



ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

TOURISM DEVELOPMENT AND MANAGEMENT UNIT

Impact of Internal Conflicts on Tourism and Hospitality Industry in Ethiopia: The Perspective of Hotels and Tour Operators in Addis Ababa

By: Amanuel Abebe

June, 2023

Addis Ababa, Ethiopia.



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Thesis Submitted to Addis Ababa University, College of Development Studies in Partial Fulfillment of the Requirement for the Award of Masters of Arts Degree in Tourism Development and Management

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This is to certify that the thesis prepared by Amanuel Abebe entitled with “Impact of Internal Conflicts on Tourism and Hospitality Industry in Ethiopia: The Perspective of Hotels and Tour Operators in Addis Ababa” submitted in partial fulfillment of the requirements for the degree of Master of Arts in Tourism Development and Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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DECLARATION

Candidate's Declaration

I, Amanuel Abebe, hereby declare that this thesis entitled “Impact of Internal Conflicts on Tourism and Hospitality Industry in Ethiopia: The Perspective of Hotels and Tour Operators in Addis Ababa” is a product of my original research work. I assert that this thesis is not submitted to any other institution anywhere for the award of any academic degree, diploma, or certificate. The views of the research participants have been duly acknowledged and identified in this research. To the best of my knowledge, I have fully acknowledged the materials and pieces of information used in the study. All the research procedures confirm the expected standards and regulations of Addis Ababa University.

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Advisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by Addis Ababa University. This thesis has been submitted for examination with my approval as a university advisor.

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ACRONYMS

CSA	Central Statistics Agency
FTGSA	Forbes Travel Guide Star Awards
GLHM	Global Luxury Hotels Market
GSDRC	Governance and Social Development Resource Centre
SDG	Sustainable Development Growth
TPLF	Tigray People's Liberation Front
UNDSS	United Nation Department of Safety and Security
UNRISD	United Nations Research Institute for Social Development
WLI	World Luxury Index
WTO	World Trade Organization
WTTC:	World Travel and Tourism Council
UNECA	United Nations Economic Commission of Africa
UNESCO	United Nations Educational, Scientific and Cultural Organization
EAL	Ethiopian Air Lines
PCIA	Peace and Conflict Impact Assessment
PEA	Political Economy Analysis

ABSTRACT

War is the major factor that hinders the pace of the tourism industry more than any other factors. Just before November 4, 2020, the country was in a comparatively good tourism movement as it had implemented the safety protocol for the pandemic. It is believed that internal conflicts affect not only the tourism sector but also every aspect of a country. This thesis focuses on assessing the impact of the recent internal conflicts on the stakeholders of tourism businesses in Addis Ababa. The study employed descriptive research design in line with mixed research approach. Questionnaire and interview were instruments used to collect primary data. For the questionnaire 71 managers of tourism stakeholder, the tour operators and the hotel industry, and 6 key informants for in-depth interviews were selected using purposive sampling method in order to address the objective of the study. To produce statistical outputs, the collected quantitative data were processed using SPSS (Statistical Package for Social Science) version 25 and analyzed using descriptive statistical tools such as frequency, percentage, mean analysis and the Pearson's correlation. The qualitative data were also analyzed using thematic analysis. The findings of the study indicated that internal conflict has negatively impacted the tour operators and the hotel industry in Addis Ababa. The harmonious relation among employees was negatively affected. The stakeholders of the study area have faced potential political threat and banned to give service for some days. The findings have revealed that the internal conflict has created a negative image to the tourism sector of the whole country. Tourists were not happy and feeling comfortable during the conflict. Many have cancelled pre scheduled visits. Tourists who were in Ethiopia during the start of the conflicts could always have a negative image about the tourism of country. In case of promotion, the tourism stakeholders have done nothing to promote the tourism sector and get the reputation back. They have faced economic problems. And finally, the political instability is hindering the stakeholders from using all the opportunities all over the country. Hence, they are making no business interactions among stakeholders in other parts. Therefore, the researcher suggested the government, the stakeholders and even individual citizen to work on keeping the reputation of the tourism sector and improving the social interaction and peace of the country.

Key terms: Hotels, Tour Operators, Internal Conflict, Stakeholders

CHAPTER ONE: INTRODUCTION

1.1. BACKGROUND OF THE STUDY

Ethiopia has experienced internal and external conflicts over the last three decades, though the EPRDF era was relatively stable. And recently, it has witnessed an unprecedented war. The conflict was in the Northern part of Ethiopia, particularly in Tigray, Amhara and Afar regions. The Tigray and Amhara regions are well known for their historical and cultural heritages. The Afar region is also where the hottest place on the globe (Dallol) and an active volcano site (i.e. Erta Ale) is found. Most international tourists come to Ethiopia to visit these places in particular. Nonetheless, due to the recent conflict in these regions, inbound tourist numbers have inevitably dwindled much even though official figures have yet to come out. Hence, it is imperative to examine the impacts of this internal conflict on the tourism and hospitality sector in these regions specifically and Ethiopia in general. It is obvious that the tourism sector in general is highly affected ever since the emergence of the pandemic. However, the sector was trying to recover after the covid-19 safety protocol was implemented as of October 2021 (MoCT 2021). Though Ethiopia was also applying the safety protocol, as a very bad luck the sector again has faced another barrier of devastating war.

Even though there were many internal conflicts throughout the country, the conflict in the Northern part of the country has begun on November 4, 2020. It would have been very important and interesting if this study had been conducted in the actual war zones all over the country. Nonetheless, in this study, the interest of the researcher is to investigate the impact of the recent and somehow the ongoing internal conflicts to the main tourism stakeholders found in the capital of the country. Being the capital city of the country is not only the reason why it became the best area of the research. However, it is chosen because it is the city that most of the hotels, tour operators and event organizers of the country are found. In addition, it is the heart of the economic, political, educational and administrative center of the country. As to investigation of the researcher, there is no any study conducted on this theme to date. Hence, this study is the first of its kind in examining the impacts of the ongoing conflict in the Northern Ethiopia on tourism and hospitality sector of Ethiopia.

It is a common knowledge that internal conflicts impede tourism developments anywhere on the globe. However, the extent of the impacts from the perspective of tourism businesses and stakeholders, specifically the hotels, tour operators and event organizers in the city, is of paramount importance to provide research based evidences. This study is, therefore, believed to shed some light about the impacts of the recent internal conflict from the perspective of stakeholders. Apart from the general impact war

could bring to the total tourism sector, this study is to determine how the internal conflict has affected specifically the hotels, tour operators and event organizers in Addis Ababa.

There are many factors which could negatively affect tourism, but nothing like war. There are almost no tourists who could be willing to visit a country in war. There is also no country that could freely make promotions of the tourist attractions they have during war time. In addition, there wouldn't be any volunteer investors who would like to participate in the tourism of such country. Therefore the ideal solution is to develop a system that could help the sector survive during conflicts and fix the negative image that the conflict has created in the mind of potential tourist all over the world.

1.2. STATEMENT OF THE PROBLEM

Different studies have mentioned about the negative impact of conflicts on the tourism sector. For instance, Neto and Harb (2020) stated in their study that Lebanon was known as the “Switzerland of Middle East” before the internal conflict that took place starting from 1960 to 1965. The economic role of the tourism industry just like other countries which use the firm as a crucial economic source, Lebanon was always supposed as serious to the benefit of the sector. Through time, as stated by Ladki, & Dah (1997) the industry was spoiled by violence created by the instability due to internal conflicts, political unrest and the terrorism.

At the global level, there are several studies that have examined the negative impacts of internal conflicts and generally war on tourism. Most parts of the article stated by (Radnic, 1999; Mihalic, 1996) have reflected that war has an impact which is absolutely negative in the short time, although it is stated by (Weaver, 2000) that the scene of the war could be additional tourists attraction in the long run. This might be a little bit different and hard to study, but it is very interesting to conduct a research on the positive impacts of conflicts in a country. Ethiopia has encountered many internal and external conflicts. Many writers have already discussed the conflicts, however, there are no sufficient literature about how these conflicts impacted the tourism sector of the country in particular. And recently it is experiencing an internal conflict mainly in areas where the most astonishing tourist attractions registered by UNESCO are found. As far as my knowledge, there are also no studies conducted on how this ongoing conflict has affected the sector.

Before the internal conflicts in Ethiopia, the tourism sector had been also affected by the COVID 19 just like the tourism of all other countries. As Serkadis (2021) stated in his study, during the COVID 19 pandemic, which has critically impacted the sector internationally, majority of the hotels in Addis Ababa, (88%) has almost stopped giving services as they were abundant and the rest of them were being

used as a quarantine for the positive once. Despite all these, the tourism in general is partially recovering applying the safety protocol. Unlike COVID 19, conflicts in a country have no safety protocols that can help the tourism of that country flow normally. Ethiopia has already conducted meetings, like annual AU meetings, events including bazars, music concerts, pilgrimages and festivals with huge gatherings like Meskel and Id Alfatir just after applying the pandemic safety protocol.

The tourism sector in Ethiopia has been registering a comparatively good growth for over a decade before 2020, occurrence of COVID 19. Even though there were many conflicts and some other constraints which could potentially hinder the tourism sector of Ethiopia, the conflict just after November 4, 2020 demolished it, as there were no transportations on land or through the air to get to the tourist destinations found in the North and Northern East of the country. These definitely affect the tourism stakeholders, like hotels, tour operators and event organizers found in Addis Ababa. Nonetheless, there is hardly any study conducted to examine the impacts of the conflict in the North on the tourism and hospitality sector of Ethiopia. This research will absolutely play its role in filling such gap in relation to the impacts of the internal conflicts on the stakeholders of tourism and hospitality sector of the country.

It has been said a lot about the very rapid growing nature of the tourism industry entirely in the world before the emergence of Covid-19. And in particular Ethiopia, it sounded very promising especially after Ethiopia has got a new prime minister. He had shown a great interest in taking the tourism sector to the next level. Just exactly after Ethiopia had begun to implement the Covid-19 safety protocol, this conflict has started. The conflict was very big news to the entire world. Every corner of the world was expecting a dismantled Ethiopia or a country to continue long in civil war. And this has again badly damaged the growing tourism industry of the country. Although the conflict has negatively impacted the entire tourism of the country, this study will investigate the impact of the conflict on the tourism stakeholders which are technically selected. As I mentioned above, since this is the first study regarding the impact of the conflict on the tourism stakeholders, it will play a great role in motivating other researchers on the area. Besides, it will also be a good literature for the hospitality industry in general.

1.3. OBJECTIVES OF THE STUDY

1.3.1. GENERAL OBJECTIVE

The general objective of the study is to investigate the impacts of the Tigray war on the tourism and hospitality sector of Ethiopia in relation to the post war acts and from the perspective of hotels and tour operators in Addis Ababa.

1.3.2. SPECIFIC OBJECTIVES

- 1) To examine the impacts of the Tigray war on tour operators and hotel industry in Addis Ababa.
- 2) To state out the impacts of the Tigray war in creating negative image to the tourism sector of the whole country.
- 3) To state out the role of the hotels and tour operators in promoting the tourism sector which are affected by the internal conflict.

1.4. RESEARCH QUESTIONS

Depending on the above specific objectives, the following research questions will be answered by the research.

- 1) How did the conflict affect the tour operators and hotel industry in Addis Ababa?
- 2) How did the conflict affect the country creating negative image?
- 3) What were the roles of the hotels and tour operators in promoting the sector?

1.5. SIGNIFICANCES OF THE STUDY

The output of this study could contribute some information about how internal conflict has affected the tourism of a country. And specifically it could be helpful to hoteliers, tour operators and event organizers. Perhaps it could also be valuable for everyone interested in tourism. The research:

- provides essential information to the hoteliers, tour operators and event organizers about what to do during and after conflict time.
- provides information to respective organs of the tourism sector about how to cooperate and survive during such time.
- provides information to any interested citizen about the conflict and its negative impacts.
- provides information about rebuilding reputation of the tourism sector.
- has importance in motivating other researchers to conduct further research regarding the impact of the internal conflict in the tourism sector in general.

1.6. SCOPE OF THE STUDY

The scope of this study was delimited to only the impacts of the recent war on tourism and hospitality sector of Ethiopia from the perspective of stakeholders: hotels and tour operators in Addis Ababa. The study might have been more essential if it has included the impacts of the recent internal conflicts throughout the country on the tourism sector in general, but because of time and economic limitations the

researcher was not able to do this. Based on this, the researcher was delimited only on the examination of the impacts of the conflict in Northern Ethiopia on the technically selected tourism stakeholders, hotels and tour operators, situated in Addis Ababa, the capital of Ethiopia.

1.7. LIMITATIONS OF THE STUDY

This research is conducted in the selected hotels and tour operators in the city. The conclusions of the study are generalized to only hotels and tour operators, not event organizers. The findings are important to bodies who are interested to know or conduct further studies on the impacts of the conflict on the tourism of the country. As the area of the study is somehow political and a bit sensitive, some respondents were not comfortable for some reasons believed as political correctness, insecurity or any other reason. In addition, the researcher has also encountered some problems which were very hard to go through. The first was some hotels and most of the tour operators were extremely negligent about cooperating to respond to the questionnaires on time; even some were not able to find the questionnaires distributed. This has affected the sample size of the study to some extent. The second problem is lack of recent studies regarding the recent internal conflict documented that could possibly strengthen the study.

1.8. OPERATIONAL DEFINITION OF TERMS

- **Visitor:** a person who is visiting a place away from his home for at least one night for different purpose like pleasure, business etc.
- **Conflict:** fight, battle, sharp disagreement, opposing actions; a clash between individuals due to needs, wishes, difference in thought process, attitudes, understanding, interests, and requirements
- **Impact:** the marked effect that one thing does on another thing
- **Tour:** a journey for different purpose
- **Event:** a social activity or occasion

NB. The definitions are from Merriam Webster Dictionary and the selected definitions are in relation to the study area.

1.9. ORGANIZATION OF THE STUDY

The thesis paper contains five chapters. The first chapter states about eight different parts. The first one is the background of the study. And it is followed by the statement of the problem. After these the objectives of the study and the research questions are presented. The significance, scope and limitation of the study are also presented in order. After these, definitions of few key operational terms are given. The second chapter is all about the reviewed related literatures which are relevant to the study and the conceptual framework developed by the researcher. The third chapter presents the description of the study area and

the different methodologies implemented in the course of the study. Chapter four of the paper presents a detail of the data presentation, analysis and interpretation given. And the final chapter presents the conclusion of the study and the recommendations of the researcher. At the end, references and three important documents are annexed.

CHAPTER TWO: LITERATURE REVIEW

2.1. INTRODUCTION

This chapter basically presents the related literatures, concepts and theories based on the objectives of the study area. This general implies concepts regarding the impact conflicts on tourism stakeholders and the tourism sector in general.

2.2. CONCEPTUAL REVIEW

2.2.1. CONCEPTUAL DEFINITION OF TOURISM AND RELATED POINTS

“The temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during the stay in those destinations, and the facilities created to cater for their needs.” (Matthieson and Wall, 1982) Here, tourism is defined as a process of leaving normal place of living area and moving to a new place for the purpose of enjoyment and spending some the time, which is more than a day. “The totality of the relationship and phenomenon arising from the travel and stay of strangers, provided that the stay does not imply the establishment of a permanent residence and is not connected with remunerative activities.” (Hunziker and Krapf, 1942)

Of course people can openly say that they have been tourists, mostly local tourists at some specific point in their life. However, defining what tourism actually means can be difficult not only for tourist but also for the tourism educationalists. “Activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes not related to the exercise of an activity remunerated from within the place visited.” (WTO, 1991) Tourism businesses mainly focus on the satisfaction customers, which keeps changing over time. Hence, the sector is expected to be very dynamic that requires the ability to constantly work on change of the satisfaction level of customers and the unstable peace of the world.

There are so many reasons why tourists visit a country's attractions. There is no doubt about the natural beautification and historical sites for being very important once for the sustainable development of the tourism sector. However, the peace and security of a country is mandatory for the sector to develop. The tourism industry of any country has to acquire a completely secured peace so that visitors could be at ease to visit. It is impossible for a country to have developed tourism industry without peace is.

As tourism industry is also affected by the nature of transportation system, tourist number, price of different commodities and fare of hotels, attitude of the population, infrastructure, education of the

people, population, hospitals facilities and so on it could be affected by the status of the above factors. Tourism also generates employment and increases the income level of the people of a country and increase their outflow and saving. In contrary, there are also problems which could be seen as a negative impact, like flight related problems, high pricing to some aspects like accommodation, food and transportation, terrorism.

2.3. IMPACT OF TOURISM

Tourism is considered as an industry. This industry involves the movement of people from one place to another. The movement of people requires infrastructure related with transport. Moving to another place, in turn, requires the accommodation for the people, which further leads to foods and drinks for them. Stay at a place leads to the interaction with the people. All these are generating job opportunity and economic activities. Interaction with local people is further associated with intermingling of the cultures of different origins. Consumption pattern of tourists is different from the local people. Waste generation and disposal of the same is a great challenge. In other words, the impact of tourism could be classified as:

Economic impacts, socio-cultural impacts, political impacts, environmental impacts

There are many hidden costs of tourism which have adverse effects on economy on the destination countries. Most of the time, richer countries are better profited than the poor countries. Many consumable products like food and drinks have to be imported by host countries which are poor or developing.

A. ECONOMIC IMPACT OF TOURISM

In all-inclusive package tours, almost two-third of the expenditure goes to the airline, hotels and other international companies and not to local businesses or workers. In all-inclusive package tours, tourists generally remain for their entire stay at the same cruise ship or resort, which provides everything they need. There is no option left for making profit to the local economy. More and more demand for basic services and goods by the tourists lead to the price hike in the destination nation. It negatively affects local people whose income does not increase in that proportion. People are forced to leave their area so that airports, resorts, hotels, historical and other attraction sites, and other tourism businesses could be built.

B. POSITIVE ECONOMIC IMPACTS OF TOURISM

Expenditure incurred for the purpose of encouraging tourism generates income in the host countries. This in turn increases the growth in the other allied economic sectors. As mentioned above, attracting foreign tourists to a host country fetches foreign currency. This is a very good sign of having good international

trading capacity. Government of a host country generates the revenue as taxes on the income from tourism employment, business, and entry fee at various tourist sites. Quickly growing national and international tourism has created significant employment opportunities. It has piloted better economic status of the people involved in tourism, directly or indirectly through hotels, restaurants, guides, nightclubs, taxies, local crafts, paintings, local cultural products etc. Tourism motivates the government to invest more on many types of infrastructures leading to better facilities for tourists as well as for the local people. Tourism also promotes local people by giving opportunities to get the livelihood in informal sectors like street vendors, rickshaw pullers, tea/coffee stalls, magazine corners, shops with packed food items etc. Employment in informal sector pumps the money into the local economy. It has rippling effects by investing and generating more income simultaneously for those people.

C. NEGATIVE SOCIO-CULTURAL IMPACTS

It reduces the bonding of family structure and promotes nuclear family norms. It encourages urbanization and emigration. Friction and resentment with tourists happens due to overcrowding and lack of recreational facilities for the local people. Drug abuse and prostitution are on rise at the certain tourist places. Commercial sexual exploitation of children and young women has increased with the growing tourism industry in many parts of the world. Children are trafficked into brothel houses and sold into sex slavery market. Misbehavior and rape of foreign tourists hampers tourism. Intermingling with the people of various cultural groups leads to loss of the culture of the destination area. Later on, it leads to crisis of cultural identity. Tourists are well off in comparison to the local unskilled people. Thus it leads to the greed of the local people to extort money and equipment of the tourists. Greed of this kind leads to crime committed by the local people. Moral conduct of the local people is deteriorating particularly when local youth try to imitate foreigners. They try to adopt the habits of tourists by indulging in smoking, drinking and gambling etc. Violation and breaking of local norms and customs by foreign tourists lead to the conflict between host and guest. Erosion of local language and dialect in terms of the purity and mixture of the language is on rise. Cultural clashes are taking place because of the differences in cultures, ethnicity, religion, values, behavior, life-style, and level of prosperity. Many tourists come from different societies with varying life-style. They seek pleasure of every kind, spend more money and sometime behave very arrogantly which may not be acceptable even in their own society from where they are coming. Due to carelessness and ignorance, tourists often fail to respect local customs and moral values. This causes irritation among local people.

D. POSITIVE SOCIO-CULTURAL IMPACTS

Tourism provides an appropriate opportunity to get acquainted with people of many cultural groups from national and international origins. Tourism has a component of education. Through education tourism promotes understanding between peoples of two or more cultural groups together. Because of cultural exchange, people develop mutual sympathy and understanding about each other and thus it reduces their prejudices. Finally, sympathy and understanding could lead to decrease tension between the two communities/nations. Tourism creates awareness about the importance and value of natural, cultural, archaeological or historical sites. It stimulates a feeling of pride in local and national heritage. This leads to the consciousness of them. Tourists are interested in buying many arts and crafts of a particular area/nation as a souvenir to take back with them. Festivals organized in certain parts of the year are very enthusiastically observed by tourists. It encourages people to keep the local culture alive even if the local youth are well educated and have broader look and understanding.

E. NEGATIVE POLITICAL IMPACTS

Political instability and conflict at the destination area/country proves to be a hindrance. In fact, political instability is a condition of a country where the government is unstable or is being toppled. Sometimes, the government is run by a faction follower of the coup. In such conditions, law and order is a big problem. Therefore, tourists refrain from visiting such destinations. Sometimes, the governments of the tourist origin countries give a warning or issue advisory to their citizens not to visit such countries where political instability or conflict prevails. When the tourists are already visiting the country where some political instability comes in, a warning is issued to the citizens to leave the country at the earliest. The unstable government is not able to maintain law and order situation for the citizens of the country. They may not be able to take proper care of the foreign tourists. Hence, it becomes a deterrent to tourism. Government is the only authority to formulate a policy of any concern. All the policy matters concerning the tourism are taken care of by the government which in turn affects the outcome of the policy. Terrorism or communal conflicts in any part of a country or globe reduces the chance to develop tourism.

F. POSITIVE POLITICAL IMPACTS

Political stability is of foremost concern to the tourists. Safety and security at any tourist destination attracts large number of tourists. Law and order is the concern of the government. If it is well managed, it helps in the inflow of the tourists. Political stability and protection to the tourists from the government machinery is a tonic for the promotion of tourism. Political willpower to establish infrastructures in tourist attraction areas encourages tourism. It facilitates the easy access, accommodation, provision of guidance and other facilities required for the tourists. A tourists targeted planning further accelerates effect on

tourism. Beautification of a site and safety provision without much alteration to the natural landscape also attracts the tourists tremendously.

2.3.1. CONCEPTUAL DEFINITION OF CONFLICT AND RELATED POINTS

Conflict is seen in different way by different educators. We might have common agreement it its basic factors but we can't have one single definition. The word conflict is originally a Latin word. It reads as "confligere", which exactly means, to "strike together" or "to clash, engage in a fight" (Schmid, 2002). According to the Cambridge University Press, conflict is an activity which takes place between conscious, though not necessarily rational, beings. If two astronomical bodies collide, we do not say that they are in conflict. A conflict is defined in terms of the wants, needs or obligations of the parties involved. These wants may be relatively practical, such as in a conflict over fishing limits, where one would hope negotiation would end in a settlement. A clash between individuals arising out of a difference in thought process, attitudes, understanding, interests, requirements and even sometimes perceptions. Conflict is defined as a clash between individuals arising out of a difference in thought process, attitudes, understanding, interests, requirements and even sometimes perceptions. A conflict results in heated arguments, physical abuses and definitely loss of peace and harmony. A conflict can actually change relationships.

In this context, conflict is believed to happen when different groups, which oppose each other, compete so that one of them could achieve their goals. One would never see conflict as a new wonder for human beings. It always exists as long we keep living together and it is an unavoidable part of human experience (Francis, 2006). It is very difficult to see people without having conflicts among each other. So we can generally say that let alone human beings animals couldn't stay without conflict. Just where there are people living together there is an expected conflict among them.

History has shown us that the main reason for people to have conflict is the scarce supplies and resources. They have even fought one another and severely to eradicate the weak so that the stronger could take control of the resources and commodities that could keep them stronger than they were before. (Baxi and Gallanter 1979; Moore 1985). Bukari, (2013) stated that the interests and needs which could be political, economic, social or cultural, they can simply lead parts in to a complete and long lasting conflict.

As per the source of the conflict, it is very crucial to see the sources of the conflict and the make further investigations crucial element of human routine to give an explanation over the concept. Due to this it would be difficult to give an operational and exact single definition of the word conflict.

Therefore, different researchers have proposed different ideas of defining the word conflict, concepts, theories, views and explanations on conflict. Kriesberg (1973:17) put conflict as, “a relationship between two or more parties who believe they have incompatible goals.” Boulding (1962:5) also stated conflict as, “a situation of competition in which the parties are aware of the incompatibility of likely future positions and in which each party’s wishes to inhabit a position that is dissenting with the wishes of the others. Coser (1968) has seen a simple and understandable way. For him, conflict is a struggle over limited status and resources or the parties to the conflict not only what matters, but also to harm, hurt or destroy their opponent totally.

These definitions imply the intrinsic and inevitable nature of conflict in human existence. As to Nader (1968), conflict is an inescapable situation in human life since the whole life of mankind is influenced by the prevalence of conflict within the society when people set an opposing idea to his harmonious relations in regard to his interests. It is undoubtedly clear that every human being or groups of human beings have goals or interests which may be different from the goals and objectives of the other individual persons or groups. This incompatibility in goals and interests would result in conflict. Therefore, conflict is mainly perceived as difference and disagreement which give rise to the pursuit of incompatible goal among the parties.

A conflict is defined in terms of the wants, needs or obligations of the parties involved. These wants may be relatively practical, such as in a conflict over fishing limits, where one would hope negotiation would end in a settlement. Conflicts emerge under a great range of different situations. Certain structures might be in place or created that promotes conflict. As the conflict advances, it may expand, change in other forms, deepen, and spread. This often considerably confuses the task of getting the original, core conflict. Hence the constant change in form, structure, attitude and behavior will inescapably always activate the conflict cycle (Galtung 1969, cited in Ramsbotham eds. 2005).

Therefore, as conflict is viewed from different angles through time and current situations we can conclude that it is not a static phenomenon rather it is a constantly changing happening. Generally, conflict could be taken as disagreement between individuals, groups, institutions, that arises because of unharmonious wishes or interests. It is to this effect that conflict results in process of constantly changing. Additionally it is seen as differently as it could have economic, political, social, cultural source. Thus, there is deviation among academics to put a single definition of conflict. As a result the nature of conflict may be hidden inwardly as hatred or be manifested overtly, verbally or in physical violence.

A Conflict can arise not only between individuals but also among countries, political parties and states as well. A small conflict not controlled at the correct time may lead to a large war and rifts among countries leading to major unrest and disharmony. It is a well-known fact that neighbors are our biggest assets as they always stand by us whenever we need them. A conflict can't simply happen and recognized in a second. It normally goes through stages.

A conflict has five phases:
Prelude to conflict - It involves all the factors which possibly arise a conflict among individuals. Lack of coordination, differences in interests, dissimilarity in cultural, religion, and educational background all are instrumental in arising a conflict.
Triggering Event - No conflict can arise on its own. There has to be an event which triggers the conflict. Jenny and Ali never got along very well with each other. They were from different cultural backgrounds, a very strong factor for possibility of a conflict. Ali was in the mid of a presentation when Jenny stood up and criticized him for the lack of relevant content in his presentation, thus triggering the conflict between them.
Initiation Phase - Initiation phase is actually the phase when the conflict has already begun. Heated arguments, abuses, verbal disagreements are all warning alarms which indicate that the fight is already on.
Differentiation Phase - It is the phase when the individuals voice out their differences against each other. The reasons for the conflict are raised in the differentiation phase.
Resolution Phase - A Conflict leads to nowhere. Individuals must try to compromise to some extent and resolve the conflict soon. The resolution phase explores the various options to resolve the conflict.

Conflicts can be of many types like verbal conflict, religious conflict, emotional conflict, social conflict, personal conflict, organizational conflict, community conflict and so on. Conflicts and fighting with each other never lead to a conclusion. If you are not on the same line as the other individual, never fight, instead try your level best to sort out your differences. Discussion is always a better and wiser way to adopt rather than conflicts.

Conflict is the result of a disagreement between actors on the basis of perceived incompatible goals (Conflict Sensitivity Consortium, 2012: 2). Disagreements and conflicts are inevitable everyday occurrences – and their resolution can result in constructive change. Conflicts are often analyzed at different levels – interpersonal, group/community and national – and in terms of how the levels interact with each other. They can turn into violent conflict when ‘there are inadequate channels for dialogue and disagreement’; when ‘dissenting voices and deeply held grievances cannot be heard and addressed’; and

in environments of ‘instability, injustice and fear’ (Fisher et al., 2000:6). Conflict prevention and resolution approaches aim to resolve conflicts through non-violent means.

Conflict is normally analyzed in a systematic way. Conflict analysis is a structured process of analysis to understand conflict, focusing on the conflict profile, the actors involved and their perspectives, the structural and proximate causes and the dynamics of how these elements interact (Conflict Sensitivity Consortium, 2012). A conflict analysis examines open conflict (conflict that is very visible and deep-rooted), surface conflict (visible but shallow or with no roots), and also latent conflict (below the surface with potential to emerge) (Fisher et al., 2000). Political violence is the use of force by a group with a political purpose or motivation (ACLED, 2015). Armed conflict is a contested incompatibility that concerns government and/or territory and involves armed force between two parties, of which at least one is the government of a state.

A. THE EMERGENCE OF CONFLICT ANALYSIS

There is a long and rich history of studies about the nature, origins and experiences of conflict. However, the systematic study of the causes of armed conflict and political violence, linked to conflict resolution, is a relatively recent development, emerging in the 1950s/60s (Tillett & French, 1999; Sandole et al., 2008). In the 1990s, increasing evidence emerged of the negative impacts aid and development could have in conflict-affected situations (e.g. Uvin, 1998). Anderson’s (1999) Do No Harm project led the way for the field of systematic conflict analysis and conflict sensitivity programming, and the development of numerous toolkits. Bush (1998) developed the Peace and Conflict Impact Assessment (PCIA) tool, learning from environmental and gender impact assessments. A number of similar tools emerged shortly after, including for the UK Department for International Development (DFID) (Goodhand, et al., 2002) and by Fisher et al. (2000).

These conflict analysis toolkits have largely converged on a set of practical common concepts, questions and adaptable processes. While the thinking behind the tools comes from the interplay of theory and practice, they themselves do not include discussions about theory.

A huge number of these systematic conflict analyses have been carried out, with some published but many more confidential (Barakat & Waldman, 2013). By the mid- to late 2000s, the term ‘conflict sensitivity’ was being used extensively in the development field and agencies were increasingly aiming to mainstream conflict sensitivity, of which conflict analysis is a key element (Haider, 2014b).

The literature widely states that systematic conflict analyses are an important element underpinning policy and practice in conflict-affected countries. Conflict analysis aims to provide a comprehensive and easily accessible assessment of the issues and documentation for policymakers/practitioners who are newly working on a country/issue. For policymakers/practitioners who already have knowledge/experience of the context, it can offer an overarching/shared understanding and narrative on the situation. It also presents a model and process to facilitate more frequent and updated conflict analysis. When used in combination with programming decisions and a conflict-sensitive approach, it aims to improve the positive impacts and minimize the negative impacts of working in conflict-affected countries by ensuring practices are conflict-sensitive, and it can provide a baseline analysis to evaluate the impact interventions have had on the relevant aspects of the conflict (OECD, 2008; Sandole et al., 2008; CDA Collaborative, 2013).

B. CONFLICT ANALYSIS (CONFLICT-SENSITIVE APPROACHES)

According to document found under GSDRC, conflict analysis tends to be discussed as part of conflict-sensitive approaches (in policy/practitioner literature), conflict resolution, conflict prevention and/or peacebuilding. In practice, conflict sensitivity is often applied to specific activities, building on the core 'Do No Harm' principle and the dividers/connectors approach. Conflict analysis and political economy analysis (PEA) are analytical methods that can be used to guide conflict sensitivity. Because conflict takes many forms on a spectrum from 'structural violence' to conventional war, and often these forms are mixed together in the same overall conflict, conflict analysis tends to start from a comprehensive review of all different aspects of conflict before focusing down to what is relevant. Standalone conflict analysis reports can also be used more directly to guide overall policy. These causes can be: structural (long-term or systemic causes of violent conflict that have become built into the norms, structures and policies of a society) and proximate (change more quickly, can accentuate structural causes and lead to an escalation of violent conflict).

2.3.2. CRISIS IN TOURISM

According to UNWTO (2011), there are five types of crisis impacting the tourism sector at different stage of a countries level. These are: environmental crisis, societal and political events, technological failures and economic events. The tourism sector might not be impacted equally, however the impacts due the political instability always leads to conflicts with in a country or with boarding countries. Such things are always the source of other impacts, mainly the economic and social aspects.

As mentioned in the above sections, tourism industry is affected by man-made and natural disasters. Apart from the natural disasters which are rare in African countries, the problems which are normally made by human are the basic crises to the tourism sector. Such includes the nature of transportation system, tourist number, price of different commodities and fare of hotels, attitude of the population, infrastructure, education of the people, population, hospitals facilities and so on it could be affected by the status of the above factors. According to Ivana and Smiljana (2017), the hotel management cycle is very confusing, generally as a result of the administrations, which can incorporate a wide range of activities synchronized in house, or through rethinking and as some other business, the hotel business is helpless as it is presented to internal and external influences. Among the external influences, internal conflicts in a country are those which basically distort its pace of development. As tourism generates employment and increases the income level of the people of a country it should be secured in most of its dimensions. Those problems include internal conflicts, war with neighboring countries, and terrorism. A recent study by Jiang et al. (2019) involved in his research on crisis management in tourism with result of recent studies have moved from broader topics to more specific issues, such as resilience and economic crisis recovery. Crisis is not only hider the economic movement of a single sector like the hotel or tour operation. However, it also impacts the band of the tourism of a country in relation to potential customers of the firm. As to what Alonso-Almeida and Bremser (2013), stated along with the brand image and efficiency performance, the best way to cope with an economic crisis is to have established a large and loyal customer base, since loyal guests have a positive impact on hospitality firms' financial performance during and after the crisis. Alonso-Almeida and Bremser (2013) again stated about hotels should focus on quality, branding, a reliance on loyal customers and increasing marketing to counteract the crisis. This has great enter relations with the other firms of the tourism sector.

Many writings show that practices like cutting off costs, reducing employees, reducing price are the commonly used practices during crisis. Cost reduction was one of the most widely used practices to cope with the crisis (Alonso-Almeida & Bremser, 2013). The tourism sector, especially the hotel industries, exercises in the cost reduction during crisis. This can seriously worsen a hospitality firm's marketing and competitive position.

2.4. EMPIRICAL LITERATURE

The tourism has been showing lots development the last decade. Just like the economic and political condition of the entire county the sector has also encountered so many barriers ever since the ongoing internal conflict has started. According to the researcher, in the country, the tourism which is related to

entire Northern part of the country has already paralyzed. Let alone to the local and international tourists, the area is now a danger zone even for local and international journalist and residents.

2.5. THEORETICAL REVIEW

2.5.1. CONFLICT THEORY

Conflict is an inevitable phenomenon in human society's sphere of life since the entire life of human kind is manipulated by the prevalence of conflict with the society when people set opinion against opinion, run interest against interests (Nader, 1968). Conflict theory seeks to scientifically explain the general contours of conflict in society: how conflict starts and varies, and the effects it brings. The central concerns of conflict theory are the unequal distribution of scarce resources and power (Coser, 1956). Conflict theory seeks to scientifically explain the general contours of conflict in society: how conflict starts and varies, and the effects it brings. The central concerns of conflict theory are the unequal distribution of scarce resources and power. What these resources are might be different for each theorist, but conflict theorists usually work with Weber's three systems of stratification: class, status, and power. Conflict theorists generally see power as the central feature of society, rather than thinking of society as held together by collective agreement concerning a cohesive set of cultural standards, as functionalists do. Where power is located and who uses it (and who doesn't), are thus fundamental to conflict theory. In this way of thinking about things, power isn't necessarily bad: it is a primary factor that guides society and social relations. Theories of conflict are the explanations put forward to explain causes of conflict. The causes of conflict are numerous and complex, thus creating problem of analysis of specific conflict situations. The theories are advanced to simplify the causes by looking at them in categories. The nature, causes and the impact of conflicts have been extensively written on by scholars. Depending on the school of thought to which they represent, such explanations have tended to place a lot of emphasis on one particular or a set of related theories while diminishing the importance or explanatory relevance of other competing theories the condition under which conflicts occur, and sometimes the condition for their resolution (Delessa, 2008). These theories are explained below

A. CONFLICT THEORY

Conflict theory suggests that human behavior in social contexts results from conflicts between competing groups. Conflict theory originated with the work of Karl Marx in the mid-1800s. Marx understood human society in terms of conflict between social classes, notably the conflict in capitalist societies between those who owned the means of economic production (factory or farm owners, for example) and those who did not (the workers). Subsequent thinkers have described different versions

of conflict theory; a common theme is that different social groups have unequal power, though all groups struggle for the same limited resources. Conflict theory has been used to explain diverse human behavior, such as educational practices that either sustain or challenge the status quo cultural customs regarding the elderly, and criminal behavior (Chris, 2014).

B. STRUCTURAL CONFLICT THEORY

This theory has two main sub-orientations; the first is the radical structural theory represented by the Marxist dialectical school with exponents like Marx and Engels, V.I Lenin etc., the second is the liberal structuralism represented by Ross (1993), Scarborough (1998) and the wellknown Johan Galtung (1990) on structural violence. Structuralism thus sees incompatible interests based on competition for resources which in most cases are assumed to be scarce, as being responsible for social conflicts (Collier, 2002:2) The solution to these types of conflict to the Marxists is that the contradictions will end in a revolution-civil war, or some form of violence leading to the overthrow of the exploitation system. Liberal structuralism calls for the elimination of structural defects with policy reforms. The structural theory attempts to explain conflict as a product of the tension that arises when groups compete for scarce resources. The central argument in this sociological theory is that conflict is built into the particular ways societies are structured or organized. It describes the condition of the society and how such condition or environment can create conflict. Structural conflict theory identifies such conditions as social exclusion, deprivation, class inequalities, injustice, political marginalization, gender imbalances, racial segregation, economic exploitation and the likes, all of which often lead to conflict (Oakland, 2005). Structuralists maintain that conflict occurs because of the exploitative and unjust nature of human societies or because of domination of one class by another. The theory is however deficient in its on-sidedness of looking at causes of conflict. It, for instance, does not see the bright sides of racial or ethnic diversity and the strength that a society may derive from pluralism. It only sees the flaws. The structural theory thus makes sense only when conflicts are viewed from the broadest possible perspective, and only if the observer opts to ignore alternate cause of conflict (Folarin, 2016).

C. REALIST THEORY

Realist theory originates from classical political theory and shares both theological and biological doctrines about an apparent weakness and individual inherent in human nature. It thus traces the roots of conflict to a flaw in human nature which is seen to be selfish and engaging in the pursuit of personalized self-interest defined as power. Morgenthau (1973:4) and realist after him like Walt,

argue that the imperfection in the world, namely conflict, has its roots in forces that are inherent in human nature, that human nature is selfish, individualistic and naturally conflictive, that states will always pursue their national interests defined as power, and that such interest will come into conflict with those of others leading to the inevitability of conflict. Actors hence should prepare to deal with the outcome and consequences of conflict since it is inevitable, rather than wish there were none. This theory greatly justified the militarization of international relations and the arms race. The theory has been accused of elevating power and the state to the status of an ideology, hence has had tremendous impact on conflict at the international level. Political realism explains conflict as an inherent attribute of man. As far as men live with their 'baggage of emotions', so will conflict remain a part of their habitat; and as long as man remains a 'political animal' with interests different from others, so shall conflict of interests remain a feature of society. More importantly, as long as there are scarce resources where most men are ambitiously seeking comfort or control of resources, conflict is inevitable. Realism is a good blend of the Marxist, international capitalist and economic theories in the explication of conflict (Folarin, 2016). The realist theory describes conflict as a product of the innate selfish nature of man, who continues to pursue his own best interests even if the ox of others is gored. This selfish nature of man leads to "competitive processes" between actors who seek to have all or most of available scarce resources. It is such attribute that is taken to the inter-state level, which leads to erratic behavior, hegemonic propensities, imperialism, et cetera, that can impel resistance as well as violent opposition and consequently heat up the international system.

D. BIOLOGICAL THEORY

Biological theories has given rise to what may be referred to as the innate theory of conflict which contends that conflict is innate in all social interactions, and among all animals, including human beings. It argue that humans are animals, albeit higher species of animals, and would fight naturally over things they cherish. John Dollard (1939). The thinking is that since our ancestors were instructively violent beings, and since we evolved from them, we too must bear destructive impulses in our generic make up. Thomas Hobbes, St Augustine, Malthus and Freud are all classical biological theorists. Further alienation to biological theories are shown in the difference between "expected need satisfaction" and "actual need satisfaction" (Davies,1962:6) , where expectation does not meet attainment, the tendency is for people to confront those they hold responsible for frustrating their ambition. This is the central argument that Ted Robert Gurr's Relative Deprivation thesis addressed stating that "the greater the discrepancy, however marginal between what is sought and what see. This theory explains that human nature is genetically transferred from generation to generation. Just as

parents can genetically transfer their godly qualities and ingenuity to their offspring, so can the evil nature of man be genetically transferred. The argument goes that since our ancestors were instinctively violent beings and since we evolved from them, we must bear aggressive or destructive impulses in our genes (Folarin, 2016). This theory explains that the irresistible outbreaks of violent impulses are ascribed to fixed biological propensities. As such, aggression is spontaneous and could be uncontrollable. This line of thought underlines the assumption about the greatness of certain people, clan or family; or the pride, arrogance and aggressiveness of a particular nation or group (Chris, 2014).

E. PHYSIOLOGICAL THEORY

Physiologists share the biological and hormonal origins of aggression and conflict in individuals with realists, but add by providing the conditions under which this happens. Scott (1978) noted that the physiological sources of aggressive behavior are a function of several factors including human nature and environment. In essence, humans are naturally capable of being aggressive but do not display violent behavior as an instinct. When violence occurs, there is the possibility that it is being manipulated by a combination of factors within and outside the individual's control.

F. ECONOMIC THEORY

Economists largely assume people in conflict to be fighting over, not about, something that is material. The question then becomes; is the conflict a result of greed (intention to 'corner' something) or of grievance (anger arising over feelings of injustice). Collier (2003:4) pointed out that some people (commonly referred to as "conflict entrepreneurs") actually benefit from chaos; while overwhelming majority of the population is affected by the negative impacts of conflicts. He also pointed out that while the prospect of pecuniary gains is seldom the principal incentive for rebellion, it can become for some insurgent groups, a preferred state of affairs. Economic theory of conflict explicates the economic undercurrents in conflict causation. There is considerable interface between politics (power, resources or value) and scarcity. People seek power because it is a means to an end, more often, economic ends. Communities feud over farmlands, grazing fields, water resource, et cetera, and groups fight government over allocation of resources or revenue. Scarcity, wants, needs, or the fear of scarcity is often a driving force for political power, contention for resource control, and so forth. Conflict is thus not far-fetched in the course of such palpable fear or threat of scarcity. Just as the fear of poverty and deprivation could lead to fraud or corruption; so is threat of or real famine,

deprivation, mismanagement of scarce resources, could propel conflict over resource control (Chris, 2014).

G. PSYCHO-CULTURAL CONFLICT THEORY

The role of culturally induced conflict is emphasized by this theory. It contends, therefore that even though there are different forms of identities, the one that is based on people's ethnic origin and the culture that is learned on the basis of that ethnic origin is one of the most important ways of explaining violent conflict. Identity is thus seen to be the reason for social conflicts that take long to resolve despite the belief that ethnicity is the biggest source of identity-based conflicts, this school of thought agree that this does not mean that conflict is unavoidable wherever there are ethnic differences (Chris, 2014).

H. HUMAN NEEDS THEORY

The position of human needs theory is similar to that of Frustration-Aggression and Relative deprivation theory. Its main assumption is that all humans have basic human needs which they seek to fulfill, and that the denial and frustration of these needs by other groups or individuals could affect them immediately or later, thereby leading to conflict (Rosati et al. 1990). 'Basic human needs' in this sense comprise physical, psychological, social and spiritual needs. In essence, to provide access to one (e.g. food) and deny or hinder access to another (e.g. freedom of worship) will amount to denial and could make people to resort to violence in an effort to protect these needs. Even though needs scholars identify a wide range of human needs, some of which they consider to be basic human needs, they are agreed on the fact that the frustration of these needs hampers the actualization of the potentials of groups and individuals, subsequently leading to conflict (Chris, 2014).

I. RELATIONAL THEORY RELATIONAL

Theories attempt to provide explanations for the violent conflicts between groups by exploring sociological, political, economic and historical relationships between such groups. Thus, the belief here is that cultural and value differences are as well as group interests all influence relationships between individuals. A number of conflicts grow out of a past history of conflict between groups that has led to the development of negative stereotypes, racial intolerance and discrimination. Such a history of negative exchanges between groups may make it difficult for efforts to integrate different ethnic and religious groups within the society to succeed because their past interactions make it

difficult for them to trust one another. Within the West African sub-region for instance, it has been difficult to get groups like the Hausa/Fulani, Igbo and the Yoruba in Nigeria (Chris, 2014).

J. SYSTEMIC THEORY

Systemic theories provide a socio-structural explanation for the emergence of violent social conflicts. The position of this theory is that reason(s) for any social conflict lie in the social context within which it occurs. As Johnson (1966:12-13) noted in the case of political violence, “any analytical penetration of the behavior characterized as ‘purposive political violence’ must utilize as its tool a conception of the social context in which it occurs.” This paradigm turns our focus to social factors and the effects of large scale (usually sudden) changes in social, political and economic processes that would usually guide. In trying to cope with the different challenges and crises of modernization, most governments that find it difficult to gain the legitimacy needed to attract support from the people usually resort to unconstitutional means and force rather than processes that are in line with the rule of law, in an effort to surpass the legitimate demands of the people, prevent opposition and civil society groups from criticizing policies that they do not agree with, and generally attempt to dictate the terms on which peace will be attained. The theories explaining causes of conflict include structural theory of conflict, Marxist theory, international capitalist theory, realist theory, biological theory, and psychological theory of conflict (Chris, 2014).

K. MARXIST THEORY OF CONFLICT

The Marxist theory is an offshoot of the Marxian explanation of society. Society is divided into unequal classes: the one is strong, rich and noble and bears the tag of bourgeoisie, who controls the instrumentality of state; while the other is deprived, socially deflated, financially infantile and is called the proletariat. There is a constant struggle between the two, but he that has the financial muscle controls both the state and the poor, and that is the structure of society. Thus, the Marxist stand is that the state is itself a product of the irreconcilability of class antagonisms (Lenin, 1917). The state is therefore structured to be in a perpetual state of conflict, uses of the conflict. The rich controls the state as well as means of production. The rich thus grows wealthier at the expense of the poor, who lives at his mercy and is implicitly embittered by the development. The central argument of Marxism is thus that capitalism is at the heart of the state, and that same capitalism is exploitative and oppressive and has been responsible for the polarization of the society (and state) into two incompatible classes (Folarin, 2016). The limitation of Marxism is similar to that of structuralism. It

looks at every issue of conflict from the viewpoint of dialectical materialism alone. This economic prism is not enough to capture every aspect of conflict causation.

L. INTERNATIONAL CAPITALISM THEORY OF CONFLICT

This theory captures the historical import of colonialism and imperialism. According to Hobson (2006; 1902), in his classic, *Imperialism: A Study*, the external drive of western nations propelled by the Industrial Revolution began to create numerous platforms for conflict. The search for raw materials, need to invest surplus capital and search for new markets outside Europe compelled an imperialist pathway as the western countries desperately sought such markets, raw materials and investment climates at the expense of the peace and prosperity of the locals in what is now known as the Global South. This led to colonization, as well as collision of cultures and civilizations and ultimately conflict. Imperialism thus became the last and highest stage of capitalism (Lenin, 1917: 43). This international capitalism theory aptly explains the collaboration of western financial markets and capital today, as it solidified and extended their economic influences all over the world, and has leveraged them for economic exploitation of the developing economies, which has created imbalances between what are now the North and South.

M. GAME THEORY

Game Theory is the mathematical study of strategies for dealing with competitive situations where the outcome of a participant's choice of action depends critically on the actions of other participants (Concise Oxford dictionary, 2000). Game theory is the formal study of decisionmaking where several players must make choices that potentially affect the interests of the other players. In another words, Game theory is the formal study of conflict and cooperation. Game theoretic concepts apply whenever the actions of several agents are interdependent. These agents may be individuals, groups, firms, or any combination (Turocy and Stengel, 2001:2). We, humans, cannot survive without interacting with other humans, and ironically, it sometimes seems that we have survived despite those interactions. Production and exchange require cooperation between individuals at some level but the same interactions may also lead to disastrous confrontations. Human history is as much a history of fights and wars as it is a history of successful cooperation. Many human interactions carry the potentials of cooperation and harmony as well as conflict and disaster (Kockesen and Efe, 2007: 5).

2.5.2. BASIC SOURCES OF CONFLICT

First, we want to consider what brings on social conflict in the first place. As I pointed out in the definition of conflict theory, most social conflict is based on the unequal distribution of scarce resources. Weber identified those resources for us as class, status, and power. Weber, as well as Simmel, also pointed out the importance of the crosscutting influences that originate with the different structures of inequality. For example, a working class black person may not share the same political interests as a working class white person. The different status positions of these two people may cut across their similar class interests. Thus, what becomes important as a source of social conflict is the covariance of these three systems of stratification. If the public perceives that the same group controls access to all three resources, it is likely that the legitimacy of the system will be questioned because people perceive that their social mobility is hampered. The other general source of conflict comes from Marx. Marx's concern was with a group's sense of deprivation caused by class. This sense of deprivation is what leads a group to class consciousness and produces conflict and social change. Marx was primarily concerned with explaining the structural changes or processes that would bring the working class to this realization, such things as rising levels of education and worker concentration that are both structurally demanded by capitalism. Contemporary conflict theory has modified the idea of deprivation by noting that it is the shift from absolute to relative deprivation that is significant in producing this kind of critical awareness. Absolute deprivation refers to the condition of being destitute, living well below the poverty line where life is dictated by uncertainty over the essentials of life (food, shelter, and clothing). People in such a condition have neither the resources nor the willpower to become involved in conflict and social change. Relative deprivation, however, refers to a sense of being underprivileged relative to some other person or group. The basics of life aren't in question here; it's simply the sense that others are doing better and that we are losing out on something. These people and groups have the emotional and material resources to become involved in conflict and social change. But it isn't relative deprivation itself that motivates people; it is the shift from absolute to relative deprivation that may spark a powder keg of revolt. People who are upwardly mobile in this way have the available resources, and they may experience a sense of loss or deprivation if the economic structural changes can't keep pace with their rising expectations.

2.5.3. INTERNAL CONFLICT

All conflicts cannot be seen as treat of the tourism sector. Some are handled by simple socio value systems. Coser also notes that not every internal conflict will be functional. Most internal conflicts happen due to social, cultural and economic benefits which are mainly dominated by specific groups. create norms for dealing with conflict, and develops lines of authority and judiciary systems This kind of conflict also makes pressures for society to produce norms overriding conflict. Low-level conflict creates moral and social structures that facilitate social integration. It depends on the types of conflict and social

structure that are involved. According to the statements of Coser, there are two basic types of internal conflict: those that threaten or contradict the fundamental assumptions of the group relationship and those that don't. Every group is based on certain beliefs that the group is looking for.

2.5.4. EXTERNAL CONFLICT

External conflicts are normally big in size. They mostly happen among political leaders of different countries. Such system commonly creates different groups with different interests. Groups having the same interests create other regroupings. The different groups participated in conflict also experience functional results, especially when the conflict is fiercer. Violent conflict also tends to produce coalitions with previously neutral parties. As a group which has made no alliance get to be involved in external conflict, the boundaries surrounding the group become stronger, the members of the group experience greater solidarity, power is exercised more efficiently, and the group tends to form unions with other groups. In order for any group to exist, it must include some people and exclude others. Violent conflict produces alliances that would have previously been thought unlikely. A centralized government is more efficient in terms of response time to dangers from external bodies.

2.5.5. GEOPOLITICS

There are two things that I want to point out before we consider geopolitical theory. The first is that geopolitical processes happen over the long run. These forces take time to build up and aren't readily apparent, especially to most of us living in the United States. In this country, we have difficulty thinking in the long term. We are focused on the individual and immediate gratification, and even the economic planning that is done is oriented toward short-term portfolio management. Geopolitical theory is sociology over the long term. It explains how nations grow and die. The processes and dynamics can't be seen by just looking at our daily concerns. We have to rise above ourselves and look historically. The second thing I want to point out is that geopolitical theory focuses on the state rather than the economy. Generally speaking, world-systems theory, like that of Immanuel Wallerstein (Chapter 12), focuses on the economy. Collins understands the world system in more Weberian terms, where the nation-state is the key actor on the world stage. As mentioned earlier, nation-states are relatively recent inventions. Up until the sixteenth century, the world was not organized in terms of nation-states. People were generally organized ethnically with fairly fluid territorial limits, as with feudalism. Feudalistic states were based on land stewardship established through the relation of lord to vassal. Its chief characteristics were homage, the service of tenants under arms and in court, wardship, and forfeiture. A nationstate, on the other hand, is a collective that occupies a specific territory, shares a common history and identity, is based on free labor, and sees its members as sharing a common fate.

2.6. CONCEPTUAL FRAMEWORK OF STUDY

From the literature reviewed and general observation of the tourism sector, the researcher has developed the following framework. The conceptual framework tries to show the impacts of the ongoing internal conflict to the sector and the overall system of the country. The framework also shows how stakeholders strive to resist the impacts of the conflict and keep their existence.

General Impacts of the Conflict	Impacts of the Conflict on the Tourism Stakeholders	Remedy Techniques
<ul style="list-style-type: none"> ➤ Unsustain Tourism Sector ➤ Unemployment ➤ Bad Image ➤ Ethnic discrimination ➤ Defaming Attractions ➤ Bad old connections ➤ Government support seeking 	<ul style="list-style-type: none"> ➤ Tourism stakeholders looking for sponsorship of the running cost ➤ Tourism stakeholders terribly expecting tax Reduction ➤ Tourism stakeholders shifting business sector ➤ Tourism stakeholders terminating ➤ Tourism stakeholders supporting the government ➤ Tourism stakeholders retaining the image of the sector ➤ Tourism stakeholders promoting the sector 	<ul style="list-style-type: none"> ➤ Discussion ➤ Economic Support ➤ Radical Promotion ➤ Conflict analysis ➤ Dynamic Shift

Figure 2.1: Conceptual Framework

Source: Researcher's Development, 2023

Hypothesis 1. When there is conflict, tourism stakeholders of a country are negatively affected.

Hypothesis 2. When there is conflict, it creates a bad image to the country specifically the tourism sector.

Hypothesis 3. When tourism sectors apply remedy techniques, they could survive during conflicts.

2.7. RESEARCH GAP

Based on the researcher review of the available literature on the impact the conflict on the stakeholders of the tourism sector, there is a gap which requires to be filled. There is lack of local studies particularly regarding the impacts of the ongoing conflict. This is probably due to: the sensitivity of the study area, less interest of researchers, The researcher believes that the research will fill the following gap: Provide

information about stakeholders affected by the conflict Motivate other researchers and expertise to conduct further studies Indicate directions to stakeholders to survive during conflict.

CHAPTER THREE: METHODOLOGY

3.1 INTRODUCTION

This part of the study presents detailed discussion about research methods and methodologies. The researcher has also tried to describe the study area and the reasons for employing a combination of research methods.

3.2 DESCRIPTION OF THE STUDY AREA

Addis Ababa (Adis Abeba and locally Adisaba), the capital city of Ethiopia, the place where headquarter of the African Union since 2002 and other international organizations are found, is the heart of the tourism of the country. Apart from being the largest city, it is also one of the well-watered, finest weather and very accessible from any part of the country. Addis Ababa is believed as educational, administrative, political and economic center of Ethiopia. Due to this, several people come to the city in search of education, employment, hospitals and many other services. In addition to being the head quarter of the African Union (AU), many international organizations like; the United Nations Economic Commission of Africa (UNECA), the World Food Programme (WFP), the United Nations High Commissioner for Refugees (UNHCR), the United Nations High Commissioner for Refugees (UNDP), the International Rescue Committee (IRC) are also settled in Ethiopia's capital.

It is known that there are large number of hotels, tour operators and event organizers in Addis Ababa. Since it is very difficult to study all the tourism stakeholders in the entire country, the researcher systematically selected star rated hotels and very functional tour operation organizations which have been giving services before, during and after the conflict. This time range helps the researcher to see the difference in the performance of the selected stakeholders before and after the conflict. The researcher has worked on most of the star rated hotels and tour operators systematically selected. However, the researcher has left the impact of the internal conflict on the event organizers found in the city and the Ethiopian Airlines to other researchers.

Addis Ababa has plenty of star rated hotels including international standard hotels like Sheraton, Radisson Blue, Hilton, Intercontinental etc. These hotels are the prides of the tourism sector as they handle tourists, diplomats, business owners and different people visiting the country for other different purposes. Tour operators which work in the entire country are also playing a significant role in making the tourism sector run smooth. Generally, these tourism stakeholders mainly found in Addis Ababa make the country handle many diplomatic missions, significant conference and events.

Among the crucial tourism stakeholders in Ethiopia, the Ethiopian airline is believed as the leading institution. It is one of the most crucial parts of the tourism sector, as it is highly integrated system with the hotels, tour operators and event organizers.

As there were no flights to the conflict zones, specifically; to the Alula Aba Nega Airport, Axum Airport, Dansha Airport, and Humera Airport for almost two years, there is no doubt to say that the organization was one of the main victims of the conflict.

3.3 RESEARCH DESIGN AND APPROACH

In order to achieve the objectives of this research, it was very important to choose a proper research design. For this, a cross-sectional research method was implemented to address the research objective only to happen during the conflict. All methods have limitations and hence researchers felt that biases inherent in any single method could neutralize or cancel the biases of other methods, Creswell (2003). A mixed research method is relatively new and still under development (Creswell, 2003). Having all these suggestions by Creswell in mind, a mixed research method was used. A mixed method combines quantitative and qualitative methods in the same study in order to get a full understanding of the phenomenon under study. Creswell, (2014) stated that this has advanced and inclusive ways for dealing with both qualitative and quantitative data. Thus, collecting a mixture of quantitative and qualitative data, the researcher was able to use the findings to the overall population. Furthermore, for triangulating the researcher data from different sources and getting reliable result the researcher found it very important to use the mixed research approach.

3.4 DATA TYPES AND SOURCES

In this study, primary and secondary data types were used. The primary data was collected from the target population, which is discussed in the next section, through a questionnaire and interview which were held with hotel owners, tour operation organization owners and managers. Secondary data were also gathered from important document, journals, articles, and reports of different bureaus about the impacts of the previous conflicts in the country.

3.5 TARGET POPULATION

This study aims at investigating the impacts of the internal conflicts in Ethiopia on the tourism and hospitality sector from the perspective of stakeholders in Addis Ababa. Accordingly, owners and general managers of hotels and tour operators found in the city are subject to the study. Hence, the unit of analyses of this study was owners and the managers of the tourism businesses found in Addis Ababa

city. The target populations of the study were the tourism stakeholders in Addis Ababa and the general managers or their representatives during the distribution. However, there was lack of information about the total number of tour operators and their present functionality as tour operators.

3.6 SAMPLING TECHNIQUES AND SAMPLE SIZE DETERMINATION

The sampling design, the method chosen to select the sample from the overall population, has important consequences. Poor sampling designs can yield misleading conclusions (Calder, ND). More about the overall population, target population, the sample size and techniques used to determine it are discussed below.

According to Covent (2019), using census is preferable to get enough respondents to have a high degree of statistical confidence in the survey result for a population of less than a thousand. In contrary, Kothari stressed that a sample should be small enough to make data collection convenient and should be large enough to be a true representative of the population which is selected (Kothari, 2006). Sample is a collection of some parts of the population on the basis of which judgment is made. The researcher employed both probability and non-probability sampling methods. However, Neuman (2014) pointed out in qualitative research, the goal of the study may not necessitate a representative sample from a large number of cases. As a result, the researcher has mainly used a non-probability sample that has better suited the study's objectives as majority of which include an element of subjective judgment of the researcher. As recommended by Walliman (2006), the study has also employed purposive sampling based on expert knowledge or selection criteria for somewhere the researcher selects as a typical sample. Hence, under non-probability sample the researcher used purposive sampling technique from the respondents for qualitative parts of the study to get relevant information on a highly specific and very relevant issue to deal in detail.

Among the tourism stakeholders in the Addis Ababa hotels, tour operators, event organizers and the airlines are main areas which are highly affected by conflicts in a country. Hence, among the 138 hotels and 202 registered tour operators found in the city, 45 hotels, 32 tour operators were selected as the sample of the study using the simple random sampling technique. The Ethiopian Air Lines, the most influential tourism stakeholder, and event organizers are stakeholders of the tourism sector left for other researchers. In this study among the above tourism stakeholders in the city, the stakeholders who have given a less than three years' service to the sector are excluded from the study, as they can't provide sufficient information about the changes due to the conflicts which is now older than three years. In addition, the researcher has also conducted an open-ended interview with carefully chosen informants in order to conduct in-depth research on the topic.

3.7 DATA COLLECTION INSTRUMENTS AND PROCEDURES

As mentioned above, both primary and secondary data source were used for gathering primary data including questionnaire and interviews in order to achieve the objective of the study. Moreover, secondary data sources including written sources, magazines and the internet were also used to support the study.

Both qualitative and quantitative methods were used in this study. The qualitative approach is to see the basic impact of the internal conflict and the qualitative data were gathered via interviews. For the quantitative approaches, questionnaires were used in order to collect data from owners, general and delegated general managers of the selected tourism stakeholders. In this section, a brief outline of these data gathering tools is given below.

A. QUESTIONNAIRE

A survey questionnaire was the main data gathering tools in this study. In this study, structured questionnaire was used to gather information from the selected respondents. Since respondents of the questionnaire are educated, it was in English language. Its first page is a brief cover letter. The demographic part asks respondents to circle numbers of a corresponding situation or item of description. The questionnaire has no open-ended questions which allow respondents to provide a free response. The rest parts have grid question, with an ordinal scale from 1 to 5 Likert scale options which asks respondents to put check marks. In addition to the cover letter, the questionnaire has four sections. The first section deals with the demographic description of the respondents. The second section focuses on the direct and indirect impacts of the recent conflicts in the northern Ethiopia on tourism businesses and activities. The third section focus on the direct and indirect impacts of the recent conflicts in the northern Ethiopia on brand and image of the total tourism sector of Ethiopia. The fourth section focus on the role of tourism stakeholders to revitalize the tourism sector of the country in post conflict following the signing of peace agreement between warring parties. The structured questionnaire was prepared and analyzed based on a modified version of a questionnaire developed by Radwan (2017), and it was tested through pilot test by a group of six similar respondents. Overall, 71 questionnaires were collected among the distributed.

B. INTERVIEW

For interviews, the researcher planned and fixed appointments with seven purposely selected respondents. However, the interviews expected with respondents like, the presidents of tour operators association, Addis Ababa hotel owners association and an expert at Addis Ababa tourism bureau were

not successful. Hence, interviews were held with only six respondents, a hotel owner, four hotel managers and one owner and manager of a tour operation. As most of the respondents were not interested to be mentioned, the researcher preferred to label them as “Interviewee 1, 2, 3, 4, 5 and 6” For this, before interviewing the selected respondents, the researcher had designed a checklist with interview guidelines, crucial information about the respondents and ten questions arranged according to their importance. Both structured and semi-structured interview type of questions were used for the study. With the in-depth information obtained as a result of the interviews, the quantitative results are aimed to gain a more descriptive identity (Rossman and Wilson, 1985). And during the interview, a sound recording method and phone call records were used for interviewing the respondents to get the desired data and cross check the reliability of obtained data from the questionnaire. The interview sessions were all conducted in Amharic, as Amharic was the choice of all interviewees.

C. Document analysis:

The researcher has used documents (printed, electronic, published or unpublished resources) from the city tourism bureau, tour operators, and hotel documents and information from the social media. This helped the researcher to identify the status of the tourism stakeholders before and after the conflict.

3.8 RELIABILITY AND VALIDITY OF DATA

Reliability is the degree to which an assessment tool produces stable and consistent results. It refers to the repeatability of findings, Phelan and Wren (2005). Reliability is a tool which is used to describe the overall consistency of a measure. McMillan (2007) has stated that the reliability of an instrument is related with the consistency, stability, and dependability of the scores. Blunch (2008) mentioned that the alpha value has to be higher than 0.9, consider the internal consistency as excellent. He also mentioned that a condition of at least higher than 0.7, the internal consistency seen as is tolerable. In order to assure reliability, the researcher has used simple language to avoid language barrier and avoided questions which give hints. The researcher has also given attention to questions which are highly susceptible for bias.

Validity is an important term in research. It refers to the conceptual and scientific soundness of a research study. Pallan (2005), stated that the validity of a scale reflects to the degree to which it measures what it is supposed to measure. Basically, a research has to be internally and externally valid. The principles of cause and effects relationships in a research refer to the internal validity. However, the external validity focus on the effects of research to be generalized. Here the researcher has used maximum effort to increase the accuracy and usefulness of the findings.

3.9 METHOD OF DATA ANALYSIS AND INTERPRETATION

As mentioned in the above sections, the quantitative data were collected through closed-ended questionnaires. Statistical Packages for Social Science (SPSS) version 25 was used to generate statistical outputs. The data collected were organized, edited, coded, cleaned and entered into the SPSS. Then it was analyzed in the forms of descriptive statistics such as frequency distribution, percentages, and inferential statistics. Finally, the data were organized and presented through pie chart, bar graphs, and tables.

Thematic data analysis was used for all qualitative data. The data collected from the interviews with six respondents including the presidents of tour operators association, Addis Ababa hotel owners association, and experts at Addis Ababa tourism bureau were listened, transcribed and reduced to units of relevant meanings and summarization.

3.10 ETHICAL CONSIDERATION

Ethical considerations are very important and very applicable during the data collecting. A researcher who has ethical problems, will probably have difficulties in the time of collecting data. An ethical researcher is able to distinguish between right and wrong norms or standards. Ethical considerations help researchers determine the difference between acceptable and unacceptable behavior. Researchers are professionals. Hence, research ethics as a branch of applied ethics has well established rules and guidelines that define their conduct (Ifedha and Bretta, 2016). Ethical considerations enhance the confidence of the respondents and other people mainly during data collections. The researcher would love mention that this research was conducted in a manner that is reliable and authentic with the ethical issues. For this, the researcher first got a letter of cooperation from the University before engaging in distributing questionnaire. After confirming the confidentiality of information they give, the researcher has also informed every respondents about the purpose of the study. In addition, the researcher has also mentioned to the respondents that the results of the research would have no harm on them; rather it would have a benefit for the sector as well as the nation. Furthermore, the researcher has mentioned that he would be liable by the law of the nation if he violates the right of any of the respondents. In this research every participant and materials used are properly acknowledged and thanked.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This chapter deals with data presentation, analysis and discussion of the collected data through questionnaire, interview and documents. The outcome the data collected from survey questionnaire and interview are discussed. The first section of this chapter discusses about demographic profiles of respondents. In the second section it is discussed about the main questions of the research; in relation to impacts of the recent conflicts in the northern Ethiopia on tourism businesses and activities, brand and image of the total tourism sector of Ethiopia and revitalizing the tourism sector of the country in post conflict following the signing of peace agreement between warring parties.

4.2 DEMOGRAPHIC CHARACTERISTICS OF SURVEY RESPONDENTS

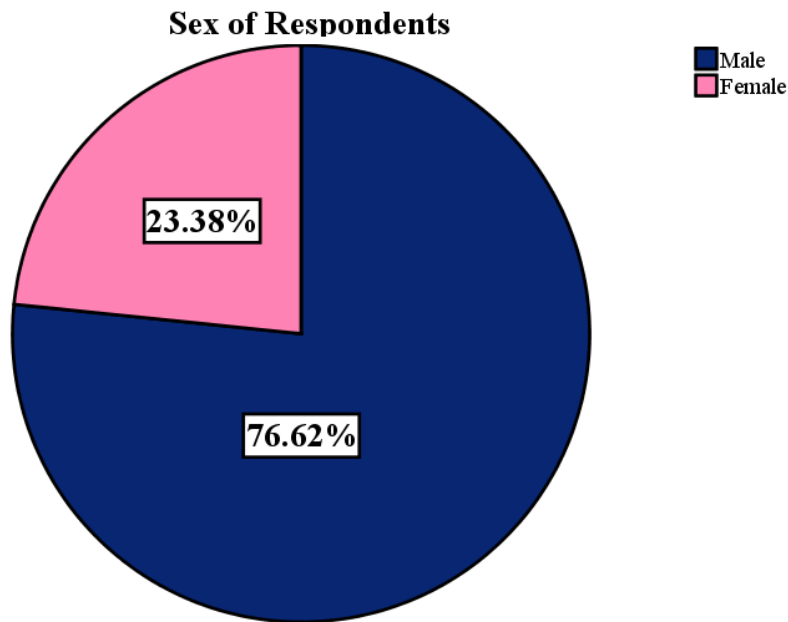


Figure 4.1:Sex of Respondents

Source: Researcher's Survey Data

According to the pie chart above, the majority of the respondents were men 76.62%. Only 23.38% of the respondents were female. Accordingly, we can say that the general manager's positions of most of the tourism stakeholders in Addis Ababa are dominated by men. Though this is a solid fact in this research, the tourism sector of Ethiopia is known for its environment which is very conducive for women.

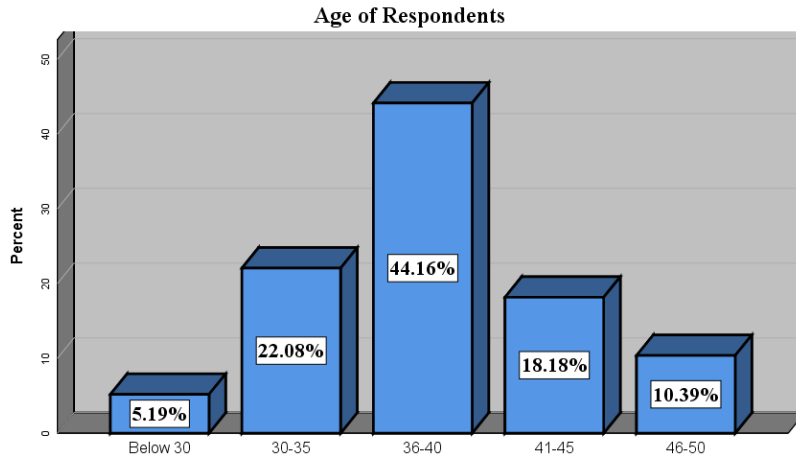


Figure 4.2:Age of Respondents

Source: Researcher’s Survey Data

In terms of the age of the respondents, the largest number of respondents are found between the age 36-40. Managers aging 41-45 are 14. Managers aging below 30 are only 4 of the respondents. In the same case, managers aging below 30 are also few in number, which is only 8 of the respondents. Managers between the ages 30 and 35 are 17 of the total respondents.

Work Experience in Managerial Position

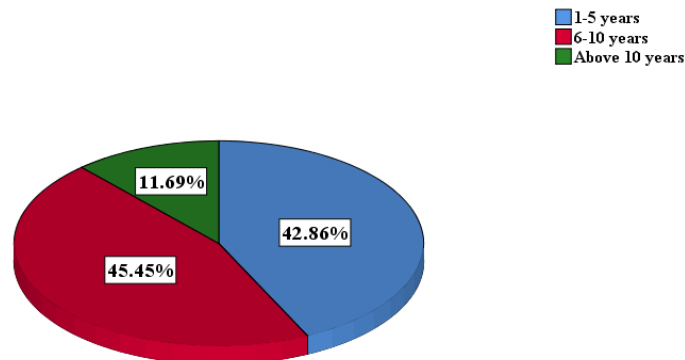


Figure 4.3:Work Experience in Managerial Position

Source: Researcher’s Survey Data

According to the pie chart above, majority of the respondents have less than ten years of experience as a manager in the tourism industry. Thus, 33 of the respondents have less than five years work experience in managerial position and 35 respondents were between 5 to 10 years of work experience. Only 9 respondents have above 10 years of work experiences in the managerial position.

Items	Variables	Frequency	Percentage (%)
Educational Background	First Degree	45	58.44
	MA/MSC	32	41.55
Position in the organization	Owner and manager	8	10.38
	Manager	69	89.61
Tourism activities engaged	Hotel	45	58.44
	Tour operation	32	41.55
Owner of organization	Government	4	5.19
	Ethiopian investor	72	93.50
	Foreign Investor	1	1.29

Table 4.1:Demographic Description of Respondents

Source: Researcher’s Survey Data

The above table also shows that, majority of the respondents have already acquired their first degree 45(58.44%) and the rest of the respondents have their master’s degree 32(41.55%). Thus, it is very easy to say that all the managers of the tourism stakeholders subject to this study are literate. In addition to the educational background of the respondents, the table also shows that only 8(10.38%) of the respondents are the managers of their own organizations. The rest 69(89.61%) are just only the managers of the organization. As event organizers in Addis Ababa and Ethiopian Airlines are excluded, the study is conducted in 45(58.44%) hotels and 32(41.55%) tour operators. And 72(93.50%) of the organizations are owned by Ethiopia investors. However, four are owned by the government and only one is owned by foreign investor. Though it is not stated in the table, it is very important to mention that all the respondents are Ethiopian citizen.

The interview respondents profile indicated that four of them are Ethiopian citizen who have more than five years work experience in the tourism sector. All of them have acquired their master’s degree. And only one of the respondents is the general manager of his own organization. As the respondents of the interview are well-educated, with adequate experience in the tourism sector and matured enough, the researcher found their inputs very valuable to cross check with inputs from the survey questionnaires.

4.3 VALIDATION PROCEDURES

In the first part, among the 20 items, four items were excluded due to cross loadings. The remaining 16 items were rotated using Varimax and extracted by using principal component analyses with an Eigen value of greater than one. The 16 items were loaded into three components, with a coefficient of above 0.4 loading. The Kaiser-Meyer-Olkin (KMO) value was 0.782, exceeding the recommended value of 0.6

(Hair et al., 2010) and Bartlett’s test of Sphercity reached statistical significance ($X^2= 878.430$, $df =136$, $p<0.000$), supporting the factorability of the items.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.782
Bartlett's Test of Sphericity	Approx. Chi-Square	878.430
	Df	136
	Sig.	.000

Table 4.2KMO and Bartlett's Test of part One **Source:** Researcher’s Survey Data
Rotated Component Matrix^a

	Component		
	1	2	3
reduced the number of employees	.892		
laid off temporary workers in the businesses previously working in another location	.886		
reduced the amount of payment to the employees	.874		
forced to terminate or cancel paid business agreements	.855		
unable to cover costs for regular renovations and maintenance	.682		
frozen branches and basic business relations around the conflict zones	.693		
shutdown similar branches and basic business relations located in conflict zones to cut costs	.690		
changed business type to withstand the decline in tourism business		.809	
sought for tax reduction from revenue authorities		.685	
received support from the government		.697	
got technical help to stay in business from other bodies (e.g. ILO or else)		.717	
been unable to reclaim for payments made prior to the conflict		.706	
noticed avoidance of seeking service from our enterprise related to its name associating with either side of the warring parties			.736
noticed unhappy and threatened tourists due to the conflict			.817
noticed tourists reducing their length of stay due to the conflict			.870
witnessed tourists cancelling pre scheduled visits due to the conflict			.831

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Table 4.3Rotated Component Matrix for Part One **Source:** Researcher’s Survey Data

No	Dimensions	No of items	Cronbach's Alpha	Mean	Standard Deviation
1	Cost Reduction	7	0.923	2.8182	1.06644
2	Supports from government and others bodies	5	0.798	2.1273	0.78332
3	New Customer Handling Strategy	4	0.847	4.1623	0.83190

Table 4.4 Descriptive Statistics of Part One Items Source: Researcher's Survey Data

In the second part, among the 10 items, 2 items were excluded due to cross loadings. The remaining 8 items were rotated using Varimax and extracted by using principal component analyses with an Eigen value of greater than one. The 8 items were loaded into three components, with a coefficient of above 0.4 loading. The Kaiser-Meyer-Olkin (KMO) value was 0.658, exceeding the recommended value of 0.6 (Hair et al., 2010) and Bartlett's test of Sphericity reached statistical significance ($X^2= 412.173$, $df =45$, $p<0.000$), supporting the factorability of the items.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.658
Bartlett's Test of Sphericity	Approx. Chi-Square	412.173
	Df	45
	Sig.	.000

Table 4.5 KMO and Bartlett's Test for part two Source: Researcher's Survey Data

Rotated Component Matrix^a

	Component		
	1	2	3
observed the conflict destroying the reputation of Ethiopia as a tourist destination		.894	
noticed deterioration of the brand image of Ethiopia as tourist destination		.881	
been forced to cancel events which could promote Ethiopian tourism			.883
noticed unhappiness among organizations purported to promote tourist attractions in Ethiopia			.887
witnessed threatened agencies purported to promote tourist attractions in Ethiopia	.933		
kept promoting the tourist attractions in the non-conflict zones	.921		
used the conflict to promote the Ethiopian tourism sector	.890		
taken lessons from conflict zones of other countries on how to resume tourism activities	.864		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Table 4.6 Rotated Component Matrix for Part Two

Source: Researcher's Survey Data

No	Dimensions	No of items	Cronbach's Alpha	Mean	Standard Deviation
1	Promotion Efforts of tourism stakeholders	4	0.925	2.8279	1.23095
2	Brand Image Damage	2	0.743	4.2922	0.72706
3	Dissatisfaction of Stakeholders	2	0.735	3.4675	0.82453

Table 4.7 Descriptive Statistics of Part Two Items

Source: Researcher's Survey Data

In the third part, among the 16 items, six items were excluded due to cross loadings. The remaining 10 items were rotated using Varimax and extracted by using principal component analyses with an Eigen value of greater than one. The 10 items were loaded into three components, with a coefficient of above 0.4 loading.. The Kaiser-Meyer-Olkin (KMO) value was 0.679, exceeding the recommended value of 0.6 (Hair et al., 2010) and Bartlett's test of Sphericity reached statistical significance ($X^2= 251.615$, $df =66$, $p<0.000$), supporting the factorability of the items.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.679
Bartlett's Test of Sphericity	Approx. Chi-Square	251.615
	Df	66
	Sig.	.000

Table 4.8 KMO and Bartlett's Test for part three

Source: Researcher's Survey Data

Rotated Component Matrix^a

	Component		
	1	2	3
noticed tourists showing interests to visit tourist attractions in the conflict zones		.783	
noticed tourists questioning the safety and security of the conflict zones			.651
offered a new thinking to rebut the tourism businesses in the conflict zones			.816
noticed interests from owners of tourism businesses around the conflict zones to work with us		.849	
reestablished contacts with our former co-workers and business partners in the conflict zone		.609	
put in place price discounts to encourage domestic tourism to the northern tourist routes	.805		
designed a special promotion platform to attract tourists	.872		
put in place an attractive salary for tourism professional to get employed in my business activities in the previous conflict zones	.862		
collaborated with other tourism stakeholders to resume tourism in the former conflict zones	.812		
already contacted respective regional tourism offices to learn more about the safety and security to bring international tourist to the northern tourist routes	.819		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Table 4.9 Rotated Component Matrix for Part Three

Source: Researcher's Survey Data

No	Dimensions	No of items	Cronbach's Alpha	Mean	Standard Deviation
1	New Marketing and Promotion	5	0.897	2.8519	1.00703
2	Possibility of Resuming Tourism in Conflict Areas	3	0.659	4.0649	0.66675

Table 4.10 Descriptive Statistics of Part Three Items

Source: Researcher's Survey Data

As clearly shown above, there are 8 different factors with different variables. The variables, which have the same nature of interest, were analyzed and grouped for an easy interpretation. The internal consistency of the grouped variables as a single factor was calculated using Cronbach's Alpha(α) and it indicated a good reliability which is almost above ($\alpha \geq 0.7$).

The interpretation is almost totally made by employing the scale as range from 1.00 to 1.80 implying as strongly disagree, from 1.81 to 2.6 as disagree, from 2.61 to 3.4 as neutral, from 3.41 to 4.2 as agree and from 4.21 to 5 as strongly agree (Ghazi, 2016). Further interpretation of each of the factors is presented below.

4.4 COST REDUCTION

Conflict is one of the factors which negatively damage the economic, social and political aspects of a country. Tourism is said to be one the best ways of increasing a countries economy and strengthening relationship among other countries. To survive during man-made and natural disasters, the sector is expected to make changes. In this study, managers of the stakeholders of the tourism sector were neutral about making changes to come over the impact of the conflict, with the mean ranging 2.61 to 3.18. Therefore, there are no indications about reduced employees, laid off temporary workers in the businesses previously working in another location, reduced payment, frozen branches and basic business relations and shutdown branches. In addition, the respondents were also neutral on being forced to terminate or cancel paid business agreements and of being unable to cover costs for regular renovations and maintenance.

Description	Mean	Standard Deviation
reduced the number of employees	2.61	1.359
laid off temporary workers in the businesses previously working in another location	2.82	1.264
reduced the amount of payment to the employees	2.84	1.387
forced to terminate or cancel paid business agreements	3.04	1.446
unable to cover costs for regular renovations and maintenance	3.18	1.335
frozen branches and basic business relations around the conflict zones	2.62	1.077
shutdown similar branches and basic business relations located in conflict zones to cut costs	2.61	1.126

Table 4.11: The Mean and Standard Deviation of **Factor 1** **Source:** Researcher’s Survey Data

4.5 SUPPORTS FROM GOVERNMENT AND OTHER BODIES

It is known that institutions are supported to survive during conflicts and other barriers. For this, the government and other local and international organizations are mostly expected to participate in giving those supports. Such supports could be during and after the conflicts. Though the survey shows that most of the respondents were neutral about changing business types with the mean (2.05) and standard deviation (1.062) been unable to reclaim for payments made prior to the conflict types with the mean (2.19) and standard deviation (1.064) seeking tax reduction from revenue authorities with the mean (2.42) and standard deviation (1.043), they strongly disagreed about receiving support from the government and getting technical help from other bodies.

Description	Mean	Standard Deviation
changed business type to withstand the decline in tourism business	2.05	1.062
sought for tax reduction from revenue authorities	2.42	1.043
received support from the government	2.06	1.043
got technical help to stay in business from other bodies	1.91	1.054
been unable to reclaim for payments made prior to the conflict	2.19	1.064

Table 4.12: The Mean and Standard Deviation of **Factor 2** **Source:** Researcher’s Survey Data

4.6 NEW CUSTOMER HANDLING

Almost every tourist visits the tourist attractions of once own country and other countries tourist attractions, when there in comparatively fare peace in the country. War zone as a tourist attraction is a rear case in the tourism world. In contrary, many countries warn their diplomats and their citizens to stay only in the capital and even to with draw out of Ethiopia if possible. Comparing to the northern part of Ethiopia, it is very simple to say that Addis Ababa has experienced better peace during the conflict and after peace agreement. In relation to the tourists who have visited the country in such time, the researcher investigated if the managers of the tourism stakeholders have observed any reaction towards the situation in the country. The managers noticed avoidance of seeking service from their organization related to its name associating with either side of the warring parties, with the mean (3.92) and standard deviation (1.167). For this, the managers strongly agreed for witnessing unhappy and threatened tourists due to the conflict with the mean of 4.32 and standard deviation of 0.865. In addition the managers have also strongly agreed for noticing tourists reducing their length of stay due to the conflict with mean (4.32) and standard deviation (0.865). Furthermore, the managers have also strongly agreed for witnessing tourists cancelling pre scheduled visits due to the conflict with mean (4.12) and standard deviation (1.038).

Description	Mean	Standard Deviation
noticed avoidance of seeking service from our enterprise related to its name associating with either side of the warring parties	3.92	1.167
noticed unhappy and threatened tourists due to the conflict	4.32	0.865
noticed tourists reducing their length of stay due to the conflict	4.29	0.971
witnessed tourists cancelling pre scheduled visits due to the conflict	4.12	1.038

Table 4.13: The Mean and Standard Deviation of **Factor 3** **Source:** Researcher’s Survey Data

4.7 PROMOTION EFFORTS OF TOURISM STAKEHOLDERS

It couldn’t be very easy to promote the Ethiopian tourism after all these internal conflicts and regain its brand image. Since tourism was one the main income sources for both the government and local community, it is not an option to promote the sector and get its advantages again. Promotion is not only the duty of the government, but also the duty of all the institutions specifically the tourism stakeholders and even every individual citizen. Meetings, incentives, bazars, events, conferences are opportunities which could also promote the sector. The managers were neutral for witnessing threatened agencies purported to promote tourist attractions in Ethiopia, promoting the tourist attractions in the non-conflict zones and using the conflict to promote the Ethiopian tourism sector. However, managers agreed about

taking lessons from conflict zones of other countries on how to resume tourism activities (mean 3.04 and standard deviation, 1.446)

Description	Mean	Standard Deviation
witnessed threatened agencies purported to promote tourist attractions in Ethiopia	2.61	1.359
kept promoting the tourist attractions in the non-conflict zones	2.82	1.264
used the conflict to promote the Ethiopian tourism sector	2.84	1.387
taken lessons from conflict zones of other countries on how to resume tourism activities	3.04	1.446

Table 4.14: The Mean and Standard Deviation of **Factor 4** **Source:** Researcher's Survey Data

4.8 BRAND IMAGE DAMAGE

Having the Ethiopian Airlines, the eleven tourist attractions registered by the UNESCO, astonishing natural beauty with fine weather, and very humble people, Ethiopia is one of the favorable tourist destination. As television news, radio news, newspapers, magazines and the social medias, like face book and twitter were all reporting what happened during the conflict, the Ethiopian tourism was negatively promoted throughout the world. News like; Al Nejashi hit during the conflict, Lalibela out of the control of the federal government, no flight to and from the northern part of the country where most of the tourist attractions are found and the Zion of Axum being under the Eritrean troop were some of the news which have made Ethiopia unthinkable to visit. As managers of the tourism stakeholders are the very close people to the image of the total tourism of the country, the researcher has tried to investigate what they have perceived about it. Accordingly, the managers have agreed about observing the conflict destroying the reputation of Ethiopia as a tourist destination with mean (4.17) and standard deviation (0.880). The managers have also strongly agreed about noticing the deterioration of the brand image of Ethiopia as tourist destination with mean (4.42) and standard deviation (0.750).

Description	Mean	Standard Deviation
observed the conflict destroying the reputation of Ethiopia as a tourist destination	4.17	0.880
noticed deterioration of the brand image of Ethiopia as tourist destination	4.42	0.750

Table 4.15: The Mean and Standard Deviation of **Factor 5** **Source:** Researcher's Survey Data

4.9 DISSATISFACTION OF TOURISM STAKEHOLDERS

It couldn't be very easy to promote the Ethiopian tourism after all these internal conflicts and regain its brand image. Since tourism was one of the main income sources for both the government and local community, it is not an option to promote the sector and get its advantages again. Promotion is not only the duty of the government, but also the duty of all the institutions specifically the tourism stakeholders and even every individual citizen. Meetings, incentives, bazars, events, conferences are opportunities which could also promote the sector. Managers of this sector are not only subject to promote but also to meet and welcome promoters, the researcher found it very important to understand their experiences regarding different promoters. Hence, the managers strongly agreed for being forced to cancel events which could promote Ethiopian tourism (mean, 4.39 and standard deviation, 0.728) and for witnessing unhappiness among organizations purported to promote tourist attractions in Ethiopia (mean, 4.32 and standard deviation, 0.785).

Description	Mean	Standard Deviation
been forced to cancel events which could promote Ethiopian tourism	4.39	0.728
noticed unhappiness among organizations purported to promote tourist attractions in Ethiopia	4.32	0.785

Table 4.16: The Mean and Standard Deviation of **Factor 6** **Source:** Researcher's Survey Data

4.10 POSSIBILITY OF RESUMING TOURISM IN CONFLICT AREAS

The tourism sector in general is an interconnected firm. The airlines, tour operators, hotels, event organizers etc. cannot independently. They all feed each other. A success in the tourism sector is the product of the well integration among the stakeholders. As the main war zone was the northern part of the country specifically, the Tigray and some part of the Amhara and Afar regions, it was very hard even to imagine any kind of tourism activity that can work in integrity with the main tourism stakeholders in Addis Ababa. However, the researcher wanted to investigate if the stakeholders everywhere in the country reconnecting after the signing of the peace agreement. In this case, the managers agreed with noticing interests from owners of tourism businesses around the conflict zones to work with us (mean, 3.95 and standard deviation, 0.776) and with reestablished contacts with our former co-workers and business partners in the conflict zone (mean, 4.10 and standard deviation, 0.852). On the other hand, the respondents agreed about witnessing tourists showing interests to visit tourist attractions in the conflict zones with the mean (4.14) and standard deviation (0.969).

Description	Mean	Standard Deviation
noticed tourists showing interests to visit tourist attractions in the conflict zones	4.14	0.969
noticed interests from owners of tourism businesses around the conflict zones to work with us	3.95	0.776
reestablished contacts with our former co-workers and business partners in the conflict zone	4.10	0.852

Table 4.17: The Mean and Standard Deviation of **Factor 7** **Source:** Researcher’s Survey Data

4.11 NEW MARKETING AND PROMOTION

In the other hand, the managers were neutral about making price discounts to encourage domestic tourism to the northern tourist routes, designing a special promotion platform to attract tourists, collaborating with other tourism stakeholders to resume tourism in the former conflict zones and contacting respective regional tourism offices to learn more about the safety and security to bring international tourist to the northern tourist routes.

Description	Mean	Standard Deviation
put in place price discounts to encourage domestic tourism to the northern tourist routes	2.79	1.281
designed a special promotion platform to attract tourists	2.66	1.231
put in place an attractive salary for tourism professional to get employed in my business activities in the previous conflict zones	3.08	1.184
collaborated with other tourism stakeholders to resume tourism in the former conflict zones	3.04	1.197
already contacted respective regional tourism offices to learn more about the safety and security to bring international tourist to the northern tourist routes	2.95	1.169

Table 4.18: The Mean and Standard Deviation of **Factor 8** **Source:** Researcher’s Survey Data

4.12 QUALITATIVE RESULT

Though it was extremely expected from stakeholders to make changes to survive the negative impacts of the conflict, they have done nothing about changes like; reducing employees, cutting off temporary workers in the businesses previously working in conflict zone location, reducing payments, frizzing branches and shutting down branches. As per the words of interviewee 1, “In contrary to your questions, our organization has increased the number of employees and has also given salary increments even during the conflict times,” interviewee 1 added, “Since we don’t have any branch or what you call sister company, we haven’t frozen or shut down any.” In addition to this, the survey has also shown that the

sectors were not forced to terminate or cancel paid business agreements. This shows that the conflict has almost no impact regarding such aspects. To strengthen interviewee 1 again stated, “We have no permanent business relations that can put our organization at risk with any part in the conflict areas.” As per the words of interviewee 5, “Our organization has increased the number of employees which had decreased during the pandemic.”

Parallel to what the survey data has shown about the stakeholders expecting no tax reduction, financial fund from international organizations or any kind of support from the government, interviewee1 said, “We have many other reasons to ask the government for tax reduction or other. However, the conflict in the north in particular haven’t put us to wish tax reduction or any fund.”

Ethiopia a county of more than 90 ethnic groups and above 80 languages spoken is well known for its people living in harmony. Having different ethnic groups in a country is believed as a problem for a country. History has shown us the bigger ethnic groups trying to devour the smaller ethnic groups having the ideology of minority as a threat. Although Ethiopia was known for its being peaceful and hospital in the tourism world, the conflicts among its ethnic groups are recently spreading all over the world. Having this in mind the researcher has tried to investigate the harmonious relation among employees of tourism stakeholder organizations.

Harmonious relations among the employees having different ethnic background,was not as it was before. The results of the survey data showed that there was a problem in the harmonious relation among employees. Interviewee 2 said, “It is very hard to say that there was a clear problem in the in the harmonious relation among our employees. However, there were rumors sometime during the serious conflicts between the TPLF warriors and the Ethiopian solders about the discrimination of Tigrayan employees. As the owner of this organization is from Tigray, people thought of that we support the TPLF warriors.” The research outcome shows that there was avoidance of the service of organizations relating it with either side of the warring parties.“I remember there was proclamation which says that customers cannot sit in a single table if they were bigger than four people during the pandemic, COVID-19. It was not that scary to keep this proclamation as it was also to the benefit of the customers. However it very sensitive to recommend customers not to sit together as it could have political definition.” said interviewee 3. In addition interviewee 6 mentioned that there were no problems in the Harmonious relations among the employees.

Furthermore, as per some ideas in the social Medias, a lot has been said about the social interactions of all Ethiopian society. Many have said about the Amhara and Tigray relation has reached to its unfixable stage. The Tigray Orthodox church has also stated about cutting its relation with the Ethiopian Orthodox

church recently. And this was due to The Ethiopian Orthodox church was claimed for its participation in the conflict. This had a significant effect on the relation between the Tigrayan and Amhara following the orthodox religion. Many officials and experts of different countries wrote about worsen social integrity due to what happened to civilians as a collateral damage of the conflict. For instance, Antonio Guterres tweeted, “The situation in Ethiopia is spiraling out of control. The social fabric is being ripped apart & civilians are paying a horrific price. Hostilities in Tigray must end now – including the immediate withdrawal and disengagement of Eritrean armed forces from Ethiopia.”

Although, all the interviewee didn't prefer to call it “threat”, the study has shown that tourism stakeholders have faced potential political threat. As per the words of interviewee 1, “We were told to close our organization and stop giving service as of the next day. None of us has complained about it, as we all have expected it. I was also in prison for about twelve days.” Interviewee 3, “To tell you the truth, I was very scared at the moment. I have even called my wife that I might be in prison that day. But, they didn't imprison me. They haven't even shown any violence. In contrary, these people were very professionals. They politely told us to make some preparations as our institution is banned to give service for the reasons that I can't tell you right now.” As per the words of interviewee 3, “As the Tigray forces took control of Mekelle, in the late evening of the next day, few people who were not inside our hotel burnt the Ethiopian flag. It was something beyond the control of our security guards. Just after that day, our organization was obligated to stop giving service for 108 days.”

In relation to tourists attitude towards the sector during the conflict, the research found out that tourists were not happy and feeling comfortable during the conflict. Some have even cancelled pre scheduled visits. As per the words of interviewee 4, “There were too many canceled scheduled trips; some are even pre-paid, especially in the beginning of the conflict. Actually, our institution hasn't still got the rhythm, as the northern part of the country in our basic source of income.”

The conflict has badly damaged the reputation of Ethiopia as a great tourist destination in East Africa. It created a bad image of its brand. The stakeholders canceled events which could promote Ethiopian tourism. Economic problems, regional political instability, unsettled political rows among regional governments, basically the Tigray, Amhara and Afar regional governments are basic barriers to the stakeholders hindering them from taking the sector back to its normal condition. As per the words of interviewee 4, “Normally, there are almost no tourists willing to visit the conflicts zones so far, as they don't have trust to the safety and security. I can barely say that there are no tourists who asked us to visit the North. I personally might not even feel comfortable taking any tourist there, as the neighboring regions are not stable yet.”

The research has shown that owners of tourism businesses around the conflict zones are interested to work with the stakeholders in Addis Ababa and the stakeholders in Addis Ababa are also reconnecting with former business partners in the conflict zone.

Governments in general need the entire citizen of a country to participate in any conflict that has an impact on the national sovereignty. However, during internal conflicts such things got very different nature. Some institutions might be seen by the side of government and others might be against the government. The research has also found out that the central government has got no support to end the internal conflict from stakeholders. In addition, the stakeholders didn't make any price discounts to encourage domestic tourism to the northern tourist routes, design a special promotion platform to attract tourists, collaborate with other tourism stakeholders to resume tourism in the former conflict zones and contact respective regional tourism offices to learn more about the safety and security to bring international tourist to the northern tourist routes. The research has also found out that the conflict zones were not opportunities to stakeholders.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1 CONCLUSION

The main aim of this study was to investigate the impacts of the recent internal conflicts on the tourism and hospitality sector of Ethiopia from the perspective of stakeholders in Addis Ababa. Different variables were developed to measure the impact. The impacts of these variables were systematically investigated and their degrees of determinations have been identified. Based on the specific objectives stated in the above chapters, the researcher has drawn the following conclusions from major findings summarized above. The internal conflict has negatively impacted the tour operators and hotel industry in Addis Ababa. For this, problem in the harmonious relation among employees has happened. In addition, the tour operators and hotel industry, as the stakeholders of the study area have faced potential political threat and banned to give service for some days.

The internal conflict has also created a negative image to the tourism sector of the whole country. War is the major factor that hinders the pace of the tourism industry more than any other factor. Just before November 4, 2022, the country was in a good tourism movement. However, it got a very bad image the next day. Specifically, tourists who were in Ethiopia during the start of the northern conflicts and who had cancelled some of their prescheduled trips to the northern tourist attractions could always have a negative image about the tourism of country. Tourists were not happy and feeling comfortable during the conflict too. Many have cancelled pre scheduled visits.

As it is discussed in the main part of the thesis, the tourism stakeholders has done nothing to promote the tourism sector and get reputation of the country as a great tourist destination in East Africa back to where it was. From the analysis of the data the researcher has also concluded that the stakeholders have faced economic problems, political instability and disorganized situations hindering them from using all the opportunities of the sector.

As the main sources of the conflict were political, the signing of the peace agreement has given the politics of the country a bit relief. However, the tourism sector is exactly as it was during the conflict. There are no tourists visiting the north. There are no business interactions among stakeholders. Stabilizing the conflict is not an end by itself. Therefore it can be concluded that, the research questions are partially answered by the outcomes of the research.

5.2 RECOMMENDATION

After going through detail analysis, the researcher has come up with the major findings that have been discussed so far and conclusions drawn above. Here by, the researcher recommends the following:

- ❖ Federal government should help the stakeholders which need critical economic and technical help to stay in the business of the tourism sector.
- ❖ Federal government should focus not only on building new tourist attractions but also on the existing tourism attractions.
- ❖ Government should encourage stakeholders to work even in the recent war zones.
- ❖ Regional governments, specifically the Tigray, Amhara and Afar regional governments, should resolve political conflicts and secure and open boarder.
- ❖ Stakeholders should reconnect with business partners in the north tourist attractions.
- ❖ Stakeholders should design special kind of promotion of the tourism sector.
- ❖ Stakeholders should design special kind of promotion of the tourism sector.
- ❖ Every citizen should play his or her role in promoting the tourist attractions of the country.
- ❖ Every citizen should play his or her role in keeping the harmonious relations and peace of the country.
- ❖ Finally, researchers should make more investigations on how the sector is affected by the internal conflict.

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APPENDIXES

Appendix - 1QUESTIONNAIRE



ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

TOURISM DEVELOPMENT AND MANAGEMENT UNIT

A questionnaire to be filled by general and delegated managers of tourism businesses in Addis Ababa

Dear respondent,

My Name is **Amanuel Abebe**. I am MA candidate at Addis Ababa University, College of Development Studies, Program of Tourism Development and Management. Currently, I am conducting my thesis on “Impact of Internal Conflicts on Tourism and Hospitality Industry in Ethiopia: form the Perspective of Stakeholders” The general objective of the study is to assess the impact of the conflict throughout the country on the tourism stakeholders found in Addis Ababa. All the information you will provide has great importance, and will be kept confidential and will be summarize in the form of statistical expressions to be used as only for academic purpose. Hence, your participation in this study is crucial for the success of the study. I, therefore, respectfully request you to respond carefully for each question considering the importance of the study. The researcher kindly requests your genuine response while replying to the questions. This is mainly because of the quality of the final output of the study that largely relay on the information you provide.

Thank you in advance for your kind cooperation.

Amanuel Abebe

Email:amanuelab02@gmail.com

Tel:+251 912 02 02 56

Part One: Background of Respondents

The questions in this section focus on the demographic and social characteristics of respondents.

Please **circle** on your best choices.

NO	Item	Respondent Category	
1	Sex	1	Male
		2	Female
2	Age	1	Below 30
		2	31-35
		3	36-40
		4	41-45
		5	46-50
		6	Above 50
3	Educational Background	1	Diploma
		2	First Degree
		3	MA/MSc
		4	PhD
		5	Other (if any)
4	Work Experience in Managerial Position	1	Less than a year
		2	1-5 years
		3	5-10 years
		4	Above 10 years
4	Nationality	1	Ethiopian
		2	Non-Ethiopian
5	Position in the organization	1	Owner and manager
		2	Owner
		3	Manager
6	Which tourism activities are you engaged?	1	Hotel
		2	Tour Operation
		3	Event Organizing
7	Who is the owner of your organization?	1	Government
		2	Ethiopian Investor
		3	Foreign Investor

Part Two: Impacts of the Internal Conflict to the Respected Tourism Stakeholder

The questions in this section focus on the direct and indirect impacts of the recent conflicts in the northern Ethiopia on tourism businesses and activities. Please rate the statements in the table below by putting a tick mark (✓) in the corresponding spaces under each number in front of each situation. The numbers are decoded in the following manner.

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

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

During the internal conflict, our organization has _____.

No	Indicator Phrases	1	2	3	4	5
1	reduced the number of employees					
2	laid off temporary workers in the businesses previously working in another location (e.g. tour guides stationed in other destinations, gardeners working in hotels, etc.)					
3	reduced the amount of payment to the employees					
4	forced to terminate or cancel paid business agreements					
5	unable to cover costs for regular renovations and maintenance					
6	frozen branches and basic business relations around the conflict zones					
7	shutdown similar branches and basic business relations located in conflict zones to cut costs					
8	changed business type to withstand the decline in tourism business					
9	sought for tax reduction from revenue authorities					
10	received support from the government					
11	got financial fund from international organizations(e.g. UNWTO or else)					
12	faced potential political threat to shut down our business					
13	got technical help to stay in business from other bodies (e.g. ILO or else)					
14	been unable to reclaim for payments made prior to the conflict					
15	noticed problems on harmonious relations among the employees having different ethnic background after the conflict					
16	helped the government to end the war					
17	noticed avoidance of seeking service from our enterprise related to its name associating with either side of the warring parties					
18	noticed unhappy and threatened tourists due to the conflict					
19	noticed tourists reducing their length of stay due to the conflict					
20	witnessed tourists cancelling pre scheduled visits due to the conflict					

Part Three: Impacts of the Internal Conflict to Brand and Image of the Tourism Sector

The questions in this section focus on the direct and indirect impacts of the recent conflicts in the northern Ethiopia on brand and image of the total tourism sector of Ethiopia. Please rate the statements in the table below by putting a tick mark (✓) in the corresponding spaces under each number in front of each situation. The numbers are decoded in the following manner.

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

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

During the internal conflict, our organization has _____.

No	Indicator Phrases	1	2	3	4	5
1	observed the conflict destroying the reputation of Ethiopia as a tourist destination					
2	noticed deterioration of the brand image of Ethiopia as tourist destination					
3	been forced to cancel events which could promote Ethiopian tourism					
4	noticed unhappiness among organizations purported to promote tourist attractions in Ethiopia					
5	witnessed threatened agencies purported to promote tourist attractions in Ethiopia					
6	kept promoting the tourist attractions in the non-conflict zones					
7	used the conflict to promote the Ethiopian tourism sector (e.g. Lalibela, Axum and Al-Negashi being in the war zones)					
8	taken lessons from conflict zones of other countries on how to resume tourism activities					
9	used different promotional and marketing practices to rebuild the tourism destinations in conflict zones					
10	observed tourism officials around the conflict zones having less appetite to promote their own tourist attractions					

Part Four: Activities to Recover the Damaged Tourism due to the Internal Conflict

The questions in this section focus on the role of tourism stakeholders to revitalize the tourism sector of the country in post conflict following the signing of peace agreement between warring parties. Please rate the statements in the table below by putting a tick mark (✓) in the corresponding spaces of your best choice. The numbers are decoded in the following manner.

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

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

Following the peace agreement, our organization has _____.

No	Indicator Phrases	1	2	3	4	5
1	got sufficient information about damages of the tourism businesses in the conflict zones					
2	received tourism recovery guideline from the government to resume the tourism business particularly in the conflict zones					
3	got great chance to use the opportunities in the conflict zones (e.g.)					
4	faced economic problems hindering us from playing our roles to enhance the tourism activities around the conflict zones					
5	faced problems to work on the tourism businesses around the conflict zones due to lingering regional political instability					
6	faced problems to work on the tourism businesses around the conflict zones due to unsettled political rows among regional governments					
7	noticed tourists showing interests to visit tourist attractions in the conflict zones					
8	noticed tourists questioning the safety and security of the conflict zones					
9	offered a new thinking to rebut the tourism businesses in the conflict zones					
10	noticed interests from owners of tourism businesses around the conflict zones to work with us					
11	reestablished contacts with our former co-workers and business partners in the conflict zone					
12	put in place price discounts to encourage domestic tourism to the northern tourist routes					
13	designed a special promotion platform to attract tourists					
14	put in place an attractive salary for tourism professional to get employed in my business activities in the previous conflict zones					
15	collaborated with other tourism stakeholders to resume tourism in the former conflict zones					
16	already contacted respective regional tourism offices to learn more about the safety and security to bring international tourist to the northern tourist routes					

Appendix - 2AMHARIC QUESTIONNAIRE



አዲስ አበባ ዩኒቨርሲቲ

የዕድገት ጥናቶች ኮሌጅ

የቱሪዝም ልማት እና አስተዳደር ክፍል

በአዲስ አበባ የሚገኙ የቱሪዝም ቢዝነሶች በዋና ስራ አስኪያጆች እና ውክልና ያላቸው ስራ አስኪያጆች የሚሞላ

ውድ ምላሽ ሰጪ፡

አማኑኤል አበበ እባላለሁ። በአዲስ አበባ ዩኒቨርሲቲ፣ በልማት ጥናት ኮሌጅ፣ በቱሪዝም ልማትና አስተዳደር ፕሮግራም የMA እጩ ነኝ። በአሁኑ ወቅት “የውስጥ ግጭቶች በኢትዮጵያ የቱሪዝም እና የእንግዳ ተቀባይነት ኢንዱስትሪ ላይ የሚያሳድሩት ተጽእኖ፣ የባለድርሻ አካላት እይታ” በሚል ርዕስ የመመረቁያ ፅሁፊን እያካሄድኩ ነው። የጥናቱ አጠቃላይ አላማ በመላ ሀገሪቱ የተፈጠረው ግጭት በቱሪዝም በአዲስ አበባ የሚገኙ ባለድርሻ አካላት ላይ ያለውን ተፅዕኖ ለመገምገም ነው። የሚያቀርቧቸው መረጃዎች ሁሉ ትልቅ ጠቀሜታ አላቸው፣ እና ሚስጥራዊ ሆነው ይጠበቃሉ እና በስታቲስቲካዊ መግለጫዎች መልክ ለአካዳሚክ ዓላማ ብቻ ጥቅም ላይ ይውላሉ። ስለዚህ በዚህ ጥናት ውስጥ ያለዎት ተሳትፎ ለጥናቱ ስኬት ወሳኝ ነው። ስለዚህም የጥናቱን አስፈላጊነት ግምት ውስጥ በማስገባት ለእያንዳንዱ ጥያቄ በጥንቃቄ ምላሽ እንድትሰጡ በአክብሮት እጠይቃለሁ። ለጥያቄዎቹ እውነተኛ ምላሽ እንዲሰጡ በአክብሮት እጠይቃለሁ። የጥናቱ የመጨረሻ ውጤት በዋናነት እርስዎ በሚያቀርቡት ጥራት ያለው መረጃ ላይ የተመሰረተ ነው።

ስለ መልካም ትብብርዎ በቅድሚያ አመሰግናለሁ።

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ክፍል አንድ፡ የምላሽ ማሰባሰቢያ

በዚህ ክፍል ውስጥ ያሉት ጥያቄዎች ምላሽ ሰጪዎች የስነ-ህዝብ እና ማህበራዊ ባህሪያት ላይ

ያተኩራሉ። እባክዎን በምርጫዎች ላይ ያክብቡ።

ተ.ቁ.	ማብራር	የምላሽ ሰጪዎች ምድብ	
1	ጾታ	1	ወንድ
		2	ሴት
2	ዕድሜ	1	ከ30 በታች
		2	31-35
		3	36-40
		4	41-45
		5	46-50
		6	ከ50 በላይ
3	የትምህርት ደረጃ	1	ዲፕሎማ
		2	የመጀመሪያ ዲግሪ
		3	MA/MSc
		4	ፕኤችዲ
		5	ሌላ (ካለ)
4	በአመራር በታ የስራ ልምድ	1	አመት ያልሞላው
		2	1-5 ዓመታት
		3	5-10 ዓመታት
		4	ከ 10 ዓመት በላይ
4	ዜግነት	1	ኢትዮጵያዊ
		2	ኢትዮጵያዊ ያልሆነ
5	በድርጅቱ ውስጥ ያለው በታ	1	ባለቤት እና ሥራ አስኪያጅ
		2	ባለቤት
		3	አስተዳዳሪ
6	የትኛውን የቱሪዝም/የትኛውን የቱሪዝም እንቅስቃሴ እያደረጉ	1	ሆቴል
		2	የጉብኝት አፕሪክሽን
		3	የክስተት ማደራጀት
7	የድርጅትዎ ባለቤት ማን ነው?	1	መንግስት
		2	ኢትዮጵያዊ ባለሀብት
		3	የውጭ ባለሀብት

ክፍል ሁለት፡ የውስጥ ግጭት የቱሪዝም ባለድርሻዎች ላይ የሚያሳድረው ተጽእኖ

በዚህ ክፍል የሚነሱት ጥያቄዎች በሰሜናዊ ኢትዮጵያ በቅርቡ የተከሰቱት ግጭቶች በቱሪዝም ንግድና እንቅስቃሴ ላይ ያደረሱትን ቀጥተኛ እና ቀጥተኛ ያልሆነ ተፅእኖ ላይ ያተኩራሉ። እባክዎ በእያንዳንዱ ሁኔታ ፊት ለፊት በእያንዳንዱ ቁጥር ስር ባሉ ክፍተቶች ላይ የ(✓) ምልክት በማስቀመጥ ከታች ባለው ሠንጠረዥ ውስጥ ያሉትን መግለጫዎች ደረጃ ይስጡ። ቁጥሮቹ በሚከተለው መንገድ ይተረጎማሉ።

1= በጣም አልስማማም 2= አልስማማም 3= ገለልተኛ 4= እስማማለሁ 5= በጣም እስማማለሁ

ማሳሰቢያ፡ ከዚህ በታች ባለው ሠንጠረዥ ውስጥ ያሉት መግለጫዎች ይህን ሐረግ ይከተላሉ፡-

በውስጥ ግጭት ወቅት ድርጅታችን _____

ተ.ቁ.	ጠቋሚ ሐረጎች	1	2	3	4	5
1	የሰራተኞችን ቁጥር ቀንሷል					
2	ቀደም ሲል በሌላ በታ ይሠሩ የነበሩ ጊዜያዊ ሠራተኞችን ከሠራ አባሯል (ለምሳሌ፣ በሌሎች መዳረሻዎች የተቀመጡ አስጎብኚዎች፣ በሆቴሎች ውስጥ የሚሰሩ አትክልተኞች፣ ወዘተ)					
3	ለሠራተኞቹ የክፍያ መጠን ቀንሷል					
4	የሚከፈልባቸው የንግድ ስምምነቶችን ለማቋረጥ ወይም ለመሰረዝ ተገዷል					
5	ለመደበኛ እድሳት እና ጥገና ወጪዎችን መሸፈን አለመቻልንም					
6	በግጭት ዘፍኞች ዙሪያ ቅርንጫፎች እና መሰረታዊ የንግድ ግንኙነቶች አቋሟል					
7	በግጭት ዘፍኞች ውስጥ የሚገኙ ተመሳሳይ ቅርንጫፎችን እና መሰረታዊ የንግድ ግንኙነቶችን በመዝጋት ወጪዎችን ቀንሷል					
8	የቱሪዝም ንግድን ማሸቆልቆል ለመቋቋም የቢዝነስ ዓይነት ለውጧል					
9	ከገቢ ባለሥልጣኖች የግብር ቅነሳ ፈልጓል					
10	ከመንግስት ድጋፍ አግኝቷል					
11	ከዓለም አቀፍ ድርጅቶች (ለምሳሌ UNWTO ወይም ሌላ) የገንዘብ ድጋፍ አግኝቷል					
12	ንግዶቻችንን ሊዘጋ የሚችል የፖለቲካ ስጋት አጋጥሟል					
13	ከሌሎች አካላት (ለምሳሌ ILO ወይም ሌላ) በንግድ ሥራ ላይ ለመቆየት የቴክኒክ ድጋፍ አግኝቷል					
14	ከግጭቱ በፊት ለተከፈለው ክፍያ ሊመለስለት አልቻለም					
15	ከግጭቱ በኋላ የተለያዩ ብኚር ባላቸው ሰራተኞች መካከል የተቀናጀ ግንኙነት ላይ ችግሮች እንዳሉ አስተውሏል					
16	ጦርነቱን እንዲያቆም መንግሥትን ረድቷል					
17	ከተፋላሚ ወገኖች ጋር በተያያዘ ከድርጅታችን አገልግሎት ከመጠየቅ መቆጠብን ተስተውሏል					
18	በግጭቱ ምክንያት ደስተኛ ያልሆኑ እና ስጋት ያልባቸው ቱሪስቶችን ተስተውሏል					

19	በግጭቱ ምክንያት ቱሪስቶች የቆይታ ጊዜያቸውን እንደቀነሱ ተመልክተዋል					
20	በግጭቱ ምክንያት ቱሪስቶች ቀድመው ሊያደርጉት የነበረውን ጉብኝት መሰረዛቸውን ተመልክቷል					

ክፍል ሶስት፡ የውስጥ ግጭት በቱሪዝም ዘርፍ የምርት ስም እና ምስል ላይ የሚያሳድረው ተጽእኖ

በዚህ ክፍል የሚነሱት ጥያቄዎች በሰሜናዊ ኢትዮጵያ በቅርቡ የተከሰቱት ግጭቶች በኢትዮጵያ አጠቃላይ የቱሪዝም ዘርፍ ብራንድ እና ገጽታ ላይ ያደረሱትን ቀጥተኛ እና ቀጥተኛ ያልሆነ ተጽእኖ የሚያተኩሩ ናቸው። እባክዎ በእያንዳንዱ ሁኔታ ፊት ለፊት በእያንዳንዱ ቁጥር ስር ባሉ ክፍተቶች ላይ የ(✓) ምልክት በማስቀመጥ ከታች ባለው ሠንጠረዥ ውስጥ ያሉትን መግለጫዎች ደረጃ ይስጡ። ቁጥሮቹ በሚከተለው መንገድ ይተረጎማሉ።

1= በጣም አልስማማም 2= አልስማማም 3= ገለልተኛ 4= እስማማለሁ 5= በጣም እስማማለሁ

ማሳሰቢያ፡ ከዚህ በታች ባለው ሠንጠረዥ ውስጥ ያሉት መግለጫዎች ይህን ሐረግ ይከተላሉ፡-

በውስጥ ግጭት ወቅት ድርጅታችን _____

ተ.ቁ.	ጠቋሚ ሐረጎች	1	2	3	4	5
1	ግጭቱ የኢትዮጵያን የቱሪስት መዳረሻነት ስም ሲያጠፋ ተመልክቷል					
2	ኢትዮጵያ የቱሪስት መዳረሻነት መገለጫዋ መበላሸቱ ተመልክቷል					
3	የኢትዮጵያን ቱሪዝም የሚያበረታቱ ዝግጅቶችን ለመሰረዝ ተገድዷል					
4	በኢትዮጵያ የቱሪስት መስህቦችን እናስተዋውቃለን በሚባሉ ድርጅቶች መካከል ደስተኛ አለመሆንን አስተውሏል					
5	በኢትዮጵያ የቱሪስት መስህቦችን እናስተዋውቃለን የሚሉ የሰጉ ኤጀንሲዎች ታይቷል					
6	ግጭት በሌለባቸው ዘኖች የቱሪስት መስህቦችን ማስተዋወቅ ቀጥሏል					
7	ግጭቱን የኢትዮጵያን የቱሪዝም ዘርፍ ለማስተዋወቅ ተጠቅሞበታል (ለምሳሌ ላሊበላ፣ አክሱም እና አል-ነጋሺ በጦርነት ቀጠና ውስጥ መሆናቸው)					
8	ከሌሎች ሀገራት የግጭት ቀጠናዎች የቱሪዝም እንቅስቃሴን እንዴት መቀጠል እንደሚቻል ትምህርት ወስደዋል					
9	የግጭት ቀጠናዎችን የቱሪዝም መዳረሻዎችን ለመገንባት የተለያዩ የማስተዋወቂያ እና የግብይት ልምዶችን ተጠቅሟል					
10	በግጭት ዘኖች ዙሪያ ያሉ የቱሪዝም ባለስልጣናት የራሳቸውን የቱሪስት መስህቦች ለማስተዋወቅ ፍላጎታቸው አናሳ መሆኑን ተመልክተዋል					

ክፍል አራት፡ በውስጣዊ ግጭት ምክንያት የተጎዳውን ቱሪዝም መልሶ ለማግኘት የሚደረጉ ተግባራት

በዚህ ክፍል የሚነሱት ጥያቄዎች በቅርቡ በሰሜን ኢትዮጵያ በተከሰቱት ግጭቶች ምክንያት በሀገሪቱ በቱሪዝም ላይ የደረሰውን ጉዳት ለማዳን ድርጅታችሁ ባደረገው ቀጥተኛ እና ቀጥተኛ ያልሆነ ተሳትፎ ላይ ያተኩራል። እባክዎ በእያንዳንዱ ሁኔታ ፊት ለፊት በእያንዳንዱ ቁጥር ስር ባሉ ክፍተቶች ላይ የ(✓) ምልክት በማስቀመጥ ከታች ባለው ሠንጠረዥ ውስጥ ያሉትን መግለጫዎች ደረጃ ይስጡ። ቁጥሮቹ በሚከተለው መንገድ ይተረጎማሉ።

1= በጣም አልስማማም 2= አልስማማም 3= ገለልተኛ 4= እስማማለሁ 5= በጣም እስማማለሁ

ማሳሰቢያ፡ ከዚህ በታች ባለው ሠንጠረዥ ውስጥ ያሉት መግለጫዎች ይህን ሐረግ ይከተላሉ፡-

በውስጥ ግጭት ወቅት ድርጅታችን _____

ተ.ቁ.	ጠቋሚ ሐረጎች	1	2	3	4	5
1	በግጭት ቀጠናዎች በቱሪዝም ንግድ ላይ ስለደረሰ ጉዳት በቂ መረጃ አግኝቷል					
2	በተለይ በግጭት ቀጠናዎች የቱሪዝም ንግድን ለማጠናከር መንግስት የተደራጀ ማዕቀፍ ሰጥቷል					
3	በግጭት ቀጠና ውስጥ ያሉትን እድሎች ለመጠቀም ትልቅ እድል አገኘ					
4	በግጭት ዘዎች ዙሪያ ያለውን የቱሪዝም እንቅስቃሴ ለማሳደግ ሚና እንዳይጫወት እንቅፋት የሆኑ ኢኮኖሚያዊ ችግሮች አጋጥመውታል					
5	በክልሉ የፖለቲካ አለመረጋጋት ምክንያት በግጭት ዘዎች ዙሪያ ባሉ የቱሪዝም ቢዝነሶች ላይ ለመስራት ችግር አጋጥሞታል					
6	በግጭት ዘዎች ዙሪያ ባሉ የቱሪዝም ቢዝነሶች ላይ በሁከትና በብሔራዊ የፖለቲካ ውስብስብነት ምክንያት ለመስራት ችግሮች አጋጥሞታል					
7	ግጭት በተከሰተባቸው አካባቢዎች የቱሪስት መስህቦችን ለመጎብኘት ፍላጎት ያሳዩ ቱሪስቶች ተመልክተዋል					
8	ቱሪስቶች በግጭት ዘዎች ጸጥታ እና ደህንነት እና ላይ ጥያቄ ሲያነሱ አስተውሏል					
9	በግጭት ቀጠናዎች ውስጥ ያሉትን የቱሪዝም ንግዶች ለማቃለል አዲስ አስተሳሰብ አቅርቧል					
10	በግጭት ዘዎች ዙሪያ ያሉ የቱሪዝም ንግዶች ባለቤቶች ከእኛ ጋር ለመስራት ፍላጎት እንዳላቸው አስተውሏል					

Appendix - 3INTERVIEW QUESTIONS



In depth interview Questions held with managers, hotel owners association, event organizers association and experts at Addis Ababa tourism bureau

Part -One: Interview Guide

My Name is Amanuel Abebe. I am MA candidate at Addis Ababa University, College of Development Studies, Program of Tourism Development and Management. Currently, I am conducting my thesis on “Impact of Internal Conflicts on Tourism and Hospitality Industry in Ethiopia: Perspective of Stakeholders” in Addis Ababa. The general objective of the study is to assess the impact of the ongoing conflict on the tourism stakeholders found in Addis Ababa. All the information you will provide has great importance, and will be kept confidential and will be summarize in the form of Statistical expressions to be used as only for academic purpose. I respectfully request you to respond carefully for each question considering the importance of the study. The researcher will kindly request your genuine response while replying to the questions. This is mainly because of the quality of the final output of the study that largely relay on the information you provide.

Thank you in advance for your kind cooperation.

Amanuel Abebe

Part –Two: Respondent’s Information

1. Sex: _____
2. Age: _____
3. Educational Status: _____
4. Work Place: _____
5. Current Position: _____
6. Tourism Related Experience: _____

Part –Three: Interview Questions

1. How long have you been working in this sector?
2. Could you state the basic differences that you have observed about the performance of your organization before and after the conflict?
3. How could you precisely describe the impact of the conflict on your organization?
4. How do you describe the image of our tourism in the eye of tourists who visited during the conflict?
5. Is your organization doing anything that promotes the tourism of the country?
6. Have the government or any other body helped your organization in any way?
7. Have you got any threat during the conflict?
8. Have you got any business opportunities in the conflict zones after the peace agreement?
9. What suggestions could you possibly forward to any responsible body to boost the sector?
10. Are there any other comments you would like to add to our conversation?

Thank you for your cooperation!

Appendix – 4SPSS OUT-PUTS

Statistics

		reduced the number of employees	laid off temporary workers in the businesses previously working in another location	reduced the amount of payment to the employees	forced to terminate or cancel paid business agreements	unable to cover costs for regular renovations and maintenance	frozen branches and basic business relations around the conflict zones	shutdown similar branches and basic business relations located in conflict zones to cut costs	changed business type to withstand the decline in tourism business
N	Valid	77	77	77	77	77	77	77	77
	Missing	0	0	0	0	0	0	0	0
Mean		2.61	2.82	2.84	3.04	3.18	2.62	2.61	2.05
Std. Deviation		1.359	1.264	1.387	1.446	1.335	1.077	1.126	1.062

Statistics

		sought for tax reduction from revenue authorities	received support from the government	got financial fund from international organizations (e.g. UNWTO or else)	got technical help to stay in business from other bodies (e.g. ILO or else)
N	Valid	77	77	77	77
	Missing	0	0	0	0
Mean		2.42	2.06	2.65	1.91
Std. Deviation		1.043	1.043	.855	1.054

Statistics

		noticed problems on harmonious relations among the employees having different ethnic background after the conflict	noticed avoidance of seeking service from our enterprise related to its name associating with either side of the warring parties
N	Valid	77	77
	Missing	0	0
Mean		3.42	3.92
Std. Deviation		1.370	1.167

Statistics

		faced potential political threat to shut down our business	noticed unhappy and threatened tourists due to the conflict
N	Valid	77	77
	Missing	0	0
Mean		3.58	4.32
Std. Deviation		1.380	.865

Statistics

		noticed unhappy and threatened tourists due to the conflict	noticed tourists reducing their length of stay due to the conflict	witnessed tourists cancelling pre scheduled visits due to the conflict
N	Valid	77	77	77
	Missing	0	0	0
Mean		4.32	4.29	4.12
Std. Deviation		.865	.971	1.038

Statistics

		observed the conflict destroying the reputation of Ethiopia as a tourist destination	noticed deterioration of the brand image of Ethiopia as tourist destination
N	Valid	77	77
	Missing	0	0
Mean		4.17	4.42
Std. Deviation		.880	.750

Statistics

		faced economic problems hindering us from playing our roles to enhance the tourism activities around the conflict zones	faced problems to work on the tourism businesses around the conflict zones due to lingering regional political instability	faced problems to work on the tourism businesses around the conflict zones due to unsettled political rows among regional governments	noticed tourists questioning the safety and security of the conflict zones
N	Valid	77	77	77	77
	Missing	0	0	0	0
Mean		4.29	4.40	4.38	4.51
Std. Deviation		.625	.520	.514	.620

Statistics

		been forced to cancel events which could promote Ethiopian tourism	noticed unhappiness among organizations purported to promote tourist attractions in Ethiopia	witnessed threatened agencies purported to promote tourist attractions in Ethiopia	kept promoting the tourist attractions in the non-conflict zones	used the conflict to promote the Ethiopian tourism sector	used different promotional and marketing practices to rebuild the tourism destinations in conflict zones	observed tourism officials around the conflict zones having less appetite to promote their own tourist attractions
N	Valid	77	77	77	77	77	77	77
	Missing	0	0	0	0	0	0	0
Mean		4.39	4.32	2.61	2.82	2.84	2.34	2.31
Std. Deviation		.728	.785	1.359	1.264	1.387	1.021	1.228

Statistics

		got great chance to use the opportunities in the conflict zones	noticed tourists showing interests to visit tourist attractions in the conflict zones
N	Valid	77	77
	Missing	0	0
Mean		3.83	4.14
Std. Deviation		.979	.969

Statistics

		noticed interests from owners of tourism businesses around the conflict zones to work with us	reestablished contacts with our former co-workers and business partners in the conflict zone	put in place price discounts to encourage domestic tourism to the northern tourist routes	designed a special promotion platform to attract tourists	collaborated with other tourism stakeholders to resume tourism in the former conflict zones	already contacted respective regional tourism offices to learn more about the safety and security to bring international tourist to the northern tourist routes
N	Valid	77	77	77	77	77	77
	Missing	0	0	0	0	0	0
Mean		3.95	4.10	2.79	2.66	3.04	2.95
Std. Deviation		.776	.852	1.281	1.231	1.197	1.169