COVID-19 pandemic in the hotel industry specifically in employee income and wellbeing for the three selected brand hotels in Addis Ababa, Ethiopia.

1.4.2. Specific Objectives

The research has the following specific objectives. The research aims at employing the specific objectives to achieve the broader study objective indicated under the main study objective above.

- To identify the selected brand hotels' and the hotels' employees' challenges that occurred due to COVID-19 on their income and wellbeing and to pinpoint the possible solution.
- To examine the government/hotel managements/hotel owners' action or methods that were provided for the hotel's business survival from the economic crisis and as well as to keep the wellbeing of their employees.
- To investigate if the hotels have risk management plan during and post-COVID-19 in order to survive from COVID-19 outbreak and other future related pandemic diseases.
- To assess and establish the magnitude of immediate and potential indirect/secondary impacts of COVID-19 on the lives and livelihoods of employees mentioned under the general objective.
- To assess and identify the most glaring impacts of COVID 19 which affecting the lives and livelihoods of employees.

1.5. Significance of the Study

The significance of this study is to give possible recommendations for the three selected Brand hotels, and to give chance to other researchers to use it as a spring board to make further studies on the topic, to assess the impact of COVID-19 pandemic on the wellbeing of hotel employees, the employee income, benefits and job security, the existence of risk/emergency management strategy, government incentive and support, post-COVID-19 strategy due to the pandemic. To suggest possible solution for similar human made or natural disaster happens in the future. The immediate beneficiaries of this study are hotels owners, hotels administrators, hotels employees and customers. A systematic analysis of the actions taken by the hotel managers/owners in response to the COVID-19 pandemic on the wellbeing of their employees has not been analyzed so far. So, this study would be used to fill the knowledge gap in this area.

1.6. Delimitation/ Scope of the Study

The study is limited only to the impact of COVID 19 outbreak on wellbeing of employees in terms of Physical, mental, Social and economic aspects in selected Brand Hotel employees in Addis Ababa, Ethiopia. For the purpose of this study, the researcher has confined to study the case of three selected brand hotels in Addis Ababa Ethiopia; the reason that the researcher selected the hotels; by their Brand Service giving Standards and secured their permission to be part of the study, Since these hotels are willing to be involved in this research study and the detailed information will be discussed in methodology part.

1.7. Definition of Terms

Employee wellbeing is refers to the overall mental, physical, emotional, and economic health of employees. (<https://resources.workable.com> 07 August 2023)

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

A Brand is a product, service or concept that is publicly distinguished from other products, services or concepts so that it can be easily communicated and usually marketed. Branding is the process of creating and disseminating the brand name, its qualities and personality. (www.techtarget.com July 07, 2023).

Brand hotel: a hotel brand is an identity that binds a group of hotels together in the eyes of the customers. The identity is generated by marketing in form of designs, symbols and words. (Patrick Landman. 2020)

Hospitality Industry It includes many businesses that fall under this large umbrella, such as hotels, motels, resorts, restaurants, theme parks, and much more. (Cvent Announces Agenda for Annual Event and Hospitality Tech Conference: Cvent CONNECT Europe)

Hotel is defined as an establishment that provides lodging and usually meals, entertainment, and various personal services for the public (Merriam-Webster.com Dictionary, 2023).

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

Accommodation is something supplied for convenience or to satisfy a need: such as.: lodging, food, and services or traveling space and related services. Usually is used in plural. Tourist accommodations on the boat or overnight accommodations. (www.merriam-webster.com Jun 22, 2023)

Tourism is a social, cultural and economic phenomenon, which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. (www.unwto.org)

1.8. Organizations of the Study

The research work was organized in to five chapters. The first chapter provides the background of the study, statement of the problem, research questions, and objectives of the study, significance of the study and scope/delimitation of the study. The second chapter dealt with review of related literature of different authors, industries about the subject under the study that would be stated and critically investigated. Chapter three was focused on research methodology and provided explanation for data collection techniques and methods while Chapter four focused on data presentation, data analysis and interpretation of the three hotels. The final chapter (Chapter five) would draw findings, conclusions, and recommendations of research study on analysis, and interpretation.

CHAPTER TWO

2.1 Review of Related Literature

2.1.1 What is employee wellbeing?

Employee wellbeing refers to a professional's holistic state of mental, emotional, and physical health. According to Gallup researchers, employee wellbeing includes five core components: (<https://www.hibob.com> August 07, 2023)

- Career wellbeing. The satisfaction people feel with work responsibilities and how they spend their time at work every day.
- Social wellbeing. Engaging in healthy, meaningful relationships with friends and family.
- Financial wellbeing. Being able to manage personal finances successfully.
- Physical wellbeing. Having health and energy for basic functioning and accomplishing tasks.
- Community wellbeing. Having a connection with others and feeling a sense of belonging in the place you live.

2.1.2 Workplace well-being

Workplace Wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization. The aim of measures for workplace well-being is to complement Occupational Safety and Health (OSH) measures to make sure workers are safe, healthy, satisfied and engaged at work (www.ILO.org).

Workers well-being is a key factor in determining an organization's long-term effectiveness. Many studies show a direct link between productivity levels and the general health and well-being of the workforce (www.ILO.org).

Enterprises and organizations are increasingly recognizing the need to take the well-being of their workers seriously. The more progressive organizations are doing so because they appreciate that their most important resources are their human resources - their people. Other organizations are beginning to address well-being issues because it is becoming increasingly clear that many workplace problems draw from a lack of commitment to the needs of their workers. A lack of recognition on the need to promote workers well-being may give rise to workplace problems, such as stress, bullying, conflict, alcohol and drug abuse and mental health disorders. Potential solutions, such as leadership, communication and a focus on learning and

development are essential for anyone committed to making the workplace a more decent and satisfying place. It had become fairly common in some industrialized countries, often under the stimulus of legislative measures, to adopt programs targeting specific health problems in the workplace as a complement to traditional safety and health measures, in particular those related to drug and alcohol abuse. More recently, there has been a growing trend for the development of global health promotion policies by employers and their partners covering not only drug and alcohol abuse, but also a whole range of lifestyle issues including smoking, diet, exercise and mental well-being (www.ILO.org).

2.1.3 Why does wellbeing at work matter

It is the employers' duty to provide their workers with the necessary support and care for their physical and mental health. Despite this, many organizations still don't have a dedicated wellbeing strategy. A wellbeing strategy can help employees feel valued and supported at work. It can also improve employee engagement and motivate teams' companywide to reach their goals (Maria Waida, October 27, 2021).

Therefore employee wellbeing is varying from person to person; it should average out to a level that allows for a productive and healthy workplace. Outside factors contribute to employee wellbeing too. Stress around issues such as housing, health, family, peace and security all play a role in performance at work. However, employers can acknowledge they have no control over what takes place after duty hours while still taking responsibility for what they can do for their employees. Clearly, employee wellbeing is a fundamental building block of all organizations. Even if your company is smaller or in a different field, you may still find that there are plenty of meaningful ways to improve the quality of life for everyone involved. Being proactive about employee wellbeing now can improve or even save lives in the future. (Maria Waida, October 27, 2021).

2.1.4 The Evolution of work place Wellbeing

This chapter covers the related literature review of theories, theoretical framework, empirical framework and conceptual framework; that shows the impact of COVID-19 on employees wellbeing and in the hospitality industry in general and its influence in the hotel industry in particular and specifically on brand hotels in Ethiopia.

The concept of wellbeing is rooted in clinical (Jung, 1933), developmental (Erikson, 1959 ;), existential (Frankl, 1959), humanistic (Maslow, 1968; Rogers, 1961), and social (Allport, 1961) psychology. Different schools of thought identify different characteristics of a psychologically healthy person, and the conceptualization of wellbeing varies depending upon the domain and scope of the study (Ryff, 2020). Wellbeing is measured as welfare, happiness, mental health, material possession, social life, vitality, self-actualization, or quality of life

(Andrews and Withey, 1976; Bradburn, 1969; Campbell, 1981; Diener, 1984; Larson, 1978; Keyes et al., 2002). (Promila Agarwal, 2021).

As we move past the initial panic of the pandemic, it's vital that organizations put 'conscious wellbeing' at the heart of their strategies and adopt a more people centric culture. (Emma Yearwood, October 13, 2023).

It's hard to believe there was once an age where employee wellbeing was not top of the priority list for businesses. Historically, a benefits package that included health insurance and an employee assistance program was thought to be enough to look after employee wellbeing. Nowadays, we know that employee wellbeing requires so much more, and if not addressed, it could have a hugely negative impact on a business. . (Emma Yearwood, October 13, 2023).

Employers should work together with their team to create the right culture, where employee wellbeing is at the core and work to not only delivers on individual purpose and development, but for the business as well. . (Emma Yearwood, October 13, 2023).

A study of workplace wellness activities since the 1950s indicates corporate wellness programs have benefitted the company more than employees. While the availability of specific health-related resources may have increased worker safety and productivity, programs were fundamentally about managing costs and mitigating risks. (Cheryl Brown Merriweather, October 12, 2023)

Formal corporate wellness programs did not exist before the 1950s. With two world wars in the rear-view mirror, America was looking forward to a time of peace and prosperity. While many adults worked in manufacturing or factory jobs, others worked in clerical or desk jobs. Innovations resulted in greater productivity in all work settings. The focus of workforce wellness in the 1950s and 1960s was to solve the people problems while also increasing productivity. (<https://www.benefitspro.com/2021/07/21/the-rise-of-workplace-wellness-a-history/?slreturn=20230927100458> accessed on October 13, 2023).

During the 1960s, the number and severity of occupational injuries and illnesses continued to increase. Particular attention was paid to the number of workers harmed by accidents, noise, and asbestos. In addition to workplace safety, those who advocated for legislation focused on the link beyond the worker to their families and to employer-related costs such as lost wages and productivity. (<https://www.benefitspro.com/2021/07/21/the-rise-of-workplace-wellness-a-history/?slreturn=20230927100458> accessed on October 13, 2023).

This resulted in the passage of the Occupational Safety and Health Act of 1970, which established the Occupational Safety and Health Administration (OSHA) and the National Institute for Occupational Safety and

Health (NIOSH). Except for occupational health and safety, no workplace wellness program focused on the wellbeing of the individual worker. (Cheryl Brown Merriwether, October 12, 2023).

Progress made in the '50s and '60s laid the foundation for the next phase of change in workplace wellness programs, which became the next new normal. During this era, financial responsibility for the cost of health care began to shift from the government to employers. In addition, workplace fitness programs we enjoy today can be traced back to executive fitness programs started after World War II by business leaders wanting to promote healthy lifestyles in the workplace. (<https://www.benefitspro.com/2021/07/21/the-rise-of-workplace-wellness-a-history/?slreturn=20230927100458> accessed on October 13, 2023).

Consequently, the concept of work-life balance was born in the 1980s and corporate wellness programs became a regular part of the workplace. Due to tumultuous economic issues and distrust in corporations, employee loyalty began to diminish. Employees began to be concerned about protecting their own needs above their employer. Workforce wellness was growing in popularity during the 1980s with many companies using health risk assessments, establishing onsite fitness centers and exercise classes. (Cheryl Brown Merriwether, October 12, 2023).

As more people began to talk about and lobby for work-life balance, wellness programs became a regular part of office life. Corporate culture was increasingly a priority. It was essential that businesses had a culture, defined it, and employees understood it. Companies that focused on total quality management began to incorporate initiatives designed to positively influence employee quality of life issues, such as “casual Fridays.”

Today's workplace wellness programs are designed to provide more preventative care for a variety of health conditions. As a result of the suffering, isolation, instability, stress and distress caused by the Coronavirus pandemic, the need for mental and behavioral health services has increased exponentially. (Cheryl Brown Merriwether, October 12, 2023).

This further cements the fact that businesses must put employee health at top of the agenda. Furthermore it shows us that the investment in initiatives to help manage wellbeing are well worth making with recent findings demonstrating that every £1 spent offers a return on investment of £5. (Emma Yearwood, October 13, 2023).

The tide has turned, and for many organizations, it is understood that a safe and supportive culture, where teams are encouraged to take care of themselves and to ask for help when they need it, creates a more positive and productive working environment. When people feel less stressed and more in control, it helps them feel more relaxed, resilient and able to deal with the inevitable pressures of working life. It goes without saying that employers have an indispensable role to play in this, especially right now. (<https://ldn.com.au/mental-health-wellbeing-and-wellness-at-work/> accessed on October 15, 2023)

Wellbeing is more than likely to be front of mind for many employers. This is an opportunity to go way beyond the immediate demands for health and safety and take a progressive approach, shifting towards ‘conscious wellbeing’. Employers should work together with their team to create the right culture, where employee wellbeing is at the core and works to not only deliver on individual purpose and development, but for the business as well. (Emma Yearwood, October 13, 2023).

2.2 Navigating the difference between wellbeing and wellness at work

Although personal wellbeing and wellness at work are closely linked, you may be surprised to find they can be identified as distinct areas. While personal wellbeing encompasses all aspects of an individual’s life, wellness at work is focused on our experience solely in the workplace. Each area impacts the other.

The unfortunate loop of workplace stressors impacting home can result in a negative spiral, affecting overall wellbeing in both areas, and vice versa. (<https://ldn.com.au/> accessed on October 14, 2023)

While an organization can support individual wellbeing with things such as financial literacy training, community engagement opportunities, mindfulness programs etc, when looking at wellness at work, the aim is to remove or mitigate hazards of psychological harm the same way organizations approach physical harm; implementing a risk management framework.

But before we can manage the risks, we need to understand the distinction between personal wellbeing and wellness at work.

Figure: 2.1 Aspects of wellbeing



(Source: Learning dimension network, rto no. 122052)

2.2.1 What is wellbeing?

Personal wellbeing is multi-dimensional and encompasses being comfortable, healthy or happy in various aspects of our lives. Our work, financial, physical, community, social and mental health are all interconnected elements that contribute to overall wellbeing. (<https://ldn.com.au/mental-health-wellbeing-and-wellness-at-work/>)

Work

Wellbeing can be enhanced by fulfilling and purposeful work that involves being engaged, valued and positively challenged. When your work aligns with your strengths, personal and workplace values, this contributes to your wellbeing through greater job satisfaction, reduced burnout, increased engagement and a greater sense of satisfaction.

Financial

Financial security is a critical aspect of personal wellbeing. Financial wellbeing is defined as “the ability to meet current and ongoing financial obligations, feel secure in one’s financial future, and make choices that allow enjoyment of life” (Rogers, 2017). It would come as no surprise that individuals who feel in control of their finances report lower levels of stress and anxiety and having a feeling of financial stability provides a sense of freedom to invest in personal goals.

Physical

Physical wellbeing is the ability to maintain a healthy and balanced quality of life. Regular physical activity and healthy habits have a positive effect on mental health, including reducing symptoms of anxiety and depression. Stress management techniques, such as relaxation and meditation, can also improve our physical health.

Community

Being part of a community and experiencing a sense of belonging and connectedness can greatly enhance mental health and overall wellbeing. Building relationships, participating in shared interests, having a support system and a sense of purpose can contribute to a sense of wellbeing.

Social

Strong social connections provide emotional support, reduce feelings of loneliness and isolation, and enhance self-esteem. Investing in building and maintaining positive relationships can significantly impact personal wellbeing.

Mental Health

The World Health Organization (WHO) defines mental health as “A state of well-being in which an individual realizes their own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to their community.”

Safe and healthy working environments are not only a fundamental right but are also more likely to minimize tension and conflicts at work and improve staff retention, work performance and productivity. Conversely, a lack of effective structures and support at work, especially for those living with mental health conditions, can affect a person’s ability to enjoy their work and do their job well; it can undermine people’s attendance at work and even stop people getting a job in the first place. (WHO September 28, 2022)

2.2.2 What is wellness at work?

Wellness at work relates to the importance of creating a workplace culture focused on employees’ holistic experiences within the workplace around environment, physical and mental health, social and culture and diversity. Workplace culture refers to the unspoken norms, values, and behaviors that shape the working environment within an organization and the unwritten rules that dictate “how things are done around here”, beyond what is stated in company policies, mission statements or employee handbooks. Wellness at work is a crucial component towards overall personal wellbeing, performance and success. (<https://ldn.com.au/mental-health-wellbeing-and-wellness-at-work/>)

Figure: 2.2 Wellness at work



(Source: Learning dimension network, rto no. 122052)

Environment

A safe and secure work environment includes safe design, layout and environmental conditions in the workplace and facilities for the welfare of workers.

Culture and diversity

A culture that promotes inclusivity and diversity can contribute to a positive work environment, reduce feelings of isolation and discrimination and allow people to bring their 'best selves' to work. Feeling valued and respected in the workplace increases job satisfaction and overall wellbeing.

Physical health

Feeling physically safe in the workplace is crucial for overall wellness. Prioritizing physical safety at work is not only a legal obligation, but promotes the wellbeing of employees, contributing to a positive and healthy work culture.

Mental

Feeling emotionally and psychologically safe at work is crucial for wellness at work. A supportive work environment that provides employees with the tools they need to manage stress and cope with challenges can enhance mental health and overall wellbeing.

Social

Building positive relationships with colleagues and participating in social activities with colleagues can improve workplace culture and enhance overall wellbeing. Social connections provide employees with emotional support and a sense of belonging, contributing to overall job satisfaction.

It is important to note that the aspects of personal wellbeing and wellness at work discussed here are not exhaustive, and there are many other factors that can contribute to overall health and satisfaction in life. However, understanding these key components can help individuals and organizations prioritize actions that promote wellbeing and create a more positive and supportive workplace culture.

2.2.3 Employee Wellbeing Vs Wellness what's is the difference and why it matters

The pandemic has increased the levels of health consciousness among the population, with people becoming more concerned about their levels of fitness, diet, sleep and other factors affecting physical and mental health. The increasing mental health crisis, combined with the increasing cost of living, and inaccessible public healthcare calls for businesses to take more responsibility to look after their people.

As a result, we have seen a huge demand for organizational wellbeing services, resulting in nearly 25 per cent growth when compared to pre- and post-pandemic levels. (Evelina Dzimanaviciute October 12 2023)

Wellness versus wellbeing

Now, what does wellness or wellbeing has to do with this? Our inability to differentiate between the two make it difficult to choose the right services and providers, specifically matched to employee needs.

Wellness is all about self-care practices, habits and daily routines that can help to maintain your state of physical and mental health. This may include your fitness routine, diet, sleep, meditation practice, or spa weekend. (Evelina Dzimanaviciute October 12 2023)

Wellbeing is much more than that. It is a state of being that includes how happy you are with your life, work relationships and, most importantly, with your own identity. (Evelina Dzimanaviciute October 12 2023)

Wellbeing includes your levels of resilience, ability to cope with challenges and stresses, capacity for emotional regulation, balance between different areas of your life, sense of meaning and purpose, access to safety, opportunities and resources. (Evelina Dzimanaviciute October 12 2023)

Wellness is an individual process (even if it's shared with others), while wellbeing includes an exosystemic view of social, economic and environmental factors that shape your health and happiness. (Evelina Dzimanaviciute October 12 2023)

While both processes are closely linked, it is important to realize that gym membership won't cure your depression, a yoga class won't fix a toxic working environment, and no meditation app can get you out of an abusive relationship or end your financial struggles.

A safe and supportive environment creates the right conditions for innovation and growth, ensuring long-term resilience of the business. To make this happen, we need to prioritize wellbeing over wellness in organizations. By ensuring that our environment supports people in the right way, we can improve retention, boost performance and productivity, build brand reputation and attract the right talent. Most importantly, a safe and supportive environment also creates the right conditions for innovation and growth, ensuring long-term resilience of the business. (<https://elitemind.academy/innovate/>)

2.3 The first reported case and the initial reaction to COVID-19

The first official cases of COVID-19 were recorded on the 31st of December, 2019, when the World Health Organization (WHO) was informed of cases of pneumonia in Wuhan, China, with no known cause. On the 7th

of January, the Chinese authorities identified a novel coronavirus, temporarily named 2019-nCoV, as the cause of these cases.

Weeks later, the WHO declared the rapidly spreading COVID-19 outbreak as a Public Health Emergency of International Concern on the 30th of January 2020. It wasn't until the following month, however, on the 11th of February that the novel coronavirus got its official name - COVID-19. Nine days later, the US Centers for Disease Control and Prevention (CDC) confirmed the first person to die of COVID-19 in the country. The individual was a man in his fifties who lived in Washington State.

2.3.1 Declaring COVID-19 a pandemic

In the first months of COVID-19, global health authorities, government agencies, and the public were unsure of how the disease would spread and how it would impact everyday life. On 1 March, 2020, the United Nations released \$15 million in funds to support the global COVID-19 response. A week later, on 7 March, cases of COVID-19 reached 100,000. Several days after that, on 11 March, COVID-19 was declared a pandemic by the WHO. COVID-19 rapidly transformed from being a severe problem seemingly confined to China, to a global health emergency almost overnight.

By this time, the situation in Wuhan had been diffused following the introduction of unprecedented measures to contain the virus. At the beginning of the outbreak, China was reporting thousands of new cases per day, which had reduced to dozens by March. In Europe, on the other hand, cases were rising rapidly day by day, with Italy recording what was an unprecedented 250 deaths in the 24-hour period between March 12 and March 13. As a result, on March 13 the WHO declared that Europe had become the epicenter of the pandemic. On the same day, the US declared a state of emergency.

2.3.2 The race to develop a vaccination

To tackle the pandemic, strict measures were put in place around the world. Social distancing and travel restrictions began to come into force in March, along with advice on proper handwashing techniques. However, these measures were predicted to only slow the spread of the virus, scientists understood that to overcome the pandemic, a vaccine needed to be developed/ on 17 March 2020, the first COVID-19 human vaccine trials begin with the Moderna mRNA vaccine.

It was clear that initial restrictions were not enough to stop the spread of COVID-19. Quickly, restrictions in most regions became harsher, with the UK enforcing a stay-at-home rule on the 26th of March. Many European countries implemented their own national lockdown around this time. By 2 April, total global COVID-19 cases had shot up to 1 million.

The true seriousness of the pandemic came into light with this figure, and governments did what they could to postpone the spread of the virus before a vaccine could be declared safe for use. On 6 April, the WHO released guidance on mask wearing, as more evidence began to highlight the role of aerosols in the spread of the disease.

2.3.3 New variants change the course of the pandemic

Over the summer, many countries saw a drop in cases, hospitalizations, and deaths due to the restrictions their citizens had endured to prevent the spread of the virus. However, towards the end of the summer, in August of 2020, the Lambda variant was first discovered in Peru. To date, this variant has since spread to at least 29 countries, according to the WHO.

A month later, the Alpha variant was first identified in the UK in September 2020. The discovery of these variants was significant; it showed that the virus was evolving. As a result, symptoms and disease outcomes were changing. Evidence has shown, for example, that the Alpha variant may pose a heightened risk of poor COVID-19 outcomes. With the emergence of these new variants, cases of COVID-19 began to rise again in many countries and by the 29th of September 2020, there had been 1 million COVID-19 deaths.

2.3.4 Data shows the effectiveness of multiple vaccines

Vaccinations were developed in record time. On the 9th of November, trials demonstrated the Pfizer and BioNTech vaccines to be over 90% effective, and the Moderna vaccine was proved to also be effective just a week later on the 16th of November. One more week later, on the 23rd of November, the University of Oxford and AstraZeneca COVID-19 was also shown to be effective.

Shortly after, the Delta variant was first discovered in December in India. Concerns over the potential increased transmissibility of the variants, fueled by a rise in cases in some counties such as the UK, forced many governments to once again reinforce lockdown measures to some extent.

Finally, on the 31st of December 2020, the WHO issued its first emergency use validation for a COVID-19 vaccine, making the Pfizer/BioNTech vaccine the first to be available for use. The emergency validation was seen as a positive step towards making COVID-19 vaccines globally available - a necessary step to ending the pandemic.

Since then, the Moderna vaccine and the Oxford/AstraZeneca vaccine have also been approved for use and national vaccine rollout initiatives have begun with full force. As of the 27th of April, 2021, 1 billion COVID-

19 vaccine doses have been administered. The continued roll-out of vaccines in all countries is vital to bringing the pandemic under control and preventing future outbreaks.

2.4 Empirical Review

2.4.1 The Impact of COVID-19 in Hospitality Industry Specifically in Hotel Industry

The pandemic statistics in the Africa continent according to the UN Health Agency said ten countries account for 89% of them reported, are highly affected by COVID-19 cases in the Africa regions are South African, Nigeria, Ghana, Algeria, Kenya, Ethiopia, Cameroon, Ivory Coast, Madagascar, and Senegal, consequently, as countries of the world remain to place travel restrictions and closure of their borders; cruise companies, hotel, and hospitality industries are facing decreasing demand and patronage in addition to World Travel and Tourism Council, guesses that more than 50 million jobs in the travel and tourism sector could be at risk worldwide (Solomon, 2020). International Air Transport Association identified COVID-19 pandemic travel restrictions were carried across the globe tourism and hospitality sector is directly affected and results in increases unemployment in the country, the study explained also flying, when wearing a mask, remains one of the safest travel alternatives during COVID-19. Addis Ababa Hotel Association studied 88% (56% fully closed and 32% partially closed) hotels were because of low occupancy rates and the remaining 12% were used for quarantine purposes, on the other hand, some hotels reported that 70% of their customers were not served their services due to COVID-19 (Mahder, Genemo & Melese, 2020). On the other hand, some preliminary findings from a study conducted by the 10 editorial team of the Journal of Hospitality Marketing and Management made the suggestion that the reopening of the hotels and restaurants and as well as removing the much restriction in traveling may not bring customers to restaurants immediately (Japutra, and Situmorang, 2021). The study of Addis Ababa City Administration of Culture and Tourism Bureau, (2020) showed that the rate of hotel's occupancy decreased by percentage after COVID-19 in 2019/20 is by 61.1% from that of 2018/19 which is 15.74%, at the same study it showed that the rate of hotel's occupancy after COVID-19 decreased by percentage in hotels in Addis Ababa by 60% and Hotels out of Addis Ababa by 63.17%. ONE UN Assessment (2020) explained the hotel business has already started to decline despite the comparative advantage that Ethiopia has as most investors in the hotel industry are locals which avoids capital flight but most of these hotels have debts owed to local commercial banks, the Addis Ababa Hotel Owners Trade Sectoral Association reported in April that 88% of its member's hotels had either partially or fully closed their operations and loss of revenues was estimated at USD 35 million per month and the workforce is at the risk of losing jobs for more than 15,000 employees, therefore, the slowdown in tourism demand would impact all segments in the supply side including stopover and Meetings, Incentives, Conferences and Exhibitions. Addis Ababa Culture and Tourism Bureau (2020) investigated that the rate of reduction in hotels' revenue per available room before

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

2.4.2 COVID 19 has influenced Human Resources Management Process

COVID-19 has impacted the HRM process by eroding person-job fit and having disproportionate family effects on employees (Carnevale and Hatak, 2020), in turn affecting the wellbeing of employees. Due to COVID-19, HRM professionals are under significant pressure to reskill their workforce rapidly. There is pressure on hotels to strategically design HRM systems and processes to meet the pressing market demands caused by the pandemic (Carnevale and Hatak, 2020).

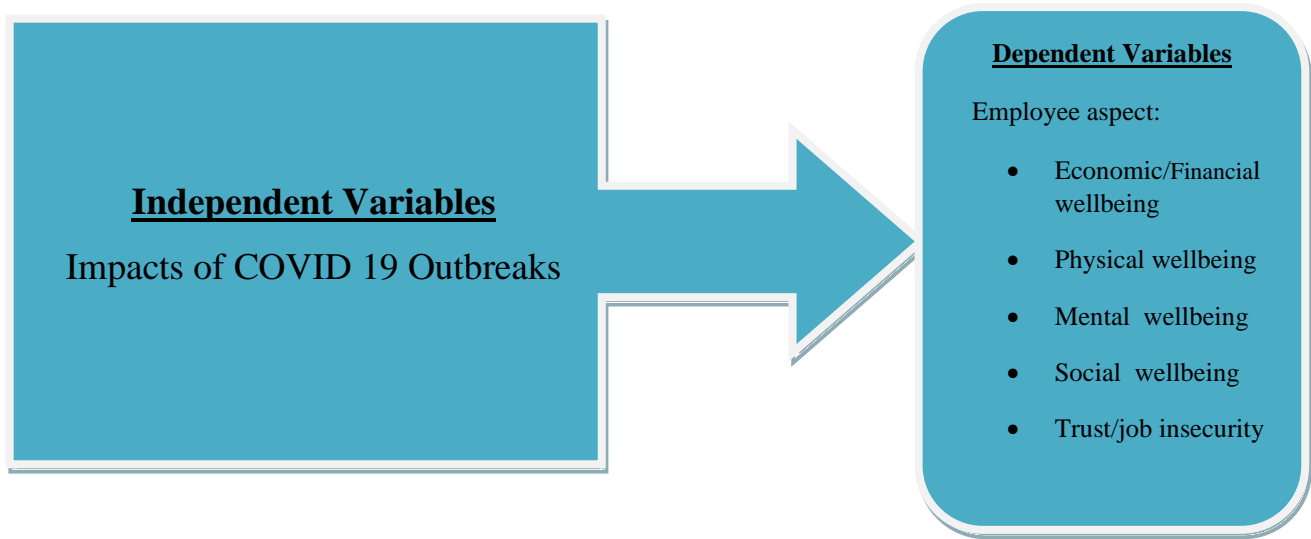
Wellbeing is a critical construct for organizations to consider, as it is not just an outcome but also an antecedent to numerous organizational-level outcomes such as creativity, productivity, cooperation in the workplace, and increased social capital (De Neve et al., 2013; Lyubomirsky, 2008). Wellbeing in hospitality is particularly relevant because the hospitality industry faces unique challenges such as extended operation hours, intensive job demands, and daily or seasonal fluctuations (Ariza-Montes et al., 2019). Given the stressful nature of jobs in hospitality, hospitality employees become vulnerable if their organization fails to promote employee wellbeing (Ariza-Montes et al., 2019). Wellbeing for hotels has business implications because service quality determines the success of hotels, which in turn depends upon the wellbeing of employees (Ariza-Montes et al., 2019). Therefore, the wellbeing of employees during COVID-19 is likely influenced by HRM practices (Promila Agarwal, 2021)

2.5 Conceptual Frameworks

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

In this research paper the independent variable is the impact of COVID-19 on employee wellbeing in selected three brand hotels employees in Addis Ababa and the dependent variables are employee aspects; economic/financial wellbeing, physical wellbeing, Mental wellbeing, Social wellbeing and Trust/Job insecurity towards employees.

Figure: 2.5.1 Conceptual framework of dependent and independent variables of the impact of COVID-19 pandemic on employee wellbeing.



Source: Researcher's own design 2023

2.6. Identified Literature Gap

Most studies currently focused on the impact of COVID 19 outbreak on hotel industries related with tourism sectors. There are limited studies providing information about the effect of this pandemic in terms of employee wellbeing in hotel industries in Ethiopia. Even if the impact of COVID 19 outbreak is an important issue to all business sectors especially, for hotel industries only few studies are conducted. Since there is no research conducted on the economic impact of COVID 19 on hotel employees in Ethiopia this study aims to fill the gap in the literature by focusing on factors that COVID 19 outbreak influences on hotel employees wellbeing.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

“Research approaches, research designs, and research methods are three key terms that represent a perspective about research that presents information in a successive way from broad constructions of research to the narrow procedures of methods” (Creswell J. W., 2018). This part of the study covers the research approach, research design, research method, data collection instrument, target population and sample design, model specification and variable description, method of data analysis, proposed reliability, and validity tests and ethical consideration.

3.2. Research philosophy

Research philosophy addresses the beliefs, values, and principles underlying a detailed study. Philosophy is a systematic examination of the assumptions and common wisdom that underlies thought and action. The researcher used descriptive research philosophy in order to investigate the variables under the study.

3.3. Research approach

The research approach is a plan and procedure for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. The overall decision involves which approach should be used to study a topic. There are two basic approaches of research, the qualitative approach, and the quantitative approach. A qualitative approach is concerned with the subjective assessment of attitudes, opinions, and behaviors, whereas a quantitative approach involves the generation of data in quantitative form. Based on the purpose of doing the research and taking into consideration of the research topic and research questions, this study applied both qualitative and quantitative approaches which were a mixed approach. The researcher selected the mixed method because the mixed method allows for data triangulation and cross-referencing; therefore, it would increase the reliability, finding, and recommendations for the study. The research was focused only on the hotel permanent employees in order to get reliable information in regarding to employee wellbeing during COVID-19. This study has employed a mixture of both qualitative and quantitative research approaches. (Hoepfl, 1997) suggest that when little is known about an issue, a qualitative research approach is appropriate. Discovering underlying motives and desires by using interviews if the main aim of qualitative type of research (Kothari, 2004). Research in such a situation is a function of the researcher’s insights and impressions (Kothari, 2004). The goal of qualitative research is to understand the situation from the participants’ perspective (Hancock & Algozzine, 2006).

3.4. Research method

Research methods are the procedures that are used to collect and analyze data whereas the research design is the overall structure of the research; however, research methodology focuses on the research process and the kind of tools and procedures to be used by using document analysis, analysis of existing secondary data and primary data, survey method. Three selected Brand hotels from Addis Ababa were carefully chosen by using purposive method; Marriott Executive Apartment, Hayatt Regency and Ramada Addis by getting the permission of the hotels management to be part of this research. These hotels were selected from other brand hotels because of the type and number of customers they are serving, high level of standard service and their location is in the center of Addis Ababa.

3.5. Research design

Research design is a master plan specifying the methods and procedures for collecting and analyzing the required information, it ensures the study would be relevant to the problem and uses economical procedures. Numerous types of research designs are appropriate for the different types of research projects. Each type of research design has a range of research methods that are commonly used to collect and analyze the type of data that is generated by the investigator. Descriptive design is concerned with determining the frequency with which an event occurs or the relationship between variables, it depends on observation as a means of collecting data, it can be an interview, questionnaires, visual records, and sound records that can be made. The descriptive design type can be a case study and survey. A cross-sectional study is one specific point of time study, the respondents or participants are needed only once for the study purpose and the status of various groups at a given point in time. In this research paper, the researcher would follow the cross sectional descriptive design and experimental design.

3.6. Target Population

The major data collection instruments were survey questionnaire and key informant interview by using random sampling and purposive sampling method respectively. The number of the total employees that are working on the three selected brand hotels are 650, (i.e Hyatt Regency 300 employees, Ramada Addis 175 and Marriott Executive Apartment 175 employees) from that sample size was taken from the target population for the study by taking consideration employees types of work, service year and position. The target populations were the three brand selected hotels permanent employees, supervisors and department heads. The sample population was selected based on their direct relationship with the selected services they were working on. In the survey questionnaire sampling method, the hotels employees such as Guest Services, Housekeeping, Security, Food

and Beverage, Food Preparation, Steward, Maintenance and Finance department employees were involved. For key informant interview, the respondents were Hotels Human Resources and Finance managers/directors who had a direct relationship with the research topic and objectives. The research focused only on the hotel permanent employees working in different departments rather than casual or outsourced employees who were working on call bases or contractual during big events.

3.6.1. Sample Size determination

Purposive selection were used for selecting employees and simple random sampling technique were used for respondents, because such a sampling technique avoids researcher bias in selecting the sample and improves the external validity of the research (Saundres, and Lewis, 2012). Simple and stratified random sampling techniques were used. Simple random sampling was used because of the following reasons: first, it completely avoids the researcher's bias. The second reason is, it produces a random result. Thirdly, employees of different hotels almost perform similar activities or tasks. Stratified random sampling was also used because there were different departments and data was collected from each outlet considering each department as strata. Sample from each department were selected proportionally.

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

3.6.2. Sample Size

Sample sizes of respondents were permanent employees of three selected brand hotels. In order to have a significant sample size, the questionnaires were distributed to selected employees based on the below formula. The total number of employees in the three brand hotels is 650.

The sample size is determined based on the following formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where: n- is the required sample size from the population under study

N- Is the whole population that were under study

e- is the precision or sampling error (0.05)

The total population of the study from the three hotels is 650

$$n=650/1+650*0.05*2$$

n= 247 employees were the required sample size from the three hotels

Marriott Executive Apartment total number of employees is 175.

$$n=175/1+175*0.05*2$$

67 employees were required sample size

Ramada Addis Hotel total number of employees is 175.

$$n=175/1+175*0.05*2$$

67 employees were required sample size

Hyatt Regency Addis Ababa total number of employees is 300

$$n=300/1+300*0.05*2$$

113 employees were required sample size

3.7. Data Collection Procedure

A survey questionnaire with structured closed-ended questions was used for data gathering instrument and it was developed by the researcher. The questions in the questionnaire were designed in order to obtain data relating to the research general and specific objectives and the research questions. A five-point Likert type scale and rankings were used (starting from Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree) to reflect the appropriate level of measurement. The questionnaire was developed in English language since the working language of these three brand hotels is English. The survey questionnaire was composed of background information and specific questions that were related to COVID-19 impact in hotel economy and the wellbeing of employees. The questionnaires were classified into six sections; the first section question was about general information, the second section was related with the impact of COVID 19 on hotel employee, the third section questions was related with the impact of COVID 19 on financial wellbeing of hotel employee, the fourth section questions was related with the impact of COVID 19 on mental wellbeing of hotel employee, the fifth section questions was related with the impact of COVID 19 on Social wellbeing of hotel employee and the sixth section questions was related with the impact of COVID 19 on job insecurity or trust. The Key Informant Interview were conducted for Human Resources and Finance managers/directors who had a direct relationship with the research study objectives in the three selected brand hotels.

3.8. Data collection method and data source

3.8.1. Data collection methodology

The data collection was carried out through face-to-face interview and survey questionnaire. During the data collection, all ethical issues were considered that includes getting consent from respondents. Data sources that were used in this research paper were both primary and secondary sources. From the primary data source; a survey questionnaire, key informant interview (KII) were conducted. From secondary data sources; case studies, literature reviews, journal articles, newspapers, and the internet. Survey questionnaire: - a structured questionnaire were used to collect quantitative data. For the survey questionnaire, the three selected brand hotels' permanent employees were selected by using a random sampling method for data collection. KII: - Key informant interview is a qualitative in-depth interview. In this research, the key informant interview was conducted for the three selected brand hotels Human Resource and Finance Directors/Mnagers who had a direct relationship with the research study objectives. The key informant interview was conducted by using face-to-face interview for department heads. The key informant interview was semi-structured. The research was conducted in the city of Addis Ababa since all brand hotels are located in the main city and these were the most affected hotels by COVID-19 due to the nature and type of customer. Therefore, the researcher has selected Addis Ababa to conduct this research.

3.9.Data Analysis and Interpretation

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

3.9.1. Quantitative Analysis Method

Quantitative data analyzed through the use of appropriate statistical software, by using SPSS (Statistically Package for Social Science). Statistical methods used to analyze quantitative data by descriptive method. Triangulation of quantitative data analysis will be held to get a holistic picture of the study objectives. Tables: - collected data's from the hotels will be presented by using tables, descriptive statistics; frequency, percent, and mean. Graphical Display: - graphical presentations, a line graph is going to be used to show the impact of COVID-19 on hotels services and employees. In this research, a simple linear regression model would be employed to analyze the data collected.

The mathematical derivation of the regression model is $y=a+bx$

X is the independent variable. (i.e. Impact of COVID 19 outbreak)

Y is the dependent variable. (i.e. financial, social, mental and physical wellbeing of employees)

The slope of the line is b and

a is the intercept (the value of y when $x=0$).

3.9.2. Qualitative Analysis Method

Interviews with Human Resources and Finance managers of the selected hotels were conducted to supplement the findings of the quantitative result. The interviews were conducted following the scientific interviewing procedure.

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

3.10. Quality Assurance for Data Management

The researcher, at all stages of data analysis, was ensured to have a good data management system. A good data management system includes developing an effective process for consistently collecting and recording data properly, storing data securely, data cleaning, and transferring data from different types of software used for analysis, the data effectively presented and the data is accessible for verification.

Types of data quality assurance for data management are;

Validity: - the data measured by using it's intended to be measured. The questionnaires were adopted from prior similar researches, recent industry surveys and assessments where the researcher also consulted some key experts in the hotel industry and by pilot testing and getting feedback.

Reliability: - data measured and collected consistently according to standard definitions and methodologies besides the results are the same when measurements were repeated. The reliability test was done by correlating each item questionnaire scores with the total score in order to indicate that item was valid.

Completeness: - all data elements were included as per the definitions and methodologies specifications. The researcher was tried also an integration of the primary data with the secondary data in order to get the full picture of the research.

Precision: - the data has sufficient detailed information. The measurements were adopted from professionals, literature related to the study. Besides, the instrument was given to the advisor to receive comments.

Integrity: - data was protected from deliberate bias and manipulation for political and personal reasons. The researcher used the data only for the intended purposes.

Timeliness: - data is up-to-date and the information's are available on any time. The data that were collected in this research is properly archived on hard and soft copy.

3.11. Measures that has to be taken

The researcher distributed questionnaires through Human Resources department of the three hotels using online or printing documents whichever way was good to administer the research effectively and to the intended purposes.

3.12. Ethical consideration

This research was followed by ethical guidelines for collecting of data. Permission form of the administrative authorities and informed consent from the respondents in the study area were very important for conducting research ethically. Before started the survey, an application for a research permit made from the Addis Ababa University College of Commerce Graduate School was required. All respondents were asked for their informed consent to participate in the research, by their interest, the data was collected after explaining to them what the research was addressing, why the information was very important for the hotel industry management & employees, and how it would be used in the research. The research data collection was not harmful for the respondents by any cost. Information was given to respondents to give their verbal or written consent for the interview.

CHAPTER FOUR

4. Data Analysis, Interpretation and Discussion

As indicated in the previous chapters, this research study attempted to examine the Impact of COVID 19 on the employee wellbeing in three selected brand hotels in Addis Ababa Ethiopia. A total of 247 questionnaires were distributed to employees found in three selected brand hotels and 93.12% useable questionnaires were obtained valid and used for further analysis. The data collected were presented, analyzed and interpreted using SPSS software version 26. The questionnaire was developed in five scales ranging from 1(strongly disagree) to 5 (strongly agree). Since the questionnaire of the study was developed as Likert scale, sum or mean was calculated for the Likert items of each variable during the data analysis procedure. According to Harry and Deborah (2012) descriptive statistics recommended for Likert scale data include mean for central tendency and standard deviation for variability, in addition other data analysis procedures recommended for such type of data include Pearson's correlation (r), t-test, ANOVA, and regression analysis.

Given that all of the independent and dependent variables of the study consist of Likert scale data, and given that the aim of investigation was to test the impact of the independent variables (COVID 19 outbreak) on the dependent variable (Employee wellbeing), the most appropriate statistical test for testing the hypothesis of the study was found to be measures of central tendency (mean& standard deviation), independent sample T-test, ANOVA, and multiple linear regression analysis.

Table 4.1. Response Rate by Hotels

Table 4.1.1 Number of questionnaires distributed and collected

Department	Total number of employees	Number of questionnaires distributed	Number of questionnaires collected	Response rate (%)
Marriott Executive Apartment	175	67	62	92.54
Ramada Addis Hotel	175	67	62	92.54
Hyatt Regency	300	113	106	93.81
Total	650	247	230	93.12

Source: own survey, 2024

As you can see from Table 4.1. it shows the target population of the three selected brand hotel employees and the number of questionnaires distributed and collected and the response rate in percentile based on the number of employees.

4.2 Demographic Background of Respondents Descriptive statistics using frequencies was used to analyze the demographic characteristics of the respondents and hence the result of the analysis is described in detail hereunder:

Table 4.2.1 Demographic Background of Respondents

Demographic characteristics	Frequency	Percent	
Gender	Female	107	46.5
	Male	123	53.5
Total	230	100	
Age	18-28	87	37.8
	29-39	119	51.7
	40-50	19	8.3
	51 and Above	5	2.2
Total	230	100	
Educational Level	High School Completed	22	9.6
	Diploma	103	44.8
	Bachelor Degree	89	38.7
	Master's Degree and above	12	5.2
	Total	226	98.3
Missing	System	4	1.7
Total	230	100	
Experience	1-5 Years	75	32.6
	6-10 years	104	45.2
	10 years and above	51	22.2
Total	230	100	
Marital status	Single	100	43.5
	Married	47	20.4
	Married With Children	78	33.9
	Total	225	97.8
Missing	System	5	2.2
Total	230	100	

Source: own survey, 2024

Table 4.2.1 presents the demographic information of the respondents.

As can be seen from the above table item number one, male respondents took the biggest share of the sample population considered under the study (n=247), which is 53.5% of the sample. Indicating that majority of the respondents are males.

Item number 2 shows that the age of the majority of the respondents was found out to be between 29-39, (51.7%) followed by those age group of 18 - 28, (37.8%) those between 40-50 constituted 8.3 % while those above 50 Years 2.2 %. This indicates that most of the current employees of those hotels are less than the age of 40 indicating majority of the hotel employees are young.

According to item number 3 of the above table, 44.3% of the respondents are found to be diploma holders, followed by those possessing first degree (38.7%) and high school completed 9.6% whereas Maters degree holders constituted 5.2%. This implies that majority of those hotel employees are diploma holders this happened because most positions requires a minimum of diploma in hotel operation or related fields.

According to item number 4 of the above table, 45.2% of the respondents are found to be having a work experience of 6-10 years, followed by those having a work experience of 1-5 years (32.6%) and those having a work experience of above 10 years (22.2%). This implies that majority of those hotel employees work experience is below 10 years.

According to item number 5 of the above table, 43.5% of the respondents were found to be single, and 33.9% married with children, 20.4% married. This implies that majority of those hotel employees are married.

4.3 Response Rate

Table 4.3.1 Response Rate

Target Population	Total Questionnaires. Distributed	Questionnaires. Returned	Not Respond	Response Rate
650	247	230	17	93.12%

Source: own survey, 2024

4.4 Reliability test result

Table 4.4.1 Reliability Test result

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
COVID-19 Pandemic on Wellbeing of Employees	0.944	0.950	49
Hotel Economy	0.819	0.853	14
Hotel Employee	0.853	0.873	10
Financial Wellbeing	0.916	0.914	8
Mental Wellbeing	0.732	0.758	7
Social Wellbeing	0.911	0.916	6
Job in Security or Trust	0.904	0.904	4

Source: own survey, 2024

One common way to compute the internal consistency of a scale is Cronbach's alpha (α), which computes the correlation between responses to all of the items in a scale. For a scale to be considered internally consistent, an alpha of .70 or higher is desired, although slightly below that is usually considered acceptable Adams and Lawrence, (2019).

The reliability test by Cronbach's alpha based on standardized items .950 or 95.0% was reliable as the table 4.4 indicated. As a principle the value of Cronbach's Alpha result accepted when it is greater than .70 meaning, more than 70 % must be reliable. Based up on table 4.4 result Cronbach's Alpha was reliable.

4.5 Descriptive Analysis

Descriptive statistics was employed to examine the mean & standard deviation of the responses of respondents concerning the impact of COVID 19 on the employee wellbeing (financial, mental, social and trust/job insecurity).

Table 4.5.1. Summary related with the impact of COVID 19 outbreak on hotel economy

Variables	Mean	Std. Deviation
Following the COVID 19 precautions, (such as washing hands, use sanitizer and wearing mask) affected the hotel economy in terms of profitability.	3.94	1.088
Social distancing requirements and limitation of group gathering minimized the hotel income and profitability that affected hotel economy	4.30	0.715

Applying disinfectant in each room after the guests left put the hotel in to a new demand (cost), hence affected the hotel economy in terms of profitability	4.17	0.960
Hotels were providing mask & sanitizer during COVID 19 to staff members and guests that affected hotel economy in terms of profitability	4.17	0.948
Hotels were forced to limit or suspended their operations because of COVID 19 outbreak and it had an impact on hotel economy	4.56	0.556
Legal restriction decreased the number of tourists arrived which resulted in minimizing hotel income such as room rate, food and beverage which affects the hotel economy in terms of sales revenue	4.58	0.545
Legal restrictions reduced the number of customer visit the hotel that affected the hotel economy and results in decreased the hotel sales revenue	4.60	0.558
COVID 19 legal measures negatively affected hotels routine demand and supply chains such as food and beverage that affected the hotel economy in terms of sales revenue	4.49	0.604
Providing employees to get training related with healthy and safety protocols for safe precaution of customer put the hotel in to a new demand (cost) and affected the hotel economy in terms of employee aspect	4.01	1.094
Quarantine measures reduced the income rate of hotel industries and it had an impact on hotel economy in terms of employment rate	4.44	0.665
Applying all COVID 19 protocols increased the cost of hotel, which results in reduction of employee salary and affected hotel economy	3.96	0.816
Legal restriction related with COVID 19 outbreak created job insecurity among hotel employees that also affected hotel economy	4.42	0.713
Hotels were forced to postpone their capital expenditure due to COVID 19 outbreak that affects hotel economy	4.34	0.775
Big International and regional meetings were postponed or cancelled which affected hotel revenue	4.59	0.605
Hotel Economy	4.33	0.760

Source: own survey, 2024

Respondents were asked to indicate the nature and extent to which the COVID-19 pandemic disrupted their hotel business or operations. Table 4.5.1. confirms that most of the respondent were rating high on Legal restrictions which reduced the number of customer visit the hotel and that affected the hotel economy and results in decreased the hotel sales revenue (Mean=4.6) and followed by big events were postponed and legal restriction on tourists (Mean=4.58) indicated that the COVID-19 pandemic has negatively affected their business (Mean=4.33). One of the common reasons for hotel business disruptions was due to the cancellation of hotel bookings (Mean=4.59). The spread of the coronavirus has resulted in severe travel restrictions, with international borders being closed, curfews being implemented, and flights being grounded. This has

subsequently led to massive hotel booking cancellations, which led to the onset of hotel business disruptions and accompanying revenue losses (Charles, 2020).

Table 4.5.2 Summary related with the impact of COVID 19 on hotel employee

Variables	Mean	Std. Deviation
There was high level of unemployment because of COVID 19 outbreak that negatively affected the hotel economy	4.21	0.900
The hotel laid off some of the employee because of inability to maintain their employees during COVID 19 outbreak	3.35	1.343
Hotel owners faced challenge in navigating employee insurance associated with business interruption because of COVID 19 outbreak	3.97	0.848
Job insecurity due to COVID 19 outbreak affected the employee confidence and performance in the work place	4.35	0.687
The hotel forced the staff to take annual leave accrued and advance leave due to COVID 19 outbreak	4.51	0.675
Hotels were unable to meet their demand because of employees were absent from workplaces for two weeks due to COVID 19 illness.	3.26	1.305
COVID 19 reduced or completely freezes hotels recruitment of new staffs that negatively affected hotel economy.	4.10	0.753
Pandemic outbreak forces hotels to take cost-cutting measures such as reduced staff development cost and costs related with maintaining physical asset.	4.32	0.693
Following the COVID 19 precautions public transport cost increased which affected the hotel employees	4.48	0.718
Reducing the number of hotel employees affected the overall production capacity of hotel industry during COVID 19 outbreak.	4.26	0.891
Hotel Employee	4.08	0.881

Source: own survey, 2024

Respondents were asked to assess the impact of COVID 19 on their income, performance and job insecurity. The data presented in Table 4.5.2. shows that with The hotel forced the staff to take annual leave accrued and advance leave due to COVID 19 outbreak (Mean=4.51) which affected employees confidence and performance at work (Mean=4.35) and created a sense of unwanted by their employers. A forced accrued, unpaid and advance leave had also a negative impact on the wellbeing of employees.

Table 4.5.3. Summary related with the impact of COVID 19 on financial wellbeing of hotel employee

Variables	Mean	Std. Deviation
I feel depressed because of my financial situation	3.73	1.224
I feel sad because of my financial situation.	4.05	0.907
I am fearful because of my financial situation	3.88	1.090
I feel anxious because of my financial situation.	3.76	1.040
I worry a lot because of my financial situation	3.83	1.164
I am easily irritated because of my financial situation.	3.61	1.079
I feel emotionally drained because of my financial situation	3.48	1.196
I feel my basic salary is not enough for me and my family	4.40	0.945
Financial Wellbeing	3.84	1.081

Source: own survey, 2024

From table 4.5.3 based up on the mean value the great factor which contribute for financial wellbeing of hotel employees were I feel my basic salary is not enough for me and my family on the first place on mean value (Mean=4.40), second place, was given to feel sad because of my financial situation with mean value (Mean=4.05) and third one is I am fearful because of my financial situation with mean value (Mean=3.88). The three factors showed that impact of COVID 19 on financial wellbeing of hotel employee and other factors based on their mean rank.

As shown above in the table, various factors to choose from have been presented to the employees through the questionnaire and they have selected multiple factors as reasons that influenced their financial wellbeing due to COVID 19. The respondents identified that their basic salary is not enough for themselves and their family since there was no customer especially in time of global pandemics like Covid-19 where international flights have been cancelled and movement restrictions have been stated. As stated in the introduction part this research the service charge, which is, three fold of the basic salary of these brand hotel employees.

Table 4.5.4. Summary related with the impact of COVID 19 on mental wellbeing of hotel employee

Variables	Mean	Std. Deviation
I restore my normal mood quickly after unpleasant events.	3.85	0.737
I prefer following more than one route to achieve goals	4.05	0.607
I prefer work that is both new and challenging	4.02	0.672
I prefer to stay at home than working	2.97	1.523
I wished to change my career	3.94	1.296
Sometimes I feel I don't belong here	3.49	1.207
I overcome feelings of anger that I may have toward a particular person	3.52	0.901
Mental Wellbeing	3.69	0.992

Source: own survey, 2024

The objectives of the questions in Table 4.5.4. is to assess the impact of COVID-19 and mental wellbeing of hotel employees and to determine the impact of COVID-19 outbreak on mental wellbeing of hotel employee. The finding indicates that I prefer following more than one route to achieve goals at (M=4.05), on the same time respondents I prefer work that is both new and challenging at (M=4.02). In addition to this respondents I restore my normal mood quickly after unpleasant events at (M=3.85). Likewise, I prefer to stay a home than working at (Mean=2.97) which showed that all employees would like to work than staying at home. In general, the above table, Table 4.4.4 indicates that the majority respondents agreed that COVID-19 affected employees’ mental health, life style, their family and their income, COVID-19 made them felt in secured in their work place.

Table 4.5.5. Summary related with the impact of COVID 19 on social wellbeing of hotel employee

Variables	Mean	Std. Deviation
I feel I have grown as a person.	4.36	0.659
I handle daily affairs well.	4.29	0.617
I generally feel good about myself, and I’m confident	4.04	0.778
People think I am willing to give and to share my time with others	3.93	0.790
I am good at making flexible timetables for my work	3.98	0.730
I love having deep conversations with family and friends so that we can better understand each other	4.15	0.669
Social Wellbeing	4.12	0.707

Source: own survey, 2024

The respondents result indicates that impact of COVID 19 on social wellbeing of hotel employee I feel I have grown as a person (M=4.36). This is followed by I handle daily affairs well (M=4.29). Second, a number of respondents agreed that I love having deep conversations with family and friends so that we can better understand each other (M= 4.15). Third, number of respondents I generally feel good about myself and confident (M=4.04). This is followed by number of respondents agreed on I am good at making flexible timetables for my work (M=3.98). Fourth, respondents also mentioned People think I am willing to give and to share my time with others (M=3.93). In general in the above Table 4.5.5 statements indicates COVID - 19 outbreaks have significant impact on hotel employee social wellbeing and behavior.

Table 4.5.6. Summary related with the impact of COVID 19 on job insecurity or trust of hotel employee

	Mean	Std. Deviation
I was sure that I would not be able to keep my job due to	3.94	1.050
There were risks that I would lose my job due to COVID-19.	4.25	0.909
I felt uncertain about the future of my job due to COVID-19	4.28	0.903
I thought that I would lose my job due to COVID-19	4.19	0.964
Job Insecure or Trust	4.17	0.957

Source: own survey, 2024

Respondents were asked to pinpoint their feeling in related to likely to lose their jobs and uncertain about the future of their jobs (Mean=4.28). Table 4.5.6. Indicates that majority of hotel employees (Mean=4.25) confirmed that they were likely to lose their jobs due to the COVID-19 pandemic and the associated travel restrictions. In respect of all most of the hotel employees lose trust on the industry in general and hotel business in particular (Mean=4.17).

From this point, it concluding that COVID -19 had high impact not only on their contract agreement terminated employees but also employees, which are not, terminated their contract. As it indicates item number 3 from table 4.5.6. Respondents were agreed that there was a possibility of losing their jobs due to rapid expansions of the pandemics.

4.6. Correlation Analysis

The purpose of correlation analysis is to explore the strength as well as the direction of the relationship among the study variables namely the impact of COVID 19 (the independent variables), and Financial wellbeing, Physical wellbeing, mental wellbeing, social wellbeing and trust/job insecurity (i.e. dependent variable). Pearson correlation analysis was used to explore their relationships.

Pearson correlation coefficients reveal magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 to +1.0). Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk, Dematteo & Festinger, 2005). As per Marczyk, Dematteo and Festinger, (2005) correlations of .01 to .30 are considered small, correlations of .30 to .70 are considered moderate, correlations of .70 to .90 are considered large, and correlations of .90 to 1.00 are considered very large. Accordingly, from the six factors measuring wellbeing were all largely positive related with employees wellbeing within the range

of 0.30 to 0.49, all were significant at $p < 0.01$ level. The independent variables (i.e. impact of COVID 19) show a large level of positive relation with the dependent variable (employee wellbeing).

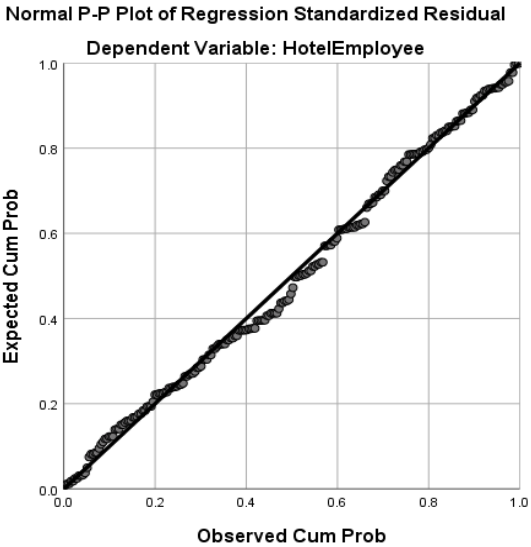
4.6.1 Regression Analysis

Assumptions of Regression Analysis Before regression analysis was conducted, a series of diagnostic tests were performed. This was meant to ascertain that the data did not violate the assumptions underlying application of linear regression. These tests included linearity, multicollinearity and normality.

i. Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. The study conducted linearity test to determine whether the relationship between impact of COVID 19 (independent variables) and employee wellbeing (dependent variable) is linear or not. As shown in the figure 4.6.2 below, the scatter plot of residuals showed no large difference in the spread of the residuals. The result indicated that the relationship is linear.

Figure 4.6.2. Linearity Test Results



Source: own survey, 2024

ii. Multicollinearity

Test Multiple linear regression analysis was employed in addition to linearity and normality test to examine the significant effect of the independent variables on the dependent variable.

This is because the study comprises one dependent variable and two or more independent variables (Kothari 2004). Multicollinearity verifies that the independent variables are not highly correlated with each other, tested

using VIF/Variance Inflation Factor and tolerance. If the results of VIF are below 10 and the tolerance value greater than 0.1 then there is no possibility of multicollinearity among this variables (Hair et al., 2006).

Table 4.6.3. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
HotelEconomy	0.638	1.567
FinancialWellbeing	0.683	1.464
MentalWellbeing	0.625	1.601
SocialWellbeing	0.807	1.240
JobinsecureorTurst	0.748	1.337

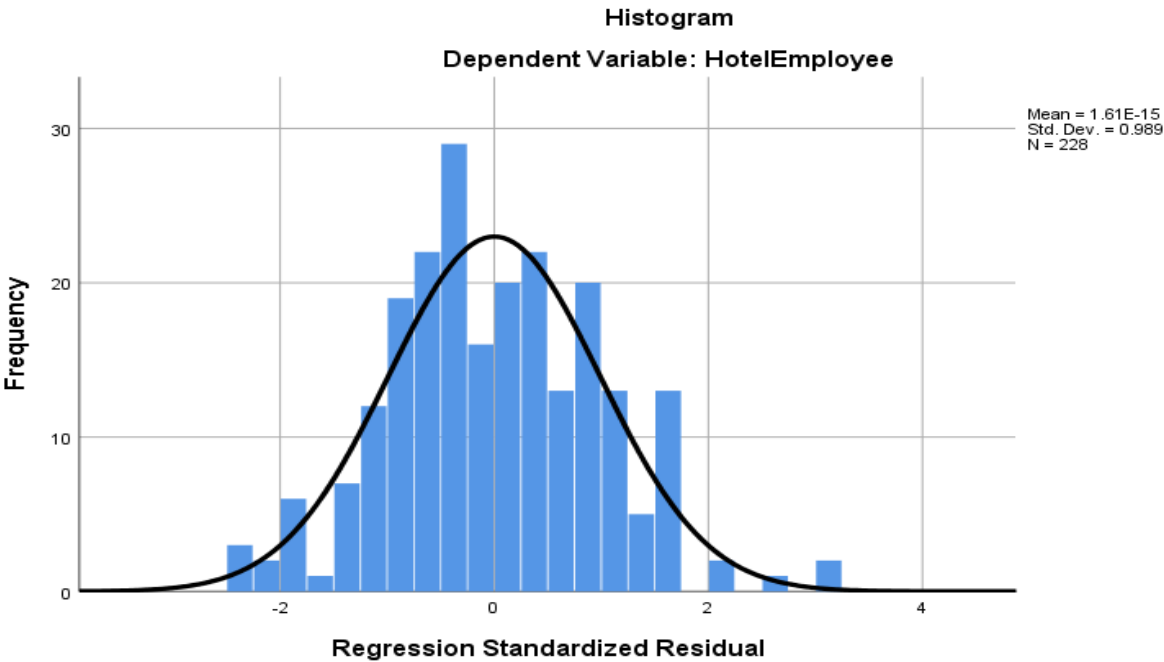
Source: own survey, 2024

The above table 4.6.3. Displays that the multicollinearity tests by computing tolerance values and Variance Inflation Factor (VIF) for each independent variables. In this case, all the tolerance values are greater than 0.10 and VIF is less than 10. Hence, the researcher assumed Multicollinearity was not a problem so that regression analysis can be conducted.

iii. Normality Test

Multiple regressions assume that variables have normal distributions. This means that the errors between observed and predicted values (i.e., the residuals of the regression) should be normally distributed. This assumption can best be checked with a histogram and a fitted normal curve or a Q-Q-Plot. As per the Classical Linear Regression Models assumptions, the error term should be normally distributed or expected value of the errors terms should be zero ($E(u_t) = 0$).

Figure 4.6.4. Normality Test



Source: own survey, 2024

Figure 4.6.4. Shows the frequency distribution of the standardized residuals compared to a normal distribution. As you can see, although there are some residuals (e.g., those occurring around 0) that are relatively far away from the curve, many of the residuals are fairly close to 0. Moreover, the histogram is bell shaped which lead to infer that the residual (disturbance or errors) are normally distributed. Thus, no violations of the assumption normally distributed error term. As it can be seen from the above figure 4.6.3 it forms bell shape but from that there are variables that becomes beyond the normal shape by looking the majority are in the bell curved so that we can conclude that the data is well modeled by normal distribution.

4.7. Multiple Regression Analysis

A regression analysis was performed in this study in order to forecast the impact of COVID 19 on employee’s wellbeing. Multiple regression analysis also implies that how much of the variance in the dependent variable can be explained by the independent variables. In order to see the impact of COVID 19 on employees’ wellbeing, Multiple Regression Analysis was employed. The following table presented the results of Multiple Regression Analysis. The squared multiple correlation coefficients (R2) shows the level of variance in the dependent variable (employees’ wellbeing) which was explained by the model.

Model Summary

The regression Model Summary presents how much of the variance in employee wellbeing is impacted by COVID 19. As shown on the table below Given the R Square of .314, the model summary reveals that the proportion of the variation in employee wellbeing is impacted by COVID 19 is 31.4% (where by R square is .314) and the remaining 69.6% of the variance is explained by other unexplored variables not included in this study. As it is observed from the model summary the coefficient of multiple correlations R which is the degree of association between COVID 19 and employee wellbeing is 0.561.

4.7.1. Multiple Regression Analysis Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561 ^a	0.314	0.299	4.561

a. Predictors: (Constant), JobinsecureorTurst, SocialWellbeing, MentalWellbeing, FinancialWellbeing, HotelEconomy

b. Dependent Variable: Wellbeing of employee

Source: own survey, 2024

4.7.2. Analysis of Variance (ANOVA)

ANOVA analysis is normally used to compare the mean scores of more than two groups or variables. It is also called analysis of variance because it compares the variance between groups. (Pallant, 2005).

Table 4.7.2. Analysis of Variance (ANOVA)

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2116.352	5	423.270	20.344945	.000 ^b
Residual	4618.643	222	20.805		
Total	6734.996	227			

a. Dependent Variable: Wellbeing of employee

b. Predictors: (Constant), JobinsecureorTurst, SocialWellbeing, MentalWellbeing, FinancialWellbeing, HotelEconomy

Source: own survey, 2024

From the above table it's observed that the value of $f=20.344945$ and the value of $p=0.00$. In this case the significance value is less than 0.05 that indicates that the model is significant. The decision rule is that, if the probability value is < 0.05 , it tells that it's significant. Based on this fact we can conclude that the model is significant and it tells that the relationship between the dependent and independent variables.

4.8. Testing Hypothesis from the Regression Result

Hypothesis testing was based on standardized coefficients beta and P-value to test whether the hypotheses are accepted or rejected.

Table 4.8.1. Testing Hypothesis

Developed Hypothesis	Beta Coefficient	Sig. (P<0.05)	Test Result
H1- COVID-19 Pandemic perspective of the Hotel has positive effect on Economy	0.084	0.184	Rejected
H2- COVID-19 Pandemic perspective of the Hotel has positive effect on Financial Wellbeing	0.213	0.000	Accepted
H3- COVID-19 Pandemic perspective of the Hotel has positive effect on Mental Wellbeing	0.056	0.527	Rejected
H4- COVID-19 Pandemic perspective of the Hotel has positive effect on Social Wellbeing	0.392	0.000	Accepted
H5- COVID-19 Pandemic perspective of the Hotel has positive effect on Job insecure or Trust	0.305	0.004	Accepted

Source: own survey, 2024

H1: COVID-19 Pandemic perspective of the Hotel has positive effect on Economy:

The results of Multiple Regression, as presented in the above Table 4.8.1. revealed that COVID 19 pandemic perspective of the hotel economy has a positive but insignificant influential relationship to employee's wellbeing with $\beta = 0.084$, at 95% confidence level ($P > 0.05$). Therefore, the researcher has rejected the hypothesis. This indicates that COVID 19 pandemic perspective of the hotel has a positive but statistically insignificant influential relationship to employees' wellbeing.

H2: COVID-19 Pandemic perspective of the Hotel has positive effect on Financial Wellbeing:

Based on standardized coefficient Beta value and P-value in regression Table 4.8.1., the result shows that COVID 19 pandemic perspective of the hotel on financial wellbeing has a Beta coefficient of 0.213 and p-value of 0.000. Holding other explanatory variables constant COVID 19 pandemic was found to have a statistically significant positive effect on employee wellbeing. Therefore, the researcher accepted the H2 hypothesis. This study concludes that there is a significant impact of COVID 19 pandemic on the employee wellbeing of the three selected brand hotels in Addis Ababa.

H3: COVID-19 Pandemic perspective of the Hotel has positive effect on Mental Wellbeing:

The results of Multiple Regression, as presented in the above Table 4.8.1., revealed that COVID-19 Pandemic perspective of the Hotel COVID-19 Pandemic perspective of the Hotel on mental wellbeing has a positive but insignificant influential relationship (contribution) to employees' wellbeing with $\beta=0.056$, at 95% confidence level ($P>0.05$). Therefore, the researcher has rejected the hypothesis. This indicates that COVID-19 Pandemic perspective of the Hotel on Mental Wellbeing has a positive but statistically insignificant influential relationship (contribution) to employees' wellbeing.

H4: COVID-19 Pandemic perspective of the Hotel has positive effect on Social Wellbeing:

Based on standardized coefficient Beta value and P-value in regression Table 4.8.1., the result shows that COVID 19 pandemic perspective of the hotel on social wellbeing has a Beta coefficient of 0.392 and p-value of 0.000. Holding other explanatory variables constant COVID 19 pandemic was found to have a statistically significant positive effect on social wellbeing of employees. Therefore, the researcher accepted the H4 hypothesis. This study concludes that there is a significant impact of COVID 19 pandemic on the employee wellbeing of the three selected brand hotels in Addis Ababa.

H5: COVID-19 Pandemic perspective of the Hotel has positive effect on Job insecure or Turst:

Based on standardized coefficient Beta value and P-value in regression Table 4.8.1., the result shows that COVID 19 pandemic perspective of the hotel on job insecure or trust has a Beta coefficient of 0.305 and p-value of 0.000. Holding other explanatory variables constant COVID 19 pandemic was found to have a statistically significant positive effect on job insecure or trust. Therefore, the researcher accepted the H5 hypothesis. This study concludes that there is a significant impact of COVID 19 pandemic on the employee wellbeing of the three selected brand hotels under the study in Addis Ababa.

4.9. Qualitative Analysis of data collected from three-selected brand hotels Human Resources and Finance managers through Key Informant Interview (KII)

- **What mechanism used by this hotel to improve the wellbeing of employees during and after COVID 19?**

The three hotel interviewed HR Managers explained that during the COVID-19 they were reinforcing recommended measures on appropriate hygiene standards and following the guidance of the Centers for Disease Control and Prevention, the World Health Organization and local health authorities guidelines.

During COVID-19 employees were advised to follow applicable guidelines of the global and local health authorities and taking relevant health and safety measures. Since the hotel occupancy was very low most of the employees were on annual leave and this was reduced unnecessary contact with others. COVID-19 has changed everything, everywhere. It's changed the way people think, feel, act. It's changed their expectations and desires. And it's fundamentally changed the way that organizations should be engaging with their employees. After COVID 19 both hotels has given focus on employee health & wellness activities. Both managers agreed that the wellbeing, of their employees continues to be of paramount importance.

- **Do you think the benefits provided by this hotel to employees are attractive and enough to their family?**

Both interviewed managers were pointed out that Covid-19 affects every aspect of human life economically and socially across the world. Although the severity of the impact of COVID-19 varies across different sectors, the impact on the tourism & hospitality sector in Ethiopia was vital. The three hotel interviewed managers agreed due to the current high inflation of the country and economic instability they don't believe in that the current employee's benefits are not attractive enough to lead a decent life of their employees.

- **How do you rate the impact of COVID 19 on the hotel and its employees?**

Under this section the interview was conducted for direct respondents who are hotels Human Resources & Finance managers, impact of COVID 19 on the hotel and its employees interviewed Assistant manager of HR from Marriott Executive (Mrs. Samrawit Agegnehu) explained that the big challenges the hotel was decline of sales, no customer because of their target customers are foreigners, there was no accommodation services because of travel restrictions. Since the focus of the hotel is mainly to give apartment service for its guests. The first season of COVID-19 outbreak, there was nearly no service charge to distribute for employees since the occupancy of the hotel was <20%,. Even if there were no sales, the hotel was paying employee basic salary continuously. Finally, the hotel assistant manager clarified employees were forced to take annual leave accrued and advance in order to minimize the idle manpower from the operation. On the other hand, Hyatt Regency Hotel interviewed managers (Mr. Endale Dejene) explained, the hotel couldn't work by its full capacity because of foreign and domestic tourist were not coming to the hotel and there was no accommodation service because of COVID-19 pandemic. Hence, the hotel sales didn't match with the hotel sales plan. When the COVID-19

Outbreak began, the employees took annual leave with their monthly salary payment, and the employees took their long-term annual leave during COVID-19 outbreak, and once employee suspected by COVID-19, he/she quarantined with receiving their monthly salary payment. The hotel sales decreased by 80% because of COVID-19 pandemic from the previous sales especially during the first couple of months after the pandemic declared. Moreover, Ramada Addis Hotel interviewed manager illustrated that their hotel business declined, because of the restriction of travel abroad, low domestic customers, customers who works at foreign non-governmental organizations stop traveling and tourist were not traveling during COVID-19 pandemic, decline of meetings, wedding ceremony decreased, there was no spa and health related service, therefore, the sales was declined.

Employees were forced to take annual and unpaid leave since there was few or no customer in the hotel. As we know the service charge the hotel employees get is greater than its basic salary.

- **What do you think are the solutions for improving the wellbeing of employees working in the hotel?**

Finally, all the interviewed hotels managers suggested that hotels leadership has not only given concern with employee performance and satisfaction but also attention has to be given to the wellbeing of today's employees. As the global concern in order to be, sustainable organization in the business attention has to be given to the wellbeing of employees. So all agreed creating a good and conducive working environment for its employees is crucial for hotels to stay in the business.

- **Was the total income of employees decrease during COVID-19?**

Over all interviewed Human & Finance managers point out that COVID19 outbreaks have a big impact on hotels employee that lead to lower their operating capacity and decreased their income.

- **If Yes (Q5), what were the main reasons?**

The interview result indicates that hotels sales revenue was affected by the presence of COVID – 19 outbreaks. All of the managers who were participated on this interview mentioned that revenue available per room drops down during this period.

- **How do you establish trust on hotel employees after COVID 19?**

All managers suggested that during uncertainty-embracing organizational environment, transparent decision-making process and sympathetic behaviors of leaders helps to establish trust on employees and promote their positive psychological states to cope with the unknown future.

- **What measures would you expect hotels management to take to overcome from such pandemics in the future?**

All managers almost agreed that Employees are the cornerstone for any organization in normal circumstances; organizations must retain their services and support them in hard times. Recommended practices may include establishing a sort of relief fund scheme for employees during hard times in collaboration with the hotel management, If hotels are struggling to keep salaries for its employees during similar pandemics happens in the future they may discuss alternative solutions with employees. This practice could be useful to maintain their job and commitment for their hotel. Post the pandemic, hotels need to be proactive in saving their financial resources to have cash flow to be used for handling drops during crises and if similar pandemics happen in the future.

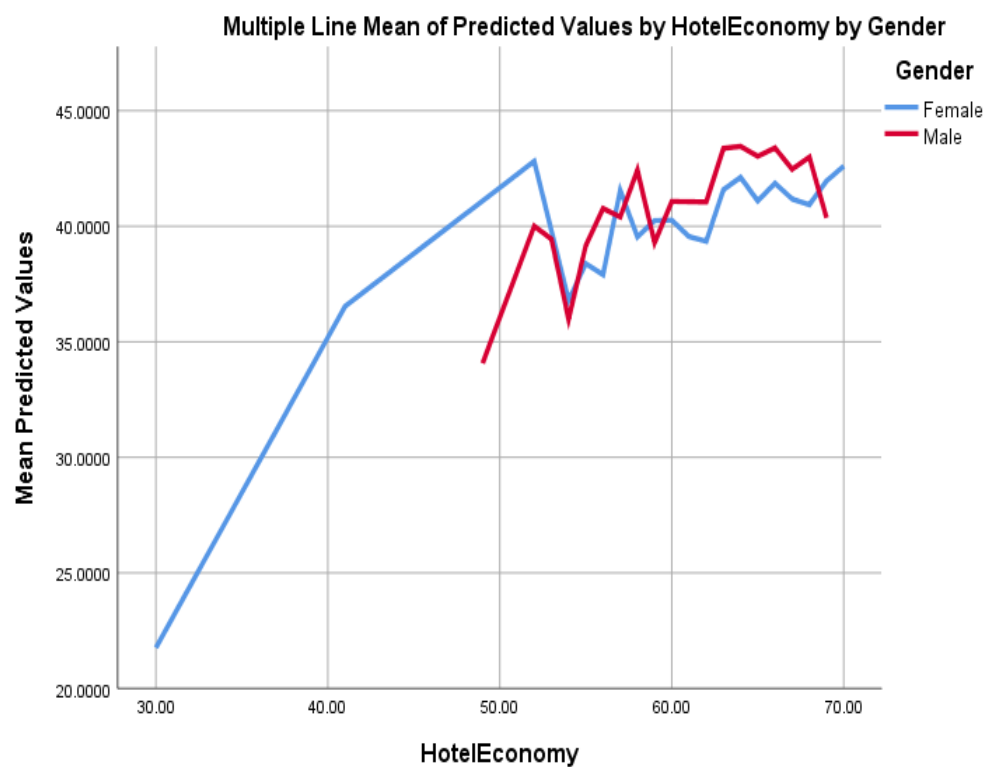
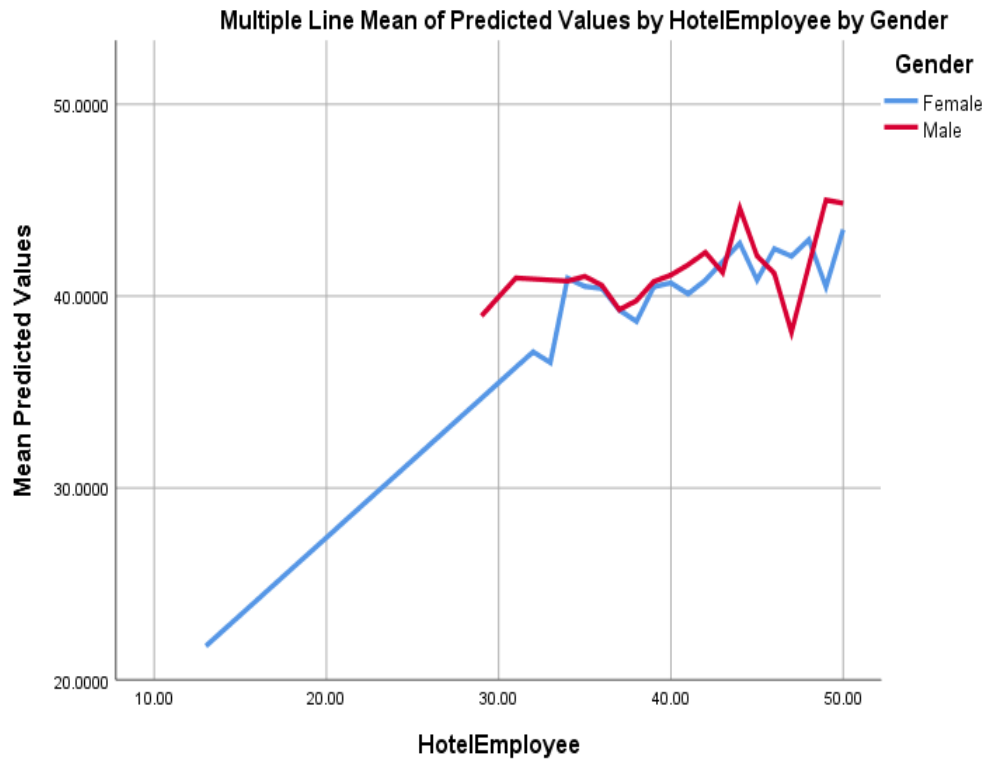
4.10. Mixed Effect Model

Mixed effects models are a class of models that build on linear models or generalized linear models, with observations measured within discrete groups. These models take into account various factors common in ecological data such as non-independence, heterogeneity, and non-linearity. Mixed models are especially useful when working with a within-subjects design because it works around the ANOVA assumption that data points are independent of one another.

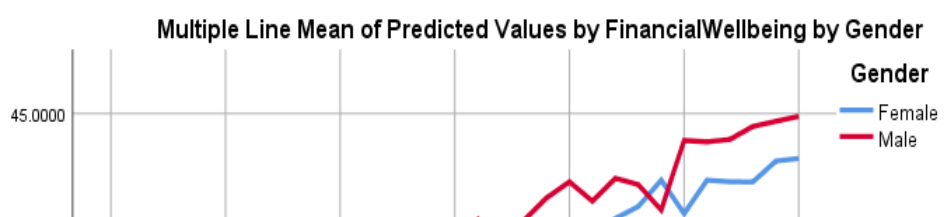
Descriptive Statistics

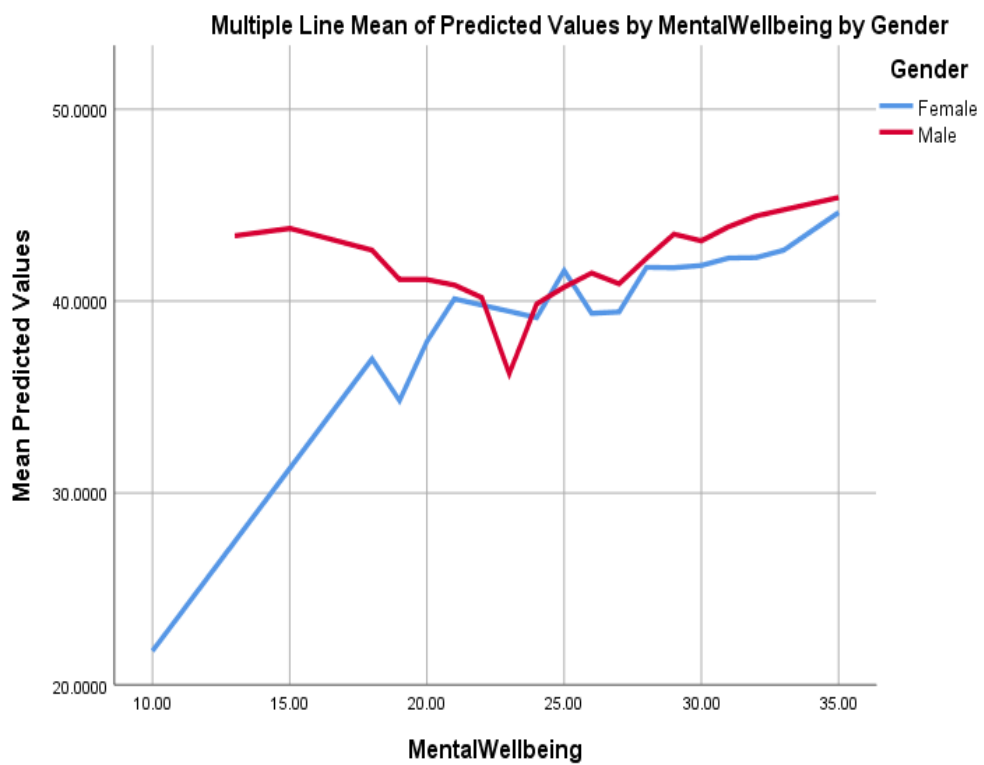
Gender		Count	Mean	Standard Deviation	Coefficient of Variation
Female	HotelEmployee	105	39.8381	5.87387	14.7%
	HotelEconomy	105	60.6000	6.89565	11.4%
	FinancialWellbeing	105	31.5333	6.87675	21.8%
	MentalWellbeing	105	26.0286	4.70363	18.1%
	SocialWellbeing	105	24.8667	3.42240	13.8%
	JobinsecureorTurst	105	16.9333	3.25891	19.2%
Male	HotelEmployee	123	41.3659	4.97085	12.0%
	HotelEconomy	123	60.1382	5.08989	8.5%
	FinancialWellbeing	123	29.9593	7.30080	24.4%
	MentalWellbeing	123	25.0976	4.00904	16.0%
	SocialWellbeing	123	24.6423	3.52306	14.3%
	JobinsecureorTurst	123	16.5447	3.40022	20.6%
Total	HotelEmployee	228	40.6623	5.44698	13.4%
	HotelEconomy	228	60.3509	5.98012	9.9%
	FinancialWellbeing	228	30.6842	7.13657	23.3%
	MentalWellbeing	228	25.5263	4.35781	17.1%
	SocialWellbeing	228	24.7456	3.47124	14.0%
	JobinsecureorTurst	228	16.7237	3.33424	19.9%

Source: own survey, 2024

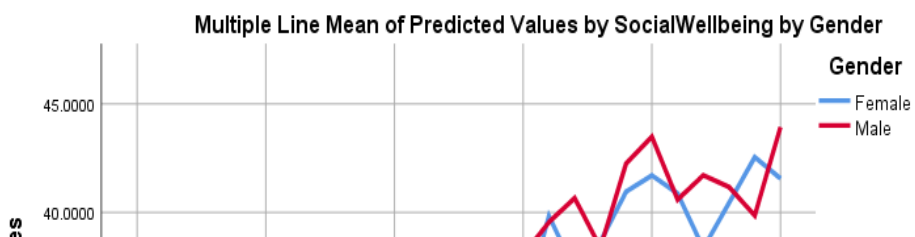


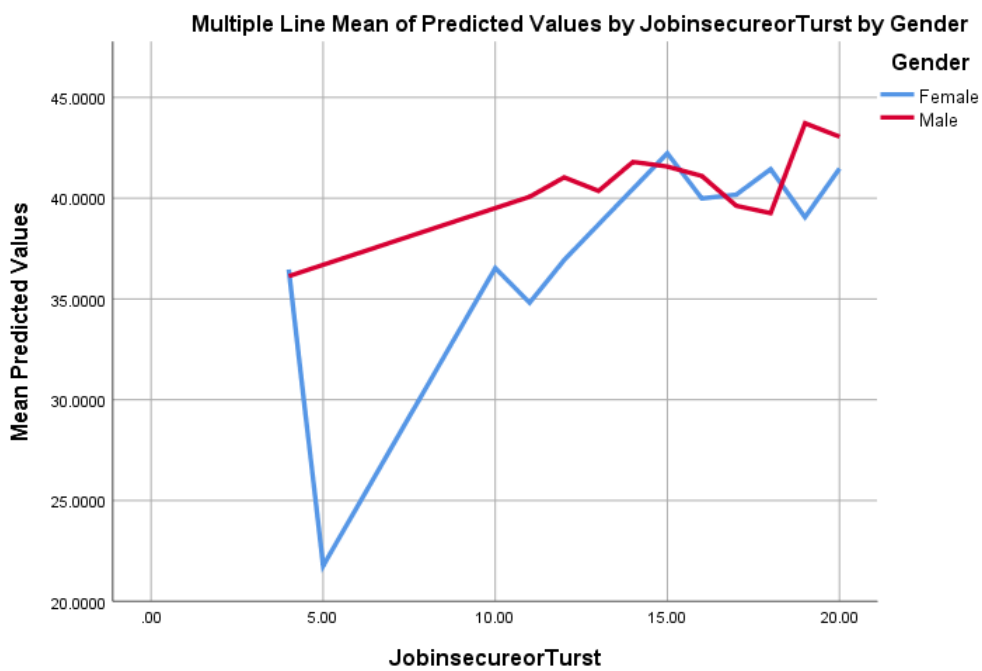
Source: ownsurvey, 2024





Source:ownsurvey,2024





Source: own survey, 2024

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction

This chapter presents a summary of major findings of this study, sets out the relevant conclusions and makes recommendations for practice and suggestions for further research based on the findings of this study. The study sought to examine the impact of COVID 19 on employee wellbeing in three selected brand hotels in Addis Ababa, Ethiopia.

5.2. Summary

The general objective of this research is to identify and give possible suggestions for the impact of COVID-19 pandemic in the hotel industry specifically in employee income and wellbeing for the three selected brand hotels in Addis Ababa, Ethiopia. The study was guided by the following specific objectives: To identify the selected brand hotels' and the hotels' employees' challenges that occurred due to COVID-19 on their income and wellbeing and to pinpoint the possible solution, to examine the government/hotel managements/hotel owners' action or methods that were provided for the hotel's business survival from the economic crisis and as well as to keep the wellbeing of their employees, to investigate if the hotels have alternative management plan during and post-COVID-19 in order to survive from COVID-19 outbreak and other future related pandemic diseases, to assess and establish the magnitude of immediate and potential indirect/secondary impacts of COVID-19 on the lives and livelihoods of employees mentioned under the general objective, to assess and identify the most glaring impacts of COVID 19 which affecting the lives and livelihoods of employees. This study applied both qualitative and quantitative approaches which is a mixed approach. The researcher selected the mixed method because the mixed method allows for data triangulation and cross-referencing; therefore it will increase the reliability, finding, and recommendations for the study. The researcher followed the cross-sectional descriptive design experimental design, because the data collected on one point, the descriptive design data collection method will in-person interview and questionnaire survey. The data collection carried out through face-to-face interview and survey questionnaire. The major data collection instruments are survey questionnaires and key informant interviews by using stratified random sampling and purposive sampling respectively. The target populations are the three selected brand hotels employees, supervisors, and managers. A survey questionnaire with structured closedended questions was used for data gathering instrument was developed by the researcher. The Key Informant Interview was semi-structured interview. Quantitative data analyzed through the use of appropriate statistical software, by using SPSS (Statistically Package for Social Science). Data collected

from the hotels presented by using tables, graphs, descriptive statistics like mean, standard deviation and percent are applied for presentations.

5.3. Major finding and Conclusion

The objective of this study was to assess the impact of COVID 19 on the wellbeing of employees in three selected brand hotels in Ethiopia. Based on the objectives of the research, the questionnaire was selected and organized based on existing literature and measure the research variables to determine the level of their impact on employee wellbeing.

On the survey questionnaires the study shows that the 53.5 of respondents were male and 46.5% of respondents were females. Their age range were 51.7% are between the age of 29-39 years, 37.8% were between the age of 18-28 years old, 8.3% are between the age of 40-50 years old and 2.2% are above the age of 51. Therefore, this result indicates that the majority of the respondents are young employees. The majority respondents' background shows that they hold Diploma. The respondent's marriage status shows that 43.5% are single and 33.9% are married with children and 20.4% are married. The respondents work experience shows that 45.2% of the respondents are found to be having a work experience of 6-10 years, followed by those having a work experience of 1-5 years (32.6%) and those having a work experience of above 10 years (22.2%). This implies that majority of those hotel employees work experience is below 10 years.

The study also shows that nearly half of the respondents have confirms that most of the respondent were rating high on Legal restrictions which reduced the number of customer visit the hotel and that affected the hotel economy and results in decreased the hotel sales revenue (Mean=4.6) and followed by big events were postponed and legal restriction on tourists (Mean=4.58) indicated that the COVID-19 pandemic has negatively affected their business (Mean=4.33). One of the common reasons for hotel business disruptions was due to the cancellation of hotel bookings (Mean=4.59). Therefore, all employers agreed that COVID 19 had a big impact on hotel economy and revenue.

Majority of respondents strongly agree COVID-19 has affected employees confidence and performance at work (Mean=4.35) and created a sense of unwanted by their employers. A forced accrued, unpaid and advance leave had also a negative impact on the wellbeing of employees.

On the other hand, respondents strongly agree various factors as reasons that influenced their financial wellbeing due to COVID 19. The respondents identified that their basic salary is not enough for themselves and their family since there was no customer especially in time of global pandemics like Covid-19 where international flights have been cancelled and movement restrictions have been stated.

As stated in the introduction part of this research paper the service charge, which is, three fold of the basic salary of these brand hotel employees is significantly decrease or no service charge. This means their financial wellbeing definitely affected negatively.

In general, related with the impact of COVID 19 on mental wellbeing of hotel employee indicates that the majority respondents agreed that COVID-19 affected employees' mental health, life style, their family and their income, COVID-19 made them felt in secured in their work place.

The respondents result indicates that impact of COVID 19 on social wellbeing of hotel employee I feel I have grown as a person (M=4.36). This is followed by I handle daily affairs well (M=4.29). Second, a number of respondents agreed that I love having deep conversations with family and friends so that we can better understand each other (M= 4.15). In general in research outcomes shows COVID - 19 outbreaks have significant impact on hotel employee social wellbeing and behavior.

In the research findings that majority of hotel employees confirmed that they were likely to lose their jobs due to the COVID-19 pandemic and the associated travel restrictions. In respect of all most of the hotel employees lose trust on the industry in general and hotel business in particular. From this point, it concluding that COVID -19 had high impact not only on the terminated employees but also employee, which are not, terminated. As it indicates most of respondents were agreed that there was a possibility of losing their jobs due to rapid expansions of the pandemics.

From the Key informant interview; both interviewed managers were pointed out that Covid-19 affects every aspect of human life economically and socially across the world. Although the severity of the impact of COVID-19 varies across different sectors, the impact on the tourism & hospitality sector in Ethiopia was vital. The three hotel interviewed managers agreed due to the current high inflation of the country and economic instability they don't believe in that the current employee's benefits are not attractive enough to lead a decent life of their employees.

All managers almost agreed that Employees are the cornerstone for any organization in normal circumstances; organizations must retain their services and support them in hard times. Recommended practices may include establishing a sort of relief fund scheme for employees during hard times in collaboration with the hotel management, If hotels are struggling to keep salaries for its employees during similar pandemics happens in the future they may discuss alternative solutions with employees. This practice could be useful to maintain their job and commitment for their hotel. Post the pandemic, hotels need to be proactive in saving their financial resources to have cash flow to be used for handling drops during crises and if similar pandemics happen in the future.

Finally, all the interviewed hotels managers suggested that hotels leadership has not only given concern with employee performance and satisfaction but also attention has to be given to the wellbeing of today's employees. As the global concern in order to be, sustainable organization in the business attention has to be given to the wellbeing of employees. So all agreed creating a good and conducive working environment for its employees is crucial for hotels to stay in the business.

5.4. Recommendation

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

- Recommended practices may include establishing a sort of relief fund scheme for employees during hard times in collaboration with the hotel management, if hotels are struggling to keep salaries for its employees during similar pandemics happens in the future this might help.
- Developing strong financial and human resource plan in order to retain employees during this kind of difficult times and establish trust.
- The basic salary of the hotel employees is very low so the government has to set the minimum wage for all employees in the country.
- Hotel employees shall have strong professional association which helps to convey information and influence the policymaker in favors of them
- A cross exposures training have to be planned for all employees so that it would be much easier for the management if similar pandemic happens in the future. This helps to have multi skill employees.
- Hotels shall have a wellness program and has to put it as one of the core value of their vision/mission statement.
- Hotels shall have a wellness committee and closely works with the management in order to have mentally and physically fit labor force.
- Facilitating eLearning modules about financial, social, mental and physical wellbeing for employees as mandatory training.
- COVID 19 was the real challenge for employees who were working in these hotels during and post pandemic period. It is very important that employee's wellbeing is being continuously checked since it has an effect on employees' performance.

- Establishing employee fitness center, gym and other related service is very important to build wellbeing of employees.
- The findings of the study suggest that the hotel's strategy towards employees' wellbeing is encouraging in enhancing or increasing employees' job performance. If the employees' job performance improved, overall organizational performance will be improved, though other related factors need serious attention.
- It has been indicated that the employees' wellbeing has negatively impacted by COVID 19. Therefore, the management of these hotels should better work on if similar issues have happened in the future, and the management at all levels shall walk the talk to create a sense of belongingness towards employees.

5.5. Suggestion for future study

The results of this study suggest that employee wellbeing is a meaningful construct that is worthy of future research. The sample size could have increased to more rather than 247. The scope of the study can be further increased and enriched to include other variables that might predict employee wellbeing besides economic, mental, social, and financial impact. The study can also include other methods like in depth interviews, focus group interviews, nominal group technique, etc. Besides, it can also be conducted at the hotel industry level (i.e. by including other local and international hotels) and or across countrywide (including other hospitality industries) so that the results can be more generalized.

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APPENDIX

Annex

Questionnaires

Questionnaires to be filled by managers, supervisors and line staffs

Dear sir/Madam

I am a graduate student in Master program in the field of Human Resources Management at Addis Ababa University School of Commerce. Currently I am conducting a research entitled “**The Impact of COVID – 19 Pandemic on the wellbeing of employees in selected Brand Hotels in Addis Ababa, Ethiopia**” for the partial requirement my Master of degree program.

You are one of the respondents that have been selected to participate in this research. I would be grateful if you kindly take few minutes of your time to fill out this questioner by reflecting on your personal experience with regard to the issue raised. Your willingness and cooperation in giving genuine information is well appreciated and the information you provide will be used for academic purpose only and will be kept in strict confidentiality.

I would like to thank you in advance for your cooperation and taking the time to consider my request.

Kind regards; Mesfin Mekonnen

Email; lielina2005@gmail.com

Mobile; 0911 127085

1. Gender: : Female Male
2. Age (in years): 18-28 29-39 40-50 51 and above
3. Marital Status : Single Married Married with children
4. Educational level: High School Completed Diploma Bachelor Degree Master’s Degree and above
5. Service Year; 1 – 5 years 6– 10 years 10 years and above

Section I: Questions related with the effect of COVID 19 outbreak on hotel economy. Please rate the following question using a five point scale where, 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Possible Measures	1	2	3	4	5
1. Following the COVID 19 precautions, (such as washing hands, use sanitizer and wearing mask) affected the hotel economy in terms of profitability.					
2. Social distancing requirements and limitation of group gathering minimized the hotel income and profitability that affected hotel economy.					
3. Applying disinfectant in each room after the guests left put the hotel in to a new demand (cost), hence affected the hotel economy in terms of profitability.					
4. Hotels were providing mask & sanitizer during COVID 19 to staff members and guests that affected hotel economy in terms of profitability.					
5. Hotels were <u>forced</u> to limit or suspended their operations because of COVID 19 outbreak and it had an impact on hotel economy.					
6. Legal restriction decreased the number of tourists arrived which resulted in minimizing hotel income such as room rate, food and beverage which affects the hotel economy in terms of sales revenue.					
7. Legal restrictions reduced the number of customer visit the hotel that affected the hotel economy and results in					

decreased the hotel sales revenue.					
8. COVID 19 legal measures negatively affected hotels routine demand and supply chains such as food and beverage that affected the hotel economy in terms of sales revenue.					
9. Providing employees to get training related with healthy and safety protocols for safe precaution of customer put the hotel in to a new demand (cost) and affected the hotel economy in terms of employee aspect.					
10. Quarantine measures reduced the income rate of hotel industries and it had an impact on hotel economy in terms of employment rate.					
11. Applying all COVID 19 protocols increased the cost of hotel, which results in reduction of employee salary and affected hotel economy.					
12. Legal restriction related with COVID 19 outbreak created job insecurity among hotel employees that also affected hotel economy.					
13. Hotels were forced to postpone their capital expenditure due to COVID 19 outbreak that affects hotel economy.					
14. Big International and regional meetings were postponed or cancelled which affected hotel revenue					

1. Sate any effects of COVID 19 outbreak on hotel revenue/economy?

Section II: Questions related with the impact of COVID 19 on hotel employee.

Possible Measures	1	2	3	4	5
1. There was high level of unemployment because of COVID 19 outbreak that negatively affected the hotel economy.					
2. The hotel laid off some of the employee because of inability to maintain their employees during COVID 19 outbreak.					
3. Hotel owners faced challenge in navigating employee insurance associated with business interruption because of COVID 19 outbreak.					
4. Job insecurity due to COVID 19 outbreak affected the employee confidence and performance in the work place.					
5. The hotel forced the staff to take annual leave accrued and advance leave due to COVID 19 outbreak.					
6. Hotels were unable to meet their demand because of employees were absent from workplaces for two weeks due to COVID 19 illness.					
7. COVID 19 reduced or completely freezes hotels recruitment of new staffs that negatively affected hotel economy.					
8. Pandemic outbreak forces hotels to take cost-cutting measures such as reduced staff development cost and costs related with maintaining physical asset.					

9. Following the COVID 19 precautions public transport cost increased which affected the hotel employees					
10. Reducing the number of hotel employees affected the overall production capacity of hotel industry during COVID 19 outbreak.					

2. State any possible impact of COVID 19 on the employee aspects of the hotel industry?

Section III: Questions related with the impact of COVID 19 on financial wellbeing of hotel employee.

Possible Measures	1	2	3	4	5
1. I feel depressed because of my financial situation					
2. I feel sad because of my financial situation.					
3. I am fearful because of my financial situation					
4. I feel anxious because of my financial situation.					
5. I worry a lot because of my financial situation					
6. I am easily irritated because of my financial situation.					
7. I feel emotionally drained because of my financial situation					
8. I feel my basic salary is not enough for me and my family					

3. State any possible impact of COVID 19 on the employee financial wellbeing?

Section IV: Questions related with the impact of COVID 19 on mental wellbeing of hotel employee.

Possible Measures	1	2	3	4	5
1. I restore my normal mood quickly after unpleasant events.					
2. I prefer following more than one route to achieve goals					
3. I prefer work that is both new and challenging					
4. I prefer to stay at home than working					
5. I wished to change my career					
6. Sometimes I feel I don't belong here					
7. I overcome feelings of anger that I may have toward a particular person					

4. State any possible impact of COVID 19 on the employee mental wellbeing?

Section V: Questions related with the impact of COVID 19 on Social wellbeing of hotel employee.

Possible Measures	1	2	3	4	5
1. I feel I have grown as a person.					
2. I handle daily affairs well.					
3. I generally feel good about myself, and I'm confident					
4. People think I am willing to give and to share my time with others					
5. I am good at making flexible timetables for my work					
6. I love having deep conversations with family and friends so that we can better understand each other					

5. State any possible impact of COVID 19 on the employee social wellbeing?

Section VI: Questions related with the impact of COVID 19 on job insecurity or trust.

Possible Measures	1	2	3	4	5
1. I was sure that I would not be able to keep my job due to					

COVID-19.					
2. There were risks that I would lose my job due to COVID-19.					
3. I felt uncertain about the future of my job due to COVID-19					
4. I thought that I would lose my job due to COVID-19					

6. State any possible impact of COVID 19 on the employee job insecurity or losing trust in the industry?

THANK YOU FOR YOUR PARTICIPATION

Part Two:

For Human Resource/Finance Managers

Semi Structured Interview Guide: the following questions are mentioned to study the wellbeing of employees in selected brand hotels in Addis Ababa Please provide detail information orally as much as you can.

1. What mechanism used by this hotel to improve the wellbeing of employees during and after COVID 19?
2. Do you think the benefits provided by this hotel to employees are attractive and enough to their family?
3. How do you rate the impact of COVID 19 on the hotel and its employees?

4. What do you think are the solutions for improving the wellbeing of employees working in the hotel?

5. Was the total income of employees decrease during COVID-19?

6. If Yes (Q5), what were the main reasons?

7. How do you establish trust on hotel employees after COVID 19?

8. What measures would you expect hotels management to take to overcome from such pandemics in the future?