

# **The effect of Covid-19 on the Performance of Hotels: a *Case of Jimma Town***

*A Thesis Submitted to the School of Graduate Studies of Jimma University in  
Partial Fulfillment of the Requirements for the Award of the Degree of  
Master of Business Administration (MBA)*

*BY:*

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**JIMMA UNIVERSITY  
COLLEGE OF BUSINESS & ECONOMICS  
MBA PROGRAM**

**June 07, 2021**

**JIMMA, ETHIOPIA**

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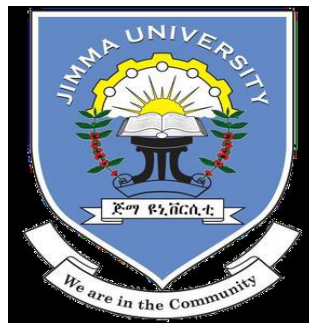
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## **Acronyms/Abbreviations**

COVID-19:	Corona Virus disease 2019
ANOVA:	analysis of variance
VCA:	Variance Components analysis
SARS-COV-2:	Severe acute respiratory Syndrome Corona Virus 2
CDC:	Centers for disease Control and Prevention
NPIS:	Non Pharmaceutical Interventions
COPD:	Chronic Obstructive Pulmonary Disease
UNWTO:	United Nations World Tourism Organization
OECD:	Organization For Economic Co-operation and Development
CCTV:	Closed Circuit Television
AIEST:	Association Of Scientific Experts In Tourism
ADR :	Average Daily Rate
KPI:	Key Performance Indicator
SPSS:	Statistical package For Social Sciences

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First and foremost, I thank to the Almighty God and My family for their overall support. And I am very grateful to Jimma University College of business and economics research and post graduate coordinating office for this practical research project program and giving me the opportunity to go through the identification of the actual community business problems and take parts in problem solving activities. My deepest gratitude would also go to my advisors specially my main advisor Dr. Zerihun Ayana whose encouragement, guidance, and support is with me from the initial and still to develop an understanding of the subject and complete the Research Thesis. Finally, I never forgotten to recognize those name is not written on this but contributed in one way or another toward successfully completing my research.

## **Abstract**

*Hotel industry businesses play vital role in development of economy of the country. However, this business can fail because of uncertainty to the future. Therefore, studying of Hotel businesses gives opportunity for learning from previous mistakes and improve the decision making process. The concept here is to take advantage of the failure and turn the negative feeling around by analyzing what went wrong and correcting it for the future. The general objective of this research entitled “The Effect Of Covid-19 On the Performance Of Hotels: A Case of Jimma Town” was to assess and analyses the effect of Covid-19 On the Performance Of Hotels. The study considered 4 hotels and 92 participants were selected using simple random sampling method and Was collected and the result was analyzed using linear regression model .Thus, inferential statistical method like correlation analysis was used to assess the relationship between the effects and hotel performance. The study found that the independent variables explain 11.2% of variance of the dependent variable hotel performance . As per the regression result, from all variable employee commitment has the highest beta ( $\beta=0.181$ ) value which specifies the most governing effect in determining hotel performance; the customer attitude effects ( $\beta=0.137$ ) So, for a certain variation in each independent variable as stated above, there was a consistent variation in the hotel performance. That is, employee commitment predicts the hotel performance by 18.1%. and customer attitude predicts hotel performance by 13.7%.The researcher recommend the following recommendations based on the findings of the study. The finding of this research shows that hotel performance needs the factors that facilitates its growth. So hotels should make sure that there is a team work in the organization, employees keep guests safe and are committed to meet organizational objective, whether or not the resources are efficiently used and to attract customers by changing their attitude towards the hotel that can be done by serving customers with fair price, offering quality service and giving good hospitality. When in the case of covid-19 the hotels should put hand washing material, obligate their employees to wear mask and to keep distance, afford sanitary materials for their employees and also starting take away service if it is necessary. Additionally it is necessary to inform their customers to keep their distance while spending time in the hotel.*

*Key Words: Hotel, Hotel performance ,Covid-19*

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## DECLARATION

I, the undersigned, hereby declare that this Thesis entitled *“The Effect Of Covid-19 on the performance of Hotels: A Case of Jimma Town”* is my original work and has not been presented for a Degree in any other university; and all the sources of the materials used for the study have been duly acknowledged.

Researcher’s Name

Signature

Date

Mahlet Haile

\_\_\_\_\_

\_\_\_\_\_

## ENDORSEMENT

This is to certify that the research entitled “**The Effect of Covid-19 on the performance of Hotels; A Case of Jimma Town**”, submitted to Jimma University for the award of the Degree of Master of Business Administration (MBA) and has been carried out by Miss. Mahlet Haile, under our supervision. Therefore, we certify that the thesis is original and all the sources of the materials used in the process have been duly acknowledged.

*Main Adviser’s Name*

*Date*

*Signature*

1. Dr.Zerihun Ayana (Ass. professor) \_\_\_\_\_

*Co-Advisor’s Name*

*Date*

*Signature*

2. Mrs.Gadise Amensis \_\_\_\_\_



# **CHAPTER ONE**

## **INTRODUCTION**

This Chapter deals with the background of the study, statement of the problem, objectives of the study, significance of the study, Scope of the study, limitation of the study and organization of the study. Here is the introduction about the study.

### **1.1. Background of the Study**

Compared to other areas of the global economy, the hotel, catering and tourism industry is one of the fastest growing, accounting for more than one third of the total global facilities trade. International tourist comings have grown by 4.3 per cent between 1995 and 2008. The sector has benefited from the process of globalization and from the constantly falling comparative costs of travel. In 1950 the travel industry recorded 25 million international tourist arrivals whereas there were 277 million in 1980, 438 million in 1990, 684 million in 2000, 904 million in 2007 and 922 million in 2008. Since 1990, international arrivals have larger by 4.3 per cent annually and the UNWTO expects them to rise by 4 per cent per annum over the next 20 years. Over the past decade, international tourism arrivals have differed crosswise regions of the world. In emerging regions, international tourist arrivals received by developing countries have unceasingly risen from 31 per cent in 1990 to 45 per cent in 2008. Asia and the Pacific have seen a substantial annual average growth rate of 7.2 per cent, including 21 per cent in Hong Kong (China), 11 per cent in China, and 10 per cent in Japan. With regard to the supply chain in the sector, one job in the core HCT industry indirectly generates roughly 1.5 additional works in the related economy. In 2010, the sector's global economy will account for more than 235 million jobs, equivalent to about 8 per cent of the complete number of jobs (direct and indirect), or one in every 12.3 jobs. The UNWTO is expecting the sector's global economy to afford 296 million jobs in 2019 (camilleri, M.A. 2018).

Hospitality is about serving the guests to deliver them with —feel-good-effect. These industries face a lot of challenges. Some are harder than others to overcome. Challenges that fronting hospitality include operating issues, marketing issues, technological issues and economic issues(2009).And one of the major challenges to our world at the time is Covid-19.The COVID-19 pandemic has led to a dramatic loss of human life worldwide and presents an extraordinary challenge to public health, food structures and the world of work. The economic and social trouble caused by the pandemic is devastating: tens of millions of people are at risk of falling into extreme poverty, while the number of underfed people, currently estimated at nearly 690 million, could increase by up to 132 million by the end of the year. Millions of enterprises face an existential threat. Nearly half of the world’s 3.3 billion global Workforce are at danger of losing their livelihoods (LinaMahy,2020).

The impact is huge, and not yet predictable, on both revenue and supply chains. Conclusions being taken to shut down hotels, restaurants, theme parks, cinemas, not to mention the whole disruptive effect of the travel ecosystem, all have a significant influence on worldwide tourism. As a team, Operators and Investors are trying to alleviate the cash and working capital issues, and stay in close interaction with their stakeholders. Due to the Covid-19 pandemic, the world’s economy was shut down nearly overnight.(ibid)

Also the pandemic effects has been shown in Ethiopia And Jimma is one of the towns of Ethiopia.Covid-19 is affecting the well being of Hotel Businesses in the town.

## **1.2 Statement of the problem**

We live in rapidly changing times, especially for businesses. Consider that, in a single cohort, businesses have had to adapt to entirely new marketing channels (Web and Social), choose how to invest and utilize new technologies, and contest on a global stage. Some of the challenges businesses fronting are Uncertainty about the future, financial management, monitoring performance, Regulation and Compliance, Competencies and employing the right talent, technology etc. And developing countries encounter many problems in general and Ethiopia in particular. As the pandemic is new to the world there is no sufficient studies that tells in detail about the effects that are caused by the pandemic. This virus is dispersal exponentially region wise. COVID-19 has rapidly affected our day to day life, businesses, disturbed the world trade and movements. Identification of the disease at an early stage is vital to control the spread of the virus because it very rapidly spreads from person to person. Utmost of the countries have slowed down their manufacturing of the products. The numerous industries and sectors are affected by the cause of this disease; these include the pharmaceuticals industry, solar power segment tourism, Information and electronics industry. This virus generates significant knock-on effects on the day-to-day life of citizens, as well as about the global economy (Sarita Vihar,2020).

The spread of COVID-19 and large-scale travel restrictions endure to wreak havoc on the global tourism and hospitality business. According to an open letter from Gloria Guevara, President and CEO of the World Travel & Tourism Council, “50 million jobs globally are at risk” because of the pandemic. The letter further shows that the travel and tourism sector is “already facing collapse” and is “in a fight for survival” due to the COVID-19 global health disaster (Guevara, 2020). Hotels are especially vulnerable to reduced tourism and travel along with a slowdown in economic activity (Hoisington, 2020). As events across the globe stay to be Cancelled or postponed and hotel occupancy rates plummet, the COVID-19 pandemic has imposed severe shocks on hoteliers worldwide. For example, in February 2020, revenue-per-available-room (RevPAR) at Marriott hotels fell by almost 90% in Greater China and declined by 25% in other parts of the Asia-Pacific region related with the same period last year (Wallis, 2020). It is forecast that RevPAR in the U.S., Europe, and Asia will continue to fail as leisure and business travel is late or cancelled due to fear of COVID-19 (Courtney, 2020).



The hotel industry is vulnerable to threats posed by unpredicted catastrophes such as epidemics, natural disasters, and terrorist attacks (Chan and Lam, 2013; Chen, 2011; Jayawardena *et al.*, 2008; Hung *et al.*, 2018; Lo *et al.*, 2006; Min *et al.*, 2009; Paraskevas, 2013; Racherla and Hu, 2009). Dissimilar types of catastrophes bring distinct industry consequences and prompt hoteliers to take measures to contest various challenges caused by crises. For example, hoteliers in Hong Kong introduced toughened security by upgrading the closed circuit television (CCTV) systems and intensifying safety training for hotel workers following the 9/11 attacks (2013). After the Severe Acute Respiratory Syndrome (SARS) outbreak, the Korean hotel business installed new hygiene equipment and offered employees education programs regarding health awareness (2005). According to Nguyen *et al.* (2017), hotels at a coastal destination in Japan providing accommodation, refuge, and provisions to refugees when this region was devastated by the 2011 Great East Japan Earthquake and Tsunami. As the COVID-19 crisis is likely to have extraordinary effects on hotels around the world, researchers must work to strengthen theory and knowledge in this crucial hospitality sector to help hotels become more resilient and reach effective post-disaster recovery.

Based on a review of literature on the effects of large-scale public health crises (e.g., SARS in 2003) and the current movements in the hotel industry the following methods are used. First, hotel operators are beginning to pay closer care to the potential benefits of artificial intelligence (AI) and its applications, such as robotics, in hotel management practices (Zabin,2019). A growing number of studies have focused on hotel-related impacts of AI and robotics at the individual and organizational level (e.g., Li et al,2019; Lu et al,2019; Tussyadiah,2020; Wing and Tung,2018). In addition, given the role of social distancing as an operative prevention strategy against COVID-19, implementing AI and robotics in hotels – especially in high-contact scenarios – can help to protect guests and front line service employees.

Despite the advanced evidence of the empirical findings regarding major effects of covid-19 on hotels performance at global level, no such research was conducted in Jimma town. Thus, this study investigated the effects of covid-19 on Hotels performance emphasis on Jimma town. In this study, the effect of the pandemic was examined. In sum, this study attempted to fill the gaps and comprehensively contribute to performance of Hotel industry in Jimma town.

### **1.3. Research Questions**

The main research questions of this study are as follows;-

- a) What are the major effects that are caused by Covid-19 on Hotels in jimma town?
- b) How does employees commitment affect hotel performance in jimma town?
- c) How does Customer attitude affects hotel performance in jimma town?

### **1.4. Objectives of the Study**

#### **1.4.1. General objective of the study**

The general objective of the research is to assess and analyses the effect of Covid-19 on the performance of Hotels in Jimma town.

#### **1.4.2. Specific objectives of the study**

- a) Demonstrate the major Covid-19 effects on the Performance of Hotels in jimma town.
- b) Demonstrate the effects of employees commitment on Hotel performance in jimma town.
- c) Demonstrate the effects of customer attitude on hotel performance in jimma town.
- d) To come up with a better recommendation on how to manage the pandemic effects or challenges occur in Hotel Business.

## **1.5. Significance of the Study**

Considering the importance of hotel business in the economic growth of the country, and the booming of business activities in Ethiopia, it is assumed that these research output contributes in identifying the main problems caused by the covid-19 on performance of success on Hotel industry in Jimma. Since business is an area with a growing body of knowledge, this research can contribute in adding some concepts to the existing body of knowledge with a particular emphasis on business practices being currently implemented.

This research is considered of vital importance for the following reasons:

- It will help the researcher stepping-stone for further improvement of socio-economic conditions of Hotel business.
- It will alert and induce responsible bodies to the Jimma town regarding to solving socio-economic problems of Hotel industry business Performance.
- It will serve as baseline information for other researchers who want to conduct similar studies in other market area.

## **1.6. Scope of the Study**

Even though Jimma town had different problems, the project was limited to assessing and analyzing the covid-19 effects on the Hotel performance. The scope of this research was Hotel Performance. The research only investigated the effect of Covid-19 on the performance of Hotel industry which is a business that Have direct relation with customers. The pandemic is danger to the world and industries of Hotels in Jimma town are affected by this pandemic. The effects caused by covid-19 on Hotels performance has been studied.

## **1.7. Limitation of the study**

This research is limited by the following; Respondents, which was many hotels were not willing to give information and fill the questionnaire this may be because they think that it will not give solutions for their problems and it is a waste of time so that only a few hotels were investigated in this study. Sample size, Sampling technique used and location of study.

## **1.8. Organization of the study**

The study is organized into five chapters. The first chapter deals with the introductory part which consists of the background of the study, research problem, objective, significance and scope of the study. The second chapter focuses on literature reviews. The third chapter focuses on discussing research design and methodology of the study. Empirical results and their interpretation are delivered in the fourth chapter. Finally, concluding remarks of the findings and their implications are presented in the fifth chapter.

## **1.9. Definitions of Terms**

**Hotel:** is an establishment that provides that provides paid lodging on a short-term basis.  
Facilities

Provided inside a hotel room may range from a modest-quality mattress in a small room to large suites with bigger, higher-quality beds, a dresser, a refrigerator and other kitchen facilities, upholstered chairs, a flat screen television, and en-suite bathrooms. Small, lower-priced hotels may offer only the most basic guest services and facilities. Larger, higher-priced hotels may provide additional guest facilities such as a swimming pool, business centre (with computers,

printers, and other office equipment), childcare, conference and event facilities, tennis or basketball courts, gymnasium, restaurants, day spa, and social function services.

**Hotel Performance:** A hotel's ADR, Average Daily Rate, is the measure of the average rate paid per room that's occupied at the property. Ultimately, it's a KPI that helps hoteliers identify their room rates from a day-to-day perspective.

**Covid-19:** COVID-19 is a disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease. Formerly, this disease was referred to as '2019 novel coronavirus' or '2019-nCoV.'

# **CHAPTER TWO**

## **LITERATURE REVIEW**

### **2.1 Definitions and concepts**

Under this chapter, the available literatures on the area of the research topic under caption are reviewed. These literatures are obtained from books, journals, government publications and other dependable sources. Possible causes of Hotel business failure are discussed in detail using the theoretical and empirical perspectives.

### **2.2 Theoretical Review**

This part discusses the theoretical background and present the most relevant theories with previous studies related on effects on hotel performance. For this study all of the theory could be used accordingly for example in the definition of tourism industry the meaning of tourism industry is stated clearly. The other theory that were base for this study is the tourism product in which tells the major function of the industry. The next is hotel brands and corporate chain which describes the brand name and the chains of market. Lastly crises management theory and the tourism industry which describes the definition and causes of crises and its management.

#### **2.2.1 What is Tourism industry?**

Individuals become tourists when they willingly leave their normal surroundings, where they reside, to visit another environment. These individuals will typically engage in different activities, regardless of how close or how faraway this environment (destination) is (Hall,2008,Holloway and Taylor,2006;Jafari,2002).Therefore, tourists are visitors, and what they do whilst visiting another place may be considered as tourism. Back in 1963, the United Nations Conference on International Travel and Tourism agreed to use the term ‘visitors’ (other than residents) to

describe individuals visiting another country. This definition covered two classes of visitor: Tourists were classified as temporary visitors staying at least 24 hours in a destination. If they are travelling for recreation, health, sport, holiday, study or religious purposes, their visit could be categorized as leisure. Alternatively, excursionists, including cruise travellers may be considered as temporary visitors, if they stay in a destination for less than 24 hours. Though, these definitions fail to take into account the domestic tourists. In 1976, the Institute of Tourism (which later became the Tourism Society) suggested that tourism is the impermanent short-term movement of people to destinations outside the places where they normally live and work. Therefore, tourism includes the movement of people for all purposes, including day visits or excursions (Cooper, 2008; Holloway & Taylor, 2006).

### **2.2.2 The Tourism Product**

The tourism industry's major function is to serve travellers. Its success depends on the positive inter-relationships of all sectors. It is expected that this synergy among tourism service providers will translate to a positive experience to the individual tourist.

### **2.2.3 Hotel Brands and the Corporate Chains**

With the development of mass tourism, so have the huge hotel chains and corporations within the accommodation sector. This expansion has also been aided by franchising, whereby hotels and motels are increasingly being worked by individual franchisees who are paying royalties to their parent companies, for the privilege of working under their brand name. This form of expansion has been used with great success around the world as chains market their crops more aggressively, advertise extensively and work closely with large tour operating organizations. In addition to their own websites, they provide an actual distribution network that is linked to global distribution systems, they tend to have a higher occurrence in the industry than their market share would suggest (Camilleri, M. A. 2018).

#### **2.2.4 Crisis Management Theory and the Tourism industry**

Crises are concomitant phenomena of the contemporary economy and business organizations face them whether they are caused internally or externally (2004). A crisis can create devastating consequences for an organization and its stakeholders and it was defined by Bundy et al. as follows: “an event perceived by managers and stakeholders as extremely salient, unexpected, and potentially disruptive—can threaten an organization’s goals and have profound implications for its relationships with stakeholders” (Bundy et al,2017, P1662). Such instabilities in the organization, that are caused by crises may raise problems of the brand’s reputation, organizational learning and adaptation, as well as the financial position and stakeholders' perception about the organization.

In the tourism industry crises raise from dissimilar reasons and except for internal sources, when the crisis might be caused by internal organizational problems, many uncertainties in the modern world also lead the tourism industry to crises triggered by numerous external sources like natural disasters, terrorism and political instabilities, virus outbreaks, financial crises, and etc (Richter and Waugh, 1986; Faulkner and Vikulov, 2001; de Sausmarez, 2003; Ritchie, 2004; Henderson, 2007). From many other external sources, crises caused by disasters have been broader researched by scholars of the tourism industry. However, such studies mostly highpoint reactive responses and recovery strategies rather than reduction or readiness strategies (Ritchie, 2004). Faulkner defined the disaster in the tourism industry as follows: “*where an enterprise (or collection of enterprises in the case of a tourist destination) is confronted with sudden unpredictable catastrophic changes over which it has little control*” Faulkner. (2001, P144) and developed tourism disaster management framework with 6 main phases. However, in general, crisis management theory has mostly been divided into three main phases: Pre-Crisis - Prevention & Preparation, The Crisis - Response, Post-Crisis - Learning& Revision (Coombs and Laufer, 2018; Bundy et al., 2017).



## **2.3 Empirical Literature Review**

### **2.3.1 Hotel Performance**

Strategic management accounting is focused on value added for guests, market share and long-term strategic budgets or long-term accepted strategy. Since the effectiveness of a company depends on its capability to achieve the goals, its performance cannot be left to chance, but has to be planned. For a successful future performance, directed business operations should be performed. To that end, management has to be in possession of high-quality information, which is in the domain of budgeting. Continuous budgets provide information about deviations between planned and realized categories. (Ivankovič & Jerman, 2011)

Uyar and Bilgin (2011) state that organizations use budgets for various reasons. Some of the most prominent benefits of budgeting are forecasting the future, assisting in profit maximization, performance evaluation, pricing decisions *etc.* All together with USALI, Balanced Scorecard, Activity Based Costing and Revenue Management in function of benchmarking, budgeting represents a comprehensive process of Performance Measurement.

### **2.3.2 What is Covid-19?**

Corona virus disease 2019 (COVID-19) is defined as illness caused by a novel corona virus now called severe acute respiratory syndrome corona virus 2 (SARS-CoV-2; formerly called 2019-nCoV), which was first identified amid an outbreak of respiratory illness cases in Wuhan City, Hubei Province, China. It was initially reported to the WHO on December 31, 2019. On January 30, 2020, the WHO declared the COVID-19 outbreak a global health emergency. On March 11, 2020, the WHO declared COVID-19 a global pandemic, its first such designation since declaring H1N1 influenza a pandemic in 2009 ([www.medscape.com](http://www.medscape.com)).

The spread of COVID-19 and large-scale travel restrictions continue to wreak havoc on the global tourism and hospitality industry. According to an open letter from Gloria Guevara, President and CEO of the World Travel & Tourism Council, “50 million jobs globally are at risk” because of the pandemic. The letter further indicates that the travel and tourism sector is “already facing collapse” and is “in a fight for survival” due to the COVID-19 global health crisis (Guevara,2020). Hotels are especially susceptible to reduced tourism and travel along with a slowdown in economic activity (Hoisington,2020). As events across the globe continue to be cancelled or postponed and hotel occupancy rates plummet, the COVID-19 pandemic has inflicted severe blows on hoteliers worldwide.

Moreover, according to Wen et al.(2020), health will be a key influencing factor in the tourism and hospitality industry recovery after the COVID-19 outbreak due to the residual fear associated with this pandemic and similar diseases. Similarly, Chen et al. (2007) reported that during the 2003 SARS outbreak, public healthcare facilities played imperative roles in pandemic prevention and control. As COVID-19 has led to more than 3 million cases and 215,000 deaths Johns Hopkins University. (2020), hotel-based healthcare facilities can reassure guests in the event of an emergency during travel.

### **2.3.3 What is Employee Commitment**

No organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and works as an effective team member. It is no longer good enough to have employees who come to work faithfully everyday and do their jobs independently. Employees now have to think like entrepreneurs while working in teams, and have to prove their worth. However, they also want to be part of a successful organization which provides a good income and the opportunity for development and secure employment.

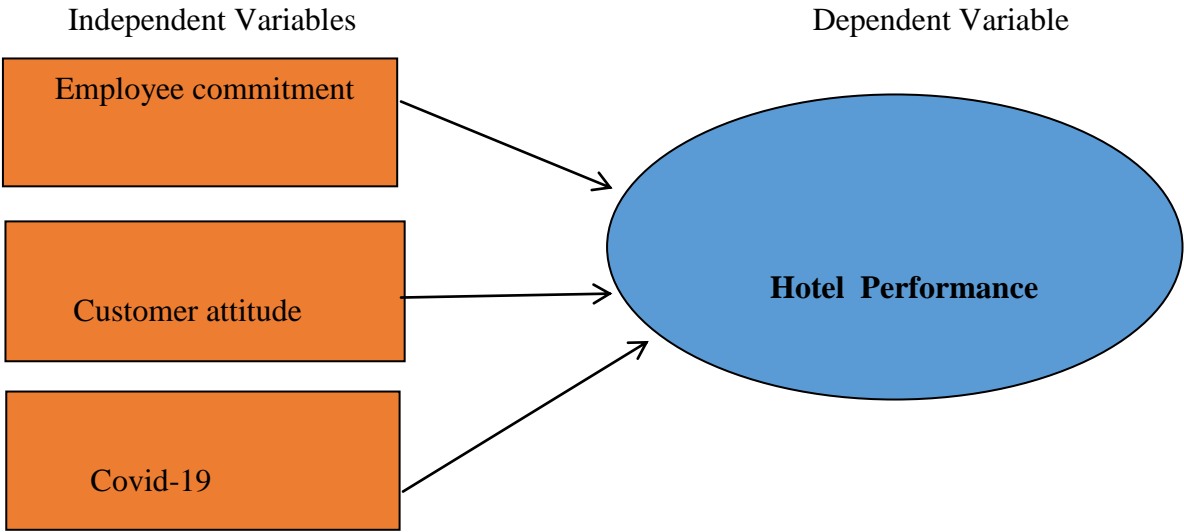
In the past, organizations secured the loyalty of their employees by guaranteeing job security. However, many organizations have responded to competitive pressures by downsizing, restructuring and transformation and thus created a less secure organizational climate. A growing number of employees therefore feel that they are victims of broken promises. One of the challenges facing modern organizations involves maintaining employee commitment in the current business environment. This organizations can achieve by developing a new "work contract". In today's workplace, employees face more ambiguity in their daily activities and decreased job security (Bergmann, Lester, De Meuse & Grahn, 2000). With no assurance of continued employment, workers have now raised their expectations in other areas. For instance, employees expect employers to demonstrate their commitment in terms of pleasant working conditions, access to training and development, provision of a safe working environment and a balance between work and employees' commitments outside the workplace.

### **2.3.4 What is Customer Attitude**

Consumers are ordinary human beings who happen to be engaged in activities related to the purchase of products or services. It should come as no surprise, therefore, that the psychology of the consumer deals with the same kinds of issues as psychology. consumer psychologists employ the concepts, theories, and findings of psychology—and in particular of social psychology—to explain the behavior of the consumer (Bagozzi, Gürhan-Canli, & Priester, 2002; Simonson, Carmon, Dhar, Drolet, & Nowlis, 2000).

## 2.4. Conceptual Framework

The main objective of this study was to identify the effect of covid-19 on Hotel industry. The conceptual framework in this study was used to show the effects of covid, employee commitment and customer attitude on hotel performance. Based on the objective of the study, the following conceptual model was framed. So based on theoretical and empirical literature, conceptual framework was developed as follows.



**Figure 2.1: Conceptual framework**  
**Source: Developed by researcher**

# **CHAPTER THREE**

## **RESEARCH DESIGN AND METHODOLOGY**

This chapter briefly discusses the research design and methodology: the research design, Sources of data, population, sampling, sampling techniques, data gathering tools, and ethical Considerations. Each of them will be discussed as follows.

### **3.1 Research design**

Research design is the basic frame work which provides guidelines for whole research. The choice of research design depends on the type, depth and extent of the issue under the study. According to Kothari, (2004) research design refers to arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in the perspective. The research design that were used for this study was both descriptive and explanatory research designs. In this research design, the researcher can report what happened in the past and what is happening in the present.

#### **Research Approach**

The researcher used both qualitative and quantitative data to gain an in-depth understanding of the effect of covid-19 on Hotel industry. Similarly, participants that were used in this study for in-depth interview were selected using purposive sampling method (one of non-probability sampling methods) and those who filled the questionnaire were selected using simple random sampling (one of probability sampling methods) method. Here, the former is explanatory research sampling technique and the latter is descriptive in its nature. Both of these were used based on the objective of research.

### **3. 2 Research Area**

Jimma Zone is one of the zones of the Ethiopian Region of Oromia. Jimma is bordered on the south by the Southern Nations, Nationalities and Peoples Region, the northwest by Illubabor, on the north by east Welega, and on the northeast by west Shewa; part of the boundary with east Shewa is defined by the Gibe River. The highest point in this zone is Mount Maigudo (2,386 m). Towns and cities in Jimma include Agaro, Genet and Saqqa. Based on the 2007 Census conducted by the CSA, this Zone has a total population of 2,486,155, an increase of 26.76% over the 1994 census, of whom 1,250,527 are men and 1,235,628 women; with an area of 15,568.58 square kilometers, Jimma has a population density of 159.69. While 137,668 or 11.31% are urban inhabitants, a further 858 or 0.03% are pastoralists. A total of 521,506 households were counted in this Zone, which results in an average of 4.77 persons to a household, and 500,374 housing units. Oromiffa was spoken as a first language by 90.43% and 5.33% spoke Amharic; the remaining 4.24% spoke all other primary languages reported. The majority of the inhabitants were Muslim, with 85.65% of the population having reported they practiced that belief, while 11.18% of the population practiced Christianity and 2.97% professed Protestantism (Wikipedia).

### **3.3. Source and type of data**

As long as the study concern is to identify and solve the main problem of the hotels, the first task was data collection on the industry progress. Accordingly, in the data collection, key informants interview and observation were employed. The questionnaires were prepared and Primary and Secondary data were used. The following are primary sources of data;

#### **Observation**

Before selecting the research area the physical observation were held to identify the problems that are occurred because of covid-19 and decide the business area was mainly affected by the pandemic.

## **Questionnaires**

Closed- ended questionnaires were developed for focused group to identify the most sever and frequent specific problem that could be solved within the scope of the research mission.

## **Interviewing key informants**

Interview were taken with some of key business situation informants like Micro and Small business Organizations by preparing structured interview that have direct relation in identifying and thereby solving the problem.

### **3.4. Target population**

The target population of this study was hotels. The focus of the study was the effects of covid, customer attitude and employee commitment on hotel performance. From the 4 hotels in jimma town 120 samples of employees are considered in this study.

### 3.5 Sampling design

Most of the researchers used the formula proposed by Yamane (1967) to determine the sample size to be taken from the target population. By using the simple random sampling techniques, which take a small, random portion of the entire population to represent the entire data set, where each member has an equal probability of being chosen. The sample size will be determined by using the formula given by Yamane (1967) in drawing an adequate sample size from a given population. Accordingly, the formula given as follows:

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

Where: n = Sample size to be taken for the study

N = Total number of Hotel size (Target population)

e = Level of precision or Desired margin of error

$$\frac{120}{1 + 120(0.05)^2} = 92$$

### 3.6. Data analysis Technique

In this study, both descriptive and explanatory analyses were employed. After the questionnaires, discussions with different Hotel business owners and the community, the next step is analyzing hotel business performance (identified) problem. In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each measurement, there is a suitable method that can be applied. Saleh S.A.Sh (2008)



### **3.7. Model specification and description of study variables**

The effects analyzed using the linear regression analysis. Linear regression is an approach for modeling the relationship between a dependent/explained variable 'Y' and one or more explanatory variables denoted by 'X'. Statistical Package for Social Sciences (SPSS) computer software version 20 was used for this purpose.

### **3.8. Variable description**

#### **3.8.1. Dependent Variable**

The dependent variable of this study was hotel performance. To be categorized as successful hotel industry it must include the following skills; Communication, team work, flexibility, commitment to the industry, commercial awareness, keep guests safe etc.

#### **3.8.2. Independent variable**

The independent variable of this study was Covid-19. the pandemic causes many businesses failure. in this study different kinds of effects that are caused by the pandemic on hotel performance was considered.

### **3.9. Ethical consideration**

Up on the collection of data the respondents were informed as it is voluntarily to participate in filling the questioner and informed not to write their name. Again, the researcher informed the respondents that the information that they will give would be used only for academic purpose and would be kept strictly confidential, in accordance with the research ethics: the researcher will adhere the rights of respondents and agree with the general research code and ethics in protecting the right of the participants, beneficence, and justice.

## **CHAPTER FOUR**

### **RESULT AND DISCUSSION**

This chapter focuses on presentation and discussion of data collected using questionnaire, document analysis and interview. First, data that deals with respondent's profile, including their current position in the hotel, and their educational qualifications will be presented. Next, document analysis and semi structured interview result upon hotel specific related is presented and discussed in detail. Regarding the response rate, the student researcher prepared 92 questionnaires and distributed for workers in the hotel. However, due to problem related to Covid-19 and transportation problem, it took too much time to distribute and collect data from the participants. First, 45 questionnaires were distributed to those who were available in their workplace at the time of survey while the remaining 47 were taken to workers at another time by student researcher. Finally, all of the questionnaires were filled and returned successfully. Hence, the response rate is 100% which is of course good.

#### **4.1. Respondent's profile**

Respondent's profile like sex, their educational qualifications, their current position in the hotel, is presented under this section due to inferences we may gate from these demographic variables.

#### 4.1.1. Respondents' gender (Sex)

Table 4.1 Sex of respondent

Sex	Frequency	Percent
male	38	41.3
female	54	58.7
Total	92	100.0

Source: Own survey, 2021

As shown in table 4.1 above, 41.3% were male and 58.7% were female. This shows that respondents are dominated by female. Here, gender is not used in analysis but simply put to indicate absence of gender bias or simply relatively equal female and male participants in the study. This is an indication that most of the hotels prefer hiring female employees.

#### 4.1.2. Respondents' Current Position in the Hotel

As it was shown in table 4.2 below, 4.3% of the respondents are Manager or followed by Employee which accounts 95.7%, (See table 4.2).The respondents' current positions in the Hotel.

This indicates that many of the respondents are employees. This shows that participants from different position were selected for the purpose of this study and hence representative samples from different positions were selected to collect data from participants that work in different positions in the Hotel.This is an indication that in the hotels there may be one or two managers and the rest are in different position.

**Table 4.2 Position of respondents**

<b>Position of respondent</b>	<b>Frequency</b>	<b>Percent</b>
Manager	4	4.3
Employee	88	95.7
Total	92	100.0

Source: Own survey, 2021

**4.1.3. Respondents' Educational Background**

In table 4.3 below, educational background of respondents was presented. With regard to the educational background of the respondents' , 69.6 % were Above Secondary , 19.6 % were other kind of educational level and 10.9% were Secondary (See table 4.3. ) . Hence , we can see that the majority of the respondents educational level were above secondary. This is an indication that the hotels prefer hiring employees who is above secondary educational level.

**Table 4.3 Educational Background of the respondents**

<b>Education</b>	<b>Frequency</b>	<b>Percent</b>
Secondary	10	10.9
Above Secondary	64	69.6
Other	18	19.6
Total	92	100.0

**Source: Own Survey, 2021**

**4.1.4. Respondents' Age**

In table 4.4 below, age of respondents was presented. With regard to the age of the respondents' , 58.7% were Age of 25–34, 34.8 % were Age of 18–24 , 4.3% were Age of 35–44, 1.1% were Age of 45–54 and 1.1% were Age of 55–64 (See table 4.4. ). Hence, we can see that the majority of the respondents were Age of 25–34. This indicates that most of the hotels prefer young employees.

**Table 4.4 Age of the respondents**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
18-24	32	34.8
25-34	54	58.7
35-44	4	4.3
45-54	1	1.1
55-64	1	1.1
Total	92	100.0

Source: Own Survey, 2021

#### 4.1.5. Respondents' Religion

In table 4.5 below, religion of respondents was presented. With regard to the Religion of the respondents' , 58.7 % were Christian, 22.8 % were Muslim and 18.5% were Indifferent (See table 4.5.). Hence, we can see that the majority of the respondents' Religion Were Christian. This indicates that most of the hotels hired christian workers because the owners were christians.

**Table 4.5 Religion of the respondents**

<b>Religion</b>	<b>Frequency</b>	<b>Percent</b>
Christian	54	58.7
Muslim	21	22.8
Indifferent	17	18.5
Total	92	100.0

Source: Own Survey, 2021

#### 4.1.6. Respondents' Marital Status

In table 4.6 below, marital status of respondents was presented. With regard to the marital status of the respondents' , 73.9 % were Single, 26.1 % were Married (See table 4.6.). Hence, we can see that the majority of the

respondents' marital Status was single. This indicates that as the employees of most hotels were young they are not married.

**Table 4.6 Marital Status of the respondents**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Single	68	73.9
Married	24	26.1
Total	92	100.0

Source: Own Survey, 2021

#### **4.2. Hotel Size**

In table 4.7 below, the size of the hotels was presented. With regard to the Hotel size, 50% were 30, 33.7 % were 40 and 16.3% were 20 (See table 4.7.). Hence, we can see that the majority of the hotel Size was 30. This is an indication that the hotels employee hiring capacity is small.

**Table 4.7. Hotel Size**

<b>Hotel Size</b>	<b>Frequency</b>	<b>Percent</b>
20	15	16.3
30	46	50.0
40	31	33.7
Total	92	100.0

Source: Own Survey, 2021

#### **4.3. Hotel performance**

Hotel specific explanatory variables are those factors that have effect on hotel performance. The hotels income decrease by 20-25% because of the pandemic effects. This statistical figure shows the specific factors of hotel performance.

**Table: 4.8. Hotel performance**

hotel performance		Column N %
	Three Star	25.0%
Hotel Standard	Two Star	0.0%
	Indifferent	75.0%
	Yes	68.5%
The Hotel Is Profitable	No	17.4%
	Indifferent	14.1%
	Yes	73.9%
There Is A Team Work In The Hotel	No	7.6%
	Indifferent	18.5%
	Yes	69.6%
Employees Keep Guests Safe	No	13.0%
	Indifferent	17.4%
	Yes	69.2%
Employees Are Committed To Meet Organizational Objectives	No	15.4%
	Indifferent	15.4%
	Yes	62.0%
There Is An Efficient Utilization Of Resources In The Organization	No	19.6%
	Indifferent	18.5%
	Yes	68.5%
There Is A Good Hospitality In The Hotel	No	8.7%
	Indifferent	22.8%

Source: Own Survey, 2021



The above table clearly indicated that majority of the participants reported that the hotel performance is good. So that, 68.5 % of the participants responded that the hotel is profitable. 14.1% of the participants responded indifferent and 17.4% responded no. This indicates that the hotels are profitable. When we come to there is a team work in the hotel, 73.9% responded yes ,18.5% responded indifferent and 7.6% responded no. The majority of respondents responded that there is a team work. Regarding employees keep guests safe, 69.6% responded yes, and 17.4% responded indifferent and 13% responded no. The majority of the respondents responded yes, it indicates that employees keep guests safe in the hotel. The next is employees are committed to meet organizational objectives, 69.2% responded yes, 15.4% responded no, and 15.4% responded indifferent. As the majority of respondents responded yes it shows that employees are committed to meet organizational objectives. The other one is, there is an efficient utilization of resources in the organization, 62% responded yes, 19.6% responded no and 18.5% responded indifferent. This clearly shows that there is an efficient utilization of resources in the hotel because the majority responded yes. The last thing is about, there is a good hospitality in the hotel, 68.5% participants responded yes, and 22.8% responded indifferent and 8.7% responded no. This is an indicator that the hotels have good hospitality.

#### 4.4. Covid-19 related effect of hotel performance

**Table: 4.9. Covid-19 related effect of hotel performance**

<b>Covid-19 measures</b>		<b>Column N %</b>
Have Awareness	Yes	98.9%
	No	1.1%
	Indifferent	0.0%
The Status of The Problems Caused By The Pandemic	Very High	83.7%
	High	5.4%
	Medium	0.0%
	low	0.0%
	Very Low	6.5%
	Indifferent	4.3%
Decreasing Number Of Employees	Very High	0.0%
	High	2.2%
	Medium	50.0%
	Very Low	20.7%
	Low	10.9%
	Indifferent	16.3%
Decrease Employees Salary	Yes	1.1%
	No	94.6%
	Indifferent	4.3%
The Effect On Your Income	Very High	64.1%
	High	21.7%
	Medium	10.9%
	Very Low	3.3%
	Low	0.0%
	Indifferent	0.0%
Invest Money For Sanitation	Yes	76.1%
	No	3.3%
	Indifferent	20.7%

Employee Affected	Yes	58.7%
	No	32.6%
	Indifferent	8.7%
Customers Come To The Hotel Like Before	Yes	2.2%
	No	64.1%
	Indifferent	33.7%

**Source: Own Survey, 2021**

Table 4.9. above shows covid-19 related effects of hotel performance. When respondents were asked that they have awareness about the disease, 98.9% responded yes, and 1.1% responded no. This indicates that the majority have awareness about the pandemic. When asked the status of the problems caused by the pandemic, while 83.7% of the respondents responded very high, 5.4% responded high, 6.5% responded very low, and 4.3% responded indifferent. This shows that the pandemic status is very high. When asked Decreasing number of employees, 2.2% participants responded high, 50% responded medium, 20.7% responded very low, 10.9% responded low, and 16.3% responded indifferent. It indicates that decreasing number of employees is medium. When asked decrease employee salary, 1.1% participants responded yes, 94.6% responds no, and 4.3% responded indifferent. It shows that most hotels did not decrease employee salary. When asked the effect on your income, 64.1% responds very high, 21.7% responds high, and 10.9% responded medium. It indicates that the effect of the pandemic is very high. The next thing is, invest money for sanitation, 76.1% responded yes, 3.3% responded no, and 20.7% responded indifferent. It shows that the majority invest money for sanitation. When asked, employee affected, 58.7% responded yes, 32.6% responded no, and 8.7% responded indifferent. It indicates that many employees are affected by the pandemic. The last thing is, when asked customers come to the hotel like before, 2.2% responded yes, 64.1% responded no, and 33.7% responded indifferent. This is an indicator that customers are not willing to go to hotels.

**4.5. Customer attitude related effect of hotel performance**

When asked Customers have a good feeling towards the hotel has ensured by 68.5% of the Respondents’ which means they have agreed or say yes for customers have a good feeling towards the hotel (see table 4.10.). On the other hand 26.1 % of the respondents responded indifferent and 5.4% responded no .when asked customers perceive the hotel item price is fair, 62% responded yes, 7.6%responded no, and 30.4% responded indifferent. This indicates that customers perceive the hotel price is fair. When 70.7% respondents say yes for customers consider the hotel offers quality service, 4.3% responded no, and 25% responded indifferent. This indicates that the majority believes the hotel offers quality service. The final one is, customers feel the hotel hospitality is charming, 72.8% responded yes, 4.3% responded no, and 22.8 % responded indifferent. It shows that the majority of respondents think that customers feel the hotel hospitality is charming.

**Table: 4.10. Customer attitude related effect of hotel performance**

customer attitude		Column N %
Customers Have A Good	Yes	68.5%

Feeling Towards The Hotel	No	5.4%
	Indifferent	26.1%
Customers Perceive The Hotel Item Price Is Fair	Yes	62.0%
	No	7.6%
Customers Consider The Hotel Offers Quality Service	Indifferent	30.4%
	Yes	70.7%
Customers Feel The Hotel Hospitality Is Charming	No	4.3%
	Indifferent	25.0%
	Yes	72.8%
	No	4.3%
	Indifferent	22.8%

Source: Own Survey, 2021

#### 4.6. Employee Commitment related effect of hotel performance

When asked Employees are committed to meet organizational objectives, 55.4% responded yes, 16.3% responded no, and 28.3% responded indifferent. This indicates that the majority of the respondents are committed to meet organizational objectives. When asked they would not leave organization, 34.8% responded yes, 43.5% responded no, and 21.7% responded indifferent. It indicates that most of the employees could leave their organization. When asked very hard to leave the organization, 31.5% responded yes, 43.5% responded no, and 25% responded indifferent. It shows that it is not hard for them to leave the organization. When asked that they continue to work for organization, 39.1% responds yes, 37% responds no, and 23.9% responds indifferent. This shows the majority of the respondents are willing to continue working for the organization. Finally, when asked hotel problems are my own, 51.1% participants responded yes, 16.3% responded no, and 32.6% responded indifferent. It is an indication that the majority of respondents consider the hotel problems as their own problem.

**Table: 4.11. Employee commitment related effect of hotel performance**

employee commitment		Column N %
Employees Are Committed To Meet Organizational	Yes	55.4%
	No	16.3%

objectives	Indifferent	28.3%
Would not Not Leave	Yes	34.8%
Organization	No	43.5%
	Indifferent	21.7%
Very Hard To Leave The	Yes	31.5%
Organization	No	43.5%
	Indifferent	25.0%
Continue To Work For	Yes	39.1%
Organization	No	37.0%
	Indifferent	23.9%
	Yes	51.1%
Hotel Problems Are My Own	No	16.3%
	Indifferent	32.6%

Source: Own Survey, 2021

## 4.7 Inferential Analysis

### 4.7.1 Correlation

Correlations are the measure of the linear relationship between two variables. A correlation coefficient has a value ranging from -1 to +1. Values closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicates that there is little or no linear relationship. It is extremely useful for getting idea of the relationships between independent variables and dependent variable, and for preliminary look for multi collinearity (Field, 2009).

**Table 4.12 correlation**

		hotelperformanc e	covid	employeecommi tment	customerattitud e
hotelperformance	Pearson Correlation	1	.049	.246*	.247*
	Sig. (2-tailed)		.643	.019	.018

	N	91	91	91	92
covid	Pearson Correlation	.049	1	-.043	-.054
	Sig. (2-tailed)	.643		.683	.609
	N	92	92	92	92
employeecommitment	Pearson Correlation	.246*	-.043	1	.140
	Sig. (2-tailed)	.019	.683		.184
	N	92	92	92	92
customerattitude	Pearson Correlation	.247*	-.054	.140	1
	Sig. (2-tailed)	.018	.609	.184	
	N	92	92	92	92

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Own Survey, 2021

The above table depicts Accordingly, there is a weak positive relationship between hotel performance and customer attitude ( $r=0.247, N = 92, p < 0.05$ ), and there is no relationship between covid and hotel performance ( $r=0.49, N=92, p < 0.05$ ) and there is a weak positive relationship between employee commitment and hotel performance ( $r=0.246, N=92, p < 0.05$ ).

#### 4.7.2 LINEAR REGRESSION ANALYSIS

Testing assumption of regression analysis models is very important before running regression analysis to assess whether the collected data violate some key assumptions of the standard linear regression model; because an assumption violation can result in distorted and biased parameter estimates.

Table 4.13 model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.334 <sup>a</sup>	.112	.081	.34296	1.727

a. Predictors: (Constant), customerattitude, covid, employeecommitment

b. Dependent Variable: hotelperformance

Source: Own Survey, 2021

The above table depicts model summary. Accordingly, a weak relationship ( $p > .001$ ) between the dependent variable and the linear combination of the predictor variables as indicated by R (.334). The coefficient of determination (R square) is a measure of how good prediction of the criterion variable that can be selected by knowing the predictor variables. Accordingly, 11.2% of the variation in the dependent variable was explained by the set of the above independent variables. However R- squared measures the proportion of the variation in the dependent variable explained by independent variables, irrespective of how well they are correlated to the dependent variable. This is not a desirable property of a goodness of – fit statistic. Conversely, adjusted R – squared provides an adjustment to the R- squared statistic such as an independent variable that has a correlation to dependent variable increases adjusted R- squared and any variable without a strong correlation will make adjusted R- squared decrease. Therefore, to see the success of the model in the real world adjusted R- squared more preferable than R- squared (Burns and Burns, 2008).Hence, generally speaking, the independent variables (such as: Covid, employee commitment, customer attitude) can predict the dependent variable (hotel performance) by, 11.2%.

**Table 4.14 Anova**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.286	3	.429	3.643	.016 <sup>b</sup>
Residual	10.233	87	.118		
Total	11.519	90			

a. Dependent Variable: hotelperformance

b. Predictors: (Constant), customerattitude, covid, employeecommitment

**Source: Own Survey, 2021**

The analysis of variance (ANOVA) table provides statistics about the overall significance of the model being tested. The significant value which is also P-Value in the model is 0.016 which indicates the independent variable in the model explains the dependent variable. From the ANOVA (Analysis of variance) table shown below, it is possible to describe that, from the total observation value (11.519), the regression model explains, 1.286. The remaining 10.233 is not explained by the model. Hence, it is possible to deduce that regression did not explains most of



observations while the other observations are explained by extraneous variables. Mean square of the model (regression) represents the average amount of variation explained by the model is .429 and mean square of the residual is .118 which is the average amount of variation explained by extraneous variables (the unsystematic variation).The ANOVA table indicates the model as a whole is reasonably fit and significant association between independent variables and hotel performance.This means the value of F is 3.643 (mean square of regression divided by mean square of residual), and it is significant at p value 0.000 ( $p < 0.001$ ), which means, the applied regression model can statistically significant to predict the outcome variable.The F – ratio (3.643) which indicates that a measure of the ratio of the variation explained by the model and the variation explained by extraneous variables.

ANOVA has been used to test the overall fit of the model. Accordingly, the above table depicts that F- value is 1.286 which is  $p > 0.001$ , hence, it is possible to conclude that the three independent variables taken together as a set are not significantly related to the dependent variable. The F – critical at 5% level of significance is 0.118. Since F- calculated is greater, hence the model significantly fits the data.

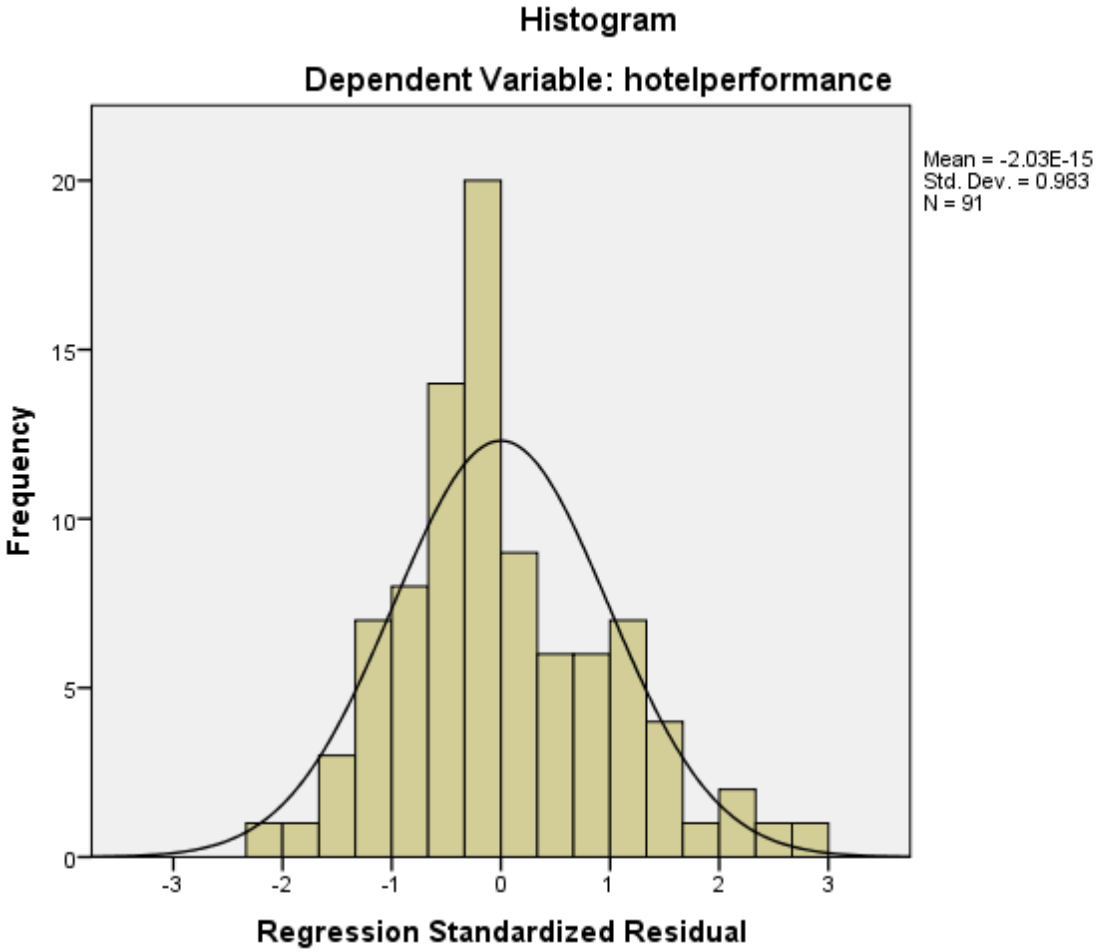
#### **4. 7. 3 NORMALITY TEST**

To be sure that the model is a good one, it is important to examine the residuals. According to Darlington, (1968) the differences between the values of the outcome predicted by the model and the values of the outcome observed in the sample are known as residuals. Normality can further be checked through histograms of the standardized residuals (Stevens, 2009). Histograms are bar graphs of the residuals with a superimposed normal curve that show distribution.

The residuals should follow a normal distribution about the predicted dependent variable with a mean score of 0 and standard deviation of 1. A mean of 0 indicates the line is in the middle of the points. Once again, some are above and some are below. The normal distribution was shaped like a bell—it is symmetric, and most points were in the middle, with fewer and fewer farther from

the mean. And the bell shape means that most points were close to the line, and there were fewer points farther from the line.

The histogram and p-p plot depicted in figure below shows that, the residuals seem normally distributed and the residuals were distributed with the approximate mean value of 0 and standard deviation of 0.985 which was approximately 1. Thus, the model fulfilled the assumption of normality test.



**Figure 4.1: Test of Normality**

#### **4.7.4 Multicollinearity Test**

Co linearity occurs when two or more independent variables contain strongly redundant information. If variables are collinear, there is not enough distinct information in these variables for the multiple regressions to operate correctly. A multiple regression with two or more independent variables that measure essentially the same thing will produce errant results and this is called a problem of multi co linearity. Different scholars recommend different levels of correlation coefficients of independent variables to predict the presence of multi co linearity problem in a certain research; among those, Malhotra (2007) suggested that the problem of multi co linearity may exist when the coefficient of correlation among independent variables is greater than 0.75 whereas Cooper & Schindler (2009), revealed that if the correlation coefficient is above 0.8, there was a problem of multi co linearity in the research. In this study the correlation matrix for the independent variables, as indicated in the above correlation table, showed that the highest correlation is 0.247 observed between customer attitude and hotel performance. Hence, there is no correlation above 0.75 or 0.8; it can be concluded that there was no multi co linearity problem in this research. Ideally, independent variables are more highly correlated with the dependent variables than with other independent variables.

Tolerance and Variance inflation factor (VIF) for independent variables were other methods of testing multi co linearity problem. According to (Keith, 2006), Tolerance (calculated as  $1-R^2$  for each variable) measures the influence of one independent variable on all other independent variables. If the value of tolerance is less than 0.10, it shows that the multiple correlations with other variables were high and there was a possibility of multi co linearity problem in the research. The other one was the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). The VIF is an index of the amount that the variance of each regression coefficient is increased over that with uncorrelated independent variables (Keith, 2006). According to (Keith, 2006; Shieh, 2010), the rule of thumb for a large VIF value is 10.

When a predictor variable has a strong linear association with other predictor variables, the associated VIF are large (above 10) and is evidence of Multi co linearity problem (Shieh, 2010). Small values for tolerance and large VIF values show the presence of Multi co linearity (Keith, 2006).

**Table 4.15 multicollinearity**

Collinearity Statistics	
Tolerance	VIF
.996	1.004
.979	1.022
.977	1.023

**Source: Own Survey, 2021**

As it is depicted on the above table , the tolerance value for each independent variable was above 0.10 and the VIF value for each independent variable was below 10. Therefore, the tolerance and VIF test methods of testing the multi co linearity of the study showed as there was no multi Co linearity problem in this study.

Also, when the value of tolerance is in less than 0.9 and greater than 0.1 and when the variance inflation factor (VIF) is less than ten (10) it is said to be no multi co linearity problem. Accordingly, the above table illustrates that the value of tolerance is .996, .979, and .977 for the covid, employee commitment and customer attitude respectively. Also, the variance inflation factor for each independent variable is less than ten (10) as shown on the above table, hence no multi co linearity problem.

**Table 1.16 Multiple Regression Results**

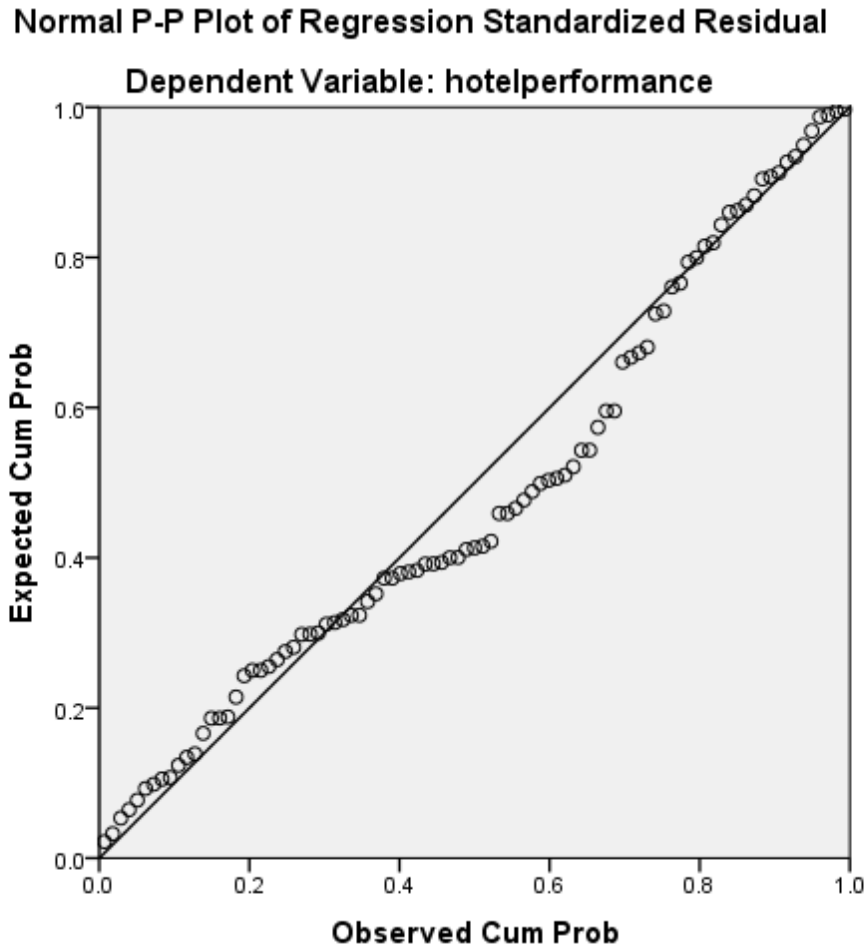
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.963	.256		3.758	.000
	covid	.061	.087	.071	.698	.487
	employeecommitment	.181	.085	.218	2.131	.036
	customerattitude	.137	.064	.220	2.156	.034

Source: Own Survey, 2021

The un standardized coefficient of an independent variable (also called B or slope) measures the strength of its relationship with the dependent variable (hotel performance); this means, the variation in the hotel performance corresponds to the variation in the independent variables. A coefficient of 0 means that, the dependent variable do not consistently vary as the independent variables varies. In that case, it can be concluded that there is no linear relationship between the variables. In this research model, the coefficient for employee commitment is 0.181.and the coefficient for customer attitude is 0.137 So, for a certain variation in each independent variable as stated above, there was a consistent variation in the hotel performance. That is, employee commitment predicts the hotel performance by 18.1%. and customer attitude predicts hotel performance by 13.7%.

#### **4.7.5 Test of linearity**

According to Darlington (1968), Linearity defines the dependent variable as a linear function of the predictor (independent) variables. Multiple regression can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002). This diagnostic test of linear regression assumes that the residuals should follow a straight-line in the Normal Probability Plot indicating that the relationship between the independent and dependent variable of the study was linear. As shown in figure below, the points lie in a reasonably straight diagonal line from bottom left to top right; it seems the linear regression fit the data on a straight line which confirmed existence of linearity.



**Figure 4.2 Test of Linearity- Scattered diagram**

Source: Own Survey, 2021

#### **4.8. Finding and Discussion**

Three determinant variables were used to measure their significance for hotel performance. All of the variables, showed influence on the dependent variable – hotel performance. The finding shows that covid-19 affected hotel performance and also customer attitude and employee commitment have effects on the performance of hotels. In this study, the result shows that when the pandemic effects increase the hotel performance decreases because it takes additional hotel expence and paying salary for employees after the payment day

and also the hotels has given untaken annual leave for their employees and started take away services to customers. This is the proof of the study was significant.

Linear regression was performed to test the spotted independent variables to answer the research questions based on the research problem and objectives. Among the effects on hotel performance in Jimma town, customer attitude and employee commitment independent variables were significantly affecting hotel performance. The variables effect were showed on hotel performance significantly at less than 0.05 probability levels.

The R square (Coefficient of Determination), can be defined as the proportion of the total variation or dispersion in the performance of hotels (dependent variable) that explained by the variation in independent variables in the regression. (Gujarati, 2004) So with the R Square value of 0.112, meaning, 11.2% of the variation in hotel performance is explained by the linear relationship with all the independent variables. The corollary of this is 88.8% of the variation in hotel performance is unexplained by the relationship. Thus when the R square it means that the independent variables included in the study play an important part in their effect on the dependent variable.

Regarding the effects of service perceptions on customer feeling or customer attitude, customer experience of a particular service brand is going to produce an contiguous emotional response in that customer. Verhoef et al. (2009) posit that customer experience “involves the customers cognitive, affective, emotional, social and physical consequence to the entity, product and service”. In the same vein, Klaus and Maklan (2013, p. 228) state that this term refers to “the customers’ cognitive and affective assessment of each direct and indirect encounters with the firm relating to their purchasing behaviour”. Thus, among some other outcomes, the service experience produces an emotional response in the customer, and fantastic brand experiences may promote strong emotional responses (Bitner, 1992; Iglesias et al., 2011).



Customer satisfaction is a measure of how products and services provided by a business meet or exceed customer or client expectation (Fornell, et al 2020). Customer satisfaction is argued to be a psychological notion that relate the sensation of wellbeing and pleasure that is the outcome of obtaining what one expects from a product or service (Kotler and Keller, 2016). It is a judgment that a product or service characteristic, or the product or service itself, provides pleasurable consumption related fulfilment (Basari & Shamsudin, 2020).

In the hospitality industry, Jani and Han (2011) posit that service encounters are essential in customer experience to determine customer feeling. The service received from hotel personnel may cause positive or negative emotions in the customer, and every service encounter between the customer and the personnel may produce different emotions. The personnel shape the human connection between the company brand and the customer (Punjaisri and Wilson, 2011). Because of their importance, Alloza (2008) mention employees as the agents who bring to life the values and brand positioning of the company.

Employees play an important role in organization success and competitiveness and this feeds into the confusion and debate among practitioners on the topic of employee attitudes. Employee attitude differ from employee to employee with respect to their jobs, their careers, and their organizations (Lee, Moon & Song, 2018). The need by business organization to retain and attract the right talents and foster the right attitude has led to the measuring of employees' attitude provides a sign on how effective the organization is in promoting a favourable situation which breeds the right attitude among employees towards their Job and employer (Balta, 2018).

A positive attitude is achieved through many ways such as good salary (Ogbonnaya, Daniels & Nielsen, 2017), training and development that facilitates employees with essential skills and knowledge to fulfil the businesses objectives (Fletcher, Alfes & Robinson, 2018). Wikhamn (2019) emphasized the function of innovative and sustainable human resource management that develops employee competence in many ways as a means of imparting commitment, the result of which can be seen in the employees improved performance. Organizational support has been documented to influence employee performance in various ways (Kwizera, et al 2019). Effective compensation strategies have also been pointed out as a practice that creates enhanced commitment through compensating the employees in line with their superior performance, using both financial and non-financial means (Ogbonnaya, Daniels & Nielsen, 2017). Similarly,

communication gives each employees a voice within the organization, which enables each employee to realize what is expected in regards to their responsibilities and organizational mission statement. Good or positive employee emotion will enable employees offer good service with a feeling of belongingness (King et al 2013). The factors that influence employee attitude or emotion includes employee empowerment (Stavrinoudis & Simos, 2016), quality leadership (Asrar-ul-Haq & Kuchinke, 2016), and work life balance (Iqbal, et al 2017). Customer loyalty is influenced by numerous factors, among which is attitude displayed by employees. Others are services pricing, quality, location and class of patrons Thanabordeekij (2018) can influence how the employee feel about their job and the prestige attached to it. All these influences the level of attitude of employees in the service sphere including hotels and these actually work hand in hand (Namuleme, et al 2020).

## **Chapter Five**

## **CONCLUSION AND RECOMMENDATION**

This chapter provides the summary of the findings from chapter four, and also gives the conclusions and recommendations of the study based on the objectives of the study. The objective of this study was to assess and analyses the effect of Covid-19 on the performance of Hotels in Jimma town.

### **5.1. Summary of the Findings**

As it was discussed in the previous chapters, the objective of this research was to investigate the Effects of covid-19 on hotel performance. In relation to respondents' view, the survey result shows that the hotel specific related causes of hotel performance are ranked as follows from the analysis. These are there is a good hospitality in the hotel, there is an efficient utilization of resources in the organization, employees keep guests safe, employees are committed to meet organizational objectives, there is a team work in the hotel, and the hotel is profitable. The document analysis report result also confirms that good hospitality of hotels, keeping guests safe, employees commitment and so on are important factors for hotel performance because customers prefer a hotel that have a good hospitality and keep its guests safe.

In relation to respondents' view, the survey result shows that covid-19 related factors of hotel performance are ranked based on respondents' agreement as follows: have awareness, decrease employees salary, the status of the problems caused by the pandemic, invest money for sanitation, customers come to the hotel like before, the effect on your income, employee affected and decrease number of employees. Documentary analysis also shows that the pandemic effects has been shown on hotels performance since the first day of the disease is declared as pandemic. Moreover, from customer attitude customers feel the hotel hospitality is charming, customers consider the hotel offers quality service, customers have a good feeling towards the hotel, and

customers perceive the hotel price is fair. From employees commitment factors of hotel performance, employees are committed to meet organizational objectives, hotel problems are my own, would not leave organization, and very hard to leave organization was found to contribute to hotel performance.

## **5.2. Conclusion**

This research was conducted in Jimma town hotel performance, working with identifying the effects on hotel performance .Hotel performance 11.2% of the variation in jimma town hotel performance is explained by the linear relationship with all the independent variables. As per the regression result, from all variable employee commitment has the highest beta ( $\beta=0.181$ ) value which specifies the most governing effect in determining hotel performance; the customer attitude effects ( $\beta=0.137$ ) So, for a certain variation in each independent variable as stated above, there was a consistent variation in the hotel performance. That is, employee commitment predicts the hotel performance by 18.1%. and customer attitude predicts hotel performance by 13.7%.

Depending on the regression analysis and from the findings of this study it can be possible to conclude that the covid-19 have effect on hotel performance with other factors like customer attitude and employee commitment. In connection with covid-19, investing money for sanitation, decreasing number of employees, decreasing employees salary and customers are not going to the hotel like before are the major effects. This shows that all these has effects on hotel performance and lead to less income. It is also concluded that the following are among the major customer attitude effects of hotel performance customers feeling that the hotel hospitality is charming, consider the hotel offers quality service, have good feeling towards the hotel, perceiving the hotel price is fair. It is an indicator that customers attitude is key point for hotel performance which means if customers have a good attitude it will increase the hotel income. otherwise it is difficult to think

of good performance. Employee commitment factors of hotel performance employees commitment to meet organizational objectives, considering hotel problems as their own and commitment to not leaving their hotel are major factors. This shows that employees commitment is essential for hotel performance, their commitment to meet organizational objectives will contribute to a good hotel performance. Generally the pandemic effect on hotels performance lead the hotels to poor performance and less income because it needs additional money to cover the expences that would be needed for the prevention of the pandemic and customers are not going to the hotels that is the main reason for less incomes.

### **5.3. Recommendation**

The researcher recommended the following recommendations based on the findings of the study. The finding of this research shows that hotel performance needs the factors that facilitates its growth. So hotels should make sure that there is a team work in the organization, employees keep guests safe and are committed to meet organizational objective, whether or not the resources are efficiently used and to attract customers by changing their attitude towards the hotel that can be done by serving customers with fair price, offering quality service and giving good hospitality. When in the case of covid-19 the hotels should put hand washing material, obligate their employees to wear mask and to keep distance, afford sanitary materials for their employees and also starting take away service if it is necessary. Additionally it is necessary to inform their customers to keep their distance while spending time in the hotel. Finally the researcher recommended that the responsible bodies to participate in solving the pandemic problems in the hotels because the tourism industry is the back bone for the development of one country.

## **5.4. Implication for future research**

For future, study should find out more effects that have a big role in hotel performance. Since the study was confined to few hotels in Jimma town, the conclusions in this study cannot be generalized to all hotels in the whole country. Additionally, this report presents the preliminary results findings of the different effects on hotel performance. Thus, other effects are unaddressed in the present study. To complement findings of the present study, further study covering many hotels across all regions of Ethiopia is recommended.

## **Appendix**

CHECK LIST FOR PROBLEM IDENTIFICATION JIMMA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS RESEARCH AND POSTGRADUATE COORDINATING OFFICE 2021

Postgraduate students of Jimma University, College of Business And Economics, are undertaking this survey in order to undertake the research. This questionnaire designed to obtain information about the issues of socio-economic problem. That is the pandemic effects on business performance. The information is collected purely for solving the problems of the community related with business.

## **Part 1. General Information of Respondents and Socio-Economic Conditions**

**Please Circle your answer**

1. Sex A. Male B. Female
2. Age: A.18\_24 B.25\_34 C.35\_44 D.45\_54 E. 55\_64
3. Religion: A. Christian B. Muslim C. indifferent
4. Marital status: A. single B. married C. widowed D. separated E. indifferent
5. What is your level of education?
  - A. Illiterate
  - B. Read and Write
  - C. Primary.
  - D. Secondary
  - E. above secondary
  - F. Others/ specify\_\_\_\_\_
6. Are you A. owner B. Manager C. Customer: D. Employee
7. **if your answer is A** How much time you stay as a business person in the town? \_\_\_\_\_
8. Hotel size (number of employees): \_\_\_\_\_

## **Part 2: Interview and Questionnaires used to identify the performance of Hotels in Jimma town.**

1. is your Hotel: A. three star B. Two star C. indifferent\_\_\_\_\_
2. The hotel is profitable A. yes B. No C. Indifferent
3. There is a team work in the organization A. yes B. No C. indifferent
4. The employees of the hotel keep guests safe A. yes B. No C. indifferent
5. Employees are committed to meet organizational objectives A. Yes B. No C. indifferent
6. There is an efficient utilization of resources in the organization A. Yes B. No C. indifferent
7. There is good hospitality in the hotel A. Yes B. No C. indifferent

**Part 3: Interview and Questionnaires used to identify the main problem that is caused by the pandemic in Hotels of Jimma town.**

1. do you have awareness about Covid-19: A. yes B. No C. indifferent

If your answer is yes what is your awareness:

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2. What is the status of the problems caused by the pandemic A. very high B. High C. medium D. low E. very low F. indifferent

Would you list major problems that you are facing currently on Hotel and Tourism performance due to the pandemic?

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_
- e. \_\_\_\_\_

3. decreasing number of employees: A. Very high B. high C. medium D. very low E. low

How many employees loose their job: \_\_\_\_\_

4. Decrease employees salary: A. Yes B. No C. indifferent

If your answer is yes by what percent: \_\_\_\_\_

5. The effect on your income: A. Very high B. high C. medium D. very low E. low F. indifferent

By what percent your income decreased: \_\_\_\_\_



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6. Do you invest money for sanitation like mask, Soap etc for your employees: A. Yes B. No  
C. indifferent

If your answer is yes, how much money: \_\_\_\_\_

7. does any employee affected by the pandemic and go to quarantine? A. yes B. No C. indifferent

8. Do Customers come to the hotel like before: A. Yes B. No C. indifferent

9. What measures did your hotel take to Survive:

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

d. \_\_\_\_\_

e. \_\_\_\_\_

**Part 4: Interview and Questionnaires used to identify Employees Commitment in Hotels of Jimma town.**

1. Employees are committed to meet organizational objectives A. Yes B. No C. Indifferent

2. If I got another offer for a better job elsewhere i would not leave organization

A. Yes B. No C. Indifferent

3. It will be very hard for me to leave my hotel right now, even if i wanted to

A. Yes B. No C. Indifferent

4. I continue to work for this organization because leaving would require considerable personal sacrifice

A. Yes B. No C. Indifferent

5. I really feel as if this hotel problems are my own

A. Yes B. No C. Indifferent

**Part 5: Interview and Questionnaires used to identify Customer Attitude in Hotels of Jimma town.**

1. Customers have a good feeling towards the hotel

A. Yes B. No C. Indifferent

2. Customers perceive that the price items in the hotel is fair

A. Yes B. No C. Indifferent

3. The Customers consider that the hotel offers quality service

A. Yes B. No C. Indifferent

4. Customer feel that the hospitality of the hotel is charming

A. Yes B. No C. Indifferent

**Part 6: Interview and Questionnaires used to identify Respondents recommendation towards the Hotels of Jimma town.**

1. do you think your hotel can survive? A. Yes B. No C. indifferent

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2. What are stakeholders participation towards solving the pandemic problems in Hotels and Tourism industry?

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3. Are you ready to cooperate with initiatives/research designed to alleviate the major business performance problems?

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4. What is your recommendation towards solving the problem:

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