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**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF DEVELOPMENT STUDIES**

**Effect of Organizational Culture on Crisis Management
Practices in Hospitality Industry: Evidence from Star Rated
Hotels in Addis Ababa**

A Final Thesis Submitted to School of Graduate Studies of Addis
Abeba University in Partial Fulfillment of the Requirement for the
Degree of Masters of Arts in Tourism Development and
Management

By

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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.

Advisor Name: **Shiferaw Muleta (Ph.D.)**

Signature: _____ Date: _____

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List of Abbreviations and Acronyms

AU	African Union
ETA	Ethiopian Telecommunication Authority
ETC	Ethiopian Telecommunication Corporation
ETC	Ethiopian Tourism Council
ETOA	Ethiopian Tour Operators Association
ETO	Ethiopian Tourism Organization
FDRE	Federal Democratic Republic of Ethiopia
ICT	Information and Communications Technology
IT	Information Technology
ISA	Internet Society of Africa
LDC	Least Developing Countries
NTO	National Tour Organization
MoCT	Ministry of Culture and Tourism
NFPM	Non-Financial Management System
STOAA	Society of Tour Operators in Addis Ababa
SPSS	Statistical Package for Social Sciences
SD	Standard Deviations
SPMS	Strategic Performance Management System
Telecom	Telecommunications
WIE	World Information Economy

Abstract

The tourism and hospitality industry is a fast-growing industry in Ethiopia. The main objective of this study was to analyze the consequences of organizational culture on the crisis management practices of star-rated hotels in Addis Ababa. The general managers or delegated general managers were the themes of the study. The target population for this study was consisting of 138 hotels and therefore the unit of analysis was general managers or delegated general managers in the star-rated hotels. So as to deal with the target of the study primary data were collected from 91-star-rated hotels through a questionnaire. An in-depth interview was made with four hotel expertise. The primary instrument for data collection during this research was an interview and a structured questionnaire. Thus, organizational culture was measured using the measurement dimension adapted from the Denison organizational culture survey. The instruments have four sub-scales, measuring the four main cultural traits namely: involvement, consistency, adaptability, and mission. Additionally, data regarding crisis management was gathered using questionnaires. This cross-sectional data was analyzed and interpreted through Pearson Correlation and regression analysis used to see the link and also the effect of the two variables by using SPSS 20. The data were analyzed using descriptive and inferential statistics helpful to spot and describe how the independent variables (organizational culture) affect dependent variables (crisis management) and lastly to allow some recommendations supported the findings from the analysis. Major findings were interpreted supported the results of the analysis. apart from the info gathered from interviews, all data was analyzed using SPSS and also the study was descriptive; hence, it had been analyzed in terms of mean, standard deviation, and matrix. to test the connection between the organizational culture and crisis management the researcher conducted correlation and multivariate analysis, Accordingly, it's found that there's a major positive relationship between the identified cultural dimensions (Involvement, Consistency, Adaptability, and Mission) and crisis management. To further assess the effect of organizational culture on crisis management, a multiple linear regression analysis was conducted and indicated that had a significant relationship with crisis management measures, since the p-value for F-statistics (0.000) was less than the significance 0.05.

Keywords: Organizational Culture; Star Hotels; Crisis Management, Addis Abeba.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

The definition of culture by Schein (2010) was as a pattern of shared basic assumptions learned by a group as it answered its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the right way to perceive, think, and feel in relation to those problems. The term organizational culture focuses on corporations with attention to make a profit, while organizational culture extends to all forms of organizations including small business, privately held companies and nonprofit organizations (Muscalu, 2014).

The hotels industry is one of the fastest growing sectors of the economy. It is also among the highest job creating sectors because its labor demanding nature and the important multiplier effect on employment in other associated sectors. Hotels and others in the travel-lodging sector have seen considerable financial progress since the 2008 financial downturn, where they end up on the bottom in terms of profits and sales (Sage, 2017). Consumers purchase power has been changing in positive way due to the growth of economies; better income and also the continuous and constant economic expansion across the globe at same time have increased tourist visits as well as higher revenues across hotels (Smith, 2000).

As different theoretical approaches exist in the literature on how to best cope with economic crises, Campo et al. (2014) investigated the importance of innovation for hotels' operational performance. Research results indicate that the tendency of a hotel to innovate does not contribute directly to its short-term performance; however, innovativeness influences hotel's financial performance in the long term. Similarly, Kossyva et al. (2015) suggested that competition could be an appropriate business strategy for SMEs, as it gives them the opportunity to develop and strengthen their competitive portfolio and become even more competitive in the long term. According to research findings, current studies have shifted from larger themes to more particular ones, such as resilience and economic crisis recovery. In this regard, Kimes

(2009) researched hotel revenue management techniques during economic downturns. In contrast, Kapiki (2012) examined the impact of the GFC on tourism and hospitality in Greece and discovered that the recession posed major issues, particularly for premium hotels.

The success of a hotel company depends on a number of external and internal factors. Internal factors include various kinds of knowledge, organizational culture, production equipment, buildings, personnel, capital, marketing capabilities, and other company resources that can influence the company level of success. External factors are: several macro-environments such as demographic, economic, natural, technological, etc., and, therefore, companies have little or no control over these factors (Gursoy & Swanger, 2017).

Organizational culture is also important in crisis management amid political and health crisis in the hospitality industry. Denison and Neale (2008) stated that organizational culture as the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both demonstrate and reinforce those basic principles and these principles and practices stand because they have meaning for the members of an organization. Organizational culture improves the functioning of an organization and affects organizational activities (Hofstede, 2019). It signified a socially-constructed system and united the people within an organization (Schraeder et al., 2012).

This study, therefore, investigates the effects of organizational culture on crisis management amid political instability and health crisis among the star rated hotels in Ethiopia. Star rated hotels are singled out in this study for several reasons. First, in Ethiopia, most of the star rated hotels offer extremely familiar range of product and services. Thus, knowing and managing the effect of culture on the crisis management is a plus to ensure sustainable competitive advantage through identifying, establishing and maintaining a better culture that can lead the hotels to a better performance through having a concrete crisis management in irrespective of any change.

1.2. Statement of the problem

The hotel industry is becoming highly vulnerable and susceptible and negatively affected by crisis and disasters including infectious diseases, attacks of terrorism, political instability, industrial accident, wars, economic collapses (Zika, 2016). The tourism industry has risen in importance and relevance to the global economy during the last decade. The global tourist industry expanded by 3.9 percent in 2018, bringing in \$8.8 trillion in revenue and 319 million jobs to the economy (WTTC, 2019).

There are studies conducted on the crisis management on hotel business area worldwide. For instance, Pavlatos et al (2021) have studied on crisis management among the Greek hotel industry in response to COVID 19 pandemic. The finding revealed that there are variances in the importance and the degree of use of crisis management practices that have been decided by hoteliers, based on the characteristics of their hotels. Another study conducted by Ivanaet et al (2017), with the finding of the managers of hotels perceive as they play a key role in ensuring the security procedures for crisis situations but this perception is not practically shown . According to Ali (2020), there are only little empirical studies explaining how the organizations of hospitality does and tourism can manage and cope up with crisis and what precautions and practices can be taken on pre, during and crisis recovery specially in the hotel sector.

There are limited studies conducted in developing countries on the consequences of organizational cultures on the hotel and hospitality. Pappas (2015) revealed that the actions implemented by companies to deal with crisis fall into four categories: marketing strategies, costs of production, marketing innovation and IT marketing. Companies' usage of these factors varied and influenced to a large extent by the accommodation category and geographical type. Few firms within the hospitality industry are prepared to encounter crises and engaged in effective disaster management planning despite the threats to the sector. A planning in which involves reactive and proactive strategies for crisis management. This means that the business set actions and procedures in place to be undertaken in case of risks to reduce damage prior to and during the crisis and thus the operation is able to resume after the crisis (McCool, 2012). Previous research revealed that the study of crisis measures and management particularly in the hotel sector remains insufficiently explored and thus there is a need to research and guidance on

how businesses can cope successfully with the crisis (Kukanja and Planinc, 2013; Dzhandzhugazova et al., 2015).

In Ethiopia, tourism and travels contribution to GDP was 6.7% and seven of the use was from the world of tourism and travel. The income of the world was 49.5% of the whole exports within the country (WTTC, 2020). But there are limited studies conducted on the area of crisis management in Ethiopia related with the effect assessment on tourism industry. Accordingly, in the country because of COVID 19, Hotels' occupancy rate was reduced from 80-85% to less than 5%." (Bogale et al, 2020). Crisis management during covid-19 and its implications for sustainable tourism management: evidence from Addis Ababa tour operators, Ethiopia (Abreham, 2021). The other researcher also assessed the crisis management practices of Addis Ababa star hotels amid COVID 19 pandemic and its implications for a sustainable tourism development (Serkadis, 2021). After conducting a research by using different economic model, (Girma) 2020, come up with the finding that The COVID 19 impact lasts at least three years to shake the economy of Ethiopia. The study on the effect of COVID 19 in the hospitality and tourism sector in Ethiopia by Mazengia et al, (2020), has come up with the finding of the hospitality and tourism sector is significantly affected by COVID 19 pandemic. Another research on the Impact of COVID -19 Pandemic on Hospitality (Tourism& Hotel Sector) and Mitigation Mechanism in Ethiopia review has come up with the finding that COVID-19 has increased cancellations of hotels and travel bookings resulted in revenue loss and unemployment situations, resulting loss of substantial revenue to the government and increasing incidence of poverty among others (Biwota B., 2020). Much of the tourism related studies did not investigate the implication of organizational culture on crisis management (Wang & Ritchie, 2013; Alonso-Almeida et al., 2015).

This study analyzes the effects of organizational culture on the crisis management practices amid health and political instability among star rated hotels in Ethiopia. Since the outbreak of the worldwide pandemic Covid 19, the hotel industry in Ethiopia has been negatively impacted. The outbreak of the conflict within the north of the country exacerbated the crisis. This political instability and the health crisis has inevitability negatively impacted the tourism and hospitality sector in Ethiopia. Hence, it's imperative to look at how hoteliers in Ethiopia are managing this crisis.

1.3.Objective of the study

1.3.1. The main objective of the study

The main objective of this study was to investigate the effects of organizational culture on crisis management at star rated hotels in Addis Ababa.

1.3.2. The specific objective of the study

- ✓ To assess the organizational culture of star rated hotels in Addis Ababa amid health, economic crisis and political crisis
- ✓ To assess the current practice of crisis management among star rated hotels in Addis Ababa amid health and political crisis
- ✓ To analysis the relationship between organizational culture and crisis management

1.4. Research hypothesis

The main tenet of this study was that organizational culture plays a positive role in crisis management among star rated hotels in Ethiopia. As it was discussed in detail under Chapter 3, organizational culture is measured using four dimensions. Accordingly, four main hypotheses are formulated as presented below

➤ Based on the main objective, the researcher formulated the following hypothesis.

Hypothesis 1: There is a positive relationship between Involvement and crisis management

Hypothesis 2: There is a positive relationship between consistency and crisis management

Hypothesis 3: There is a positive relationship between adaptability and crisis management

Hypothesis 4: There is a positive relationship between mission and crisis management

1.5. Significance of the study

1.5.1. For tourism industry

This study would benefit all Ethiopian hotels and tourism Industry stakeholders i.e. Travel Agents, Tour operators, Hoteliers, Airlines, Communities, NGOs. It gives a better attention to its culture and crisis management and further to decide which culture shall be improved and managed for better crisis management.

1.5.2. For government

This study was mainly focused on the effects of organizational cultures on crisis management practices of the hotels. Therefore, the study was focused on the effects of organizational cultures practices on crisis management practices of the hotels in Addis Ababa and thereby suggests some directions on how to manage such kind of natural and manmade crisis. The findings of the study may important for hotel managers and owners for decision making on crisis management and suggests the implication of organizational culture on the crisis management. Because star rated hotels are key and great players in the hospitality industry. Since the government has plan to expand the tourism contribution in the country, so to bring the expected benefits to the country, the activities of these important actors has to be strengthened in such a way that there could be a mutual benefit for the country, for the destination communities, for the tourist and for the tour operators in one way or another the governments should focus on these key actors to be overcome the various stagnate in the country. This study was also important to understand the effect of organizational cultures on crisis management of star rated hotels. Government Agencies especially the Ministry of culture and sport, Ministry of Tourism, Addis Abeba culture, art and tourism office, ETO: which are concerned with the tourism industry, plus policymakers may use the results to formulate positive national policies on a framework concerning the tourism industry in Ethiopia.

1.5.3. For researchers

This study may serve as an input/reference for future researchers who are interested to study in such related areas through giving insightful information to other researchers, scholars, and academicians who are interested to study organizational culture relation to crisis management.

1.6.Scope of the study

1.6.1. Geographical scope

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

1.6.2. Content scope

This study was only deals with effects of organizational culture on the crisis management of star rated hotels in Addis Ababa centered from the point of views of general managers of the hotels. The researcher was only focused on the impacts of organizational culture on the crisis management were not consider other variables.

1.7. Operational definitions

In this section the researcher stated variety of the key terms supported operational definition as follows:

Culture: The definition of culture by Schein (2010) was as a pattern of shared basic assumptions learned by a group as it answered its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the right way to perceive, think, and feel in relation to those problems.

Organizational culture: Organizational culture is the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both demonstrate and reinforce those basic principles and these principles and practices stand because they have meaning for the members of an organization (Neale, 2008). Culture in any organization is defined by the organization's shared vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits among all members of that organization (Needle, 2004).

Vision: Describes the desired destiny function of the company. **Values:** Important and lasting ideals or beliefs shared through the individuals of a lifestyle approximately what is excellent or horrific and acceptable or undesirable (Denison, 2008).

Involvement: Involvement or worker involvement is described as developing surroundings all through which a worker participates greater in everyday decision-making which results up in an advanced courting with the leaders (Denison, 2008).

Adaptability

High acting agencies distinguish from low acting agencies with the aid of using their cap potential to apprehend and react to the aggressive surroundings and customers. Additionally, they restructure behaviors and strategies that assist them to adapt (Denison, 2008).

Consistency

Consistency represents the most reasserts of integration, coordination and control. Additionally, it facilitates agencies expand a group of processes that make an inner device of governance that is primarily based totally on guide this is consensual. Successful agencies have an obvious set of values that guide personnel and bosses in making steady choices (Denison, 2008).

Mission; Are the company's business, its objectives, and its technique to understand the ones objectives (Denison, 2008).

Crisis management; Pearson & Clair (1998), described crisis management as a systematic try made through the organizational participants and outside stakeholders to forestall crises or efficaciously control the happening crises. This indicated that crisis can also be systematically controlled after the usage of the detecting, planning, making ready and stopping techniques.

CHAPTER TWO

2. LITERATURE REVIEW

2.1.Culture and organizational culture

2.1.1. Culture

Culture is a collection of knowledge and behaviors (technical, economic, religious and traditional) and beliefs that are allotted to a definite human community and it is used as synonym for civilization and society of ethnicity (Rouholamini, 2012).The definition of culture by Schein (2010) was as a pattern of shared basic assumptions learned by a group as it answered its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the right way to perceive, think, and feel in relation to those problems.

The written code of ethics offers staff, consumers, and every other stakeholder with guidelines as to what is considered most essential, respected, and acceptable in partnerships, experiences, and the environment of the company (Susan, 2019). In order to prevent chaos, while an organization has a good community, the workers can recognize the path the bosses expect them to pursue. The culture of the organization was described by Muriel & Stephanie (2018) as the collection of normative practices, behaviors and images shared by its participants and serving as the social cornerstone for the life of the organization. Austin, (2019) clarified that the culture mirrored the workers' opinions of how the company do things. Culture in any organization is defined by the organization's shared vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits among all members of that organization (Needle, 2004).

2.1.2. Organizational culture

Nnamdi (2016) clarified that 'organizations are an essential part of human life and that clinics, colleges, business companies, churches, labor unions, government departments and prisons are traditional organizations.' Both organizations have a management system that specifies the interaction between the various operations and subdivides and assigns responsibilities, duties and powers to the participants to conduct separate activities (Gbarage, 2019). Alumode, (2002) defined organization as a group of people who were bound together in a formal relationship and

agreed to pull together available resources with the aim of achieving organizational goals. In the case of formal organizations there must be rules and regulations guiding them for effective and efficient productivity which leads to organizational culture.

In an organization where there is no culture, things do not go the right way. Everyone does as he feels which may not be to the interest of the Organization. Where there is no organizational culture, there will be no basis to disciplining an employee who has erred. Consequently, one of the important features of a successful organization is to have a culture that is built on principles that are supported by policy and structure. Organizational culture is the belief and behavior that control how employees of an organization and its management interact and take care of organizational matters. 'An organization's culture reflects in its code of conduct like hiring decisions, dress code, employee-benefits, working Hours, configuration of the workplace, turnover, client care, consumer loyalty and every other part of operations. The written code of ethics offers staff, consumers, and every other stakeholder with guidelines as to what is considered most essential, respected, and acceptable in partnerships, experiences, and the environment of the company (Susan, 2019). In order to prevent chaos, while an organization has a good community, the workers can recognize the path the bosses expect them to pursue.

Deal and Kennedy (2011) simply stated organizational culture as the way things are done in the organization. Ravasi and Schultz (2006) also stated organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. Organizational culture is not just only an important factor of an organization; it is the central driver of superior business performance (Gallagher & Brown, 2007).

The organizational culture of an organization depends on its environment, objectives, and belief system and management style. A strong organizational culture indicates that employees are like-minded and hold similar beliefs/ethical values while a weak organizational culture indicates that employees are unlike-minded and hold dissimilar belief/ethical values. Thus, organizations can only achieve their goals by aligning their organizational culture with their performance management system (Robbins & Judge, 2012).

Denison and Neale (2008) found that organizational culture as the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both demonstrate and reinforce those basic principles and these principles and practices stand because they have meaning for the members of an organization and it was also supported with the idea that recent organizations have come to understand just how important the health of their culture is to their success.

According to Chenot (2012) “organizational culture is a system of meanings and knowledge that develop into learned standards”. Then these created standards allowing employees to evaluate their own behavior in relation to others and, conversely, other“ behavior in relation to organizational standards. He also explained that organizational culture consists of traditional or historically selected ideas, behaviors and related values. This assumption was also supported by Cameron and Quinn (2011) as culture is a socially constructed attribute of organizations that serves as the social glue binding an organization together. Supporting definition was forwarded by Denison and Neale (2008) found that organizational culture as the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both demonstrate and reinforce those basic principles and these principles and practices stand because they have meaning for the members of an organization.

It was also supported with the idea that recent organizations have come to understand just how important the health of their culture is to their success. Chenot (2007) stated “organizational culture as a system of meanings and knowledge that develop into learned standards”. Then these created standards allowing employees to evaluate their own behavior in relation to others and, conversely, other“ behavior in relation to organizational standards. He also explained that organizational culture consists of traditional or historically selected ideas, behaviors and related values. This assumption was also supported by Cameron and Quinn (2011) as culture is a socially constructed attribute of organizations that serves as the social glue binding an organization together.

Generally, the above mentioned authors agreed with the concept of organizational culture as the norms, values, beliefs and assumption that employees share in their organization. Shein (2011) indicated that organizational culture focused on private, public, non-profit organizations and

governmental organizations. He continued explaining that organizational culture has been explained as it has drawn themes from anthropology, sociology, social psychology, and cognitive psychology. He analyzed organizational culture by dividing it into three levels, namely artifacts, espoused beliefs a value and basic underlying assumptions. The artifacts include visible and feel able structures and processes, observed behavior and difficult to decipher, the espoused beliefs and values consist of; ideals, goals, values, aspirations, ideologies, rationalizations and may or may not be congruent with behavior and other artifacts. While the basic underlying Assumptions consist of unconscious, taken for granted beliefs and values and determine behavior, perception, thought, and feeling. Then he summarized that each one alone might not make sense, the pattern explains the behavior and the success of the organization in overcoming its external and internal challenges. These mean the visible and invisible patterns that allow us to realize the comprehensive fundamental nature of organizations. These are very helpful in shaping the organization. These attributes were also found to be useful, in order to understand the culture of organizations even though there is the reality of dynamic natures in organizations.

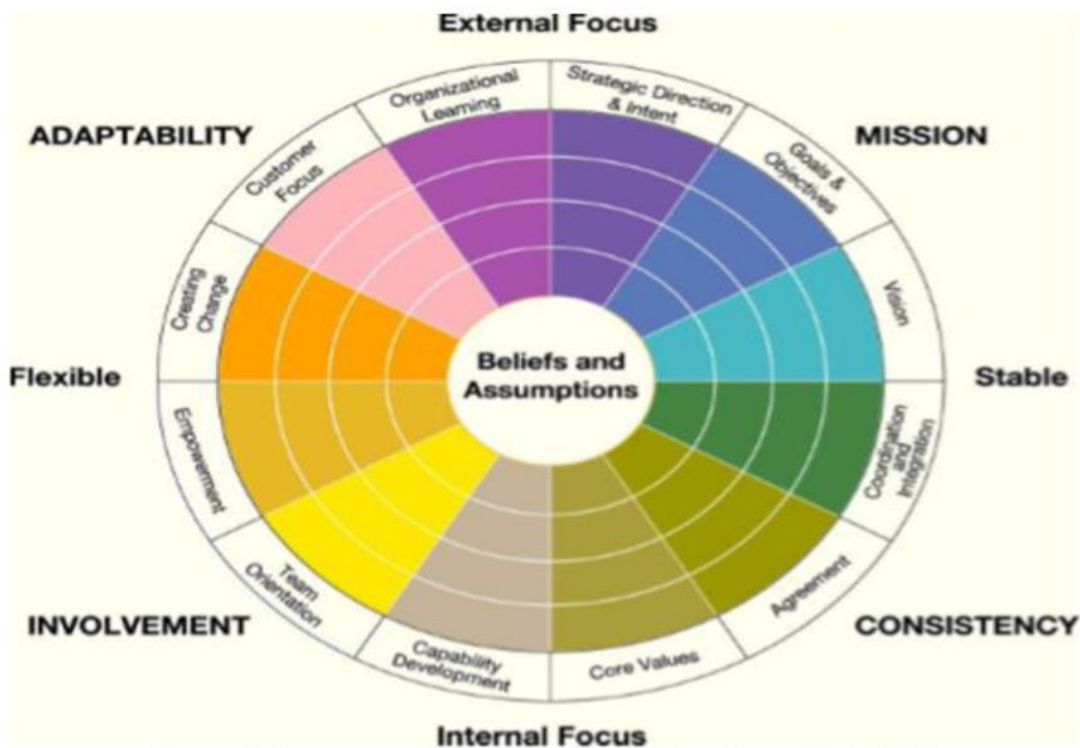
2.2. Denison organizational culture model

Dr. Daniel Denison is a professor of Organizational Behavior at the University of Michigan Business School. The Denison model and research is based on over two decades of research linking culture to bottom-line performance measures such as profitability, growth, quality, innovation and customer and employee satisfaction. His studies focused on organizational culture and organizational effectiveness centered on behavioral based, was designed and created within the business environment, uses business language to explore business-level issues, is linked to bottom-line business results, is fast and easy to implement and is applicable to all levels of the organization.

Depending on the approach to the organizational culture studies and the aim of these studies, the scientists have developed essentially different techniques and methods for the analysis and evaluation of organizational culture. In his turn, Denison has developed a popular and practically applicable model which explicitly shows the link existing between organizational culture and efficiency.

The model is based on four basic features of organizational culture: involvement, consistency, adaptability and mission, each of them having three sub-groups. In the result, the model showing the linkage between organizational culture and efficiency with 12 different features of organizational culture has been created. The efficiency of organization’s activity in this model is measured with such indicators as the increase in trade volume, market share, profitability, development of new services and products, quality of services and products, employees’ satisfaction and general efficiency of the organization. As a result, the Denison model of organizational culture has become one of the most popular models for the analysis of organizational culture. The first two attributes were used for profitability effectiveness whereas last two were referred for innovation. This approach diagnoses strength and weaknesses of any organization and provides solutions for improving organizational performance where culture may influence its effectiveness. The four cultural marks proposed by Denison for a productive, profitable and innovative organization are presented in details as followed. Denison presented four traits of organizational culture and each has three sub-dimensions as depicted under the figure 2.1 below.

Figure 2.1. Denison organizational culture



2.2.1. Adaptability

The adaptability trait concerns how the organization copes with external contingencies and changes. This trait includes the component indexes of “creating change,” “customer focus,” and “organizational learning.” “Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change” (Denison, 2010).

Depending at the method to the organizational culture studies and additionally the intention of that research, the scientists have evolved basically specific strategies and techniques for the evaluation and assessment of organizational way of life. In his turn, Denison has evolved a favored and almost relevant version which explicitly indicates the hyperlink current among organizational way of life and performance. At the extra surface-stage, there are the values and additionally the arte facts (symbols, heroes) and additionally the conduct. High acting organizations distinguish from low acting agencies with the aid of using their cap potential to recognize and react to the aggressive surroundings and customers. Additionally, they restructure behaviors and strategies that assist them to adapt.

Additionally, personnel searching for new and higher approaches to satisfy consumer expectancies on an everlasting basis. Controlled hazard taking is stimulated due to the fact the agencies analyze from each successes and failures. High acting agencies distinguish from low acting agencies with the aid of using their cap potential to apprehend and react to the aggressive surroundings and customers. Additionally, they restructure behaviors and strategies that assist them to adapt.

2.2.2. Consistency

Consistency represents the most reasserts of integration, coordination and control. Additionally, it facilitates agencies expand a group of processes that make an inner device of governance that is primarily based totally on guide this is consensual. Successful agencies have an obvious set of values that guide personnel and bosses in making steady choices. When dealing with tough troubles and misunderstandings, the participants talk them overtly and attempt to recognize an agreement. In those agencies, every worker is tuned in to the real reality that their paintings influence others and additionally the manner the paintings of others influence them. The

personnel usually confirm that their painting is aligned with the organizational dreams and objectives.

Consistency represents the maximum reasserts of integration, coordination and control. Additionally, it facilitates agencies expand a collection of processes that make an enclosed device of governance which relies on guide this is consensual. Successful agencies have obvious set of values that guide personnel and bosses in making steady choices. When dealing with tough troubles and misunderstandings, the participants talk them overtly and take a look at out to attain an agreement. In those agencies, every worker is wide conscious to the very reality that their paintings influence others and the manner the paintings of others influence them. The personnel usually confirm that their paintings are aligned with the organizational dreams and objectives. Goals are described in order that personnel apprehend how their every day workouts relate to the imaginative and prescient of the enterprise. Vision represents the most motive employer exists and competes on a particular marketplace.

2.2.3. Involvement

Highly worried agencies differentiate from the relaxation of the agencies with the aid of using growing the manner of responsibility. In those agencies, personnel recognize the form of picks they are allowed to need and which ones are past their responsibility. In different words, personnel are empowered to want choices in a knowledgeable framework. Employees are recommended to paintings in groups which they guide every different to realize their paintings dreams. Last however now no longer least; the excessive-worried agencies use education and education to expand worker capability.

Denison and Neale (2008) emphasized at the unique undeniable reality that Denison version is likewise a sturdy device that lets in leaders, key stakeholders, and personnel to recognize the effect their way of life has at the enterprise's overall performance and analyze the way to redirect their way of life to enhance organizational effectiveness The studies has tested a chronic dating among 4 cultural trends of agencies specifically Involvement, Consistency, Adaptability and Mission and crisis managements.

The Denison Organizational Culture Survey facilitator manual is meant to carry a straightforward, but complete evaluation of the way of life of an employer with the aid of using comparing the underlying cultural trends and control practices that affect commercial enterprise overall performance and its informative and intuitive version Denison and Neale (2008). Denison's principle of organizational way of life implicitly explains the cultural trends of organizational overall performance, at the same time as overall performance control practices due to the fact the simple human aid control.

Researchers have made it clear that a specific organizational way of life contributes to overall performance thru allowing aim alignment with not unusual place way of life makes it less complicated to agree upon dreams likewise as suitable method for reaching them. The trends hired with the aid of using Denison had been determined to carry fee for the enterprise. These shared values preserve pointers and limits for the conduct of personnel and consequently the manner they react of their operating surroundings.

2.2.4. Mission

Mission can be a characterization of enterprise's objectives and guidelines of a strategic improvement, supported the idea which has been evolved with the aid of using the enterprise and is future-oriented; Involvement is probably a country at some point of which the personnel sense that their interest is tightly related with the dreams of enterprise, that they have got been empowered, that group paintings is to be valued and additionally the concern is given to the occasion of personnel" capabilities; Consistency is that the excessive stage of integration and coordination; Adaptability can also be a country inside the body of which the enterprise flexibly responds to costumers" requirements, takes risks, learns from their personal errors and is prepared for changes. During this version, the contrast among agencies is created consistent with the surface-stage values and their happen practices.

Generally, Denison's theory has been tested using comparable samples of firms from the United States and Russia (Fey & Denison, 2013) as well as several North American, South American, and Asian nations (Denison et al., 2013), and considerable evidence has been revealed in favor of its fundamental premises. Evidence also suggests that the effect sizes of the culture traits on effectiveness indicators might differ from one culture to another (e.g., Denison et al., 2013).

2.3. Crisis management

2.3.1. Crisis

Williams et al. (2017), defined a crisis as a process that can culminate in an event that disrupts the actor's normal functioning. Crisis management is an organization's pre-established activities and guidelines for preparing and responding to significant catastrophic events or incidents (i.e., fires, earthquakes, severe storms, workplace violence, kidnappings, bomb threats, acts of terrorism, etc.) in a safe and effective manner" (Nancy, 2015).

The theory of crisis management offers numerous guidelines on how to cope with different crisis situations (Seraphin, 2019). However, the concept of the 2020 global crisis is novel in modern history, as all prior international catastrophes in the last century were caused by environmental hazards and/or financial crises (Fernandes, 2020).

Without announcement, a crisis will occur at every moment in any organization, and can contribute to serious disturbance in the company. Crisis was described by Alasomuka (2019) as any incident that was or is expected to lead to an unpredictable and dangerous circumstance that affects a person, party, community or society as a whole. Crisis may arise in numerous ways and impact an organization's development or its life. Institute for PR (2007) described crisis as 'a major challenge to activities that, if not managed properly, may have negative results.' Crisis reflects negatively on an entity and to some degree can harm the credibility of the organization. Crises can vary from natural hazards such as hurricanes, tornadoes and blizzards, wildfires, toxic exposures and numerous injuries to external hazards and medical emergencies.

The other cases of crisis include abuse in the workplace, theft and replacements of products' (Bernstein, 2016). Final (2017) described Crisis as 'a significant conflict with everyday activities that could threaten or influence the health, protection or wellbeing of travelers, staff, the general public, stakeholders, the community, service operations or the integrity of the company unexpectedly, unforeseen incident or circumstance which needs immediate response.' A good example can be the crises currently (May, 2020) rocking the United States of America following the brutality of some police officers meted out to an African-American (George Floyd) who died in the process and the resultant crises have claimed some lives, led to injuries of various degrees to many and compounded the economic crises engendered by the Covid-19 Pandemic.

Most scholars are also agreed on the concept getting ready for and managing the course of crisis from inception to resolution with the primary goal of minimizing damage (Joan, 2007). And also researchers such as, (Jaques, 2010; Alas & Gao, 2011; Crandall et al., 2013) have been positive and idea of crises nearly almost as correct opportunities. It ought to be mentioned that the definition would not always entail that the crisis below observe had an instantaneous or dangerous impact at the organization crisis management.

The major feature of crisis in keeping with this perspective is as a substitute that the organization is induced to behave as a reaction to exogenous shocks or changes. Thus a crisis additionally may be conceived as a political, social or organizational dynamic that brings approximately possibility and organizational change (Rosenthal et al, Roux-Dufort, 2007). Crisis publicly belief fluctuate quite from the same old items of observe inside the field of disaster control studies. Most modern-day theories on organizational crisis management are fueled through analyses of media-in depth emergencies like, as an example, three Mile Island, Bhopal, Chernobyl and additionally the Challenger and Columbia satellite for crisis (Farjoun, 2005). These occasions have tied researchers to an method focused specifically on accidents, which has quite arbitrarily been generalized to all or any or any styles of dangers and undesirable occasions (Roux-Dufort, 2007).

2.3.2. Crisis management

Allasomuka (2019) defined crisis management as attending to unpleasant and unwanted situations in a way that could reduce and control damage and allow for quick recovery from such situations. Managing crisis in the organization is very important because if left unattended to, it may lead to loss of life and property, including tarnishing the image of the organization. Melissa et al. (2017) are of the opinion that the extremely catastrophic effect of a crisis is well recognized by organizations. Of course, the response of the company at the receiving end of it will vary from confusion to a managed, purposeful, and well orchestrate crisis reduction when a crisis arises, depending on the nature of the leadership team at the moment and the corporate culture existing. Diverse opinions will be expressed by stakeholders (i.e. employees, associates, customers) of the organization. Some of these may be in favor or even critical of the organization. In the circumstances, the crisis-resolution team and its leadership should avoid bias; gather all the facts available, go over them soberly with a view to selecting some points that

can best enable resolution to the satisfaction of all parties concerned. When crisis is impartially managed, everybody is happy and the atmosphere becomes conducive for business.

Nancy (2015) is of the opinion that crisis management is generally characterized as the pre-established practices and protocols of an organization to plan and react in a secure and successful manner to major disaster events or incidents (i.e. explosions, earthquakes, extreme storms, workplace abuse, kidnappings, bomb threats, acts of terrorism, etc.). Thus, organizations should be well-prepared for crises and make sure there is adequate response to them when they occur with the willingness and ability to maintain clear line of communication at all time and also have rules for dealing with them.

Crisis management involves putting in place in advance, strategies towards effective handling of it before its occurrence. This aligns with the view of (Khaled & Tevhide, (2018) who opined Situation management is a systematic mechanism that includes resolving the situation before it arises, after and during the crisis. Crisis management is a mechanism intended to avoid or minimize the damage that an organization and its partners may experience from a crisis. The purpose for crisis management is to shield the organization's participants and the entity itself from damage and to mitigate or reduce the harmful consequences of the crisis. Crisis can happen in any organization and at any given time and knowing how to anticipate, plan for, and deal with diverse potential crisis, dangers, and disastrous situations will save the organization from loss of lives, finance, image and even properties.

Beirman (2011) defined a crisis as an event or a set of circumstances that can damage the reputation and marketability of tourism businesses or the entire destination, and Williams et al. (2017) defined a crisis as a process that can culminate in an event that disrupts the actor's normal functioning. According to Simón- Moya et al. (2016), definition is the most commonly used definition of crises in business and management research. Crises in business-context research have also been categorized as 'major' or 'minor'; 'internal' or 'external'; 'technical' or 'economic' in nature; and 'people-', 'organization-', or 'social-centric' (Simón-Moya et al., 2016).

Accordingly, different crisis situations demand different crisis management approaches. In this view, McCool (2012) proposed three groups of measures that are vital for a firm's survival in times of crisis: planning prior to the crisis, a quick response during the crisis, and a recovery strategy after the crisis. Similarly, Mohammad et al. (2016) stress the importance of four consecutive stages in a crisis situation – prevention, preparedness, response, and recovery.

According to Alonso-Almeida et al. (2015), the concept of crisis management consists of three generic domains, regardless of the type of crisis identification, proactive and reactive crisis management strategies. The proactive strategies are preventive and pre-defined measures which are concerned with strengthening a firm's market leadership and/or operational efficiency. This means that the management sets actions and procedures in place to be undertaken prior to, during, and after the crisis. In contrast, reactive (also called responsive) crisis management strategies are spontaneous (ad-hoc) and inconclusive management reactions to environmental changes, which mainly consist of immediate cost-cutting measures. Hayes and Patton (2001) state that reactive strategies are often perceived as panic-driven responses to a crisis.

As noted by Almeida et al. (2015), in practice, crisis management is concerned with a mix of reactive and proactive strategies. Radwan (2017) asserts that crisis management remains insufficiently explored and highlights the necessity of further investigations into how to better cope with different crisis situations. Williams et al. (2017), defined a crisis as a process that can culminate in an event that disrupts the actor's normal functioning. Overdependence at the prevention efforts could divulge groups to new crises (Boin, 2004), hence, the groups ought to stabilize their proactive and reactive efforts. Fourthly, the proactive or reactive crisis management efforts ought to be systemized, and now no longer encompass any haphazard sports. Fifthly, those crisis control efforts ought to contain the organizational participants and their interplay with the stakeholders' throughout a crisis. This highlighted the significance of crisis verbal exchange as a subset of crisis management.

2.4. Crisis management in the hotel industry

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

The tourism enterprise is extraordinarily touchy to disaster situations, as even minor terrible occasions can significantly have an effect on tourism call for and go to pot tourism firms’ monetary performance. Crises in tourism are most customarily due to outside elements and can purpose the occasion of similarly crisis situations, like socio-political, financial, cultural, and technological crisis (Kukanja, et al, 2020).

As an enterprise reliant on surroundings of safety, security, and high-quality perceptions, the lodge inherently at risk of catastrophe and disaster conditions. Smiljana (2017), the lodge crisis cycle is distinctly perplexing, typically as a outcomes of the administrations, that can include an sincere variety of sports coordinated in house, or via rethinking and as some other enterprise, the lodge enterprise is helpless due to the fact it is provided to inner and outside influences. These ought to be expected, and crisis management ought to be based for them. As a sub region of tourism enterprise, Hotel is moreover characterized through Intangibility of the goods offered, Impossibility of garage of the goods - manufacturing on the time of Consumption, High value allocation, High value and fluctuation of labor, Decisive seasonality, Vulnerability to crisis (Andris, 2016). Interestingly, value discount was one in each of the most broadly used practices to deal with the crisis (Alonso-Almeida & Bremser, 2013). Cutbacks inside the hard work represent an ordinary exercise; however, McCool (2012) burdened the significance of personnel for the hospitality enterprise and cautioned the enhancement of different practices, like enterprise competitiveness and cutbacks in regions aside from crises can have an effect on regions like finance, technology, science, politics, navy and economics.

Overall, it may be that the nature of hotels and restaurants will change to leaner and more efficient operations, where a balance between smart and skilled labor is sought after. Due to fear, a large part of the labor force is seeing a domestic-mass immigration, which means a majority of the front line staff at hotels will have moved back to their native areas. Temporary work forces will be the first to shrink, after which the impact will be felt by permanent employees as hospitality companies may be hard-pressed to cut costs. This may lead to a large number of people changing their industry to go where the cash flow is quicker. This global exodus could have a severe impact on the talent pool and may not recover until confidence is reinforced by employers and governments alike. Only through a compassionate approach taken by businesses can the workforce be saved. The research conducted by Dogra (2020), the researcher found that such crisis significantly affect employee performance and mental health. Occupation uncertainty and the threat of unemployment at the workplace has been directly related to an unexpected low performance level (De Witte, Pienaar, de Cuyper, 2016). This uncertainty and threat increase anxiety, fear, depression, and job burnout among the employees (Ivanov, 2020).

Studies revealed that employees' impaired mental health affects their attitude and influences the quality of service the employees provide. In their study, Kang, Li (Townley, J 2012) stated that mental health holds vital importance for employees to function properly at the workplace. They also further stated that families and friends are also affected by employees who face mental issues. Thus a crisis can be conceived as a political, social or organizational dynamic that brings approximately possibility and organizational change (Roux, 2007).

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

According to Ivana and Smiljana (2017), the hotel management cycle is very perplexing, generally as a result of the administrations, which can incorporate a wide range of activities coordinated in house, or through rethinking and as some other business, the hotel business is helpless as it is presented to internal and external influences. These should be expected, and crisis management should be set up for them. As a sub sector of tourism industry, Hotel is also characterized by Intangibility of the products offered, Impossibility of storage of the products production at the time of Consumption, High cost allocation, High cost and fluctuation of labor, Decisive seasonality, Vulnerability to crisis (Andris, 2016).

Crisis situations most often refer to natural disasters, war and terrorism, sanitary issues and economic events (Seraphin, 2019). A recent study by Jiang et al. (2019) involved in his research on crisis management in tourism with result of recent studies have moved from broader topics to more specific issues, such as resilience and economic crisis recovery. In this view, Kimes (2009) investigated the practices in hotel revenue management in times of economic downturn. The analysis revealed that the crisis was global and there were no major differences among hotels, regardless of the type of facility or its brand or quality level. According to Alonso-Almeida and Bremser (2013), along with the brand image and efficiency performance, the best way to cope with an economic crisis is to have established a large and loyal customer base, since loyal guests have a positive impact on hospitality firms' financial performance during and after the crisis.

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

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

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

2.5. Organizational culture and crisis management

Crisis can be defined as a loss of balance in an organization in one or more of its departments which might affect achieving its goal or even threaten its existence. Amadi (2019) explained that crisis erupted because of people with different ideas and goals which clashed due to personal animosity and those crises also arose when employees' needs, values and interests collided in an opposition manner. In the idealist school of thought, there is a belief that man, by nature and orientation, has the aptitude of goodwill, cooperation and mutual coexistence; with the thinking that crisis can be avoided or reduced to an insignificant level. While the positivist argues that crisis is necessary for an organization to appraise itself, transform itself, and perform effectively Alumode (2002) said crisis is a force that contributes to order and stability', meaning that some problems among organizational members might never be resolved without crisis. This suggests that the perceived absence of crisis in an organization is misleading and it is indicative of a serious working relation problem. Aja (2007) says that the advocates of human relations image of crisis argue that no matter whatever anyone thinks, crisis is natural and inevitable in every organization.

A reciprocally causal relationship exists between the organizational crisis and the organizational culture. If the organizational culture is not strong enough and there is a crisis, its value system could break down; it can be challenged, or real values and relationships hidden behind the asserted organizational culture can be exposed by the crisis. Culture, therefore, gives organizations a sense of identity and determines the manner in which 'things are done in the organization through the organization's legends, rituals, beliefs, meanings, values, norms and

language (Orla & Richard, 2008). In the area of organizational studies and management, 'organizational culture is an idea that defines an organization's personality, behaviors, perceptions, opinions and principles (personal and cultural)' (Hala, 2013). Melissa (2016) clarified that good crisis management has a great deal to do with the ethos of an organisation and the attitude it instilled in members of the staff.

Organizational culture facilitates crisis management (Elliott & Smith, 2006; Smith & Elliott, 2007; Veil, 2011; Topper & Lagadec, 2013). The cultural barriers influence the manner in which the crises are resolved, hence, a favorable culture improves the crisis management (Ritchie et al., 2011). The organizations must learn from the crises. Organizational learning ensures the detection and correction of errors (Senge, 2014). The earlier studies did not investigate the role played by organizational learning in crisis management (Lalonde, 2007; Deverell, 2012; Antonacopoulou & Sheaffer, 2014). If the companies implement organizational learning, they can overcome the cultural barriers during crisis management. It either escalates a crisis or helps the organization prepare, respond, cope and learn during crisis (Deverell & Olsson, 2010; Veil, 2011).

According to Seeger, Sellnow, and Ulmer, (2003) typology research classifies sports maintain with their commonplace region capabilities to help detail the kind of potential threats, describe the commonplace region capabilities, outline popular structures, and make clear the kind of response strategies. They claim that, "naming and classifying a catastrophe is rather critical to addressing the uncertainty and confusion regarding motives and duty" (p. 45). Thus, the sector has an ever growing body of literature that outlines numerous exceptional techniques to ca Crisis management increases the organization's survival (Robert & Lajtha, 2002), reputation (Jaques, 2014) and performance (Wang & Belardo, 2005). Yet, several organisations are unprepared for crises (Sahin 2008; Bundy et al., 2017) or adopt a reactive crisis management approach (Alonso-Almeida et al., 2015), though a proactive crisis management is important (Hart & Sundelius, 2013; Alexander, 2016).

Organizational culture increases a company's crises-preparedness (Veil, 2011) and differentiated the crisis-prepared and crisis-prone organization (Deverell & Olsson, 2010; Topper & Lagadec 2013). However, the effect of organizational culture on crisis management is low and the existing crisis studies are fragmented (James, 2011). Jaques (2010) owes this fragmentation to a linear paradigm that assesses the crises and contradicts their dynamic nature. Earlier studies

investigated the organizational culture using an independent scheme of crisis stages like preparing the organization for future crisis (Elsabbagh et al., 2004; Veil, 2011) or cultural readjustment after a crisis (Turner, 1976; Elliott & Smith, 2006).

The crisis management studies investigated the learning component in the final stage (Mitroff, 2005; Jaques, 2007). Hence, any knowledge or change would occur as post-crisis learning. However, the cultural adjustment would persist if the organizations learn throughout the crisis cycle (Veil, 2011; Deverell, 2012) not post-crisis. Deverell (2012) stated that there is ample opportunity to learn throughout the crisis stages and no evidence showed that an earlier crisis experience would provide effective future crisis response. According to Mitroff and Anagnos (2001), claim: financial, informational, physical-loss of key vegetation and centers, human aid, popularity, psychopathic acts. These researchers, collectively with a set of various college students, who have their very own instructions, advocate that defining the shape of catastrophe an employer is experiencing will motivate a more correct response. The project for practitioners then becomes identifying which researchers have the “correct” instructions so identifying the manner to apply their newly identified magnificence to essentially beautify their catastrophe response. However, the great usage of these numerous instructions is in truth to help identifies potential crises. Thus, on the identical time as in concept the ones typologies are particular to understand; in workout they provide little actual benefit.

Contrary to Seeger, Sellnow and Ulmer’s (2003) claim, categorizing a catastrophe might now no longer realistically help to make clean the kind of response strategies. As an example, expertise that a particular catastrophe qualifies as a natural disaster might now no longer robotically supply the precise response strategy; every natural disaster might now no longer robotically require a defensive technique. For instance, identifying the delivery of an employer’s disaster as, a natural disaster form of problem does no real particular. This is often because of the truth now no longer every natural disaster eventually finally ends up with within the identical stop scenario; so therein sense it's far really now no longer even the identical quite disaster. Furthermore, a huge machine failure for a few corporations might be a horrible catastrophe, at the same time as for others; it's going to now no longer faze them.

Haruta and Hallahan (2003), present the idea that the ones sports getting used as organizers are surely triggers, which the particular catastrophe itself centers on the uncertainty created in response to the motive. Current disaster researches are essentially supported popular systems concept frameworks. Most theoretical procedures try to “understand the factors related to the onset of catastrophe, how corporations and social structures answer and add up of a catastrophe, and therefore the impact of catastrophe on stakeholders, social systems, and on big understandings of hazard and hazard(Seeger, 2013).

2.8. Conceptual framework

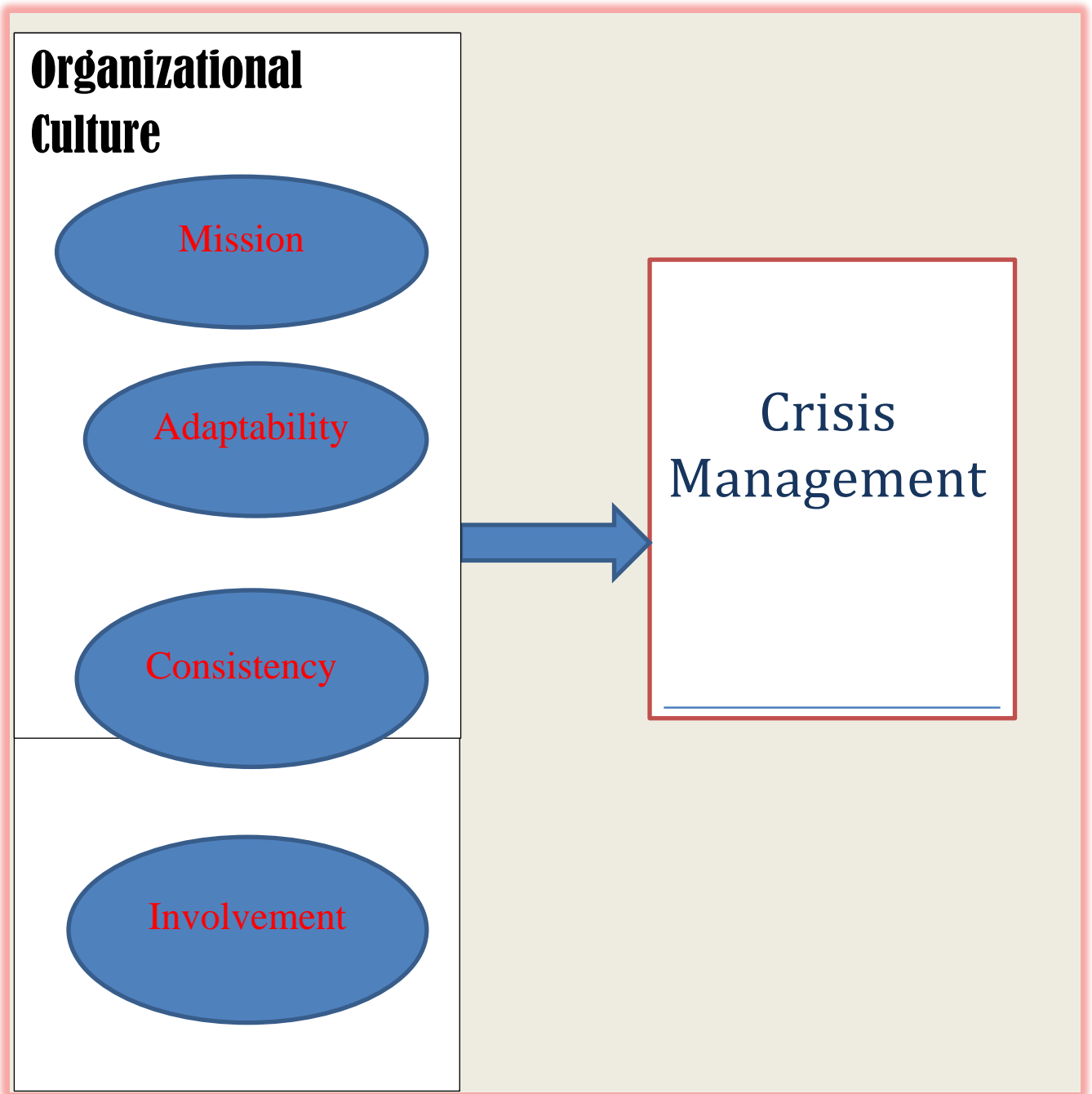
After reviewing different empirical and theoretical literatures the researcher developed the following conceptual framework.

The Denison model allows studies to reveal the underlying belief and assumptions in recognizable and measurable ways that affect crisis management. In this model there are four general dimensions named Mission, Adaptability, Involvement and Consistency. Denison’s model suggests that organizations with a higher combined measure of the four culture traits show higher levels of performance which itself is the result of crisis management.

This study considered organizational culture as a contextual factor of crisis management. Crisis management implies four measures such as customer oriented marketing, workforce, cost control, government support. Therefore, cultural traits/ component of involvement, consistency, adaptability, and mission in organizations exert a significantly positive influence on crisis management practices.

Having sound organizational culture would lead to crisis management practice and having both variables strong enhances the crisis management of an organization. The independent variable is the organizational culture while the dependent variable is crisis management practice. “Overall, there is a strong view in the literature that organizational culture leads to increased organizational crisis management.

Figure 2.2. *Conceptual framework*



Source: Own design based on OC model and CM models

CHAPTER THREE

RESEARCH METROLOGY

This chapter presents details of the research design and methodology that was utilized in this research. This includes the study area, research design, sample size and sampling technique, data source and collection method, measuring device, and method of information analysis.

3.1. Study Area

The study was conducted among star rated hotels, which are located within Addis Abeba. Addis Ababa is the capital of Ethiopia and center for many international organizations. As the diplomatic center of Africa, Addis Ababa hosts a number of international organizations, such as the headquarters of African Union (AU) and the United Nations Economic Commission for Africa (UNECA). Due to its location and status several people come to the city in search of employment opportunities and services (Erena D. et.al, 2017). For this reason, most high rate hotel and franchised hotel have target market from those international organizations and embassies.

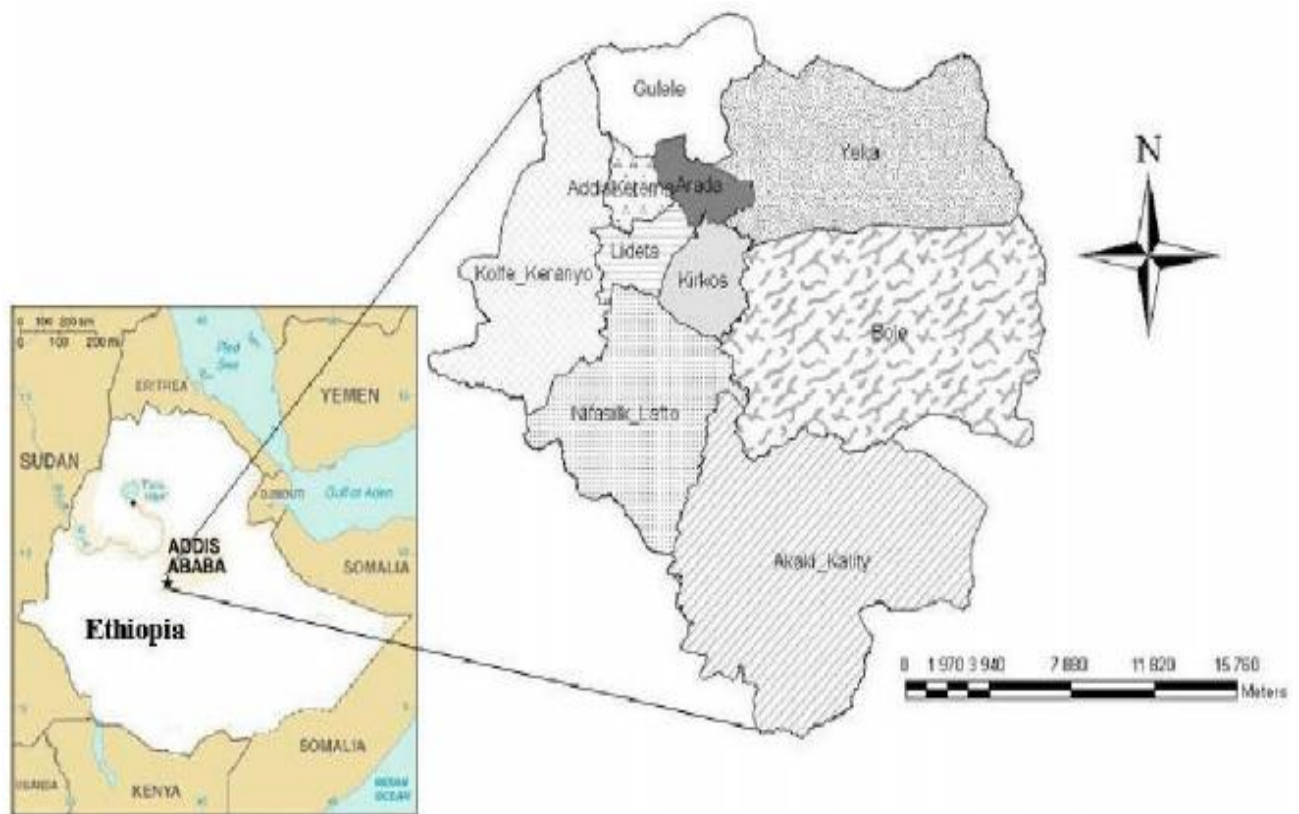
According to (Addis Ababa city culture, art and tourism bureau, 2020), Addis Ababa city took the lion share on owning star rated hotels from the country that are registered by ministry of culture and tourism. The main demand for the market of Addis Ababa hotels is from diplomatic, aid and non NGO and meeting, incentives, conference and expiation (Addis Ababa hotel owners' trade sectorial association, 2020). Accordingly there are total of 138 hotels gotten one to five stars on the city. According to (Addis Ababa hotel owners' trade sectorial association) 2020, there are 8667 rooms at an average of 67 rooms per hotels available in Addis Ababa city. The detailed frequency of star rate is displayed below.

Table 3. 1 The frequency of hotels by star rate

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

Source: Addis Ababa city culture, art and tourism bureau, 2021

Figure 3.1. Map of Addis Abeba



Source: (Fikirte Demissie, 2015)

3.2. Research design and approach

The main objective of this research was to examine the effect of organizational culture on the crisis management; evidence from star rated hotels. According to Cooper and Schindler (2014), the research design is a comprehensive plan, strategy, or structure used by researched to collect data.

The study was adopted mixed approach to gather relevant data to determine how organizational cultures (independent variables) are associated with crisis management (dependent variable). The study's dependent variable was crisis management, while an organizational culture was independent variables.

This study was employed descriptive and inferential type premised to describe the findings. The structured questionnaire and interview were used as the main research instrument for the study. The descriptive survey was used to identify and explain variables that understudy and describe

the relationship that exists between these variables thus, provide a picture of a particular phenomenon (Cooper and Schindler, 2008). Hughes and Tight (2012), add that descriptive research is used to provide researchers with an accurate and true representation of the factors or variables that are related to the research question.

3.3. Data types and source

Both primary and secondary data were used for the purpose of this study. The primary data were collected from the primary sources by using structured questionnaires and interview to the managers of star rated hotels. According to Cooper and Schindler (1998), primary data is used if information needed for a specific purpose is not available, or if the information is not already available in published form and primary data ensures that they provide unbiased information that is relevant, clear, and accurate. This study was mainly dealt with the primary data that was gathered with the help of questionnaires and interviews.

The secondary data were collected using magazines, manuals, various studies, and tourism actors' official websites. The methods of data collection primary and secondary data differ since primary data's were originally collected, while in the case of secondary data the nature of data collection work is merely that of compilation (Kothari, 2004).

3.4. Target population

According to Sekaran and Bougie (2013), a population is a group of individuals, events, or items that a researcher wants to investigate and make inferences. The target population is defined in relation to geographical boundaries, elements, and time and research objectives. The target population of this study was star rated hotels that are available and working in Addis Ababa city administration.

The general managers or delegated general managers were subjects of the study. The target population for this study was consisting of 138 hotels and the units of analysis were general managers or delegated general managers in the star rated hotels.

3.5. Sample size and Sampling technique

Sampling design is a theoretical frame work within which research is conducted. It's a roadmap employed by researchers to gather measure and analyze data supported research questions or objective (Kothari, 2008).

3.5.1. Sample size

Some scholars like Cvent (2019), et al advise for the utilization of census to urge enough respondents to possess a high degree of statistical confidence within the survey result for a population of less than 1000, Accordingly the researcher also decided to use the census technique since the whole numbers of star rated hotels within the city are 138 only. Moreover, an in preliminary survey was conducted with some selected managers to develop the survey questionnaire and interview questions.

3.6. Data Collection tools and procedures

3.6.1. Questionnaire

The data gathering tools for this study were questionnaires. Questionnaires were administered to 104 respondents. The questionnaire was adopted from Denison's model of Organizational Culture and included self-administered questions to measure performance management practices.

All respondents were asked to rate their perceptions on organizational culture and crisis management practices on a five-point Likert Scale. In this scoring system, for each of the five response categories (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree), with the highest score of 4 assigned to "Strongly Agree".

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

3.6.2. Interview

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

In accordance with the objectives of the study, eight questions were designed by the researchers; later, they were narrowed down upon expert opinions and an interview form with five questions was prepared. In order to ensure reliability in the qualitative research, the interviews were recorded by sound recording method that is including three phone call records.

3.7. Data analysis technique and statistical tools

Data collected through questionnaire was analyzed and interpreted quantitatively which was further organized and treated with different statistical techniques. Descriptive statistics, such as frequency count, percentages, mean and standard deviation were calculated to determine the dominant organizational culture and crisis management practices based on the percentage of respondents. The data was entered into SPSS version 20 in order to draw simple tabulations to describe the demographic characteristics of the respondents.

Pearson correlation was used in order to explain the relationship between the variables, dependent (crisis management practice) and the independent (Organizational culture). Pearson correlation allows us how well variables are related, their strength and direction of the linear relationship. In addition, regression analysis was conducted to examine the effect of organizational culture on crisis management practices.

The researcher analyzed and interpreted the data by using Statistical Package for Social Sciences (SPSS) 23, descriptive and inferential analysis methods. This cross-sectional data / single point in time responses was analyzed and interpreted through regression analysis to determine the relationship and the effect of the two variables by using SPSS 20. The data was analyzed using descriptive and inferential statistics helpful to identify and describe how the independent

variables (organizational culture) affect dependent variables (crisis management) and lastly to give some recommendation based on the findings from the analysis. Lastly major findings were interpreted based on the result from the analysis. All data was analyzed using SPSS and study was descriptive; hence it was analyzed in terms of mean, standard deviation, and correlation matrix.

3.8. Reliability tests

As stated by Hair et al., (2007) reliability implies the extents to which some variables or set of variables is consistent in what it is intended to measure". Reliability analysis used to measure the consistency of a questionnaire. Validity and reliability of the measures need to be assessed before using the instrument of data collection (Hair et al., 2003). Validity concerns whether an instrument can accurately measure, while reliability pertains to the consistency in measurement. There are different methods of reliability test, for this study Cronbach"s alpha is considered to be suitable. Cronbach"s alpha is the most common measure of reliability. For this study the Alpha coefficients for the dimensions and the overall scale calculated as a reliability indicator

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

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

3.9. Scale validation procedures

Moreover; among the three validity measures by Greener (2008), construct validity, face validity (external validity), and internal validity, construct validity was considered in designing the survey instrument.

The researcher Analyzed scale validation the usage of issue analyses and reliability check the usage of Cronbach Alpha for 46 (total) items in 8 dimensions (The unbiased variables on this

have a look at are the 4 dimensions of crisis management in star rated lodges exercise (22items) which incorporates Marketing exercise (7items) work-pressure exercise (four objects), fee control (6items) Organizational guide (5 items) from Marko and Radwan (2020 & 2017, respectively).

To see if the items are determine the equal concept, a convergent validity check has been undertaken for every of the dimensions customer oriented marketing, workforce, cost control and government support. The Kaiser-Meyer-Olkin (KMO) values, that are greater than the specified 0.6 (Hair et al., 2010), and Bartlett's Test of Sphericity each display that the objects are factorable (p0.001 in all cases).

3.10. Research ethics

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

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

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

The data collection is made from 91 hotels through questionnaire which is 67.94% of the total population (138). The remaining 32.06% of the hotels were in under construction and some of them are not interested to fill the questionnaire and some others were incomplete answers so removed from analyses. The data are collected from the general managers or delegated general managers of each hotel. Thus the totals of 91 managers or delegated managers have got the chance to participate on the survey. For an interview eight hospitality and tourism expertise have to participate. And therefore the chapter is consisting of various topics such as: introduction, response rate, demographic characteristics of respondents, involvement culture, consistency culture, adaptability culture, mission culture, and crisis management. Finally, the chapter presents the relation and effect of organizational culture on crisis management using correlation and regression analysis supported the frame of this thesis and it absolutely was drained to two sections;

- The first section of analysis presents descriptive statistics of respondents in terms of their demographic characteristics and
- The second section of analysis deals with inferential statistics which is comprises sub-sections

4.2. Response rate

Out of 98 questionnaires distributed to managers of star rated hotels in Addis Abeba and 91 questionnaires were collected and the response rate was 92.9 %.

Table 4.1. Response rate

Target population	Total questionnaire distributed	Questionnaire returned	Not responded	Response rate
138	98	91	7	92.9 %

Source; Field survey June, 2022

4.3. Respondent demographic characteristics

To find out general profile of the respondent, the respondents were asked their, age, gender, educational qualification, and years of service as a manager at star rated hotels. The results obtained from the structured questionnaires are presented on the table above. Among the 91 owner managers of the sampled hotel managers, 83.5 % of them (n=76), were males, whereas 16.5 % (n=15), of them were females. This implies that male managers or owners dominate the hotel industry in the country.

Table 4.2 Demographic Characteristic of the Respondents

Description		Frequency	Percent
Gender	Male	76	83.5
	Female	15	16.5
Educational Qualification	Diploma	10	10.6
	BA/BSC	57	60.6
	MA	24	25.5
Experience as manager	Less than 2 years	11	11.7
	3 -5 years	49	52.1
	6-10 years	15	16
	10-15 years	11	11.7
	15 years and above	5	5.3

Source: Field Survey, June, 2022

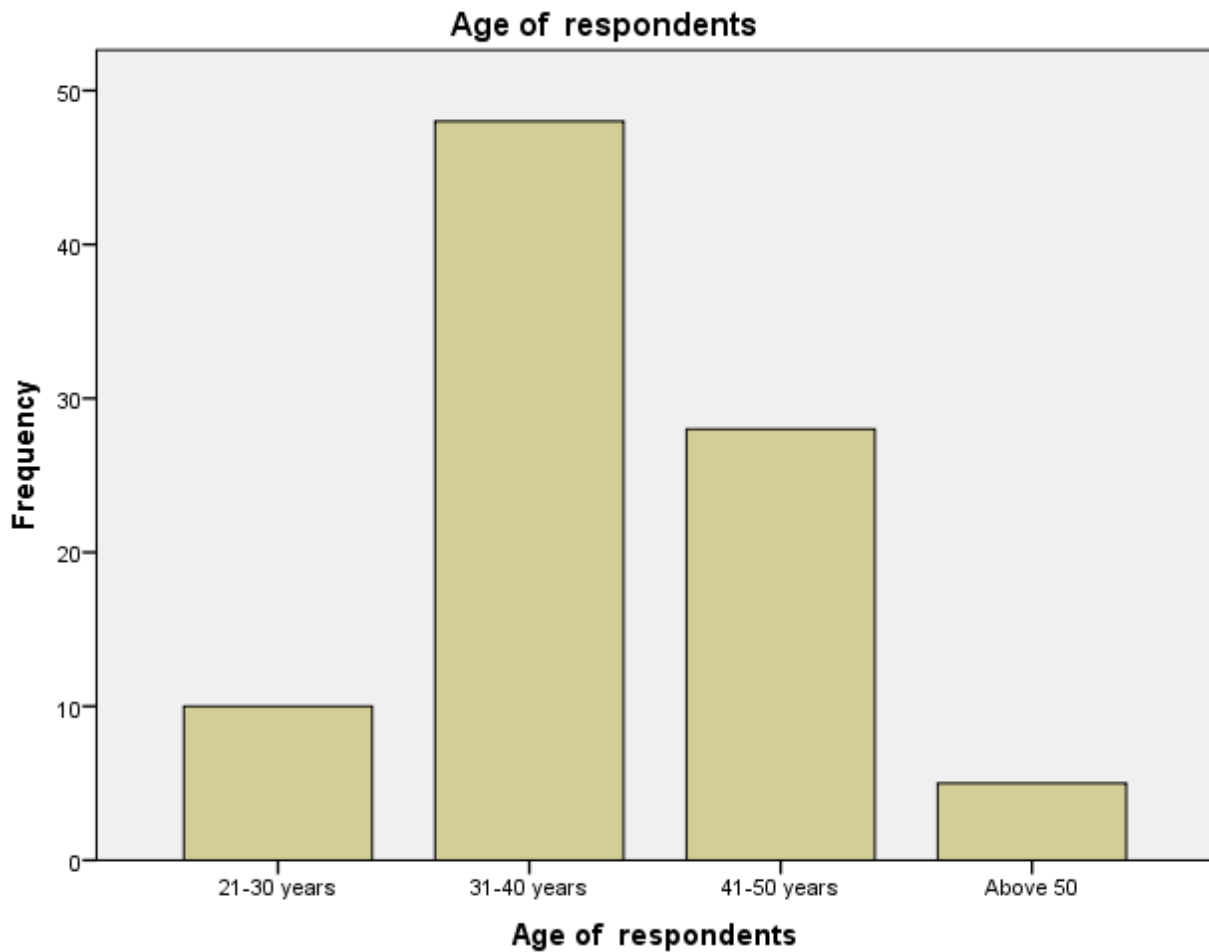
The above also presents other characteristics of respondents including their educational background, and work experience in the star rated hotels. With regard to the educational background of the sampled respondents, 10.6% of them were diploma holders, 60.6 % BA degree, 25.5 % earned master's degree. In general, there is no below the educational background of diploma and no third degree holder from the sampled respondents in the business. To sum up, at least diploma and above educational background is needed to manage the star rated hotels. The managerial position is dominated by BA degree holders followed by master's degree and diploma. But, the major problems observed here is the profession of the managers is not strictly controlled with the right caliber of field of study.

Even though, the Ministry of Culture and Tourism working on it but still there are issues to be addressed aggressively. The industry should be operated by professionals of the sector such as hotel and tourism management holders.

The interview respondents profile indicated that four of them have work experience of more than eight year which means two of them have eleven and thirteen years work experiences in star rated hotels in different positions including manger positions. And the remaining two respondents have eight and nine experience in the hotel. Thus, these in other term indicate that the respondents have adequate experience in the hotel industry.

4.4. The characteristics of sampled star rated hotels

The chart 4.1 Age of respondents



Source: Field survey, June, 2022

The chart (Figure 4.1) indicates that among the total sampled respondents of the star rated hotels about 10 of them are between 21 to 30 years old whereas 48 were from 31 to 40years old. 28 were from 41 to 50 years. 5 of them are above 50 years.

Regarding the hotel size, the average employment rate in the star rated hotels is 32.9 and it has median point with 32 employees per firm. The maximum number of employee is 73 and the Minimum number of employees is 12. This indicates there is a huge difference in terms of employee size in the star rated hotels in Ethiopia. This also may have an impact on the overall crisis management.

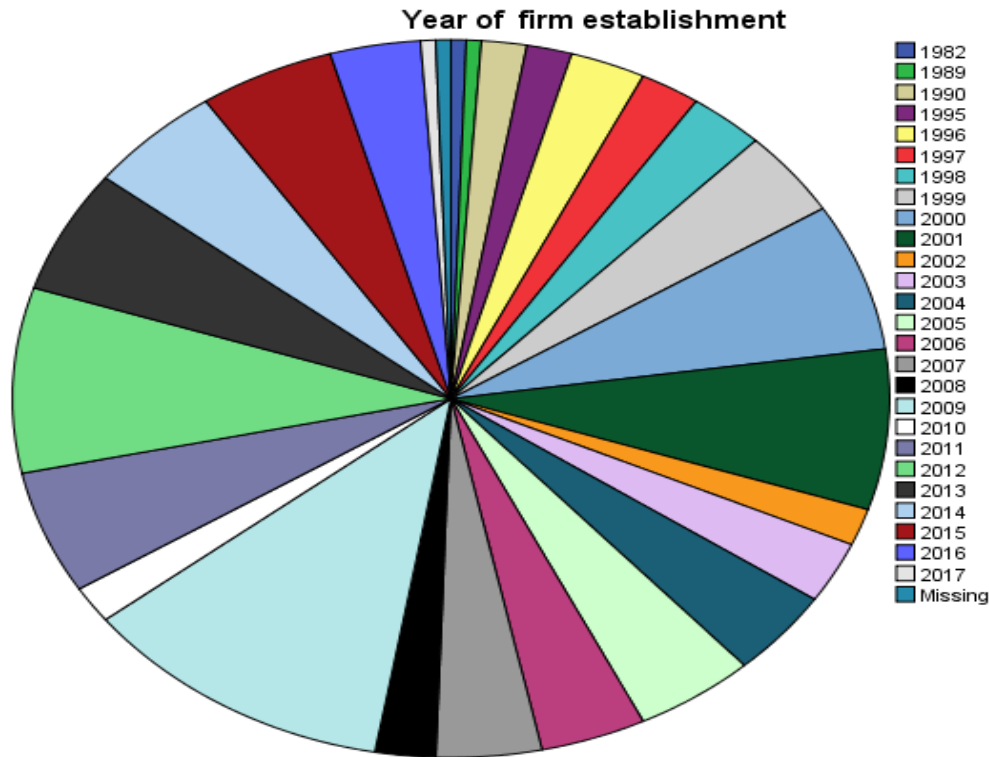
Figure 4.2 Average employment rates



Source: Field survey, June, 2022

The chart (Figure 4.2) below indicates that among the sampled respondents of the star rated hotel’s year of establishments is a mean year of 2000 among the rated hotels. Hence, the median is 2001), indicates that most of star rated hotels are newly established hotels .The oldest hotel is aged 1981 and the recent one aged 2016 among sampled star rated hotels.

Figure 4.3 Year of hotels established



Source: Field survey, June, 2022

4.5. Results from scale validation and reliability test

In the next sections, the results of the take a look at are provided at the side of discussions. The outcomes from factor analyses and reliability tests are provided first accompanied through the crisis management. As it's been defined earlier than, seven dimensions had been used to measure organizational culture on crisis management practice in star rated hotels, every dimension has distinctive items. The items had been demonstrated through factor analysis used by the Statistical Package for Social Science (SPSS) version 20. To see if the questions investigate the identical idea, a convergent validity take a look at turned into completed on every of the seven dimensions

of crisis management exercise of star rated hotels. The items had been extracted for in addition assessment on this take a look at using main issue evaluation (PCA) on a complete of forty six gadgets, with a set quantity of values of 1. The Kaiser-Meyer-Olkin (KMO) values, that are above the desired 0.6 price (Hair et al. 2010; Pallant, 2010), and Bartlett's Test of Sphericity each display that the gadgets are factorable (p0.001 in all cases). Except for two increases marketing items, all items below every measurement confirmed the convergent take a look at, and the only item that didn't suit convergent validity turned into dropped. The last 33 items had been then subjected to principal component evaluation and a discriminant validity take a look at turned into completed on them. The data's appropriateness for factor evaluation turned into tested earlier than venture principal issue analyses. For instance, the KMO value for the dimension "0.653" turned into 0.653, well above the recommended value of 0.6

Table. 4.3 Results from Scale Validations and Reliability Test

Variables	KMO	Number of Items	Approx. Square	Chi-	Cronbach's Alpha
Mission	0.653	5	110.814		0.886
Consistency	0.844	4	291.019		0.704
Adaptability	0.726	5	561.182		0.791
Involvement	0.859	5	373.804		0.764
Customer-oriented marketing	0.675	4	211.778		0.837
Work force	0.676	5	242.401		0.728
Cost control	0.601	3	215.203		0.759

Source: Own survey SPSS result, June, 2022

4.6. Descriptive Analysis on organizational Culture

Order to know the organizational culture of star rated hotels, managers were asked to provide their level of agreement to statements with relevance the four dimensions. Managers rating in five points of Likert scale are then analyzed with descriptive statistics of mean and variance. A 5-point Likert scale was accustomed rate the varied indicators whereby 1 point was accorded to „Strongly disagree“, 2 point as Disagree“, 3-point as „Neutral/ undecided“, 4-point as „Agree“, and 5-point as „Strongly Agree“. The analysis results are presented in subsequent tables each deals with one dimension of organizational culture at star rated hotels. in step with Zaidation and Bagheri(2009) the mean score below 3.39 is taken into account as low, the mean score from 3.4 up to 3.79 is taken into account as moderate and mean score above 3.8 is taken into account as high.

4.7.The practice of organizational Culture in star rated hotels

4.7.1. Involvement

This section discusses about the involvement dimension of the organizational culture of hotels. This dimension is evaluated with respect to its three sub-dimensions each having two questions i.e. empowerment, team orientation and capability development. The result of the analysis is depicted under table 4.4 below.

Table 4.4 The Involvement Cultural Dimension at star rated hotels

Description	N	Mean	Std.Deivation
Information is widely shared so employees can access the knowledge they need easily	91	4.56	0.957
Business planning is ongoing and involves everyone within the process to some extent	91	4.40	1.228
Involvement-Empowerment	91	4.48	1.0925
Cooperation across different parts of the hotel	91	4.65	0.959
Employees work as they're a part of a team	91	4.68	0.880
Involvement Team Orientation	91	4.67	0.920

Authority is delegated so, employees can act by their own up to their discretion limit	91	4.70	0.837
A continuous investment to develop the talents and capabilities of employees	91	4.67	0.883
Involvement Capability Development	91	4.69	0.86
Involvement		4.61	0.957

Source: Own Survey, 2022

As to the empowerment sub-dimension, respondents' average level of agreement (mean) to the two statements is computed. For empowerment sub-dimension, the mean aggregate agreement level is $M=4.48$ as high mean score from two statements whose mean score ranges from 4.56-4.40 for each question under this sub dimension. This dimension is significantly high agreement and hence the organizational culture with respect to empowerment is highly practice at star rated hotels in Addis Abeba.

The team orientation sub-dimension at star rated hotels also evaluated with manger's responses to two specific statements. Overall, team orientation practice at hotels is evaluated to have been agreed to the level $M=4.67$ from the two statements whose mean score ranges from 4.65-4.68 under this sub dimension. And it is significantly high level of agreement and is therefore acknowledged by manager's that the hotels are practicing it to the level high.

The third sub-dimension, within the involvement culture, i.e. capability development is also assessed. The capability development with $M=4.69$ as high mean score for two statements whose mean ranges 4.70-4.67. It is also a relatively high level of managers' agreement towards this sub dimension.

Generally, one of the culture dimensions, is involvement with sex statements scored mean ranges from the smallest 4.40 (Business planning is ongoing and involves everyone in the process to some degree) to the largest 4.70 (Authority is delegated so, employees can act by their own up to their discretion limit). The involvement culture is found to be a common practice with a mean score, $M=4.61$ which is a high agreement.

In general, the involvement culture dimension, which is an aggregate of its three sub-dimensions, is then evaluated to have been practiced to the level M=4.61 and this result shows that star rated hotels have a high practicing involvement organizational culture according to the frame work suggested by Zaidation and Bagheri (2009). The standard deviation of involvement cultural measurement is 0.957 which is low as depicted above on table 4.4, this shows most of individual responses are close to the average /mean.

4.7.2. Consistency culture practice in the hotel

This section discusses about the consistency component of organizational culture as assessed by the perception of manager’s hotels. The consistency culture at star rated hotel is evaluated with respect to its three sub-dimensions each having three questions i.e. Core values, agreement and coordination and Integration. The result of the analysis is depicted in table 4.4 below.

Table 4.5 The Consistency cultural dimension at star rated hotels

Description	N	Mean	Std.Deviation
An moral code that courses personnel conduct and tells differentiating proper from wrong	91	4.66	.897
A clean and constant set of values that govern the manner the inns does business	91	4.73	.844
Consistency-Core values	91	4.70	0.871
When disagreements arise amongst personnel we make an attempt to reap a “win-win” solution	91	4.72	.844
It is straightforward to attain consensus; even conflicting problems occurs	91	4.63	.950
Consistency-Agreement	91	4.67	0.897
Employees from one of a kind elements of the organization percentage a not unusual place perspective	91	2.59	.931
Working with a person from any other a part of this your hotel isn't like operating with a person from a one of a kind hotel	91	3.60	.760
Consistency-Coordination and Integration	91	3.10	0.846
Consistency		4.16	0.765

Source: Own Survey, 2022

One of the dimensions, core value has mean score which ranges form 4.66-4.73. The consistency culture with respect to core values is found to be a common practice with a mean score, M=4.70

which is a high level agreement. Statements in relation to the agreement sub-dimension are also found to have been agreed by managers of star rated hotels in Addis Abeba. Overall, the agreement sub-dimension is rated to the level, $M=4.67$ which is significantly a high level practice of this culture. The two statements within this sub dimension, the mean score ranges from 4.63-4.72. The coordination and integration sub-dimension is assessed with managers' level of agreement and evaluated to have been practiced to the level 3.10 and is considered as a moderate level of agreement. The means score for two statements in this category ranges from 2.59 - 3.60 for this sub category.

Generally, the other culture dimensions is consistency with six statements scored mean ranges from the smallest 2.59 (Employees from different parts of the organization share a common perspective) to the largest 4.73 (a clear and consistent set of values that govern the way the firm does business.). The consistency culture with respect to performance is found to be a common practice with a mean score, $M= 4.16$ which is a high agreement. In general, the Consistency culture dimension, which is an aggregate of its three sub-dimensions, is then evaluated to have been practiced to the level $M=4.16$ and this result shows that hotels are having high practicing consistency organizational culture as suggested by Zaidation and Bagheri (2009).The standard deviation of Consistency cultural measurement is 0.765 which is low as depicted above on table 4.5 this shows most of individual responses are close to the average /mean.

4.7.3. Adaptability culture practice in hotels

In this section discussed about organizational culture of star rated hotels in Addis Abeba. The adaptability culture at star rated hotels is evaluated with respect to its three sub-dimensions each having two questions i.e. create creating change, Customer focus and Organizational learning. The result of the analysis is presented in table 4.5 as depicted under.

Table 4.6 Adaptability culture practice in hotels

Description	N	Mean	Std.Deviation
The way things are done is very flexible and easy to change	91	4.06	0.689
New and advanced approaches to do paintings are constantly adopted	91	4.76	0.794
Creating change	91	4.44	0.742
Customers' enter immediately affects selection at extraordinary level	91	4.76	0.794
All participants of the resorts have a deep knowledge of patron wants and needs	91	4.46	0.602
Customer focus	91	4.61	0.698
View screw ups as an possibility for gaining knowledge of and improvement	91	4.58	0.579
Learning is an essential goal in our day-today activates	91	4.68	0.930
Organizational learning		4.63	0.755
Adaptability		4.51	0.731

Source: Own Survey, 2022

Adaptability is the other cultural dimension, as to the crating change sub-dimension, the managers' agreement in high level. Overall, the crating change sub-dimension is rated to the level $M=4.44$, which is significantly a high level practice. The two statements in this category range the mean score from 4.06 to 4.76.

Similarly the two statements under the customer focus sub-dimension are agreed by managers to the level higher as per the suggested framework. With the overall agreement level of $M=4.61$, the customer focus direction culture at star rated hotels in Addis Abeba is practiced to high level. The two statements with the mean score range from 4.46-4.76. The organizational culture sub-

dimension with overall agreement level of M=4.63 is also a high level practice and the mean score ranges from 4.58-4.68.

Generally, this culture dimensions with six statements scored mean ranges from the smallest 4.06(The way things are done is very flexible and easy to change) to the largest 4.76(Customers' input directly influences decision at different level). The adaptability culture with respect to performance is found to be a common practice with a mean score, M=4.51 which is a high agreement. The Adaptability culture dimension, which is an aggregate of its three sub-dimensions, is then evaluated to have been practiced to the level M=4.51 and this result shows that star rated hotels have highly practicing adaptability organizational culture according to the framework suggested by Zaidation and Bagheri (2009). The standard deviation of adaptability cultural measurement is 0.731 which is low as depicted above on table 4.6 this shows most of individual responses for this dimension are close to the average /mean.

4.7.4. Mission culture practice in hotels

This section discusses about organizational culture of hotels, using the Denison's culture component "Mission". The mission culture at star rated hotels is evaluated with respect to its three sub-dimensions each having two i.e. strategic direction, Intent, Goal and objective and Vision. The result of analysis is presented in table 4.7 as depicted under.

Table 4.7 The Mission Cultural dimension at star rated hotels

Description	N	Mean	Std.Deviation
Able to fulfill short-time period needs without compromising our long-time period imaginative and prescient	91	3.84	0.719
Employees of the organization have a shared imaginative and prescient of what the employer could be like with inside the future	91	4.42	0.684
Mission- Strategic Direction and Intent	91	4.13	0.702
There is enormous settlement approximately the dreams of the organization	91	4.82	0.508
A constantly music the organization development in opposition to the said dreams	91	4.74	0.814

Mission- Goals and Objective	91	4.78	0.661
There is a clean project that offers that means and path to the workers	91	4.46	0.602
We have long term purpose and direction	91	4.42	0.844
Mission-Vision	91	4.44	0.723
Mission		4.45	0.573

Source: Own Survey, 2022

As to the strategic direction and intent sub-dimension, the employees' agreement is significantly different from the moderate level. Overall, the strategic intent sub-dimension is rated to the level $M=4.13$, which is significantly a high level practice. The two statements in this category range the mean score from 4.42 to 4.84.

Similarly all the two statements under the goal and objectives sub-dimension are agreed by managers to the level higher as per the suggested framework. With the overall agreement level of $M=4.78$, the goals and objectives direction culture at star rated hotels in Addis Abeba is practiced to high level. The two statements with the mean score range from 4.74-4.82.

The vision sub-dimension with overall agreement level of $M=4.44$ is also a high level practice and the mean score ranges from 4.42-4.46.

Generally, the culture dimensions mission with nine statements scored mean ranges from the smallest mean score 3.84(able to meet short-term demands without compromising our long-term vision.) to largest mean score 4.82(There is widespread agreement about the goals of the hotel). The mission culture dimension is found to be a very common practice with rated to the level a mean score, $M=4.45$ which is high practice and also the mission culture dimension, which is an aggregate of its three sub-dimensions, is then evaluated to have been practiced to the level $M=4.45$ and this result shows that hotels highly practicing mission organizational culture according to the framework suggested by Zaidation and Bagheri (2009). The standard deviation of Mission cultural measurement is 0.573 which is low as depicted above on table 4.7, this shows most of individual responses are close to the average /mean.

4.8. Crisis management practices of the Hotels

As mentioned on chapter three, the survey questionnaire for crisis management practices were prepared and analyzed supported a modified version of a questionnaire developed by Radwan (2017), as a tool for managing hotels during crisis situations. Internal consistency was calculated using Cronbach's alpha (α). The values for all factor groups (Human resource reduction =0.735; cost reduction =0.728; marketing management=0.730 indicate a fairly good reliability ($\alpha \geq 0.7$). Cronbach alpha values for every dimension range from 0.728 to 0.735, indicating that it's important to gauge the inter item correlation between items. As suggested by Boin, 2008 during crisis, Managers should run procedures during the crisis until it's considered to be set. This phase mainly concerns the acknowledgement of the crisis and also the crisis response: Crisis acknowledgment: Emergency managers have to identify the crisis and the way events are evolved so as to try and do the most effective at each moment. In order to grasp the extent of practice, the researcher has calculated the mean and variance to every survey questions and dimensions too. For this report of the finding we've got employed the standards by (Ghazi, 2016). Accordingly, Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.20 as Agree and at last from 4.21 to five as Strongly agree

4.8.1. The practice of human resource reduction

Out of all the scale of crisis management practices, human resource reduction is extremely crucial. This dimension is represented by four items and therefore the finding of the survey is demonstrated below. As stated above the mean score result Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.2 as Agree and at last from 4.21 to five as Strongly agree (Ghazi, 2016). So for the practice of human resource reduction, the hotels has practiced and offered unpaid vacation to scale back labor cost. This has more mean score than others with the mean of 4.71 and variance of 0.834. So this means that the hotels have agreed thereon during the crisis. The second high mean score is recorded by changes within the organizational structure during crisis. Practiced from the human resource reduction is that made changes within the organizational structure during crisis with the mean score of 4.46 and variance of 0.860. This

result indicates that it's agreed. The opposite item under this dimension is that required staff to require additional duties that's not in their job descriptions.

The practice of human resource reduction, the hotels has practiced required staff to require additional duties that aren't in their job descriptions has more mean score than others with the mean of 4.34 and standard deviation of 0.764. So this means that the hotels have agreed on that during the crisis.

The other practiced from the human resource reduction is that reduced wages and pay rates of employees during crisis lying off employees to reduce labor force /operational cost. This has mean score of two.06 and differences of every observation from the mean (standard deviation) of 0.874. This result indicates that it's disagreeing.

When we see the mean score of human resource reduction, it is 3.89. In step with the above interpretation, the hotels had agreed on this dimension or there's moderate practice of the human resource reduction.

Table 4.8 Human reduction practice in the hotels

Description	N	Mean	Std.Deviation
Made changes in the organizational structure during crisis	91	4.46	0.860
Reduced wages and pay rates of employees during crisis	91	2.06	0.874
Given employees mandatory unpaid vacations	91	4.71	0.834
Required staff to take additional duties that are not in their job descriptions	91	4.34	0.764
Human resource reduction		3.89	0.833

Sources: Own survey, 2022

4.8.2. The practice of cost reduction

s stated above the mean score result Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.2 as Agree and eventually from 4.21 to five as Strongly agree (Ghazi, 2016). Out of 91 respondents, the bulk have selected the statement of developed additional packages for revenues (e.g. business package, incentive packages then on) with the best mean score 4.71. This means that on the average the hotels' managers agreed on this statement. Other statements have the mean scores fall between 2.06 to 4.46. Generally the operational cost reduction practice of the hotels during

the crisis has represented by sex questions and their average response is lays on 3.68. Per the above interpretation, the hotels had agreed on this dimension (operational cost reduction).

Table 4.9 Cost reduction practice in the hotels

Description	N	Mean	Std.Devia tion
Emphasized cost control and reduce operating costs (e.g. establishing a cost-Reducing objective, embracing technology, Check for better prices)	91	4.46	0.794
Postponed some of the hotels due costs and/or reschedule payments (e.g. asking additional time to pay back loans)	91	2.06	0.681
Developed additional packages for revenues (e.g. business package, incentive packages and so on)	91	4.71	0.524
Closed some non-profitable departments and/or business operations	91	4.34	0.961
Used new internet technologies for reducing operating costs (use social media advertisement instead of broacher etc.)	91	4.46	0.571
Postponed all planned investments of our hotel	91	2.06	0.897
Cost control		3.68	0.889

Source; own survey, 2022

4.8.3. The practice of marketing management

Another activity during the crisis stage is marketing management. During the pandemic, marketing management practice is also not satisfactory. The researcher has used above scale to interpret the result of mean score as Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.2 as Agree and finally from 4.21 to 5 as Strongly agree (Ghazi, 2016).

According to the scale, the hotels have better practiced on conducting a study to understand the needs (expectations) of the target customer segment with the mean score of 4.88 and standard deviation of 0.417. In general, the cumulative mean score indicated that on average the hotels have agreed on the marketing management during the crisis that is shown in the below table as the mean of 4.55.

Table 4. 10 Descriptive statistics of the items measuring marketing management

Description	N	Mean	Std.Deviation
Targeted new market segments and have implemented them as a replacement marketing strategy in our hotel (e.g. we've segmented our market in to: Food and beverages, Travel and Tourism, lodging, and recreation)	91	4.58	1.01
Enlarged marketing campaigns for existing customer (e.g. Gathered data on our customers, Stay top- of-mind, made them feel special, follow up after the sale, celebrate special days)	91	3.78	0.739
Conducted a study to know the requirements (expectations) of the target customer segment	91	4.88	0.417
Focused on loyal customers during this crisis time	91	4.74	0.712
improved the service quality during the crisis than before	91	4.77	0.616
Customer- oriented marketing		4.55	0.699

Sources: own survey, 2022

4.8.4. The practice of government support

As stake holder, the contribution of government during the crisis is inevitable. The hotels are asked for the gov't contribution on those days. the size accustomed interpret the results of mean score as Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.2 as Agree and at last from 4.21 to five as Strongly agree (Ghazi, 2016). Per the response of the respondents, there's minimal contribution of government during crisis. With minimum mean score 1.70(Cooperated with concerned government offices on different activities that would improve the image of Ethiopia as a tourist destination) to 4.40(Government provided direct subsidy and grants). The mean score of this dimension, seeking the support from government, is 4.40. Thus, the contribution of presidency dimension is interpreted as Neutral.

Table 4.11. The practice of marketing management in the hotels

Description	N	Mean	Std.Deviation
Cooperated with other tourism service providers (e.g. to maximize our joint efforts to seek government support)	91	4.33	0.831
Cooperated with concerned government offices on different activities that could improve the image of Ethiopia as a tourist destination	91	1.70	0.901
Promoted Domestic tourism in collaboration with the relevant government offices in order to boost annual sales	91	2.20	0.778
There was technical and financial support from the government	91	2.42	0.668
Government provided direct subsidy and grants	91	4.40	0.682
Government assisted additional loans from banks in low interest rate	91	4.36	0.837
There was tax reduction and cancellation schemes provided by the government	91	4.36	1.197
Organizational support		3.40	0.842

Sources: Own survey, 2022

The practice of hotel's on crisis management in Ethiopia from Interview respondents' point of view

The above responses were also supported by interview discussion from hotel expertise on the question, how would you describe the crisis management put in place in hotel business example during the pandemic of COVID 19, the political crisis in northern, the economic inflection, the war between Ukraine and Russia? Do you think there is a strategy to coup up a crisis while conducting?

Four of the respondents were agreed that “Crises have the foremost dangerous influences on hotels where the recession prevails, purchases decrease and sales drop. The tourism and hospitality industry in Ethiopia is facing a significant challenge since large numbers of hotels are affected. Many hotels failed to find the mandatory funding either for operations and/or development. To this point this was because of the pandemic and therefore the political crisis within the northern a part of the country and also the recession experienced by the tourism sector during the past years. Many hotels are currently operating partially and also the majority of trained workers have abandoned the world and have taken on to other occupations, a

problem which has negatively affected the standard of services provided to tourists. Furthermore, hotels didn't have plans in situ to pander to crisis. This means that hotels should develop plans for handling crises before their occurrences. These plans should anticipate the crisis and set proactive measures to be implemented and a method for quick recovery.

For the previous couple of years the international tourism market was relatively absent. Therefore, marketing is that the key factor for maintaining the continuation of hotel businesses in severe conditions and thus all hotel operators should pay more attention to marketing activities and increase marketing funding. The study informed a spread of practices that were highly ranked by hotel operators in relevancy marketing measures, among these: targeting new market segments, broadening hotel's marketing and advertising campaigns, providing special offers, discounting rates and bundle services.

Human resources represent another major challenge to hotels during crisis due to their high costs.

Certainly, staff is that the cornerstone on which the success of hotels are often built upon and thus managers of hotels should make every effort to take care of their experienced and skilled workers. Among the foremost practices adopted by hotels during this regard are reducing employees' wages, giving them unpaid compulsory vacations and/or terminating employees to scale back labor.

Most hotel operators weren't touch upon the support provided by responsible bodies and expressed on their must more help particularly in challenging times. This implied that the government assistance to hotels is important and will concentrate on several aspects: developing and promoting alternative kinds of tourism, providing technical and financial aids, enhancing the image of the country as a tourist destination and inspiring domestic tourism. The study provides an inventory of practices to assist hotel operators during crisis challenges. The List will help hotel operators to take care of their businesses by increasing marketing activities and controlling costs”.

4.9. Relationship between Organizational Culture and crisis management

One of the objectives during this research is to review the impacts of organizational culture on the crisis management, evidence from star rated hotels in Addis Abeba. So as to judge this relationship, a Pearson Product Movement correlation is conducted with the result shown within the matrix below. As per Saunder (2009), a parametric statistic enables to quantify the strength of the linear relationship between variables. This coefficient is typically represented by „r“ and may take only the worth from -1 to +1.

4.9.1. Pearson Correlation Analysis

This study implemented correlation analysis, which investigates the strength of the relationships between the studied variables. Pearson correlation analysis was accustomed provide evidence of convergent validity. Pearson correlation coefficients reveal magnitude and direction of relationships (either positive or negative) and therefore the intensity of the link (-1.0 + 1.0). Correlations are perhaps the foremost basic and most useful measure of association between two or more variables (Marczyk, Dematteo & Festinger, 2005).

Pearson correlation is +1 within the case of an ideal increasing (positive) linear relationship (correlation), -1 and 1 all told other case indicating the degree of linear dependency between variable. To work out the connection between the four Organizational cultures of star rated hotels in Addis Abeba, Pearson correlation was computed. Table 4.12 the correlation analysis matrix, presents the results of Pearson correlation on the link between organizational culture and crisis management.

Table 4.12 Correlation Analysis Matrix

		Crisis management
Crisis management	Pearson Correlation	1
	Sig. (2-tailed)	
	N	91
Mission	Pearson Correlation	.592**
	Sig. (2-tailed)	.000
	N	91
Adaptability	Pearson Correlation	.585**
	Sig. (2-tailed)	.000
	N	91
Involvement	Pearson Correlation	.589**
	Sig. (2-tailed)	.000
	N	91
Consistency	Pearson Correlation	.539**
	Sig. (2-tailed)	.000
	N	91

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

Source spss output (2022)

Accordingly, from the above correlation analysis table 4.12 results, noted that there's significant positive relationship between crisis management and also the identified cultural dimensions (Involvement, Consistency, Adaptability and Mission). The mission dimension is that the dimension with strong relationships with crisis management indicated by $r=0.592$, followed by the involvement dimension with $r=0.589$. Adaptability and Consistency culture dimensions also are having strong positive relationship with $r=0.585$ and $r=0.539$ respectively. These strong positive relationships indicate that the crisis management has increased because of the adequate

level practice of organization culture at star rated hotels in Addis Abeba So, the high level of culture at star rated hotels , $M=4.432$ influenced by the perception of managers on organization culture practice.

In General; Mission had stronger positive and significance correlation with crisis management than the opposite cultural dimensions. Involvement had strong and direct correlation to the crisis management. On the identical side adaptability also has strong correlation to the crisis management. However, consistency was relatively less strong correlation to the crisis management than other cultural dimensions. Over all cultural dimensions involvement, consistency, adaptability and Mission had significant correlational statistics to crisis management of star rated hotels. This suggests when there's a rise on those cultures or when these cultures become strong the crisis management of star rated hotels will increase significantly.

From the correlation analysis, all the three organization culture dimensions are found to possess correlation with the hotels crisis management. The mission dimension is that the most associated with crisis management with $r=0.552$, followed by the consistency dimension with $r=0.512$. Both mission and consistency culture have strong positive relationship with crisis management. The involvement dimension, is additionally moderately associated with crisis management with $r=0.561$. These strong positive relationships indicate that the crisis management has increased because of the adequate level practice of organization culture at star rated hotels. Therefore the high level, $M=4.36$, may be somewhat influenced by the perception of managers on organization culture practice.

All the above correlation coefficients interpretations are supported Pallent (2003) way of determining the strength of the connection. Accordingly,

If $r = 1.00$ perfectly correlational statistics

If $r = -1.00$ perfectly correlation

If $r = 0.00$ no relationship

If $r = 0.10$ to $r = 0.29$ or $r = -0.10$ to -0.29 weak relationship

If $r = 0.30$ to $r = 0.49$ or $r = -0.30$ to -0.49 moderate relationship

If $r = 0.50$ to $r = 1$ or $r = -0.50$ to -1 strong relationship

4.9.2. Multiple regression analysis for the Impacts of organizational Culture on crisis management

Multiple regressions are the foremost common and widely accustomed analyze the connection between one continues variable quantity and multiple continues on categorical experimental variable (George et al, 2003). During this study multivariate analysis was employed to look at the link between organizational culture dimensions (Involvement, Consistency, Adaptability, and Mission) and Crisis management. The coefficient of regression which is represented by R^2 measures the proportion in a very variable which will be explained by the independent variables. The subsequent table presents the results of multiple regulations analysis. Here the squared multiple regression coefficients (R^2) which tells the extent of variance within the variable quantity (crisis management) that's explained by the model summary under.

Table 4.13 Model Summary of Regression Analysis

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.666a	.443	.417	.26321

a. Predictors: (Constant), Mission, Consistency, Involvement, Adaptability

Source: SPSS Regression results output, 2022

The result of multiple regressions, as presented on table 4.13, above, the coefficient of determination, i.e. adjusted R Square, is computed to be 0.443= 44.3%. That implies 44.3% of the variation of crisis management can be predicted by the independent variables Mission, Involvement, Adaptability, and Consistency. That implies that the organization culture at star rated hotels has an influence of 44.3% of crisis management. The remaining 55.7% of the variation on crisis management practice can be explained by other variables. This implies that organization culture at star rated hotels moderately influences crisis management.

ANOVA table

From ANOVA table 4.14 indicates that at least one of the Organizational cultures of star rated hotels (Mission, Involvement, Adaptability, and Consistency) had a significant relationship on

crisis management measures, since the p-value for F-Statistics (0.000) less than the significance 0.05.

Table 4.14 ANOVA table

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.743	1	1.186	17.117	.000b
	Residual	5.958	89	.069		
	Total	10.701	90			

a. Dependent Variable: mean score for crisis management

b. Predictors: (Constant), consistency, mission, involvement, adaptability

Based on the table 4.14, show the unstandardized beta coefficient, which tell us the unique contribution of each factor to the model. A high beta value and a small p value (<0.05) indicate the predictor variable has made a significance statistical contribution to the model. On the other hand, a small beta value and a high p value ($p > 0.05$) indicate the predictor variable has little or no significant contribution to the model Gorge et al (2003). To further assess the effect of organization culture on crisis management, multiple linear regression analysis was conducted and indicated as follows. Multivariate regression model is applied to determine how organizational culture in Star rated hotels affects the crisis management.

Table 15 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.693	.350		4.842	.000
	Adaptability	.058	.127	.085	2.455	.041
	Consistency	.239	.092	.464	2.605	.011
	Involvement	.026	.076	.071	.338	.736
	Mission	.391	.087	.483	4.503	.000

A. Dependent Variable: Crisis management

B. independent variable: (Constant), Mission, Consistency, Adaptability, Involvement)

SPSS Regression results output, 2022

The above depicted Table 4.15 Coefficients also indicates that mission and consistency culture and adaptability had significant relation to crisis management of star rated hotels 95% confidence level. But, Involvement has no significant influence to crisis management since its p-value.736, which is greater than the significance level 0.05.

Crisis management in Ethiopian hospitality sector and major strategy recommended from Interview respondents' point of view

The interviewees have reacted up on the question, what strategies do you suggest to minimize the severity of that crisis in the hotels?

In any circumstance of crisis the security and security of employees and guests is clearly the best priority. That has fixing a secure remote working environment. While there'll inevitably be some loss of productivity as employees work off from the hotel, companies have to make sure that employees are engaged and productive within the new operating environment.

Availability of cash: keeping cash readily available via liquidity management strategies, like maximizing one-time revenue opportunities, realigning and reducing costs, employing capital crisis management techniques and deferring capital expenditures.

Further, promoting flexible rates and allowing guests to maneuver a booking to a replacement date is another key strategy to push hotel business in compensation for emergency cancellations. Further, making some timely-modifications to existing hotel policies is vital, like flexible cancellation policies, flexible rates for all services, ensuring strict hygiene policies should be a number of the key areas of concerns.

At the identical time, it's also recommended to push flexi-services rather than promoting value-added services. Thanks to the pandemic situation people are significantly concern about their health and safety. Thus, taking some time beyond regulation for cleaning the complete hotel is important. These strategies will positively impact on ensuring hygienically clean safety and secure environment for guest stay.

Additionally, hotel companies must have plans in situ to quickly recover once the worst of the pandemic has passed. Within the face of potential hotel closures, companies should assess their employee retention and operational policies.

Empowering local and national health care industry in addition to that, knowledge sharing and collaboration with necessary stakeholders locally and globally. Hoteliers, travel agents and other service providers should be continuously detain touch with key customer base during the outbreak (check their safety maintaining a robust linkage) .Responsible and ethical use of social media and mass media.

Destination rebranding is incredibly much essential after matters highlighting the positive elements during the outbreak. The domestic travel market will significantly grow compared to the international tourism market to release the house bound stress of the community as a direct effect.

The government's try to invite indigenous medical practitioners to explore alternative medical solutions to the current global pandemic, specify the worth of this fact.

q. Finally, it's recommended to initiate collaborative strategies among the general public and personal sector. Specially, government could initiate tax reduction schemes (for certain period of time) for both micro and macro level business owners could consider introducing interest-free capital loan schemes and job guarantees for permanent carder employees.

As an industry, we want to own a resilient strategic commit to reconstruct the country's economy. The impact of this infortune will lower the business investment because of increased uncertainty and risk. Consequently, the demand for the travelling and consumer confidence also may very lower because of uncertainty and fear. This can ultimately ends up in reduce the spending of individuals as lowering the income with limited economic activities and homebound life to scale back the probability of infection. Moreover, the face to face contact may generate the lower confidence for both service provider and consumer within the related services and supplies in tourism, transportation and retail spending.

Once hotel companies react and live through this pandemic, attention will communicate the way to grow. Strategic options will exist that weren't available before, and corporations should start thinking about:

The rebound may be tempered by prolonged economic performance, so hotel companies should be prepared for multiple scenarios which may unfold. The key are going to be to react to the short-term issues that arise then again quickly hinge to long-term planning and identification of opportunities.

4.10. Analysis from tested hypothesis

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

4.10.1. Human resource reduction association with organizational cultural dimensions (involvement, consistency, adaptability, mission)

Hypothesis 1: There is significant relationship between Involvement and Human resource reduction

Table 16 Coefficients on human resource reduction association with organizational cultural

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.900	.556		1.620	.109
Adaptability	.225	.201	.238	1.118	.267
Consistency	.087	.146	.121	.597	.552
Involvement	.041	.121	-.081	-.342	.733
Mission	.404	.138	.356	2.929	.004

a. Dependent Variable: Human resource reduction

The finding indicated on the multiple regressions, as presented in table 4.16 above, revealed that hotel human resource reduction encompasses a positive and significant relationship to mission culture with Beta =0.404, at 95% confidence level (p <0.05 which is 0.004). The beta value

(0.404) shows as one-unit increase in mission there'll be 40.4 % increase on human resource reduction. Therefore, the researcher accepts the hypothesis; this means that involvement features a positive and significant influential relationship to human resource reduction in star rated hotels.

Hypothesis 2: there's significant relationship between involvement and human resource reduction

The results of multiple regressions, as presented in table 4.16 above, revealed that mission have a negative and insignificant relationship to human resource reduction of star rated hotels with Beta = 0.041 , at 95% confidence level ($p > 0.05$). However, the beta value (0.041) shows as one-unit increase in involvement there'll be 4.1% increase on human resource reduction. Therefore, the researcher accepted the hypothesis; this means that involvement has minimal positive impact on human resource reduction of star rated hotels.

Hypothesis 3: there's significant relationship between Adaptability and human resource reduction

The results of multiple regressions, as presented in table 4.16 above, revealed that Adaptability have a positive and insignificant relationship to hotel human resource reduction with Beta = 0.225, at 95% confidence level ($p < 0.05$). The beta value (0.225) shows as one-unit increase in involvement there'll be 22.5% increase on human resource reduction. Therefore, the researcher accepts the hypothesis, and this means that adaptability contains a positive and insignificant relationship human resource reduction of star rated hotels.

Hypothesis 4: there's significant relationship between consistency and human resource reduction

The results of multiple regressions, as presented in table 4.16 above, revealed that consistency have a positive and significant relationship to human resource reduction of star rated hotels with Beta = 0.087, at 95% confidence level ($p < 0.05$). The beta value (0.087) shows as one-unit increase in consistency there'll be 8.7% increase on human resource reduction. Therefore, the researcher accepts the hypothesis; this means that consistency incorporates a positive and significant influential relationship to crisis management of star rated hotels.

In general, except adaptability, the remaining three cultural dimensions Involvement, and mission have positive significant relationship to human resource reduction.

Hypothesis 5: there's significant relationship between mission and customer-oriented marketing

The finding indicated on the multiple regressions, as presented in table 4.17 above, revealed that mission encompasses a positive and significant relationship to hotels customer-oriented marketing with Beta =0.321, at 95% confidence level ($p < 0.05$ which is 0.031). The beta value (0.321) shows as one-unit increase in mission there'll be 32.1% increase on customer-oriented marketing. Therefore, the researcher accepts the hypothesis; this means that mission features a positive and significant influential relationship to customer-oriented marketing in star rated hotels.

Hypothesis 6: there's significant relationship between involvement and customer-oriented marketing

The results of multiple regressions, as presented in table 4.17 above, revealed that mission have a positive and insignificant relationship to customer-oriented marketing of star rated hotels with Beta =0.138, at 95% confidence level ($p > 0.05$). However, the beta value (0.138) shows as one-unit increase in involvement there'll be 13.8% increase on customer-oriented marketing. Therefore, the researchers accepted the hypothesis; this means that involvement has positive and significance impact on customer-oriented marketing of star rated hotels.

Hypothesis 7: there's significant relationship between consistency and customer-oriented marketing

The results of multiple regressions, as presented in table 4.17 above, revealed that consistency have a positive and insignificant relationship to hotel customer-oriented marketing with Beta =0.062, at 95% confidence level ($p < 0.05$). The beta value (0.062) shows as one-unit increase in consistency there'll be 6.2% increase on customer-oriented marketing. Therefore, the researcher accepts the hypothesis, and this means that consistency contains a positive and insignificant relationship with customer-oriented marketing of star rated hotels.

Hypothesis 8: there's significant relationship between adaptability and customer-oriented marketing

The results of multiple regressions, as presented in table 4.13 above, revealed that adaptability have a negative and insignificant relationship to customer-oriented marketing of star rated hotels with Beta -0.100, at 95% confidence level ($p < 0.05$). The beta value (-0.101) shows as one-unit increase in adaptability there'll be 10.1% decrease on customer-oriented marketing. Therefore, the researcher rejected the hypothesis; this means that adaptability incorporates a negative and insignificant influential relationship to customer-oriented marketing of star rated hotels.

In general, except adaptability, the remaining three cultural dimensions Involvement, consistency, missions have positive significant relationship to customer-oriented marketing.

4.10.2. Customer-oriented marketing association with organizational cultural dimensions (involvement, consistency, adaptability, mission)

Table 17; Customer-oriented marketing association with organizational

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.680	.590		4.540	.000
Adaptability	-.101	.214	-.107	-.471	.639
Consistency	.022	.155	.087	.202	.049
Involvement	.138	.129	.272	1.072	.287
Mission	.321	.146	.284	2.191	.031

**4.10.3. Cost reduction association with organizational cultural dimensions
(involvement, consistency, adaptability, mission)**

Table 18; Cost reduction association with organizational cultural

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.489	.428		3.482	.001
Adaptability	-.095	.155	-.103	-.612	.542
Consistency	.053	.112	.076	.472	.638
Involvement	.203	.093	.410	2.172	.033
Mission	.520	.106	.473	4.905	.000

a. Dependent Variable: Cost control

Hypothesis 9: there's significant relationship between mission and cost reduction

The finding indicated on the multiple regressions, as presented in table 4.16 above, revealed that mission includes a positive and significant relationship to hotels cost reduction with Beta =0.520, at 95% confidence level ($p < 0.05$ which is 0.000). The beta value (0.520) shows as one-unit increase in mission there'll be 52% increase on cost reduction. Therefore, the researcher accepts the hypothesis; this means that mission contains a positive and significant influential relationship to cost reduction in star rated hotels.

Hypothesis 10: There is significant relationship between involvement and price reduction

The results of multiple regressions, as presented in table 4.18 above, revealed that mission have a positive and insignificant relationship to cost reduction of star rated hotels with Beta =0.203, at 95% confidence level ($p > 0.05$). However, the beta value (0.203) shows as one-unit increase in involvement there'll be 20.3% increase on cost reduction. Therefore, the researchers accepted the hypothesis; this means that involvement has positive and significance impact on cost reduction of star rated hotels.

Hypothesis 11: There is significant relationship between consistency and value reduction

The results of multiple regressions, as presented in table 4.18 above, revealed that consistency have a positive and insignificant relationship to hotel cost reduction with Beta =0.53, at 95% confidence level (p <0.05). The beta value (0.53) shows as one-unit increase in consistency there'll be 53% increase on cost reduction. Therefore, the researcher accepts the hypothesis, and this means that consistency features a positive and insignificant relationship with cost reduction of star rated hotels.

Hypothesis 12: There is significant relationship between adaptability and price reduction

The results of multiple regressions, as presented in table 4.18 above, revealed that adaptability have a negative and insignificant relationship to customer-oriented marketing of star rated hotels with Beta -0.095, at 95% confidence level (p <0.05). The beta value (-0.095) shows as one-unit increase in adaptability there'll be 9.5% decrease on cost reduction. Therefore, the researcher rejected the hypothesis; this means that adaptability encompasses a negative and insignificant influential relationship to cost reduction of star rated hotels.

In general, except adaptability, the remaining three cultural dimensions Involvement, consistency, missions have positive significant relationship to customer-oriented marketing.

4.10.4. Organizational support association with organizational cultural dimensions(involvement, consistency, adaptability, mission)

Table 19 ; Organizational support association with organizational culture
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.351	.447		3.021	.003
1 Adaptability	-.210	.162	-.276	-1.299	.198
Consistency	.577	.118	.990	4.904	.000
Involvement	.296	.098	.722	3.036	.003
Mission	.443	.111	.485	3.994	.000

a. Dependent Variable: Organizational Support

Hypothesis 13: There is significant relationship between mission and organizational support

he finding indicated on the multiple regressions, as presented in table 4.19 above, revealed that mission encompasses a positive and significant relationship to hotels organizational support with Beta =0.443, at 95% confidence level ($p < 0.05$ which is 0.000). The beta value (0.443) shows as one-unit increase in mission there'll be 44.3% increase on organizational support. Therefore, the researcher accepted the hypothesis; this means that mission incorporates a positive and significant influential relationship to organizational support in star rated hotels.

Hypothesis 14: There is significant relationship between involvement and organizational support

The results of multiple regressions, as presented in table 4.19 above, revealed that mission have a negative and significant relationship to organizational support of star rated hotels with Beta =0.296, at 95% confidence level ($p > 0.05$). However, the beta value (0.03) shows as one-unit increase in involvement there'll be 29.6% increase on organizational support. Therefore, the researchers accepted the hypothesis; this means that involvement has positive and significance impact on organizational support of star rated hotels.

Hypothesis 15: There is significant relationship between consistency and organizational support

The results of multiple regressions, as presented in table 4.19 above, revealed that consistency have a positive and insignificant relationship to hotel organizational support with Beta =0.577, at 95% confidence level ($p < 0.05$). The beta value (0.577) shows as one-unit increase in consistency there'll be 57.7% increase on organizational support. Therefore, the researcher accepts the hypothesis, and this means that consistency includes a positive and significant relationship with organizational support of star rated hotels.

Hypothesis 16: There is significant relationship between adaptability and organizational support

The results of multiple regressions, as presented in table 4.19 above, revealed that adaptability have a negative and insignificant relationship to organizational support of star rated hotels with

Beta -0.210, at 95% confidence level ($p < 0.05$). The beta value (-0.210) shows as one-unit increase in adaptability there'll be 21.0% decrease on organizational support. Therefore, the researcher rejected the hypothesis; this means that adaptability contains a negative and insignificant influential relationship to organizational support of star rated hotels.

In general, except adaptability, the remaining three cultural dimensions Involvement, consistency, missions have positive significant relationship to organizational support.

4.11. The impacts of organizational cultures on crisis management

In order to recognize the implication of organizational culture to crisis management, the researcher has performed an interview with hotel expertise. As the interviewees of the research, when there's prevalence of crisis such as the pandemic of COVID 19, political instabilities and inflation and so on one or a number of the above actors the flow/yield can be affected.” “So, whilst the resorts get organized for the crisis earlier than it takes place or ought to mitigate whilst it's miles befall and or compare and research from the crises after it has passed, it has lots implication or aid for mitigation of disaster in any aspects “There continues to be much less crisis management practices with inside the resorts at the town such as pandemic of covid 19, the political disaster in northern, the financial inflection, the struggle fare among Ukraine and Russia, hearth place exit, hearth place brigade and different preparedness signs. If there's such gaps the travelers cannot come to hotels due to worry so that you can result in lack of earnings the so known as financial loss and soon.

The interviews additionally defined that , whilst there's advantageous and higher organizational culture practice in the hotels can be advantageous implication on crisis control exercise with inside the resorts, Finally the interviewee has concluded that on every occasion resorts ought to compare their final disaster and research from it's going to have higher disaster control exercise on their future .Generally, their researcher concluded their reaction as follows; organizational way of life has full-size effect on disaster control. According to all respondent, the disaster control of the companies ends in organizational loss. So, the interviews agreed on that the organizational cultural obstacles that affected the crisis management practices had been interrelated.

The researcher requested them to describe which and how organizational cultural obstacles have an effect on disaster control practices? They indicated that. A loss of proactive education closer to disaster becomes discovered with inside the resorts greater over the global fame affected their dedication closer to disaster. The hotels with a better super mega celebrity score and global fame had been greater dedicated closer to disaster control than the neighborhood hotels. The respondents highlighted the effect of organizational way of life on disaster control.

The hotels crisis management used many defective assumptions and motives like; location, size, government's role, and absence of resources, for now no longer adopting the disaster control programs. Out of these, the idea that 'disaster is fated' pondered the mindset of many inn proprietors and trendy managers. The respondents additionally supplied themselves as eye witness for the full-size effects of organizational cultures on crisis the organizational and that they argued that as its miles obstacles had been now no longer distinctive to a particular disaster degree however befell during all levels. They stated the obstacles that affected disaster control, i.e., defective assumptions concerning a crisis, which improved their unawareness concerning the significance of disaster control program; inflexible organizational shape which affected the conversation during the crisis levels, blaming. All defective assumptions, associated with the effect or prevalence of the disaster, had been just like the ones defined earlier.

All the organizational cultural obstacles confirmed a mixed impact during the crisis levels. They advised that the managers ought to disciplined of mastering helped the companies conquer the cultural obstacles and multiplied their recognition in their employees, which helped in crisis management.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter summarizes the study findings, results and conclusions are drawn and a few recommendations are given accordingly. The main objective of this study was to assess and identify the effects of organizational culture on the crisis management practice of star rated hotels in Addis Abeba. Therefore; the researcher has summarized the findings, and has given conclusions and recommendation based on the information collected and analyzed.

5.2. Conclusion

The inconsistent findings from the empirical studies concerning the relationship between the hotels culture and crisis management are raised within the literature. This prompted the researcher to undertake an empirical study to further investigate the effect of organizational culture on crisis management outcomes in a developing country. The hypotheses were developed from the related literature and tested based on the info collected from the star rated hotels in Addis Abeba.

On this section the researcher presented the summary of key findings of the study and that they are outlined as follows. 91 responses which are represented by 92.9% response rate were valid for analysis. The study revealed that the respondents were composed of male which constitutes 83.5% and also the other 16.5% are females. Among the sampled star rated hotels, a mean score of respondent's age is (37.231) this mean score indicates there's a median age of 37.231 years old managers among the hotels. With respect to the academic background of the sampled respondents, 10.6% of them were diploma holders, 60.6% BA degree, 25.5 % earned master's degree. In general, there's no below the academic background of diploma and no PhD holder from the sampled respondents within the business. The managerial position is dominated by BA degree holders followed by masters and diploma.

From involvement culture, three sub dimensions of empowerment, team orientation and capacity development are measured and located $M=4.61$ which is high agreement. The involvement culture dimension, which is an aggregate of its three sub-dimensions is evaluated to own been practiced moderately to the amount $M=4.61$. In respect to consistency culture, statements in reference to the agreement sub-dimension core values agreement and coordination and integration are found that agreement is rated to the extent, $M=4.16$ and therefore the sub-dimension is assessed with managers' level of agreement, and evaluated to own been practiced moderately to the extent $M=4.16$. From adaptability culture, three sub dimensions of making change, customer focus and organizational learning are measured and located $M=4.51$ which is moderate agreement. The adaptability culture dimension, which is an aggregate of its three sub-dimensions is evaluated to own been practiced moderately to the extent $M=4.51$. From Mission culture, three sub dimensions of strategic direction and intent, Goals and Objectives, and vision are measured and located $M=4.45$ which is moderate agreement.

In general, from the correlation analysis, all the four organization culture dimensions are found to possess direct correlation with the hotels crisis management. The mission dimension is that the most associated with crisis management with $r=0.552$, followed by the consistency dimension with $r=0.512$. Both mission and consistency culture have strong positive relationship with crisis management. The involvement dimension, is additionally moderately associated with crisis management with $r=0.561$. These strong positive relationships indicate that the crisis management has increased because of the adequate level practice of organization culture at star rated hotels. To further assess the effect of organization culture on crisis management the researcher used linear multiple regression (model summary) was conducted, from the regression result, the coefficient of determination, i.e R Square, is computed to be $.443= 44.3\%$. Using ANOVA regression analysis, the unstandardized beta coefficient, which tells us the unique contribution of every factor to the model. High beta value and fewer p value (<0.05) indicate the variable has made a significance statistical contribution to the model. Since the p-value for F-Statistics (0.000) is a smaller amount than the significant level 0.05. Coefficients also indicated that mission, consistency culture and adaptability had significant relation to crisis management of star rated hotels 95% confidence level. But, Involvement has no significant influence to crisis management since its p-value.736, which is greater than the significance level 0.05.

This research work justified that organizational culture has a positive relationship and effect on crisis management. The results of this study indicates that the involvement practiced at high level, which shows that within the hotels highly connected to their work, is awake to its importance, its connection there to of the organization, and is willing to just accept additional responsibilities. Organizations that uphold an involvement culture emphasize the input and participation of their members. This could be achieved by using an implicit system and giving the staff the authority and skill to manage and decisions that affect their own work.

As perceived by the study participants, the consistency aspect of organizational culture is found to be highly practiced at star rated hotels. The consistency elements took the dimension of core values, agreement and coordination, and integration with an aggregate practicing of this organizational culture at the high level. As per this study, the consistency dimension incorporates a positive relationship with crisis management and this can be manifested by managers of the hotels who participate within the study. When there's an existence of a culture of consistency in the hotels, different functions and departments of the hotels are able to work together well to attain common goals. The responsibility of promoting this culture is that the top management who are expected to be models by practicing what they preach and to line clear and consistent values, ethical codes that the worker easily predicts and consistently practice.

The Adaptability dimension of organizational culture is additionally reported to be highly practiced at the star rated hotels. The Adaptability elements took the dimension of making change, customer focus, and organizational learning with an aggregate practicing of this organizational culture at the high level. As per this study, the adaptability dimension encompasses negative relationship with crisis management and this can be manifested by the managers of the hotels who participated within the study. When there exists a culture of Adaptability in the hotel, better ways to try to work are continually adopted different functions and departments of the hotels, customer feedback often ends up in change and innovation is motivated, for this it's the highest management who are expected to look at failures as a chance and to form change.

The mission culture is that the hotel's reason for existence and has sub-dimensions of strategic intent and direction, objectives and goals, and vision. As per the end result of this dimension, managers perceived that this cultural dimension encompasses a high effect and is highly

practiced at the star rated hotels. Therefore, the explanation why a company exists will give the hotel participants that motivation to realize the organizational objectives.

This study has shown that high practice of crisis management have committed workforce that's aligned with the hotel's mission, vision, and values. It came out very clearly that the highest management is playing some role in influencing organizational mission culture in order that it aligns with organizational strategy and structure. For a stronger result, top management is answerable for the fulfillment of the mission of the organization to have sustainable growth. For a corporation to realize its objective, the mission statement advocates for strong work ethics, and this study checked out if there's a transparent mission that offers meaning and direction to employees that by extension, they influence crisis management. The findings have clearly indicated that a transparent, shared, and realistic mission highly influences employees to figure towards the mission, hence high and constrictive crisis management is achieved.

5.3. Recommendation

Based on the findings of the study, so as to judge the success of hotels, organizational culture and crisis management are among the key influential factors. It's well recognized that a hotel's success indirectly depends on its existing culture and norm. So as to foster productivity, there should be continuous effort to take care of and enhance the present culture and crisis management. According to the general study findings, organizational culture at star rated hotels, as evaluated by the identified four culture dimensions and as perceived by its manager is found to be good. The link between the organization's culture and its crisis management is manifested through the four traits of organizational culture. However, so as to stay this momentum going and to strengthening the organizational culture within the future, the subsequent recommendations are suggested by the researcher. Subsequent recommendations are suggested by the researcher.

5.3.1. Recommendations to the hotel managers

The following recommendations are made based on the summary of findings and conclusion: The hotels should review the present culture once in a very while, whether it's towards the target of the hotel or not. Accordingly, if the culture may be a strong culture the hotels should work to keep up the culture, or if it's found weak culture they should work to boost it. The study only

reviews the effect of culture on the crisis management of the star rated hotels as perceived by their managers. The crisis management level of the hotels is at high level.

The cumulative effect of the four organizational cultures shows that culture encompasses a very significant impact on the crisis management of star rated hotels. Therefore, the present culture can give a competitive advantage for the hotels because culture is exclusive by its nature. Whereas, still the remaining 55.7% impact on crisis management can be generated from other factors associated with crisis management. So, the organization should explore for those contributing factors (might be job satisfaction, leadership style, salary and benefits, first-mover advantage, power distance, organizational structure, control systems, and other issues) and this may reciprocally maintain the crisis management and ensure sustainable growth.

Among the organizational culture under review mission, with its sub-dimension strategic direction and intent, goals and objectives, and vision, encompasses a significantly higher impact on crisis management. Therefore, the hotels should give priority to the mission of the hotel, should make sure the hotel contains a clear and realistic mission that provides long-term direction to any or all employees of the hotel. The hotel should also confirm that the mission is well communicated to the staff of the hotel. With reference to the study findings consistency with its sub-dimension core value, agreement, and coordination, and integration and has the second-highest significant impact on crisis management. Therefore, for better crisis management, the hotels should maintain and improve the present consistency culture by setting clear and consistent values, policies, procedures, and agreements that the worker and also the management staff commonly share and simply understand one another.

From the review result adaptability with its sub-dimension creating change, customer focus, and organizational learning also contains insignificant impact on the crisis management of the hotels. Additionally, because of the business world is consistently changing; adaptability is that the core culture to follow the change. Therefore, the hotels should take customer feedback as a source for change, take attention to learning and development which will absorb the change, and will motivate innovation. According to the research result involvement with its subdivision empowerment, team orientation and capability development revealed that involvement contains a negative relationship to the hotels crisis management. This shows that hotels should work progressively on involvement culture to control its negative impact.

5.3.2. Recommendation for further studies

The following are a number of the recommendations for future studies:

There are some limitations in the study that need to be taken into account when evaluating the organizational culture and crisis management. One limitation is that participated hotels in the current study come from hotels in one city which means only in Addis Abeba with is not covered all-star rated hotels in the country. Therefore, this creates barriers to generalize the findings to the other contexts (hotels located out of Addis Abeba). The researcher recommended that further studies may involve relatively big sample, including other cities in the country.

Future studies may also include different culture and crisis management models with different research design. This researcher study was done with Denison's Model of organizational culture whereas; further researchers may conduct studies through employing a different framework of organizational culture as suggested above to bring depth understanding of the culture itself and its impact on crisis management.

This study was emphasized on the impacts of organizational culture on crisis management. Whereas it's recommended further research can be done on the effect of organizational cultures directly on the other determinants which has to be incredibly visible and interest of all stakeholders. Because, still the remaining 55.7% impact on crisis management can be generates from other factors associated with crisis management. So, other researchers should explore for those contributing factors (might be job satisfaction, leadership style, salary and benefits, first-mover advantage, power distance, organizational structure, control systems, and other issues) and this may reciprocally maintain the crisis management and ensure sustainable growth.

This study was on the impacts of organizational culture on crisis management. It is also suggested that the study can be conducted on the particular culture and to the precise crisis management by employing a large sample size at the national level.

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Addis Ababa
University
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**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF DEVELOPMENT STUDIES
DEPARTMENT OF TOURISM DEVELOPMENT AND MANAGEMENT
QUESTIONNAIRE TO BE FILLED BY THE MANAGERS OF HOTELS**

Appendix

Dear Respondent:

This questionnaire is designed to solicit the relevant information for the research carried out on the topic “Effects of Organizational Culture on crisis Management Practices in hospitality industry: Evidence from star rated hotels in Addis Ababa”. The study is conducted for academic purpose as a partial fulfillment for the requirements of the master of art degree in tourism development and management at the AAU. Hence, your responses will be kept confidential. The soundness and the validity of the findings will highly depend on your kind and genuine responses. Therefore, I kindly request you to fill the questionnaire sincerely.

Thank you in advance for your cooperation

The Researcher; Semalign Jiru

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Section I: Information on demographic data of respondents

1. Gender
 - A. Male
 - B. Female
2. Educational Qualification
 - A. Diploma
 - B. BA/BSC
 - C. MA/MSC
 - D. PHD
 - E. Other please specify (_____)
3. Your age in years? _____ years
4. Number of years worked as a manager in star rated hotels in general?
 - A. Less than 2 years
 - B. 3 -5 years
 - C. 6-10 years
 - D. 10-15 years
 - E. 15 years and above
5. When was your hotel established? Month_____ Year_____
6. Number of employees in your hotel? Part-time_____ Full_____

Section II: This section focuses on the assessment of the existing organizational culture at star rated hotels. The objective is to assess key dimensions of the culture at your organization. Hence, please rate the statements in the table below using the five point rating scale below by putting a tick mark on your best choice. The five-point scale ranging from strongly disagrees to strongly agree

1= strongly disagree 2. Disagree 3. Neither agree nor disagree 4. Agree 5. Strongly agree

NB: Each statement is preceded by this phrase:

In our hotel ...

No	Items	1	2	3	4	5
Involvement						
1	Information is widely shared in order that employees can access the knowledge they have easily					
2	Business planning is ongoing and involves everyone within the process					
3	We highly encourage cooperation across different department of the hotel					
4	Employees work as they're a part of a team					
5	Authority is delegated so, employees can act by their own up to their discretion limit					
6	We make a nonstop investment to develop the abilities and capabilities of employees					
Consistency						
7	We have an system of rules that guides employees' behavior and tells differentiating right from wrong					
8	We have a transparent and consistent set of values that govern the way the hotel does business					
9	When disagreements occur among employees we make an effort to realize a "win-win" solution					
10	It is straightforward to achieve consensus even conflicting issues occurs					
11	Employees from different department of the hotel share a standard perspective					
12	Working with someone from another department of the hotel isn't like working with someone from a distinct hotel					
Adaptability						
13	The way things are done is extremely flexible and straightforward to vary					
14	New and improved ways to try to work are continuously adopted					
15	Customers' input directly influences decision at different level (e.g. feedback, their complaints etc.)					
16	All members of the hotel have a deep understanding of customer wants and wishes					
17	We view failure as a chance for learning and improvement					
18	Learning is a crucial objective in our day-today work					
Mission						
19	We have long-term purpose and direction					
20	There may be a clear mission that provides meaning and direction to the workers					
21	We continuously track the hotel's progress against the stated goals					
22	There is widespread agreement about the goals of the hotel					

23	Employees of the hotel have a shared vision of what the hotel are going to be like within the future						
24	We are able to meet short-term demands without compromising our long-term vision						

Section III Questions on crisis management of star rated hotels as rated by respondents

The questions under this section focus on crisis management practices by star rated hotels. Please put a tick or an X marks using the five rating points 1-5 after reading the statements in the table below.

Rating scale: 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree and 5= Strong Agree.

NB: Each statement is preceded by a phrase: During the health and political crisis, we have....

No	PRACTICE OF STAR RATED HOTELS	Put 'X' under your choice				
		1	2	3	4	5
	Customer-Oriented Marketing					
1	Targeted new market segments and implement them as a new marketing strategy in my hotel					
2	Enlarged marketing campaigns for Existing customer					
3	Conducted a Study to understand the needs (expectations) of the target customer segment					
4	Focused on loyal customers in this crisis time					
5	Used of Internet marketing and distribution channels					
6	Increased Promotional marketing budget during crisis time					
7	Improved the service quality during the pandemic than before					
	Workforce					
1	Reduced wages and pay rates of employees during crisis					
2	Given employees mandatory unpaid vacations					
3	Required staff to take additional duties that are not in their job descriptions					
4	Made changes in the organizational structure during crisis					
	Cost control					
1	Emphasized cost control and reduce operating costs					
2	Postponed some of the firm's due costs and/or reschedule payments					
3	Developing additional packages for revenues					
4	Closing some non-profitable departments and/or business operations					
5	Used new internet technologies for reducing operating costs (use social media advertisement instead of broacher etc.)					
6	Shrinking all planned investments					
	Organizational support	1	2	3	4	5
1	Cooperate with other tourism service providers					
2	Cooperate with Government bodies such as MoCT, Tourism Ethiopia ...					

3	Cooperate on different activities that could improve the image of Ethiopia as a tourist destination					
4	Domestic tourism is promoted by the government in order to boost our hotel's performance during a period of crisis					
5	The government Provided technical and financial support to tour operators					

Interview Questions for hotel professionals

1. How long have you been working in hotel industry?
2. How would you describe the crisis management put in place in hotel business example during the pandemic of COVID 19, the political crisis in northern, the economic inflection, the war between Ukraine and Russia?
3. What strategies do you suggest to minimize the severity of that crisis in the hotels?
4. How do you describe the relation between organizational culture and crisis management of hotels in terms of cost reduction, customer-oriented marketing, organizational support and human resource reduction?
5. Do you have any other comments you would like to add to our conversation about the impacts of organizational cultures on crises management practice in the hotel industry?