

**ASSESSMENT OF THE EFFECTS OF COVID-19 ON THE PERFORMANCE
OF TOURISM BUSINESS IN TANZANIA, A CASE OF ARUSHA REGION**

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CERTIFICATION

The undersigned certifies that, he has read and hereby recommends for acceptance by The Open University of Tanzania, a dissertation titled: **“Assessment of the Effects of COVID-19 on the Performance of Tourism Business in Tanzania: A Case of Arusha Region”**. In partial fulfillment of the requirements for the Degree of Master of Tourism Planning and Management of The Open University of Tanzania.

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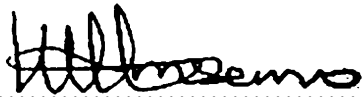
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DECLARATION

I, **Wilfred Kazeniel Msemo**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the degree of Master of of Tourism Planning and Management of The Open University of Tanzania.

A handwritten signature in black ink, appearing to read 'Wilfred Msemo', is written over a horizontal dotted line.

Signature

.....

Date

DEDICATION

This dissertation is dedicated to my lovely wife, Ruth and my daughters Naomi, Neema and my son Nathanael who encouraged and challenged me in academic life.

ACKNOWLEDGEMENTS

I first and foremost thank the Almighty God for the great love and help. I also thank my parents, Mr. and Mrs. Kazeniel William Msemo and my lovely wife Ruth Elihudi Sekumbo for their encouragement, support, and for raising me up and laying a good foundation for my education. I am equally indebted to my brothers, sisters and friends who have been encouraging me all the time. I am also deeply indebted to Dr. Emmanuel Patroba Mhache to whom this dissertation has been under his supervision. The production of this dissertation would not have been possible without his devoted time to make close follow up, give constructive comments, guidance and support.

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ABSTRACT

This study assessed effects of COVID-19 pandemic on the performance of tourism business in Arusha Region, Tanzania. Specifically, this study determines perception of different stakeholders towards the effects of COVID-19 pandemic on tourism business performance, exploring effects of COVID-19 and recovery strategies employed by tourism business operators. In this study both primary and secondary data were collected from the respondents where sample size of 150 respondents was used. Questionnaire, interview, observation and documentary literature review methods were used to obtain information from various subsectors. In this regard, respondents were selected from different tourism subsectors such as attractions, accommodations and transportations. SPSS, content analysis and Microsoft Excel was used to analyze data generated for this study both qualitative and quantitative data. The findings revealed COVID-19 affects tourism business in all subsectors due to its multiplier effects in the economy. Drop by number of international tourist and loss of revenue identified as the major effects of COVID-19 which bring severe consequences in the study area. Majority of respondent perceive effects of COVID-19 on tourism business negatively and adopt various measures such as downsizing workforce, salary reduction, unpaid leave and employee pay-cut. Study recommends that, government support is needed urgently to assist tourism subsectors such accommodation and airline sectors that may otherwise go bankrupt. In conclusion, serious measures have to be taken, so as to serve the country from experiencing a dramatic contradiction in GDP. Tourism sector is among the major source of employment, government revenue and foreign exchange earnings.

Keywords: *Tourism business, COVID-19 pandemic, tourism performance*

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LIST OF ABBREVIATIONS

COVID-19	Coronavirus disease of 2019
CVM	Contingent Valuation Method
ESRF	Economic and Social Research Foundation
EVD	Ebola Virus Disease
FYDP	Five Year Development Plan
GDP	Gross Domestic Product
GMP	General Management Plan
HAT	Hotel Association of Tanzania
IATA	International Air Transport Association
ILO	International Labour Organization
IUCN	International Union for Conservation of Nature
MERS	Middle East Respiratory Syndrome
MNRT	Ministry of Natural Resources and Tourism
NBS	National Bureau of Statistics
OUT	Open University of Tanzania
RBV	Resource – Based View
SARS	Severe Acute Respiratory Syndrome
SMEs	Small and Medium Enterprises
SOPS	Standard Operating Procedures
SPSS	Statistical Package for Social Sciences
TACTO	Tanzania Association of Cultural Tourism Organizers
TAHOA	Tanzania Hunting Operators Association

TANAPA	Tanzania National Parks
TATO	Tanzania Tour Operators
TPB	Theory of Planned Behaviour
TTB	Tanzania Tourist Board
TTGA	Tanzania Tour Guides Association
TZS	Tanzanian Shilling
UNWTO	United Nations World Tourism Organization
URT	United Republic of Tanzania
USD	United States Dollar
WHO	World Health Organization
WTTC	World Travel and Tourism Council

CHAPTER ONE

INTRODUCTION

1.1 Overview

Tourism sector is one of the sectors which significantly influence the performance of tourism businesses. It is the sector that is said to be more affected by various socio-economic shocks and unforeseen contingencies. Recently, there is an emergence of the corona virus pandemic (COVID-19) that may have an influence on the performance of the tourism sector. Despite such possibility, there are limited understanding on the influence of corona virus pandemic on the tourism business and the associated coping strategies especially in the developing countries like Tanzania. In this case, it is important to examine the influence of corona virus pandemic on the performance of tourism businesses in Tanzania. For that reason, chapter one provides background to the problem, statement of the problem, objectives of the study, research questions, significance of the study and organization of the proposal.

1.2 Background to the Problem

Tourism is one of the world's largest industries, accounting for 11% of the global Gross Domestic Product (GDP), employing about 200 million people, and transporting about 700 million tourists annually (Roe and Urquhart, 2001). Tourism industry is one of the largest employers in the world and together with the travel industry, it provides 120 million, direct jobs and another 125 million indirect jobs in related industries (Vetitner *et al.*, 2013). In addition, Ibrahim (2011) argued that

tourism industry is very important to the economy and it is identified as one of the major sources of economic growth.

International travel is currently discouraged via avoidance effects and is hurting tourism sectors in Sub-Saharan Africa. The extent of the disruption in travel and tourism depends on: (1) the severity of the outbreak of COVID-19 within the region, and (2) the travel restrictions imposed by countries in the region on travellers from countries with greater numbers of COVID-19 confirmed cases such as China and Europe. Tourism is likely to fall even if the region remains relatively less affected by COVID-19 as travellers avoid air travel in general. The COVID-19 pandemic is putting up to 50 million jobs and tourism sector at risk, and travel will likely slump in 2020 (Travel and Tourism Council, 2020).

In Tanzania, the tourism sector is considered one of the strategic economic sectors. According to the Five-Year Development Plan (FYDP 2016 - 2020), the tourism sector in Tanzania has a GDP share of 18.3%; share of total exports amounting to 21.4% and employment share at 12%. Moreover, the number of tourist arrivals increased from 867,994 in 2011 to 1,077,058 in 2017 (NBS, 2018). The increase in the number of tourist arrivals resulted to the increase in revenues to USD. 1,712.7 million in 2012 which was equivalent to 26% increase. The tourism sector in Tanzania is mainly based on wildlife and concentrated on the six protected areas within the Northern Circuit despite the fact that there are Southern and Western Circuit (Yerian and Okello, 2009).

Tourism, like any other tourism sector in other countries, is a client-based sector and it is important to identify and analyze the factors that influence tourism in Tanzania. Tanzania is highly dependent on international tourism rather than domestic tourism. This is due to the fact that the larger number of tourists is coming from abroad as compared to the domestic tourism (TANAPA, 2014). However, the international tourism is volatile to various economic and social shocks and unforeseen contingencies such as Corona virus pandemic. The effect of such socioeconomic shocks and unforeseen contingencies may be seen on the number of tourists and firm revenues.

Prior empirical studies mention various factors influencing the performance of tourism businesses including income of the tourists; hospitality at the destination; attraction and accessibility; cost of staying; and environmental factor (Wade *et al.* 2001; Okello and Yerian, 2009; Skanavis and Sakellari, 2011; Suammali, 2014). For instance, Wade *et al.* (2001) argues that service quality improves the performance of the tourism sector. Skanavis and Sakellari (2011) attest that environmental quality of a destination determines the tourism sector performance. Suammali (2014) argues that the cost of staying is the most influential factor the length of stay by the tourists. However, Okello and Yerian (2009) argue that tourist satisfaction is independent of tour services and accommodation.

In addition, prior empirical studies mainly focus on the consumer theory to explain factors that influence the performance of tourism businesses (Wade *et al.*, 2001; Skanavis and Sakellari, 2011; Suammali, 2014). The consumer theory puts more

emphasis on the price determinants of a service (Kazuzuru, 2014). There are also other studies that examined the effect of COVID-19 on the tourism sector. For instance, ILO (2020) estimates that the jobs and livelihoods of at least 15.3 million workers i.e., 6.4 million women and 8.9 million men in the tourism sector are at risk as a result of COVID-19 pandemic. Moreover, Oruonye and Ahmad (2020) also attest that the outbreak and spread of COVID-19 disease led to rapid shutdowns in cities and states across Nigeria. These include cancellation of hotels and travel of bookings resulted in billions of dollars in revenue loss and hundreds of thousands of jobs in Nigeria (Oruonye and Ahmad, 2020).

Santos Del Valle (2020) argues that the tourist apartment business globally is seen with a drop reservation of 23% worldwide in March, 2020 which was 53% less than just of one year ago. In Tanzania, the Ministry of Natural Resource and Tourism (MNRT) conducted a study in 2020 which estimated that the revenues will drop to TZS 899 billion from TZS 2.7 trillion due to COVID-19 (MNRT, 2020). However, prior empirical studies that examined different factors that influence the performance of tourism businesses have limited focus on the influence of various socioeconomic shocks such as corona virus pandemic and the associated coping strategies.

The studies mentioned earlier which have focused on the effect of COVID-19 on tourism sector did not examine the coping strategies that the tourism sector may adopt for post COVID-19 recovery. Furthermore, the prior empirical studies on COVID-19 effects to tourism sector mainly focus on the financial aspects. However,

the limitation and control of movements have got an adverse social and community impacts to both the travelers and host communities.

1.3 Statement of the Problem

Tourism sector in Tanzania significantly contributes to GDP through foreign currency collection and employment creation (Yerian & Okello, 2009; Kazuzuru, 2014). In ensuring the effective sustainability of the Tanzania tourism business, several efforts have been implemented. Despite such efforts, the global tourism sector and the Tanzania Tourism Sector in particular are still vulnerable to internal and external shocks such as COVID-19 pandemic. The tourism sector around the world including Tanzania was not severely affected by other pandemics such as 2009 Avian Flu, Severe Acute Respiratory Syndrome (SARS); Middle East Respiratory Syndrome (MERS), and Ebola Virus Disease (EVD). COVID-19 pandemic is said to have a severe consequence to the global tourism sector because many countries in the world went into the total lockdown which was not the case in other mentioned pandemics.

The consequences of COVID-19 pandemic in the Tanzania tourism sector have been experienced especially in the revenue generation and employment. This is due to the fact that, the sector mainly depends on international tourists which has been affected by the movement control order, compliance to health guidelines and the increasing number of COVID-19 cases/deaths in the main sources of tourist markets source. Hence, it affects both financial/economic aspects such as revenues and social and environmental aspects. However, prior empirical studies have focused on the

economic effect of COVID-19 in tourism sector. It is of great importance to examine its effects on the social and environmental aspects of the industry. Hence, there is limited knowledge on the influence of COVID-19 on both financial and economic and social effects to the attraction sites.

Lack of understanding on the influence of COVID-19 pandemic on financial and operational performance has limited the policy makers to come up with the tailor-made coping strategies to address negative effects of COVID-19 pandemic on financial and operational performance. It may continue to make the sector more vulnerable to pandemics such as COVID-19. It is the intention of this study to examine the effects of COVID-19 pandemic on economic and social aspects of the tourism business in Tanzania.

1.4 Objectives of the Study

1.4.1 General objective of the Study

The main objective of this study is to assess the effects of COVID-19 on tourism business in Arusha region, Tanzania.

1.4.2 Specific objectives of the Study

- i) To examine the perceptions of tourism stakeholders' during COVID-19 pandemic in Arusha Region.
- ii) To analyze the effects of COVID-19 pandemic on the performance of tourism business in Arusha Region.

- iii) To identify strategies applied by tourism business operators to cope with the effects of COVID-19 pandemic.

1.5 Research Questions

- i) What are the perception tourism business operators regarding effects of the COVID-19 pandemic on tourism activities in Arusha Region?
- ii) What are the effects of COVID-19 pandemic on the performance of tourism business in Arusha Region?
- iii) What are the strategies applied by tourism business operators to recover from the COVID-19?

1.6 Significance of the Study

Foremost, this study serves a fundamental academic purpose as it is a requirement for the award of Master of Tourism planning and Management of the Open University of Tanzania (OUT), for which this researcher is aspiring to earn.

At a global level, this study is expected to contribute additions that will help to enrich the existing literature on effects of COVID-19 in tourism sector. It will hopefully enable researchers and other stakeholders elsewhere in the world to sample added flavor in this area, thereby gaining new insights.

Regionally, this study shall open avenues for further research on salient aspects of the subject matter which pertains to effects of COVID-19 to the tourism business.

Subject to study findings, and basing on recommendations thereof, it is expected that regional stakeholders will find further research openings and opportunities.

At the national level, the study is anticipated to serve as useful focal point and a reference tool among diverse tourism stakeholders including sectorial Policy Makers, Conservationist, Administrators, Tourism boards, Ministry officials and others with stakes in the tourism sector. This will facilitate informed decision making.

Still, it is hoped that this study will enjoy a reasonable level of generalizability. On basis of this, recommendations given may as well be envisaged as applicable to other regions elsewhere in the country facing similar or related problems.

To the study area, the study is of prime significance since its findings will serve to expose the effects of COVID-19 in tourism business and the extent to which these have been impacting on tourism sector. On basis of this understanding, tourism stakeholders will have the opportunity to devise informed strategies in an effort to ameliorate related problems retarding to effects of COVID-19 to the tourism business.

Moreover, the study will desirably serve to identify salient areas calling for urgent redressing to improve the situation before it becomes too late. This is crucial because it will enable deliberate steps to be taken to address matters all for the sake of realizing the effects of COVID-19 in tourism business.

1.7 Organization of the Study

This study is organized in five chapters. Chapter one includes the background information, statement of the problem, research objectives and questions, significance of the study and organization of the study. Chapter two includes the conceptualization of key terms, theoretical literature review, empirical literature review, analysis of the reviewed literature, research gaps and summary of the chapter. Chapter three presents the study area and research methodology study. It specifically cover the study area, research design, research approach, population of the study, sampling procedures and sample size, types of data, data collection methods and data analysis techniques. It further includes validity and reliability of the research instruments and ethical considerations. Chapter four deals with data analysis, presentation and discussion of findings while Chapter five is the final chapter of the study includes subsections such as introduction, summary and conclusion. It further entails recommendations to various stakeholders and recommendations for further research. Then there is a section on references and appendices as the final leg.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter presents what have been written by others regarding the influence of COVID-19 pandemic on the performance of the tourism sector. The chapter includes definition of concepts, theoretical literature review and empirical literature review. The review of literature and the information collected through review of literature contributed to the identification of the research gaps as well as determining the relationship among the selected research variables.

2.2 Definition of Key Terms

2.2.1 Tourism

Tourism is the act and process of spending time away from home in pursuit of recreation, relaxation and pleasure while making use of commercial provision of services.

Also, tourism defined as an activity of a person travelling and staying in a place outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise remunerated from within the place visited (UNWTO, 1999). It is a dynamic and competitive industry that requires the ability to constantly adapt to customers' changing needs and desires, as the customer's satisfactions, safety and enjoyments are particularly the focus of tourism businesses.

Again, UNWTO (1991) defined tourism as a set of activities of persons travelling to and staying in places outside of their usual environment for not more than one consecutive year for leisure, business or other purposes. This study adopted the definition by UNWTO 1991 because it considers both domestic and international tourism (Yuskel, 2004).

2.2.2 Tourism Business

Tourism business is the business that deals with the movement of people from one location to the other for the purpose of visiting tourist attractions (Cooper, 2008). On the other hand, Hassan and Naushad (2020) defined tourism business as the business that deals with the movement of people from one place to another for enjoyment and spending time. In relation to that, Camilleri (2017) defined tourism business as the business which involves the voluntary movement of tourists from their normal surroundings, where they reside, to another environment (destination). Based on the aforementioned definitions, tourism business has been differently defined. But for the sake of this study, tourism business is defined as a business that involves the movement of people from their normal surroundings to another environment (destination) for business visit or personal motives such as visiting the tourists' attraction sites, friends or relatives.

2.2.3 National Park

According to the International Union for Conservation of Nature - IUCN (2008), national park is a large natural or near natural areas set aside to protect large-scale ecological processes, along with the complement of species and ecosystems

characteristic of the area. For the sake of this study, a national park is a natural, semi-natural or developed land that includes the ecological resources, and provides the environmentally and culturally compatible recreational and visitor's opportunities.

2.2.4 COVID-19

According to World Health Organization (WHO) Corona Virus disease (COVID-19) is an infectious disease caused by a newly discovered corona virus. Most people infected with the COVID-19 virus experienced mild to moderate respiratory illness and recover without requiring special treatment. 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). Dhama and Sircar (2020) argue that Corona Virus Disease is the disease that extends from common cold to more severe respiratory disease. However, this study adopted the definition by WHO because it is the universally accepted definition of COVID-19.

2.2.5 Performance

Lusthaus (2002) defined performance as the process of attaining organizational or business objectives. Business performance has drawn much interest to researchers in business management, however they do not agree each other on the definition of business performance (Lusthaus, 2002). For instance, Ho (2008) argues that, business performance is an indicator of how well the business achieves its objectives. Richard *et al.* (2008) mention indicators i.e. product market performance, financial performance and shareholders' returns. Lusthaus *et al.* (2002) focuses on efficiency,

relevance, financial viability and effectiveness. Tangen (2003) focuses on efficiency and effectiveness. Despite their differences, they all agree that the business performance can be categorized as operational and financial performance. For the sake of this study, performance means ability of a firm to meet its performance objectives.

2.3 Theoretical Literature Review

This study adopted two theories i.e. the Theory of Planned Behaviour (TPB) and theory of Resource – Based View (RBV). TPB used to explain the effect of COVID-19 on the performance of tourism business in Arusha, Tanzania while RBV used to explain coping strategies of the tourism business in addressing the effects of COVID-19 because the implementation of the coping strategies depends on the available organizational resources. However, TPB was the main theory to guide the study and RBV complement the limitations of TPB theory.

2.3.1 Theory of Planned Behaviour

The Theory of Planned Behaviour (TPB) is an extension of the theory of reasoned action and it was introduced by Ajzen and Fishbein in 1991. A central factor of TPB is an intention of the individual to perform a given behaviour. The theory assumes that the stronger the intention to engage into certain behaviour, the more likely should be its performance. Then the theory has three elements that influence intention which ultimately influence the behavior. These elements include attitude toward behavior, subjective norm and perceived behavioral controls.

TPB was originated after the criticism of the Theory of Reasoned Action. In 1960s and 1970s, the prevailing argument was on the strong relationship between attitude and behavior. There was a general conclusion that there was a strong relationship between attitude and behavior. However, Fishbein and Ajzen (1975) argue that research failed to show the strong relationship between attitude and behaviour and came up with the Theory of Reasoned Action. Nevertheless, in 1991, they criticized the Theory of Reasoned Action due to the fact that, it was useful in explaining the behaviors under not willful control. Hence, TPB was introduced and mainly focused on the intention to do something. However, it was criticized on the basis that considers behaviour as the sequence of planned actions and reactions that might not be always the case.

Nevertheless, perceived behavioral control was found to have a direct influence towards a certain behavior and intention of TPB is relevant in examining the effects of COVID-19 outbreak on the performance of tourism business. This is due to the fact that, perceived behavioral control as an element of TPB may restrict the free movement of tourists from one place to another. A tourist may wish to visit a National Parks but due to COVID-19 health consequences may decide not to visit. In this case, the behaviour of person in terms of his/her life style changes during the COVID-19 outbreak that affect the tourism sector. Based on this fact, the movement control order is considered as the perceived behaviour control. However, TPB cannot be used to explain the coping strategies to address the effects of COVID-19 and enhance the organizational performance. In this case, RBV was adopted.

2.3.2 Theory of Resource – Based View

RBV explains the influence of a resource in an organizational performance. The theory was introduced by Wenerfelt in 1984 and contends that resources owned by a firm are the primary determinants of its performance. It assumes that a resource must be rare and valuable to influence organizational performance. However, in 2005 Akio criticized the assumptions of RBV put forward by Wenerfelt in 1984 and improve it by arguing that it is not necessary that a resource should be rare and valuable to influence organizational performance but more important is how it is managed.

The theory is however relevant in explaining the coping strategies applied by the tourism sector during COVID-19 pandemic. It explains the influence of internal resources on the firms' performance (Rumelt, 1984; Wenerfelt, 1984; Barney, 1986). The internal resources of the National Parks i.e. managers play a great role in developing and implementing the coping strategies. This has been supported by Leung and Lam (2004), drawing an experience from severe acute respiratory syndrome (SARS), argue that managers of the tourism business play an important role in addressing effects of epidemic like SARS.

Masa *et al* (2018) also support that manager play an important role in developing strategies, new procedures and guidelines. Moreover, Okumus *et al* (2005) affirm that a business that lacks a professional knowledge usually cannot foresee the crisis and manages the impacts. Based on this fact, the internal resources i.e. human resource plays an important role in the development of coping strategies and

therefore RBV is relevant. These include the occupancy rate, number of tourists, revenue generation and number of bookings. Hence, in accordance with the aforementioned explanations, TPB used to explain the influence of COVID-19 on the performance of tourism business and RBV used to explain the coping strategies on the consequences of COVID-19.

2.4 Empirical Literature Review

2.4.1 COVID-19 Pandemic and Tourism Sector

Tourism sector has been severely hit by the COVID-19 pandemic. The United World Tourism Organization (UNWTO) approximates a loss of 850 million to 1.1 billion international tourist arrivals in 2020 due to COVID-19 pandemic. Furthermore, it estimates the loss of \$ 910 million to \$ 1.1 trillion in export revenues and between 100 to 120 million jobs. Hamilton (2020) argues that countries mostly affected by COVID-19 are those with small economies characterized by the high degree of vulnerability to external shocks. However, Hamilton excluded the African countries in his analysis. The International Air Transport Association reports that as of April, 2020, the airlines industry has recorded an 80% drop in flights when compared to the same period in 2019 due to the strict lockdown strategy applied by different countries in addressing the consequences of COVID-19.

Cooper (2020) argues that the tourism industry was severely hit by COVID-19 pandemic because it was not prepared for such disasters even in high – risk areas. It was due to the fact that the governments-imposed obstacles to those travelling to the regions and tourists themselves begin to restrict their movements (Cooper, 2020).

However, it is argued that each tourism business may experience the negative consequences of COVID-19 in a different way and hence the strategy to cope with the consequences depends on how the business is affected by the crisis (Ivanov *et al.* 2016). For instance, small, family – run enterprises characterized by a lack of professional knowledge usually fail to foresee the crisis and its impacts (Okumus *et al.*, 2005). It is argued that, tourism businesses that focus on high quality and brand image may handle the crisis so easily (Aloson –Almeida and Bremser, 2013; Oaten *et al.* 2015).

Leung and Lam (2004) attest that the tourism industry is not equipped to deal with the crisis that makes managers to play a major role. This includes the development of strategies, new procedures and guidelines for staff or communication (Masa *et al.*, 2018); stimulating creativity and innovation (McKercher *et al.*, 2008). In this case, the Tanzania tourism sector, may not be in the position to deal with the consequences of the pandemic like COVID-19. Based on this fact, the consequences of COVID-19 may be so severe to the tourism sector because of the limited proactive interventions to address them.

Focusing on the geographical distance, McKercher *et al.*, (2008) examined the impact of distance on the international tourism movements. Adopting the Todler's first law of geography McKercher *et al.* (2008) contend that 80% of international travel occurs to countries within one – thousand kilometers of the source market. They generally argue that more distant countries are likely not able to attract international tourists. In this fact, the strict lockdown applied by different countries in the world to address

COVID-19 pandemic has affected the global travel industry and hence international tourism.

Napierala *et al*, (2020) conducted a study on the impact of geographic distribution of COVID-19 cases on Hotels' performances of polish cities. The main goal of the article was to describe the short-term impacts of reported new cases and deaths of COVID-19 disease on hotel performances in nine major polish urban hotel markets. Time range of the analysis covered a period from January 5, 2020 to March 14, 2020. The article had a sample of 225 hotels operating in nine major biggest urban hotel markets in Poland and used the secondary data. The performance indicators were occupancy and revenue per available room. Rate analysis technique was used to analyze data. The ordinary least square regression was used as the inferential data analysis technique.

The result of the study conducted by Napierala *et al*, (2020) showed that the most significant negative impact of the pandemic on hotel performance was confirmed by the European level of the COVID-19 outbreak. Moreover, the negative influence of national cases of COVID-19 was more significant in less internationalized (or less populated) urban destinations. Based on the aforementioned results, the aforesaid empirical study informed the proposed study on the performance indicators and influence of COVID-19 on business performance. However, the empirical study was conducted in the context which is different from that of Tanzania and mainly focused on hotel industry and not national parks. National parks include more tourism activities than accommodation such as wildlife hunting and views. In addition,

authors argue that the limitation of their study is the lack of generalization of the findings due to limited geographical area covered. ESRF (2020) conducted a study titled Rapid Socio-Economic Impact Assessment of COVID-19 in Tanzania. The study assessed the likely socio-economic impacts of COVID-19 for the immediate and near-term macro-outlook as well as on the livelihoods at individual and household level. It focused on the six economic sectors including the Tanzania tourism industry. The study mainly focused on the desk review and secondary data. Furthermore, it was guided by two main assumptions i.e. severity and longevity of the crisis and likely recovery path.

The findings of the study (ESRF, 2020) revealed that, COVID-19 outbreak affected the tourism and hospitality industry in Tanzania. For instance, there was a closure of most if not all tourist hotels, the majority of which are in Zanzibar and decreased economic activities and fall in income due to the strong backward and forward economic linkages. However, the study had two main limitations. One, the included information was based on the assessments and studies by the key apex organizations though none of the findings were official. Secondly, it was not possible to quantify the impact of COVID-19. Nevertheless, the aforementioned study provides initial results on the possible impacts of COVID-19 outbreak in the Tanzania tourism sector.

Che-Omar *et al*, (2020) conducted a study on the impact of COVID-19 movement control order on SMEs' business and survival strategies. It was the qualitative study which was conducted in Malaysia and adopted the Resource – Based Theory. Data were collected through the interviews and six informants were purposively selected.

The findings of the study revealed that, the control movement order had negatively affected the performance of SMEs in terms of their operational sustainability and financial sustainability. However, the study did not focus on the tourism business despite the fact that it provides an indication of the impact of COVID-19 on the tourism SMEs and the tourism sector in general.

2.4.2 Effects of COVID-19 on Tourism Development

The COVID-19 pandemic has caused poor business performance in many industries because consumers are in the lockdown (Tucker, 2020). However, the travel and hospitality industry has been severely affected in terms of empty hotel rooms, decreased human movement and cancellation of trips by the tourist (Asmelash and Cooper, 2020). Furthermore, expos, conferences and cultural events such as galleries and museums have been called off (Asmelash and Cooper, 2020). Based on this fact, the global tourism sector has been severely affected in comparison to other businesses in the world and majority of tourism businesses have been completely closed while other businesses that are suffering from COVID-19 are thriving.

The thriving industries are such as online entertainment, food delivery, online shopping and online education (Campbell, 2020). This is attributed by the fact that, the consumption pattern has changed during the Corona Virus Pandemic (Rapoza, 2020). This is supported by Jaworski, Kohli and Sahay (2020) who argue that markets are so dynamic. Based on the aforementioned arguments, markets can be created or disappear depending on the situation.

The global market dynamic is said to negatively affect the tourism sector during the COVID-19 pandemic. UNACTAD (2020) argues that 100 percent of the global destinations introduced travel restrictions that affected the performance of the global tourism sector in terms of employment, revenue generation and trading. In 2019, the tourism sector accounted for 29 percent of the world's services exports and about 300 million jobs globally (UNACTAD, 2020). On the other hand, the aforementioned figures are likely to be different during the COVID-19 pandemic.

2.4.3 People's Perceptions Towards COVID-19 Pandemic on Tourism Business

Few studies have quantified the social costs of tourism for destination residents during a crisis. With the concepts of risk perception and crisis management having mainly grown out of from consumer behavior studies, tourism researchers have tended to approach the research problem from the tourists' perspective. Accordingly, they have analyzed the effects of crises on tourism businesses or destinations, while largely ignoring the perspectives of the residents of destination communities (Sharifpour *et al*, 2014; Songetal, 2019). In the present study, the social costs borne by residents of tourist destinations amid the COVID-19 pandemic were estimated using the contingent valuation method (CVM).

Specifically, local residents' willingness to pay (WTP) to mitigate the risk of COVID-19 was estimated, with a view to minimizing the negative effects or social costs of tourism during the pandemic. Given that inbound tourism increases the spread of COVID-19 and adds to the pressure on the local health care system, destination residents are the most affected. Therefore, the study was conducted based

on residents' perceptions of risk. When a pandemic occurs, tourists tend to avoid traveling to affected destinations; meanwhile, destination residents try to minimize the risks associated with tourists who do choose to travel and thus potentially spread the virus. The latter scenario was examined in this study to determine how the residents of tourist destinations perceive the risk of tourism during a pandemic and measure how willing they are to sacrifice the economic benefits to avoid its social costs.

Risk and safety issues have been generally examined from the tourists' perspective, seeking to determine why tourists perceive risks differently and what factors influence these perceptions (Gössling *et al.*, 2012; Lepp & Gibson, 2003). Tourism-related risks are those associated with terrorism, war, social instability (political or criminal), or health concerns. Perceived risks (or anxiety) may lead tourists to avoid a particular region, but this may be mitigated by tourists' past experiences, their levels of familiarity with similar events, their novelty-seeking behaviors (Sharifpour *et al.*, 2014), or their cultural orientations compared with those of the destination (Reisinger and Mavongo, 2006).

2.4.4 Strategies Applied to Cope with COVID-19 Pandemic

Lazarus and Folkman (1984) suggested that a 'goodness of fit' had to be achieved between one's appraisal of the situation and the selected coping strategy to maximize its effectiveness. The use of problem focused strategies such as problem-solving should predict better adjustment in controllable situations, while emotion-focused strategies such as avoidance and denial would be favoured in uncontrollable

situations Lazarus and Folkman (1984). Notably, attempts at problem-solving resulted in a decline in sadness only for the older adult group in Yeung and Fung (2017).

This could indicate that older adults who may have had more experience dealing with health issues and previous encounters with infectious disease outbreaks appraised the situation as being controllable, more so than the younger and middle-aged adults. Across studies, survivors found solace in religious practices, the presence of empathetic healthcare workers throughout their treatment and discharge, and the support of fellow survivors (Schwerdtle, 2017; Matua, Wal, 2015; Mok *et al*, 2005; Rabelo *et al*, 2016). Attempts to cope through positive thinking and appraisals were reflected across studies, with the general population putting their confidence in alternative treatments, the government or the healthcare system (Leung *et al*, 2003; Peng *et al*, 2019; Joffe and Haarhoff, 2002).

The current COVID-19 pandemic is unique in its high transmissibility; potential infectivity through mildly symptomatic individuals; severe complications in the elderly, those with medical comorbidities and even the younger population; and the absence of vaccine and proven biological therapies at the time of writing (Wong *et al*, 2020). Yet, one must not lose track of the possible responses of affected individuals in the bid to contain the outbreak (Low and Wilder-Smith, 2005).

In view of the likely prolonged nature of the pandemic and range of psychosocial responses that can occur, it is important to raise awareness among the general

population and healthcare providers about its clinical manifestations (Kamara *et al*, 2017). Second, awareness of these psychosocial responses would allow early identification of individuals who may need further psychological assistance in the event that these responses are persistent, unusually intense and pervasive across different settings and impair daily functioning of the individual. This also highlights the need to maintain the continuity of mental health services, especially of those with pre-existing mental illness and who may be affected by the COVID-19 pandemic.

Third, access to psychological help should be made available whenever needed, with sensitivity to specific arrangements in relation to the pandemic such as special work arrangements, quarantine orders, stay-home notice, leave of absence, medical leave and hospitalization for COVID-19 treatment. Fourth, it is important to encourage adaptive coping responses (Main *et al*, 2011) such as self-care, (Mak *et al*, 2009) which includes adequate rest, spending time with loved ones, recreational activities within official advisory limits or upskilling, which can be done online (Schwerdtle *et al*, 2017). Fifth, it is useful to empower peer and community support groups to look out for one another during such times of anxiety, frustration, uncertainty, isolation and stigmatization (Matua and Wal, 2015; Lau *et al*, 2008; Main *et al*, 2011).

In view of the need to observe physical distancing, leveraging on technology and social media to facilitate responsive and real-time outreach for greater connectivity would be useful in overcoming social isolation. Encouraging such pro-social behaviors may promote more adaptive responses during a stressful period such as the current pandemic and prevent more automatic and unhelpful responses (Puterman *et*

al, 2009). Sixth, there needs to be sustained engagement in terms of access to updated, verifiable information about the outbreak due to its likely enduring trajectory, the ubiquity of social media and subjective reporting, and evolving illness dynamics internationally (Depoux *et al*, 2020; Shimizu, 2019). Seventh, it is crucial to maintain a spirit of perseverance and optimism to weather the pandemic, which will pass like previous pandemics.

Practical considerations for the current pandemic need to focus on the individual in the context of the larger social environment, with an emphasis on raising awareness of the range of possible psychosocial responses, access to psychological help, self-care and sustained engagement. Further research endeavors should seek to understand the longitudinal psychological impact of disease outbreaks, differences in psychosocial responses among population subgroups, interrelationships with social media, and the influence of past experiences with infectious disease outbreaks, in order to better prepare ourselves psychologically to face future outbreaks.

2.5 Policy Review

Tanzania's Vision 2025 has focused on transforming the country from the agricultural – based economy to the industrialized economy. Based on this fact, the Government of Tanzania has been putting much emphasis on achieving the national industrialization agenda. One of the strategic industries is the tourism industry. As part of the implementation of the Tanzania Vision 2025, the Five Year Development Plan of 2016/2017 to 2020/2021 included tourism sector and vowed to address the possible barriers to the growth of the Tanzania tourism sector.

Tanzania has been implementing the National Tourism Policy of 1999. The Policy focuses on 14 areas; product development and marketing; eco-tourism; the cultural aspects of tourism; domestic tourism; international and regional cooperation; and land for tourism. Other areas include infrastructure development, employment and human resource development; community participation; investment; financing; competition and legislation; environmental protection and institutional participation. However, the Policy has not focused on the enhancing the resilience capacity of the sector to external shocks such as COVID-19.

In addition to the 1999 National Tourism Policy, Tanzania also developed the Integrated Industrial Development Strategy, 2025 with an intention to promote industrial growth in the country. The Strategy informs both service and non-service industrial development initiatives in the country. However, like the National Tourism Policy, the Strategy does not focus on enhancing the industrial resilience capacity to disasters such as COVID-19 outbreak.

2.6 Conceptual Framework

According to Ndunguru (2007), conceptual framework refers to an assembled set of research concepts cum variables together with their logical relationships often presented in form of diagrams, graphs, charts, flow charts, pictographs, organogram or mathematical equations. The review of prior literature in this chapter revealed that COVID-19 has affected the performance of tourism sector around the world. COVID-19 has affected the financial performance of the tourism business in terms of the National Parks; number of tourists; frequency of visits; revenue growth; length of

stay; source markets and number of bookings. The variables that affected the financial performance of the tourism sector include the number of deaths/COVID-19 cases, movement control order and compliance to health guidelines (Figure 2.1).

COVID-19 also has effect on the operational performance of the tourism sector which includes the business coverage in terms of the source markets and employment level. As discussed in the empirical literature review that the geographical distance significantly influences the flow of international tourists especially during the COVID-19 pandemic. This implies that the longer the tourists' destination, the fewer the international tourists. Based on this fact, the distant source markets may be difficult to access during the COVID-19 pandemic.

Moreover, the coping strategies may have an influence on the performance of tourism business. Ability of the Park to absolve and quickly respond to COVID-19 consequences may influence the performance of the tourism business.

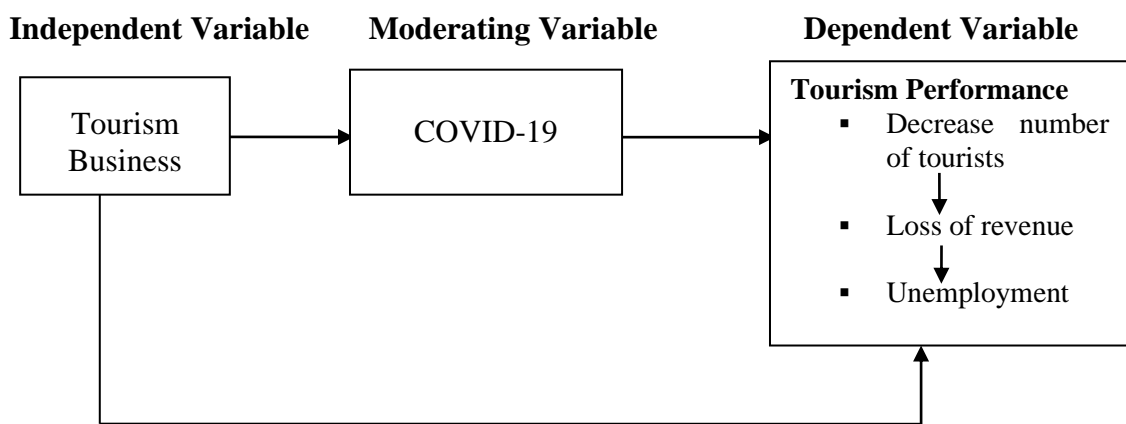


Figure 2.1: Effects of COVID – 19 on tourism business

Source: Modified from Mbise, 2015

2.7 Research Gaps

A number of studies regarding the effect of COVID-19 pandemic on the tourism sector and crisis management were conducted. For instance, Leung and Lam (2004) conducted a study on crisis management of SARS threat on the economic sectors which is similar to COVID-19. The study mainly focused on the hotel industry in Hong Kong and revealed that the hotel occupancy dropped by more than 80% to a single digit record and suggested that unpaid leave and involuntary separation as the main coping strategies. However, the study by Leung and Lam has a number of limitations in the sense that it focused on the hotel industry alone to examine the effect of COVID-19 on the tourism sector and human resources strategies as the only coping strategies.

Tagareve and Ratchev (2020) also conducted a study on the taxonomy of crisis management functions and categorized them into three major groups i.e. preparatory stage, operational and common. However, the study did not explain the effect of COVID-19 pandemic on the tourism sector rather it focused on its management. Ugur and Akbiyiki (2020) conducted a study on the impact of COVID-19 on the global tourism industry. It focused on the reaction of travelers during the pandemic and revealed that the tourism sector was faced by the huge number of travel cancellations and delays of trip by the tourists with the spread of COVID-19 news. Madani, Boutebal, Benhamida and Bryant (2020) revealed the same that COVID-19 pandemic has significantly affected the tourism sector and found that many people need vacation after COVID-19 pandemic to relieve the psychological stress.

However, the study by Madani *et al.* (2020) puts forward strategies to accommodate the tourists after COVID-19 pandemic and not on how to deal with the pandemic.

Generally, there is a limited knowledge on the effect of COVID-19 on the performance of tourism Business in Tanzania. The impact of COVID-19 on the performance of tourism business in Tanzania and its strategies as priorities for tourism recovery in order to have a strong and achievable focus on tourism requires adequate knowledge, skills and expertise among key players. While the importance of recovery of COVID-19 has been emphasized in the Tourism Guidelines, and Standard Operating Procedures (SOPs), there is limited research on the effect of COVID-19 on the performance of tourism business in Tanzania and the required coping strategies. Like in other empirical studies, Tanzania focuses on recovery strategies with limited focus on the preparatory and common strategies to address COVID-19 pandemic as it has been suggested by Tagareve and Ratchev (2020). Despite the above mentioned studies no study have been undertaken in Arusha to assess effect of COVID-19 on the performance of tourism business in Tanzania, this is the research gap whereby this study is supposed to fill.

2.8 Chapter Summary

Chapter two reviews literature related to the study. The chapter starts with introduction and definition of key concepts used in this study. Key concepts presented in this chapter are tourism, tourism business, COVID-19 and performance. This chapter also presented different theories namely, Theory of Planned Behaviour and Theory of Resource Based View. Empirical literature review associated with the

focus on COVID-19 pandemic and tourism sector, effects of COVID-19 on tourism development, people's perceptions towards COVID-19 pandemic on tourism business, strategies applied to cope with COVID-19 pandemic and policy review for the purpose of acquiring needed knowledge and experience of the study. In addition, the chapter presented conceptual framework whereby independent variables and dependent variables are presented. Finally, research gap and chapter summary is provided.

CHAPTER THREE

THE STUDY AREA AND RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the study area and research methodology. Specifically, this chapter presents the study areas, research design, population of the study, sampling procedures and sample size. It further presented data collection methods data analysis, validity and reliability of the research instruments, ethical issues and chapter summary.

3.2 The Study Area

The study was conducted in Arusha region which is considered to be the main tourism hub in Tanzania. Arusha National Park is located in Arumeru District and it is closer to Mount Meru Monduli District consists of Tarangire and Lake Manyara National Parks. Arusha Region is one of Tanzania's 31 administrative regions located at the base of Mt. Meru in Latitude 3° 23' and 12.9300" S; and longitude of 36° and 40' 58.7820" E.

Arusha region is bordered by Kajiado County and Narok County in Kenya to the North, the Kilimanjaro Region to the East, the Manyara and Singida regions to the South, and the Mara and Simiyu regions to the West. Major towns include Monduli, Namanga, Longido and Loliondo to the North, Mto wa Mbu and Karatu to the West, and Usa River to the East.

Arusha is considered to be the gateway to visit other national parks in Tanzania and has a rich variety of wildlife. This is why Mkumbo (2010) argues that, Arusha is the main hub of tourism activities and is considered as the tourism capital of Tanzania. It is the main hub for wildlife tourism which is connected with several hospitality services such as tour guide, accommodation and hotels, conference services and transport services. Moreover, it comprises of relatively huge and variety of tourist attractions which attract the relatively huge number of tourists compared to other areas. Arusha is also the biggest contributor of tourism revenues in the National tourism basket. Based on these facts, it is a suitable area to track the effect of COVID-19 on the Tanzania tourism sector.

3.3 Research Design

Kothari (2004) defined research design as the conceptual structure within which the research is conducted. It constitutes the blueprint for the collection, measurement and analysis of data. As such the design includes an outline of what the researcher was done from preparation of questions and its operational implications to the final analysis. It is sometimes known as the overall plan of connecting the conceptual research problem with the pertinent empirical research (Creswell & Plato, 2007). This study applied cross-sectional research design to assess the influence of COVID-19 on the performance of tourism business.

Cross-sectional research design refers to procedures of collecting data only once and, analyzing, interpreting and reporting them (Levin, 2006). According to Levin (2006), the design is used when the population is divided into subgroups and focuses on the

association among research variables in the subgroups. The cross-sectional design was used because data was collected only once from the field and it ensures the greater control over precision of estimates when there are sub-groups within the study population to allow the cross-case analysis. The data collection instruments are distributed only once to the respondents/informants for the sake of collecting quantitative or qualitative data (Thirsted, 2006).

Thirsted (2006) contends that, cross-sectional research design allows the researcher to have a greater control over precision of estimates in sub-groups because it ensures that respondents from the subgroups are involved in the study. This implies that cross sectional design is applied when the study involves the subgroups or strata since it enhances the reliability and validity of the research findings (Thirsted, 2006). Based in this fact, the cross-sectional analysis is relevant in this study because of the nature of this study.

3.4 Target Population

Target population refers to the entire set of units from which the survey data are to be used to make inferences and hence statistically or theoretically generalize the results (Lavrakas, 2008). Target population consists of stuffs from National Parks, Cultural Tourism Enterprises, Museum, Hotel, Lodges, Guest houses, campsites and Airlines. Another targeted population in this study was self-employed in tourism industry, independent tour guides, Tour operators, ground handlers, souvenirs and gift items suppliers found in Arusha region as summarized in table 3.1 below.

Table 3.1: Sampling frame and sample size

No.	Categories of respondent	Target Population	Sample
1.	Arusha National Park officers	4	3
2.	Lake Manyara National Park officers	4	3
3.	Tarangire National Park officers	4	3
4.	Cultural tourism enterprises	40	5
5.	Museum	4	2
6.	Tour operators & ground handlers	80	20
7.	Hotel	56	7
8.	Lodges	75	20
9.	Selected guest houses	65	11
10.	Campsites	8	8
11.	Airlines	3	3
12.	Self-employed/ ground handlers	250	37
13.	Souvenir and gift items suppliers	180	28
	Total	773	150

Source: Field data, 2021

3.5 Sampling Procedures

Sampling refers to an act of choosing an adequate number of respondents from the population in order to ensure accuracy of the research findings and their generality to the whole population (Sekaran and Bougie, 2010). Sampling techniques can be divided into two major groups, namely probability and non-probability sampling techniques. Probability sampling techniques are used when the researcher wants to statistically generalize the results which is the focus of quantitative studies (Sekaran and Bougie, 2010).

3.5.1 Purposive Sampling Technique

Purposive sampling technique, a non-probability sampling technique, enables the researcher to select informants who have the required data for a particular study and it is cost effective because only relevant informants are included in the study (Gibson and Brown, 2009). In this study, purposive sampling was used to sample Managers and Principals from CTEs, Accommodation's facilities, TATO, Airlines, TANAPA

and representatives from self-employed. The researcher was only selected the aforementioned informants who possess the required data regarding the effect of COVID-19 pandemic in the performance of tourism business.

3.5.2 Simple Random Sampling Technique

The random sampling technique was used to sample the respondents in the quantitative part of this proposed study because all units of analysis have an equal chance of being selected (Shahiduru *et al.*, 2010). Random sampling technique is considered to be more objective and less bias. The random sampling was used to select institutions/company and respondent from CTEs, tour operator companies and accommodation facilities. It was applied after getting their lists from the relevant sources and run the random sampling generator. The names of institutions/companies and respondents were separated and randomly picked to select the respondents who involved in the study.

3.6 Sampling Frame and Sample Size

In quantitative studies, the use of an adequate and unbiased sample size is one of important decisions because it determines the extent to which the research findings present the entire population. Different authors argue for the need of having an adequate sample size in quantitative studies. For example, Hair *et al* (1998) argue that a sample size of at least 100 is required for the use of parametric tests. In order to get reliable results, Roscoe (1975) recommended a sample size that ranges between 30 and 500 respondents. A sample size of 200 is adequate for the use of parametric tests and ensuring the reliable results (Yuksel *et al.*, 2010).

Moreover, Krejcie and Morgan (1970) developed a standardized table which indicates the sample size as per the respective population. However, the study may select a limited sample size (i.e. less than 30) if it focuses on the in-depth analysis of the unit of analysis. Based on this fact, the quantitative sample size of this study was various tourism subsectors located in Arusha including the entire value chain of their businesses. This study has used the Taro Yomane's formula (i.e. $S = n / (1 + n(e)^2)$) as cited by Ahuja, (2001) to determine the sample size in the quantitative part of this study. The sample size has been calculated at 5% margin error and 95% confidence interval in order to arrive at the maximum sample size where 150 respondents obtained as sample size.

In addition, in the qualitative phase, this study did not put more emphasis on the number of informants rather the depth of information collected because the qualitative sample size depends on the saturation point (Teddlie and Yu, 2007). This implies that qualitative data was collected until the researcher experiences that no new themes emerge. Because of this, the number of sampled study population in the qualitative phase of this study determined by the theoretical saturation of the collected qualitative data. The number of informants was continuously adjusted until it is realized that there are no new themes raised by the informants.

3.7 Sources of Data

3.7.1 Secondary Data

Secondary data are information obtained from literature sources. Secondary data provide second hand information and include both raw and published ones (Saunders

et al., 2007). Secondary data include textbooks, reports, newspapers, journals and website. The study reviewed a number of literatures, which were available such as MNRT, TANAPA, TTB, GMP and Online library to get more information on policy formulation. Moreover, annual, semi-annual and quarterly reports were collected.

3.7.2 Primary Data

Primary data are the data collected by the researcher direct from the field for the purpose of answering a research question (Adam and Kamuzora, 2008). Rwegoshora (2006) defines primary data as the data which are collected at the first time and are original in character. Primary data was collected using questionnaires and semi-structured interviews.

3.8 Data Collection Methods

3.8.1 Questionnaires

Questionnaire is a data collection instrument that was used to collect data from the respondents. Questionnaires consist of the closed-ended questions whereby a respondent had an opportunity to put a tick in the box of her/his choice. Apart from collecting the demographic and organizational characteristics, the questionnaire targeted information on the effect of COVID-19 on the performance of tourism business.

3.8.2 Interviews

Interviews guide was used to collect the qualitative data from leaders (managers and principals) CTEs, Accommodations facilities, TATO, Airlines, TANAPA and

representatives from self-employed as well as gift item suppliers. The informants had opportunity to provide views on the effect of COVID-19 pandemic on the performance of tourism business. The interviews consisted of semi-structured questions to allow the informants to give their views meanwhile addressing the specific objectives of this proposed study. Moreover, the informants had an opportunity to provide in-depth information on the coping strategies used by businesses to address the effect of COVID-19 pandemic on the performance of tourism business.

3.8.3 Observations

The researcher observed the consequences of COVID-19 pandemic in the tourism business performance. This included the tourist flow at the various attractions, tourist flow at the accommodation facilities, tourist vehicles flow at the attractions and tourists who purchase variety of cultural products from the surrounding communities. In this case, direct observation enabled a researcher to make personal judgments on the effect of COVID-19 pandemic on the performance of tourism business.

3.8.4 Documentary Literature Review

This method was used to obtain secondary data to inform the findings of this proposed study. Data was sourced from various books, reports, journals, magazines and newspapers, both published and unpublished, as well as from online sources. Documentary review was basically used to obtain secondary information on the influence of COVID-19 and other similar pandemics around the global. The secondary data enabled the researcher to establish a trend on the consequences of

COVID-19 pandemic and other similar pandemics meanwhile examining the coping strategies applied to address the consequences. Furthermore, the national reports and organisational reports from tourism subsector associations such as TTGA, HAT, TATO and TANAPA was examined.

3.9 Data Analysis, Interpretation and Presentation

Data analysis refers to the processing of collected data to give out the interpretation and meaningfulness. It involves the screening, organization and interpretation of the collected data. The qualitative data was coded, screened, classified and interpreted to explain the results as per the research question. On the other hand, the quantitative data was analyzed with an assistance of the Statistical Package for Social Sciences (SPSS) version 23. Data was presented in the form of frequency, tables, histograms and pie charts to allow the clear presentation of the results. Hence, SPSS facilitated data analysis basing on the calculated percentages and significance of the relationship between research variables.

3.10 Reliability and Validity of the Research Instruments

3.10.1 Validity of the Research Instruments

Validity of research instruments is defining as a process of ensuring that constructs and measurements of variables and items in the research instruments are well-developed and accurately reflect the real world (Shenton, 2004). The triangulation of research methods including sampling and data collection techniques ensured validity of the constructs, measurements and conclusion made reflect the real world (Bryman,

2004). In this fact, the study triangulate samples selected in proposed study and data collection instruments to ensure validity of the research findings.

3.10.2 Reliability of the Research Instruments

Reliability refers to the degree at which the data collection instrument leads to the same results when administered by other researchers in the similar situation (Bryman, 2004). In this case, the researcher tested the questionnaire to examine its ability to provide consistent results using a limited sample size of 25 respondents. The pre-testing was done before actual collection of data and improves or modifies the research instruments if the need arises. Among others, pre-testing observed the interpretation of questions by the respondents, relationship among items in different constructs and their relevance to the research questions of proposed study. In documentary review, the researcher ensured that the reports and other secondary data are retrieved from the authentic sources.

3.11 Ethical Consideration

Ethical consideration is one of the important aspects in research. The researcher ensured that confidentiality of respondents' names and profile was adhered to meanwhile the respondents was given an opportunity to withdraw themselves when they wish to do so. Furthermore, the respondents' consent was sought before engaging a respondent into the data collection phase. The researcher familiarized the respondents with the research objectives and questions before asking for respondent's consent. More important, the researcher was given the research clearance from the Open University of Tanzania.

3.12 Chapter Summary

This chapter discussed different aspects of research methodology that include the combination of quantitative and qualitative research methods. In this fact, it is a mixed method study which intended to collect and analyze quantitative and qualitative data to arrive to its conclusion. The chapter explains the study area, research design, target population, sampling procedures, sampling frame and sample size, sources of data, data collection methods, data analysis techniques, reliability and validity and ethical consideration. In data collection, the proposed study was involving distribution of questionnaires and conducting semi-structured interviews. The collected data was analyzed using descriptive statistics and thematic data analysis technique.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the findings obtained from respondents through questionnaire, interview, observation and documentary review. The chapter started with socio-demographic characteristics, presentation of collected data, analysis and discussion.

4.2 Socio-Demographic Characteristics of the Respondents

4.2.1 Age of the Respondents

The age of the respondents were categorized into four groups which ranged between the age of 18 years and above 60 years (Table 4.1). The grouping of age based on consideration of the econocomically active group which is from the age of 18 years old to 60 years (URT, 1991). The investigation of respondents' age was essential due to diverse implications each group had and social setting which subsequently have regarding to involvement in tourism. The majority of the respondents interviewed 41% of the respondents were aged 29 - 39 years. The other category and percentages of the respondents are as presented in Table 4.1.

Table 4.1: Age of the respondents

Age Category	Respondents	Percentages
18 – 28	30	20
29 – 39	61	41
40 – 50	36	24
51 – 60	18	12
Above 60	5	3
Total	150	100

Source: Field survey, 2021

4.2.2 Gender of the Respondents

In order to have good representation of gender, sex of the respondents was taken into consideration whereby respondents were asked to provide their information based on gender. About 94, 63% of respondents were males while 56, 37% were females (Figure 4.1). In this study both male and female were given chance to participate in this study.

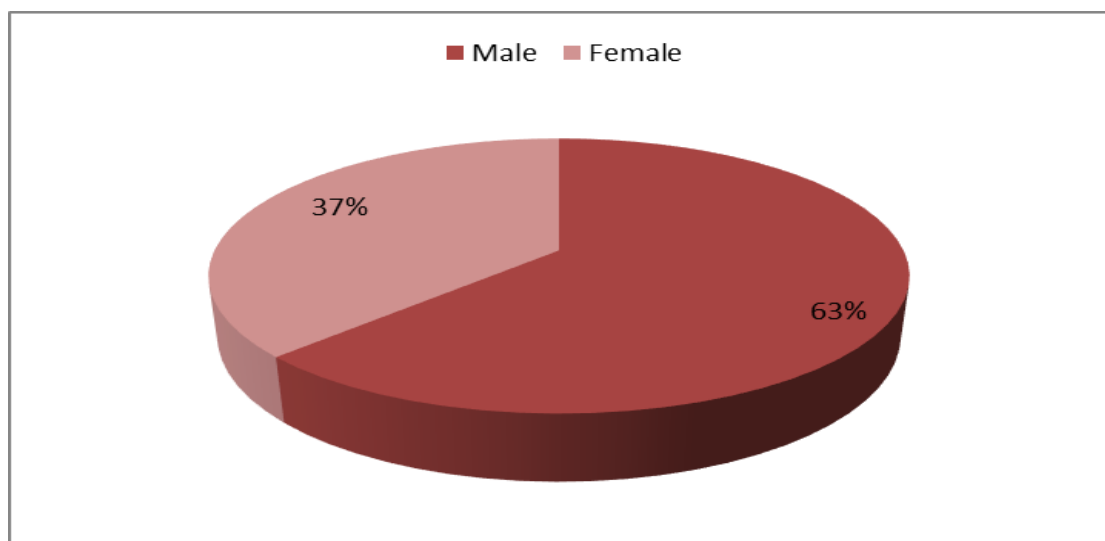


Figure 4.1: Distribution of respondents by gender

Source: Field survey, 2021

4.2.3 Education Level of the Respondents

Education perceived as among the factors that influence an individual's perception of an intervention before making decision. Understanding the education levels of the respondents was an important factor in assessing their skills and knowledge of respondents for judging about different matters. The study revealed that, majority of respondent 48% had attained secondary school, 26% attained primary education, 15% had college / technical education, 6% had no formal education, 5% attained degree level of education (Table 4.2.).

Table 4.2: Education level of the respondents

S/No.	Education level	Frequencies	Percentages
1.	Non formal education	09	6
2.	Primary education	39	26
3.	Secondary education	71	48
4.	Vocational/ technical training	23	15
5.	Degree	8	5
Total		150	100

Source: Field survey, 2021

4.2.4 Working Experience of the Respondents

The respondents were asked to state their working experience related to tourism business. The result revealed that, majority of respondents 41% had working experience ranging between 5 to 7 years, 30% of the respondents had working experience between 2 to 4 years while 8% of the respondents had less than one year working experience. Working experience of respondents vary depending on type of business or service people were doing. During this study most employees complain about their contract, whereby employers employ them during high tourism season and their contract terminated during low seasons. Knowing the working experience of employee helped to know if working experience has an impacts towards performance of tourism business or not.

Table 4.3: Work experience of the respondents

Work Experience by Years	Responses	Percentages
Less than a year	12	8
2 – 4	45	30
5 -7	62	41
8 and above	31	21
Total	150	100

Source: Field survey, 2021

4.3 Effects of COVID-19 Pandemic on the Performance of Tourism Businesses

Following the unprecedented outbreak of COVID-19 and its declaration as global pandemic in 2020, several countries were forced to institute diversity of measures to curb the spread of the deadly viral disease. According to MNRT (2020) report, the measures to curb the spread of Corona virus included lock downs, self- isolation, border closures and countries calling back their citizens from different parts of the world.

The instituted measures restricted the movement of people thus seriously halting travel demand and the supported tourism industry (MNRT 2020). According to this source, Tanzania recorded a sharper decline in number of international tourist arrivals of 93% in April, May and June 2020 compared to the global average of 56% in the same period. According to MNRT (2020) report revealed that as early as April 2020, the number of tourist arrivals neared zero due to the sharp drop as shown in Figure 4.2.

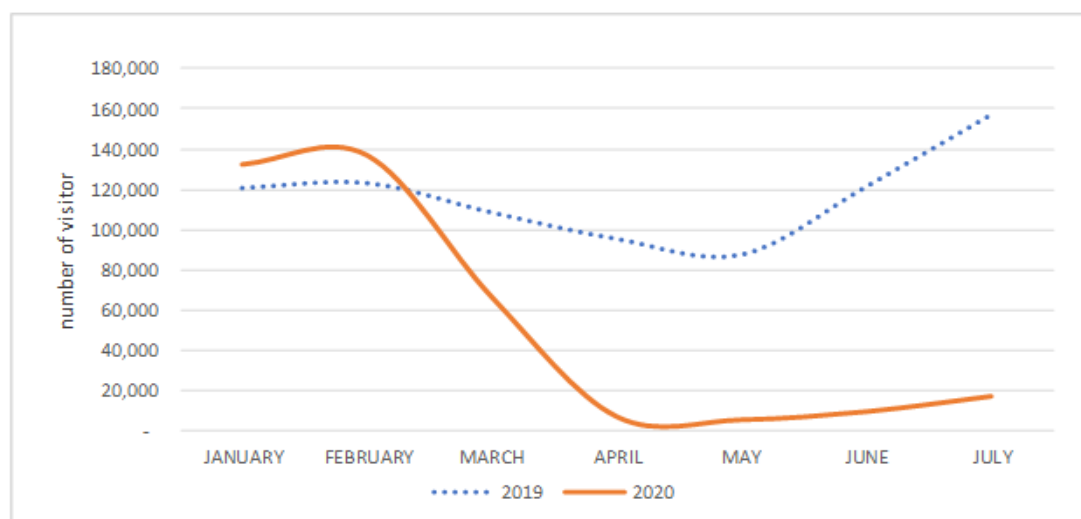


Figure 4.2: International visitors' arrivals by month 2019 - 2020

Source: Ministry of Natural Resource and Tourism, 2020

The effects of the COVID-19 pandemic on performance of tourism businesses in the study area were conceptualized in terms of the main sectors of tourism industry. These main well-known sectors of the tourism industry that were the focal point of this investigative study included the attractions sector, the accommodation providers sector and the transportation sector as well as so called “others”. In the context of this study, “others” constitutes a special sub sector that included individual entrepreneurs or SMEs with outlets that supplied souvenirs and wide range of gift items to tourists especially in final leg of their round trip when they are about to leave the destination on their way home. Such outlets sold curio, tingatinga and batik, just to mention a few.

Also, travel organizers were another very important tourism sub sector whose performance was studied to reveal the effects of the pandemic. Travel organizers’ sector, is charged with the function of sourcing diverse components of the composite tourism product and assemble them into a package that tourists can eventually purchase. These are non-else but tour operators and travel agents whose businesses were hard hit by the pandemic. Again, tour guiding was yet another distinct category operating in the industry that served to source respondents for the study. It was determined that there was no way a study of this nature could leave aside this important respondent category if it was to truly achieve its goals given the strategic role tour guides played in development of the industry. Not only that but also the extent to which tour guiding operations were vulnerable to the effects of COVID-19. Investigations into this category narrowed down to self-employed safari/driver guides who, in practice were more or less involved in their own kind of business.

The investigation also went further as to investigate the effects of the outbreak on a sector of related businesses that was categorized as “others” which entailed diverse SMEs operating in tourism industry that ranged from suppliers of various souvenirs and gift items including curio to handcraft manufacturers and suppliers operating in the study area. To begin with, a searchlight was cast on attractions sub sector. Under this sub sector, three specific attractions were focused which were national parks, cultural tourism enterprises (CTEs) and museums located and operating in the study area.

The other sub sector was accommodation service providers. Under this sub sector, investigations particularly targeted the accommodation services of hotels, lodges, selected guest houses and campsites. Coming to transportation sub sector, air operators constituted the focal point of investigation. Under air operators, the spotlight was beamed on airlines and air charter companies with business operations in the study area.

In terms of travel organizers’ sub sector as hinted above tour operators and travel agents were approached in order to see how impacting the outbreak of the pandemic on performance of their businesses. Before delving into the details including quantifications of the pandemic effects on performances of tourism businesses among respective sub sectors and respondent categories, it may worth observing from the outset that this detailed investigation is indicative of devastating blows dealt by the outbreak of COVID-19 on tourism and related businesses in the study area.

4.3.1 Effects of COVID-19 on Attractions Sub Sector

4.3.1.1 National Parks

The number of categories that this study managed to access was three (3) namely; Arusha, Lake Manyara and Tarangire National Parks. According to investigations conducted on three National Parks, all respondents of National Park participated in this study (100%) conceded being hard hit by devastating blows of the pandemic. The negative effects of the pandemic on the surveyed national parks were felt throughout their two (2) major performance indicators namely the number of arrivals and earnings.

Starting with one of the two major performance indicator which is number of arrivals, all three National Parks surveyed agreed that the number of arrivals for especially important segment of international visitors had shrunk to an unprecedented minimal that has never been witnessed in years. In Lake Manyara National Park number of visitors shrunk from 147,080 in 2019 to 36,039 in 2020, In Arusha National Park number of visitors shrunk from 32,062 in 2019 to 10,129 in 2020 while in Tarangire National Park number of visitors shrunk from 191,007 in 2019 to 53,697 in 2020. Also, during the interview with tourism officers of Arusha National Park the study revealed that only 35 international visitors were recorded in July, 2020 which was high season compared to the same period in the preceding year.

This is in line with TANAPA (2020) report whereby during January to February 2020 before eruption of COVID-19 pandemic being felt, number of international

tourist recorded at national parks in Tanzania increased by 7% compared to the same period in 2019. Between March and July, 2020, the impacts of COVID-19 pandemic were felt to a greater extent, whereby the number of international tourists who visited national parks dropped by 90 percent to 27,520 compared to 264,824 for the same period in 2019 (Figure 4.3).

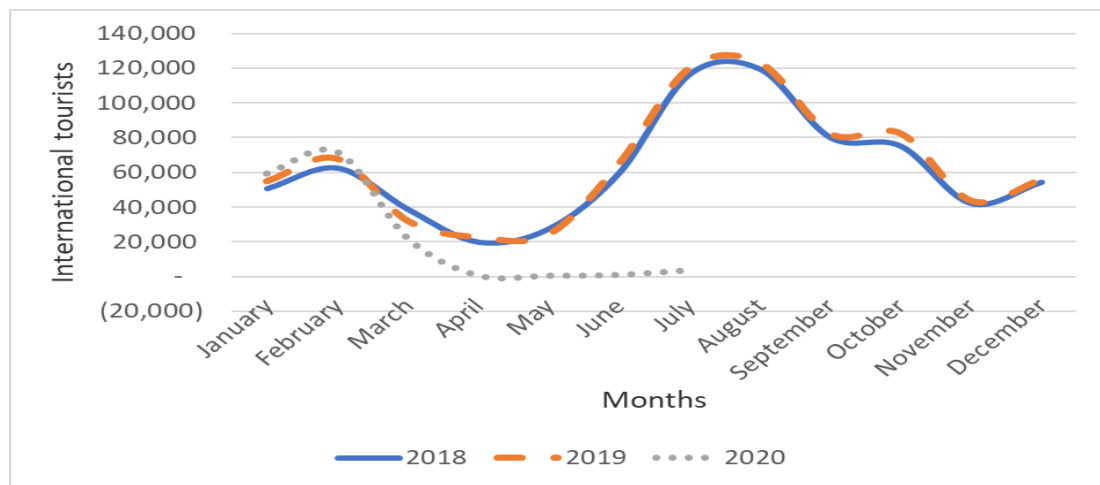


Figure 4.3: Monthly trends of international tourists who visited national parks in Tanzania from 2018-2020

Source: TANAPA, 2020

The pandemic attributed decline in number of international arrivals to the parks directly implied negatively to the other major performance indicator which is earnings among all three (3) surveyed Parks. Although the contacted officials for all accessed parks were hesitant to reveal the exact loss in financial earnings for their respective parks in actual quantitative terms, they all agreed of corresponding substantial revenue loss due to COVID-19.

All respondents who are officials in the surveyed parks shared their concerns consequential to the loss of revenue that efficiency in diverse park operations were

significantly being compromised due to acute shortage of operating finances. According to TANAPA, revenue collected from March – April 2020 plunged by 90% reaching 5.50 billion TZS from 55.03 billion TZS in 2019.

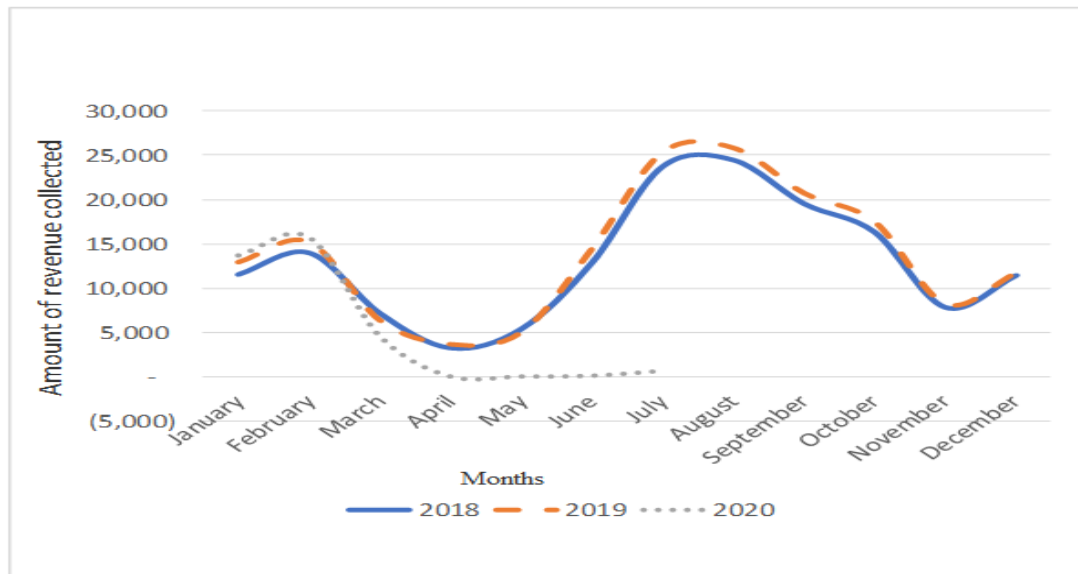


Figure 4.4: Monthly trends of revenue collections by TANAPA from 2018 – 2020 in mill. (TZS)

Source: TANAPA, 2020

Another direct implication of the decline in tourists due to the pandemic is on the number of jobs lost as measured by the potential decline on employment in the sector. The estimation of potential direct jobs loss due to the pandemic adopted the estimates that every three tourists create one direct job (estimation by URT, 2016).

Furthermore, it is conservatively assumed that 10 percent of the employed persons in the sector are on full time basis, who may be slightly less affected by the pandemic. In that respect, it is estimated that out of 553,000 direct jobs in the tourism sector, more than 404,850 direct jobs were lost for the period of March – July, 2020 following the COVID-19 pandemic. These estimates do not account for the lost

number of indirect and induced (secondary) jobs in the sector as a result of the pandemic.

4.3.1.2 Cultural Tourism Enterprises

Cultural tourism also suffered severe blows due to the pandemic. This study managed to access five cultural tourism enterprises (CTEs) which are Mto wa Mbu, Longido, Tengeru, Makuyuni and Mulala cultural tourism enterprises located in different areas of Arusha Region. As with national parks category, performance indicators for CTEs were also conceptualized along with the number of arrivals as well as earnings. All surveyed CTEs conceded substantial COVID-19 related decline in visitation with consequential significantly loss in tourism earnings.

During the interview with CTE Managers one of them said that,

“TACTO (Tanzania Association of Cultural Tourism Operators) has the following figures to its CTEs: In 2019 we received 11,003 visitors while from March up to December, 2020 we received only 1,977 visitors. From these figures you can recognize how members of Cultural Tourism (CTEs) have been affected by COVID-19 and resulted into poor income, even operation costs to their Offices and also to their Head Quarters. My concern is when situation like this happened to help individual CTEs or individual Tour Operators financially in order to save and brings survival to the Tourism sectors so that they can manage handling cost of running. When we are in good situation, Government received a lot of revenues. Kindly we request Grants to our Cultural Tourism Organizers’ Association to care its members while waiting for recovery of Tourism Industry business. Am not asking this from TACTO but to all Associations like TATO, TAHOA etc.”

Also he said that,

“Government should work hand in hand with the International Organizations so as to make sure our people are safe as well as apply proper measures such as screening everyone in order to stop the spread of this deadly disease.”

This shows that CTE severely suffocate with the effects of COVID-19 but also they are aware about continue spreading of COVID-19 pandemic.

4.3.1.3 Museums

The third subsector of tourist attractions that this study scrutinized to learn about the effects of COVID-19 on business operations was Museums. About two (2) museums which constituted 5% of respondents were accessed where several issues and concerns were revealed as associated with effects of the pandemic on business performances.

According to findings, all two (2) museums reached which is the same as 100% of this attraction's subsector aired their concerns that COVID-19 pandemic had devastated their business performance by significantly curtailing the number of international visitors to the museums thereby diminished their admission earnings particularly from this important market segment. However, the good news according to the museums' curators who served as informants for the study, the museums were not entirely dependent on international visitor for a source of revenue. The domestic market also formed a significant revenue source for these establishments. So the pinch may not have been so severe as compared to those attraction establishments who largely relied on inbound international tourist for their businesses.

The first museum was Arusha Natural History Museum. The study revealed that the pandemic was to blame for the decline in inbound international visitors to the museum who, despite being seasonal, constituted a significant source of revenue to

the establishment. The same sentiments were echoed by interviewee from the other museum the Arusha Declaration Museum.

However, the good thing according to the museums' curators who served to inform the study is that the museums were not entirely dependent on international visitors for their source of revenue. The domestic market also furnished a significant revenue source for these establishments. Due to this fact, the COVID-19 pinch may not have been so severely felt with this subsector as compared to attractions that were heavily dependent on inbound international visitor for a source of revenue. This is because, at the domestic front, many of the pandemic related movement restrictions imposed elsewhere in the world to check the spread of the virus were waived with people more or less moving about in pursuit of their daily economic activities.

Nevertheless, the curtailed international source of revenue negatively impacted on the museum's subsector given the fact that despite being seasonal, the market was also vital as a revenue source to finance the course of museums' core operations. The remaining respondent(s) for this category also echoed the same sentiments. One of the respondents testified that, COVID-19 has reduced to a large extent the foreign exchange received by the museums from foreign visitors.

4.3.2 The Effects of COVID-19 on Accommodation Sub Sector

4.3.2.1 Hotels

Hotels in the study area were surveyed to reveal effects of COVID-19 pandemic on business performance. About seven (7) major tourist hotels in the study area were

surveyed under this category of accommodation service providers. The major business performance indicators for this subsector that were examined to reveal such effects included occupancy rate and accommodation earnings. In hotel business, occupancy rate is a very useful measure of performance that considers how a hotel performs over different time periods and seasons. This indicator helps to answer the question why are there times when the hotel is packed overfull or why, at other times it may be the direct opposite?

According to the findings, both occupancy rates and monetary earnings revealed very poor business performance among all the seven (7) hotels surveyed (100%) that was directly attributed to the outbreak of the deadly pandemic during the particular period. Sources from among respondents contacted in all the hotels sampled shared the fact that shrinkage of bookings and frequent booking cancellations accounted for the record low occupancy rates characterizing the period marking the outbreak and spread of COVID-19.

All seven (7) managers interviewed in the hotel category (100%) noted that the low occupancy rate and at times non-occupancy to some hotels were leading into a situation where it was becoming barely hard to even cover the basic operation costs just to make their businesses remain afloat. According to one respondent whose concerns echoed the views of the rest of the hotel category, meeting both fixed and variable costs of operations were increasingly becoming so challenging during this period. Such a situation was forcing the particular hotel to consider closure until some other future time when the business atmosphere stabilizes.

The occupancy rates for all the hotels surveyed declined to a range as low as 1 to 4% from peak range of up to between 89 and 95% in some cases during high seasons. Consequently, such low occupancy rates impacted negatively on hotel accommodation earnings for each of the hotels surveyed. Although it was difficult for individual respondents in this subsector to reveal the exact losses in monetary terms or figures or divulge their exact financial losses due to COVID-19, it was quite apparent that, at such low occupancy rates hotel operators were in business sense, struggling with rough times to remain afloat.

To all of the sampled hotels, the shared fact was that the business situation during COVID-19 making them very hard to survive. This had very serious implications that rippled throughout their hotel's operations. For instance, all hoteliers lamented the difficulty they were encountering in meeting their statutory financial obligations including taxes, diverse fees and salary as well as other emoluments to their employees and casual workers. It was even hard to meet diverse necessary daily operation expenses. The necessary maintenance and repair costs were hard to be met by all respondents interviewed in the hotel category. In short, things were no longer the same as they used to be business performance in this subsector had taken a turn to the worse following the outbreak of the pandemic.

4.3.2.2 Lodges

Lodges was another accommodation service provider's subsector that this study focused upon. In the study area, lodges constituted important accommodation facilities for diverse segments of inbound international tourists due to their pricing

and related services offered to the customers. About 10 lodges were sampled for this study. Just as in hotels' category, the same business performance indicators were used to gauge the business health for this category. These indicators are namely occupancy rates and accommodation earnings.

According to findings, it was more or less revealed that the same calamities as in hotels had been fallen business performance among operators in the lodges subsector due to COVID-19 pandemic. As the sampled lodges were also dependent to a significant extent on the inbound international tourist to sustain their businesses, COVID-19 associated travel restrictions and other pandemic control protocols had also dealt severe blows to their sustainability.

All respondents in 10 surveyed lodge indicated that during this pandemic period a drastic drop in their occupancy rates that has never been witnessed before is now a reality to reckon with. According to the sources, occupancy rates have dropped to record low range of between 2 and 5% from the 70% or above which are common during normal peak tourism seasons. The sources revealed that most of their capacities remained unoccupied even during the period that usually is known to be the peak of high tourist season. Such low occupancy rates have impacted negatively in terms of the other performance indicator which is lodge accommodation earnings. As with their fellows in the hotels' subsector, all lodge operators sampled were not ready to divulge or share the extent of associated pandemic losses in real monetary terms as they preferred to treat finance-related information as confidential.

According to all respondents under lodges' category (100%), accommodation bookings from their overseas agents that would have signaled the advent of the new high tourist season were not forthcoming this time around. As if that wasn't enough, frequent cancellation on bookings or reservations made earlier for the season was increasingly becoming common among all sampled lodges. To most of these cancellations, refund became imminent. This had serious implications to this subsector's operations. Thus, all owners and operators were faced with a situation that required their swift but well calculated and timely responses to rectify matters before it was too late. To most of them this situation was quite tricky because while the source of the problem was external, it was directly affecting their businesses and required delicate balancing act if there were any hopes to address it at least in the short term.

The resultant effects of the pandemic to this subsector as revealed by concerned respondents reflected more or less what was happening with the hotels' subsector. The curtailed source of accommodation earnings was making it increasingly hard for operators to meet their diverse costs that were necessary to enable their businesses to remain operational. According to all 10 respondents (100%) of the lodges' category, meeting of salaries to their permanent staff was causing them headache. Again, meeting of statutory obligations including government taxes, levies and other statutory charges was increasingly posing insurmountable hurdle. Also, financing regular and periodic maintenance and repairs to their facilities was no longer affordable. Serving of their business-related debts were no more feasible. Pessimism

that characterized operators in this category due to the pandemic-related hardship they were subjected to was even palpable to this researcher.

4.3.2.3 Selected Guest Houses

Selected guest houses were yet another accommodation subsector that was accessed to gauge the effects of the deadly pandemic on business operations in tourism industry. Like the other subsectors in the accommodation sector, occupancy rates and accommodation earning were the two common performance indicators used to detect the effects of the pandemic on business performance for this subsector. It may worthy noting at this point that due to their nature, guesthouses constituted an accommodation subsector whose earning source was not entirely dependent on the inbound international tourist. Unlike most of the surveyed subsectors of accommodation in the study area, most of guesthouses relied mostly on domestic markets for their businesses serve for the selected mostly urban-located facilities whose businesses are also made up by significant portion of the inbound international visitor. It was therefore of much interest to see if the pandemic had any felt impact on their business health. However, despite this fact, the 11 selected guesthouses that were sampled for this study also revealed some negative COVID-19 related effects on business performance for this subsector. As with the preceding subsectors in the accommodation, the same business performance indicators of occupancy rates and accommodation earnings were applied.

Starting with occupancy rates, respondents from seven (7) out of the 11 sampled guesthouses considered the effect of pandemic on their performance as negligible.

According to the sources, the major reason for this is because international visitors who sought accommodation in their facilities were just few compared to domestic customers. Not only that but also such international visitors came periodically in particular during high tourism season. For most of the year they have usually served the domestic visitors. However, these respondents were not hesitant to share that, even though international customers were periodic and characterized by erratic and arbitrary arrivals, that market was nevertheless lucrative and this assisted them in many than fewer ways keeping their businesses functioning.

To the remaining four (4) respondents under this subsector which was equivalent to 45% of the 11 guesthouses subsector respondents revealed that they had aligned their businesses to significantly tap from the inbound international visitor markets. Thus, the outbreak of the pandemic has starved them an important market that sourced earnings spent in many aspects of their operations. For that matter, it was increasingly becoming hard to cope with the situation under circumstances where funding sources for operations and other purposes were getting constricted due to the pandemic.

4.3.2.4 Campsites

Campsites were the last subsector under accommodation to be scrutinized for the effects of COVID-19 on business performance in tourism industry. It should be noted that due to their inherent nature, campsites were an accommodation subsector whose businesses heavily relied on international visitors. Under campsites, respondents from eight (8) tented campsites were approached to gain an insider's view of what

was happening in so far as the effects of the pandemic were concerned. In this regard, all eight (8) respondents or 100% acknowledged their businesses being hard hit by the pandemic following its outbreak.

Campsite sources disclosed that since pandemic outbreak, bookings have shrunk to the lowest possible levels and bookings aren't forthcoming in any foreseeable near future. Despite significant efforts being made by operators to win business, prospects for international visitations have remained bleak. Also, hopes are being dashed following frequent booking cancellations that have mostly characterized their sales undertakings following the advent of the pandemic.

However, unlike in other accommodation subsectors surveyed in this study, all eight (8) respondents or (100%) campsite operators who were involved observed in common that they were slightly relieved from some of the major operating costs due to their nature of campsite business. That they were exempted from shouldering the load of monthly salaries for permanent employees and some of the core costs with exception of statutory annual fees such as business license and the like which are inescapable.

4.3.3 The effect of COVID-19 on Transportation Sector

COVID-19 had an impact on airlines and air charter companies. Coming to transportation sector the focus was largely on-air operators particularly air charter companies who had business operations in the study area. These air charter companies were particularly involved actively with inbound international tourist markets having clients who were visiting Tanzania and were using charter flights to

access far flung attractions in northern tourism circuit and other distant locations in the mainland as well as Zanzibar to sample diversity of attractions the country is endowed with. About three (3) major air charter companies were particularly accessed to furnish data for the purposes of this study.

All respondents reported the debilitating effects of COVID-19 pandemic on their air operation businesses mainly because of drastic measures imposed in source markets including the ongoing travel bans to curb the spread of the deadly virus that deprived the charter operators of their potential customers. In unison they all responded with one major concern that their air operations businesses had grounded to a halt shortly after the outbreak of the pandemic. One of the respondents with offices located within the Arusha Airport (Kisongo) even managed to show this researcher his company's fleet of five (5) aircraft with varied sitting capacities that was grounded at the airport hangar for some time for lack of activity at a time that usually marks high tourism season.

The respondent concerns were similarly echoed by the remaining two who also voiced their worries that the pandemic had driven their air operators' businesses to standstill. They all aired their grave concerns that they were losing all earning opportunities in their line of business due to travel restrictions instituted in source markets to curb the viral disease spread.

4.3.4 Effects of COVID-19 on Tour Operators And Ground Handlers

Travel organizers was another sub sector of tourism industry whose businesses performance was badly impacted by the outbreak of COVID-19 pandemic. The sub

sector comprises of local tour operators and ground handlers who operate from supply-side of tourism industry based in the study area. The two (2) categories of businesses are sometimes referred to synonymously as the line that separates them is not that much distinct since they usually perform more or less similar activities when viewed from supply-side of the tourism industry. Therefore, for the purposes of this study, the two (2) are treated uniformly. About 20 businesses under this sector were sampled and surveyed for the purposes of the study. According to findings, they too experienced the negative impacts of the pandemic in multiple ways.

All 20 respondents sampled under this sector or 100% agreed that the pandemic triggered a series of trip postponements and/or booking cancellations altogether. About 15 respondents or 75% of the sector shared bad experiences that their businesses suffered from booking cancellations that necessitated refund to clients of entire deposits made earlier through their demand-side overseas agents. This incurred them insurmountable losses and created lots of inconveniences because part of the deposits had already been spent as part of payments made to several suppliers to secure components of the tourism product. The remaining five (5) or 25% of the respondents suffered from trip postponements to later dates which also were not certain as clients were adopting a wait-and-see rather than conclusive attitude toward their trips relative to the pandemic.

All such prevailing business circumstances triggered by the pandemic had serious negative implications to the businesses as they were forced to institute drastic measures to cope with critical shortage of income or perish altogether.

4.3.5 Effects of COVID-19 on Self-Employed/ Independent Tour Guides

The ripples of COVID-19 outbreak also did not spare the distinct category of freelancers or tour guides who are self-employed or independent. Due to the nature of their activities, these were more or less assumed as self-employed or entrepreneurs in their own right as they went about selling their expertise and knowledge about the destination and its attractions to foreign visitors either directly or through established tour operators.

About 30 such independent tour guides were approached after being purposively picked to inform this study. All of the 30 respondents which is equivalent to 100% conceded being financially hard hit as no assignments were forthcoming in anyway due to the devastating effects of COVID-19 to the travel and tourism industry. Save for a handful few of the respondents in this category whose numbers did not exceed 4%, the situation was particularly harsh to the over 94% of independent tour guides who were sampled. Due to the pandemic, most of them were increasingly finding it hard to even meet day to day survival needs for themselves and their families. It means that with the exception of just a few, majority of independent tour guides had no contingency plans or alternative livelihood means besides guiding. They were entirely tourism-dependent and thus highly vulnerable.

4.3.6 Effects of COVID-19 on Souvenir and Gift Items Suppliers

Souvenir and gift outlets were yet another important subsector of the tourism industry that was surveyed to establish the effects of COVID-19 pandemic on tourism related businesses' performance. Under this subsector, about 25 souvenir and

gift items outlets including 3 major souvenir shops were purposively picked for the purposes of informing this study. Even under this category, pangs of pain unleashed by the outbreak of the virus were similarly felt as in other business sectors of the industry. This also triggered widespread cries among business operators in the sector just as it was among all other tourism industry sectors that this study managed to investigate elsewhere.

The common outcry among all 25 or 100% of sampled souvenir and gift suppliers was that their businesses were very poorly performing this time around due to the severe blows unleashed by the pandemic outbreak. That, regardless of the scale of business operations, all businesses were equally hit in their performances as no prospects were forthcoming. Their stocks of souvenir and gift items were not selling due to scarcity of customers especially foreign visitors who constituted more than 97% of their businesses. It was peculiar that under this respondent category, no exceptions were seen since the impact was similarly felt by the small and big operator alike. It is a situation of “no clients no income” to all regardless of scale. The prevailing business atmosphere that was obvious even to this research among operators in this subsector was the higher imminence of business closures if this situation managed to hold for an indefinite time.

4.4 Perceptions Toward the Effects of COVID-19 on Tourism Businesses Performance

The effects of COVID-19 pandemic on tourism businesses performance were perceived differently among different categories of respondents who participated in

this study. While to majority of respondents 98% from diverse subsectors of the industry perceived the effects of the pandemic to their businesses entirely in a negative way, to some the perceptions were rather a mix of negative and positive feelings. The following extract captures the perceptions of respondents towards the effects of the pandemic on performance of their respective businesses.

Starting with the attractions sector, all respondents from the 3 subsectors that were surveyed during this study perceived such impacts entirely negatively save for national parks respondents who, apart from largely considering the effects rather negatively, they also harbored some positive feelings towards the pandemic. According to one of them, positivity of the pandemic to the national parks were perceived in terms of the fact that absence of tourist activities due to COVID-19 was beneficial to nature as it enabled ecosystem recovery after many years of tourist utilization. However, besides this sentiment even this respondent conceded that COVID-19 had much more negative consequences as compared to positive outcomes of whatever nature.

Managers interviewed from diverse accommodation subsectors including hotels, lodges, guesthouses and campsites perceived the effects rather negatively and urged the government to consider instituting a special tax regime that will give relief to their businesses whenever there is an outbreak of pandemics or a strike by other unfavorable business circumstances in future. Tax waivers or entirely forfeiting taxes during rough times would have done much to secure survival of their businesses

unlike currently when they are coerced to paying taxes when there are no earnings being realized.

Again, all 25 or 100% respondents of souvenir and gift items suppliers who were sampled to inform the study harbored entirely negative perception of the pandemic when its effects on their businesses were recalled. Their advice was for the government to set up a special relief fund to be managed by a statutory body that would be employed to bail out tourism business enterprises during times of economic hardships like in this pandemic.

Coming to tour operators and ground handlers, they too perceived the effects of the pandemic to their businesses so negatively. Under this travel organizers' sector, 20 respondents were involved. Almost 100% or all 20 respondents participated in this study from this category considered the effects of the pandemic most negatively following business paralysis that was attributed to the outbreak of the virus. To overcome the problem and ensure that tourism sector is revived, these respondents insisted on stepping up COVID-19 awareness education including beefing up prevention sensitization campaigns.

Also, travel organizers' sector participants were of the view that enhanced safety measures against spread of the virus ought to be in place to protect staff and travelers alike. To the source markets they urged that this should be followed by lifting stringent travel restrictions under conditions of massive hygiene sensitization.

4.5 Recovery Strategies Employed by Tourism Businesses

The devastating outbreak of the COVID-19 pandemic and its adverse impacts on most of businesses operating in the tourism industry, prompted such businesses to institute diverse strategies and measures just to recover or stay afloat. This trend has also been evidenced in the study area as in many other places elsewhere in the world where tourism has been established as a formal economic and social activity. This study was also intended to identify the diverse recovery strategies and measures taken by such businesses in the study area as informed by various respondents who were reached for the purpose.

According to respondents that were reached from across the main sectors of tourism industry, the most common recovery strategy that was adopted included cost cutting measures that deployed a portfolio of techniques depending on the sector concerned as shown in figure 4.6 below.

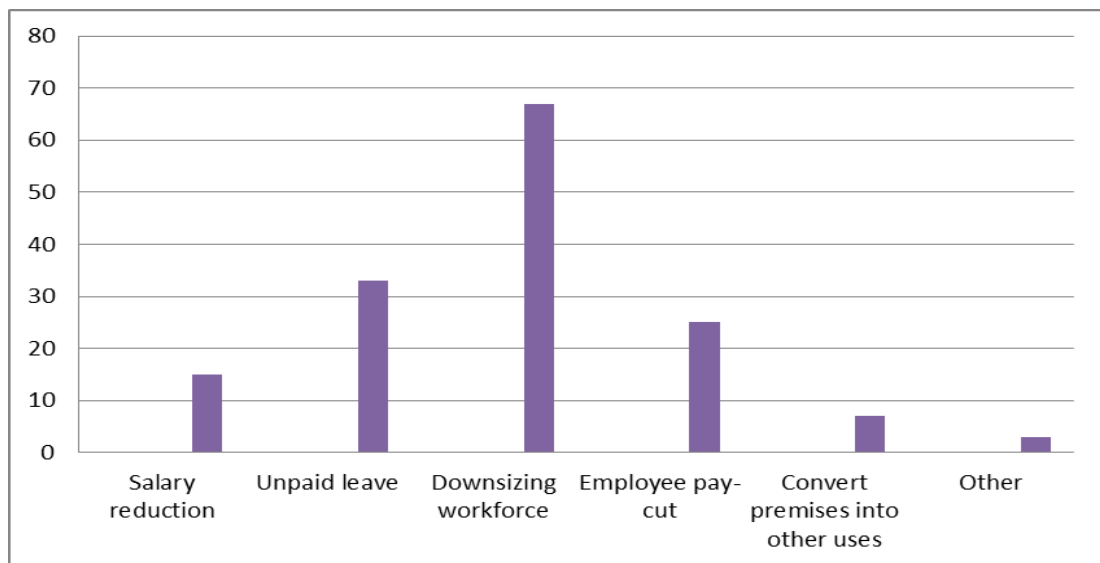


Figure 4.5: Recovery strategies applied by tourism businesses

Source: Field survey, 2021

Starting with the attractions sector, the study revealed that cost-cutting initiatives pursued depended on the particular subsector involved. For instance, in the national park's subsector, all three (3) sampled parks which is equivalent to 100% initiated downsizing strategy in which most of support staff and casual workers were laid off until further notice. Again, all these respective parks eliminated most of items that were deemed unnecessary from their expense sheet only to remain with those items that were considered core to their day-to-day operations.

As an example, all three (3) sampled parks (100%) suspended periodic infrastructure maintenance including major and minor in-park road works. All 3 parks' respondents noted that this was the first time ever for their establishments to institute such severe measures due to lack of funding related to any pandemic. The in-park roads were maintained periodically at least thrice a year and this was budgetary provision. At this time around, infrastructural repairs could only be performed under emergency circumstances where repairing was inevitable.

Again, according to the parks' officials this researcher contacted for interviews, the parks also suspended most other managerial operations only to remain with the perceived core biodiversity protection responsibility in their priority lists. Even participations in various important tourism promotional activities including the landmark international tourism expos like Berlin's ITB in Germany and South Africa's Indaba were indefinitely suspended as drastic cost-cutting measures with the pandemic biting deeper.

Moreover, all three (3) national parks sampled switched efforts towards promotion of domestic tourism to their parks with a vigor and zeal never to have been witnessed at any point during their history. Sensitization campaign to woo domestic tourists to visit their parks has since been a major preoccupation and a trend among all the three (3) parks involved with this study. According to park officials interviewed for the study, domestic tourism which was previously regarded as latent is now being increasingly considered as a sound and viable alternative in filling the void left by disappearance of the international visitor and the associated financial woes that are being blamed on COVID-19.

Yet still, the interviewed officials from all the sampled 3 parks pointed out putting in place various preventive COVID-19 health measures as strategy not only for winning the confidence of skeptical customers but also as real time first line defense against spread of the deadly virus among visitors to the parks. The assortment of preventive measures includes installation of hand washing and sanitization facilities located strategically in the parks, availing of instant thermometers and instituting social distancing requirements were all deemed as crucial to that end.

Coming to the cultural tourism enterprises (CTEs) as yet the other attractions subsector, diversity of measures was strategized just to ensure that such enterprises sailed through the rough times that the pandemic unleashed on tourism businesses. According to respondents from all the five (5) CTEs that were contacted for this study, these establishments instituted a mix of cost-cutting measures to ensure that any unnecessary expenses were eliminated.

As an example of such measures that were shared through questionnaires served to all five (5) respondents representing the CTEs involved in the study, downsizing of workforce was pointed out as one such cost-cutting measure employed. The common purpose was to ensure that these CTEs remained with only the core employees. The downsizing exercise saw most of the CTEs' casual laborers being sent home indefinitely. Again, about four (4) CTEs which is equivalent to 80% instituted employees' salary reduction as further drastic cost-cutting measure. Further, about two CTEs equivalent to 20% took their workers on forced leave without pay as yet another cost-cutting measure. Also, majority of respondents (95%) from five (5) CTEs surveyed, purchases labeled as unnecessary were halted so as to realize saving in readiness for rough times.

To the accommodation sector, the diverse subsectors also employed a portfolio of techniques to recover from or cope with debilitating impact of the pandemic on their businesses. According to sources, all seven (7) hotels surveyed which is equivalent to 100% of this subsector instituted a number of more or less similar cost-cutting measures. The most common measures to be taken were an assortment of workforce downsizing, sending employees on unpaid leaves, employee pay-cuts and converting hotel premises to uses other than their originally intended uses.

Workforce downsizing applied by majority of tourism business operators due to this Pandemic of COVID-19. The study revealed that, six (6) of the seven (7) sampled hotels which is equivalent to 85% reduced their workforce to a range between 40 and 55%. In addition to downsizing, five (5) of the hotels which is equivalent to 71% of

the hotels surveyed sent their employees on unpaid leaves. Also, one (1) of the surveyed hotels same as 14% opted to entirely convert the hotel into other uses particularly as student hostel.

4.6 Discussion of the Findings

The effects of the COVID-19 pandemic on performance of tourism businesses in the study area were conceptualized in terms of the main sectors of tourism industry that were the focal point of this study such as transportation sector, attractions sector and accommodation sector. Other sub sectors include individual entrepreneurs or SMEs with outlets that supplied souvenirs and wide range of gift items to tourists.

The effects of the COVID-19 pandemic on the surveyed attraction felt through their two major performance indicators namely the number of arrivals and earnings. Basing on number of arrivals for especially important segment of international visitors, study revealed that number of international visitors had shrunk to an unprecedented minimal that has never been witnessed in years. This is in line with TANAPA, (2020) report whereby during January to February, 2020 before eruption of COVID-19 pandemic being felt, number of international tourists recorded at national parks in Tanzania increased by 7% compared to the same period in 2019. Between March and July, 2020, the impacts of COVID-19 pandemic were felt to a greater extent, whereby the number of international tourists who visited national parks dropped by 90 percent to 27,520 compared to 264,824 for the same period in 2019. On the other side of earning the study revealed that there is loss of revenue that efficiency in diverse attractions operation which significantly being compromised

due to acute shortage of operating finances. According to TANAPA (2020) report revenue collected from March – April 2020 plunged by 90% reaching 5.50 billion TZS from 55.03 billion TZS in 2019.

According to MNRT (2020) report, Tourism sector is one among those generating a significant share of Government revenue to the country. It is assumed that 40 percent of the receipts in the sector accrue as Government revenue in various forms (i.e. personal income tax, corporate tax, value added tax, fees and levies, other charges like workers' compensation fund, skills development levy, etc). In view of that, the amount loss as Government revenue was estimated to be TZS 726.472 billion between the periods of March- July, 2020.

In cultural sector specifically CTEs, souvenir and gift suppliers' businesses were very poorly performing this time around due to the severe blows unleashed by the pandemic outbreak. That, regardless of the scale of business operations, all businesses were equally hit in their performances as no prospects were forthcoming. Their stocks of souvenir and gift items were not selling due to scarcity of customers especially foreign visitors who constituted more than 97% of their businesses. According to Asmelash and Cooper, (2020) conferences and cultural events such as galleries and museums have been called off which proves that the global tourism sector has been severely affected in comparison to other businesses in the world and majority of tourism businesses have been completely closed while other businesses that are suffering from COVID-19 are thriving.

Asmelash and Cooper (2020) the travel and hospitality industry has been severely affected in terms of empty hotel rooms, decreased human movement and cancellation of trips by the tourist. In accommodation providers both occupancy rates and monetary earnings used to investigate effects of COVID-19 in tourism business performance. The study revealed that in accommodation subsectors (hotels, lodges, selected guest houses and campsites) very poor business performance among all the accommodation surveyed (100%) that was directly attributed to the outbreak of the deadly pandemic during the particular period.

The result shows that majority lost their jobs due to effects of COVID-19 which hits all subsectors of tourism sector. It is conservatively assumed that 10 percent of the employed persons in the sector are on full time basis, who may be slightly less affected by the pandemic. In that respect, it is estimated that out of 553,000 direct jobs in the tourism sector, more than 404,850 direct jobs were lost for the period of March – July, 2020 following the COVID-19 pandemic.

These estimates do not account for the lost number of indirect and induced (secondary) jobs in the sector as a result of the pandemic. The findings coincide with WTTC (2020) that predict that one million jobs a day are lost globally in travel and tourism due COVID-19 pandemic. Likewise, the UNWTO (2020) report on supporting jobs and economies through travel and tourism predicts worldwide slump, with an impending loss of millions of jobs in the travel and tourism sector finding that validates the result of the current study.

The results indicate that transportation sectors experienced the negative impacts of the pandemic in multiple ways. Majority complain pandemic triggered a series of trip postponements and/or booking cancellations altogether and shared bad experiences that their businesses suffered from booking cancellations that necessitated refund to clients of entire deposits made earlier through their demand-side overseas agents. However, the results indicate air operations businesses had grounded to a halt shortly if not serious measures will not be taken to recover.

The effects of COVID-19 pandemic on tourism businesses performance were perceived differently among different categories of respondents. Majority of respondents 98% from diverse subsectors of the industry perceived the effects of the pandemic to their businesses entirely in a negative way, to some the perceptions were rather a mix of negative and positive feelings. Cost cutting measure mostly adopted as a recovery strategy in tourism subsectors.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary, conclusion and recommendations on the effects of COVID-19 in tourism business performance.

5.2 Summary

The study investigates the effects of COVID-19 in the performance of tourism business in Arusha Region. Specifically, the study examined the perception of COVID-19 pandemic on the performance of tourism business in Arusha region; assess the effects of COVID-19 pandemic on the performance of tourism business in Arusha Region and to identify strategies applied by tourism business operators to recover from the COVID-19 pandemic.

In this study both primary and secondary data were collected from the respondents where manageable sample size of 150 respondents was used. Questionnaire, interview and observation methods were used to obtain information from various respondents in subsectors of tourism industry. Respondents participated in this study were selected from different tourism subsectors such as attractions, accommodations and transportations. SPSS, content analysis and Microsoft office Excel was used to analyze data generated for this study both qualitative and quantitative data.

The findings of this study showed that, majority of respondent in the study area fall between 26-45 (42%) and 46-55 (24%) years of age respectively. Respondents of this

study had attained primary, secondary education, collage/technical education, no formal education and few attained universities level of education. The effects of the COVID-19 pandemic on performance of tourism businesses in Arusha Region were conceptualized in the main sectors of tourism industry which were transportation sector, attractions sector and accommodation provider's sector.

In accommodation sector, investigations particularly targeted the accommodation subsectors where by 7 hotels, 10 lodges, 11 selected guest houses and 8 campsites surveyed. In all accommodation subsector surveyed, both occupancy rates and monetary earnings revealed very poor business performance among all the accommodation surveyed which was directly attributed to the outbreak of the deadly pandemic during the particular period.

The results indicate that transportation sectors experienced the negative impacts of the pandemic in different ways. Majority complain pandemic triggered a series of trip postponements and/or booking cancellations altogether and shared bad experiences that their businesses suffered from booking cancellations that necessitated refund to clients of entire deposits made earlier through their demand-side overseas agents. However, the results indicate air operations businesses had grounded to a halt shortly if not serious measures will not be taken to recover.

The investigation also went further as to scrutinize the effects of the outbreak on a sector of related businesses which entailed diverse SMEs operating in tourism industry that ranged from suppliers of various souvenirs and gift items including

curio to handcraft manufacturers and suppliers operating in the study area. The study revealed the stocks of souvenir and gift items were not selling due to scarcity of customers especially foreign visitors who constituted more than 97% of their businesses

The effects of COVID-19 pandemic on tourism businesses performance were perceived differently among different categories of respondents. Majority of respondents 98% from diverse subsectors of the industry perceived the effects of the pandemic to their businesses entirely in a negative way, to some the perceptions were rather a mix of negative and positive feelings. Also, the result shows cost cutting measures mostly adopted as recovery strategy by the main sectors of tourism industry that deployed a portfolio of techniques depending on the sector concerned. However downsizing workforce, unpaid leave, employee pay-cut, salary reduction and convert premises into other uses adopted as a recovery strategy.

5.3 Conclusion

The study assessed effects of COVID-19 on performance of tourism business in Arusha Region. It was found out that tourism sector and their subsectors were strongly affected by COVID-19 pandemic, they are heavily suffering from the crisis and had to face many unexpected challenges. The effects of COVID19 pandemic include decrease number of international tourists, loss of revenue, loss of job, booking cancellation as well as poor market for tourism products.

The findings revealed that, COVID-19 affects tourism business in all subsectors due to its multiplier effects in the economy. Multiplier effects include how much extra

income is produced in an economy as the result of initial spending or injection of cash. Money spent by tourist may circulate many times through a country's economy. For example, tourist hotel has to buy food from local farmers, who may spend some of this money on insecticides, employing farm assistants, fertilizers, clothes, school fees, constructing houses or any other activities, The demands for local products increases as tourist buy local products like souvenirs which increases secondary employment. The increasing of intricacy and interconnectivity of global events require governments to work with private sectors to improve their preparedness to mitigate the impacts of the COVID-19 crisis. Efficiently management will address the crisis as well as enhance their responses to ensure speed recovery. Drop by number of international tourist and loss of revenue identified as the major effects of COVID-19 in the study area.

Majority of respondent perceive effects of COVID-19 on tourism business negatively and adopt various measures such as downsizing workforce, salary reduction, unpaid leave, convert premises into other uses and employee pay-cut as the recovery strategies.

Since eruption of pandemic governmental restrictions all around the world made international travel almost impossible, therefore tourism sector and their subsectors facing huge lack of customers and fail to operate in usual way. It is essential to enhance coordination and cooperation to make sure people are safe from health perspective but also an economic one.

5.4 Recommendations

- Government support is sought to assist tourism subsectors such accommodation and airline sector that may otherwise go bankrupt. The best approach will be financial relief such as tax reduction, introducing interest-free capital loans scheme and reduction of licensing fees.
- Tanzania government should cooperate with international organization to protect livelihoods due to damage incurred in tourism sector which goes beyond cancelled flights and hotel bookings.
- Casual and self-employed people are common in tourism related sectors should be helped where possible. This will be possible in collaboration between public and private sector to rescue that sector.
- In medium and longer term, government should support economic diversification since high dependence on one sector, increase vulnerability though in some areas diversification away from tourism may be difficult. Increase regional integration, training and education programs in targeted economic sector to boost resilience and mitigate the cost will open avenue for economic diversification.
- MNRT should lobby for longer term action such as simplification of visa rules, reducing or waiving travelers' taxes and support economically hit destinations with promotion and marketing to attract tourists. This will enable country to have competitive edge in term of visitor support and therefore encouraging international visitor.

5.5 Recommendation for Further Studies

The challenges that have been observed through this study should be considered as

an avenue for further empirical studies. Not only that but also this kind of study should be carried out in other areas of the country especially where majority depend in tourism.

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APPENDICES

APPENDIX I: Questionnaire for Employees

Dear respondents, the questionnaire intends to collect information on the research titled “Effects of COVID-19 Pandemic on the Performance of Tourism Business in Tanzania: The Case of Arusha Region.” You are kindly requested to provide relevant information that will assist on the achievement of the study objectives. I assure you that, the collected information will be confidential and the names of individuals or organizations will not be included in the reporting of the findings. It is estimated that, you will take 10 to 15 minutes to fill in the questionnaire. Thank you in advance for your involvement in this research.

Background Information

Please, tick or fill as appropriate the option that best describe your response.

1. What is your Age? (Please tick the appropriate category)
 - a) 18 – 25 ()
 - b) 26 – 45 ()
 - c) 46 – 55 ()
 - d) 55 – 60 ()
 - e) Above 60 ()
2. Gender: Male () Female ()
3. Marital Status:
 - (a) Single () (b) Married () (c) Divorced () (d) Widow ()
 - (e) Separated ()
4. What is your highest level of education level?
 - a) No formal education ()
 - b) Primary School ()
 - c) Secondary education ()
 - d) Vocational/ technical training ()
 - e) Degree/Advanced diploma ()
5. What is your Job’s Title in this tourism business.....

.....

.....

6. For how long have you engaged in the tourism business?

- a) Less than a year ()
- b) 2 – 4 years ()
- c) 5 -9 years ()
- d) More than 9 years ()

7. What type of tourism activities your business is engaged in?

.....

.....

8. Since when this business established? (Please tick the appropriate category)

- a) Less than a year ()
- b) 2 – 4 ()
- c) 5 -7 ()
- d) 8 and above ()

9. What are the major functions of your business? Which products/services offered by your business to tourist?

.....

Please put a tick (✓) where appropriate: -

S/N	Statements	Strongly Disagree	Disagree	Don' t know	Agree	Strongly Agree
C.	COVID-19 Pandemic					
10.	The slow movement of tourists due to COVID-19 pandemic has reduced the number of tourists' arrivals.					
11.	The slow movement of tourists due to COVID-19 pandemic has reduced the flow income from the tourists.					
12.	The slow movement of tourists due to COVID-19 pandemic has resulted to the closure of some business activities in the organization.					
13.	The slow movement of tourists due to COVID-19 pandemic has caused the					

S/N	Statements	Strongly Disagree	Disagree	Don' t know	Agree	Strongly Agree
	reduction of the number of employees.					
14.	The movement control due to COVID-19 pandemic has reduced the number of tourists' arrivals.					
15.	The movement control due to COVID-19 pandemic has reduced the flow income from the tourists.					
16.	The movement control due to COVID-19 pandemic has resulted to the closure of some business activities in the organization.					
17.	The movement control due to COVID-19 pandemic has caused the reduction of the number of employees					
18.	Quarantine instruction due to COVID-19 pandemic has reduced the number of tourists arrivals					
19.	Quarantine instruction due to COVID-19 pandemic has reduced the flow income from the tourists					
20.	Quarantine instruction due to COVID-19 pandemic has resulted to the closure of some business activities in the organization					
21.	Quarantine instruction due to COVID-19 pandemic has caused the reduction of the number of employees					

Thank you for your time and cooperation

APPENDIX II: Interview Guide for Managers/Principals of National Parks/Curators

- 1) What is the name of your organization?
- 2) What type of tourism activities is undertaken by your organization?
- 3) What is the source of tourist market (international or domestic tourists) for your organization or business?
- 4) Can you tell the flow of tourists to your business or organization before COVID-19 pandemic and after COVID-19 pandemic?
- 5) How many employees are in your organization?
- 6) Can you tell the flow of income from tourists to your business or organization before COVID-19 pandemic and after COVID-19 pandemic?
- 7) What measures did your organization or business take to address the consequences of COVID-19 pandemic if any?
- 8) What should the tourism-based associations do to address the consequences of COVID-19 pandemic if any?
- 9) What should the government do to address the consequences of COVID-19 pandemic in the tourism business?

Thank you for your time and cooperation

**APPENDIX III: Interview Guide for Tour Operators and Owners of
Accommodation Facilities, TATO, HAT, TTGA, TLTO,
CTES Managers**

- 1) What is the name of your organization?
- 2) What type of tourism activities is undertaken by your organization?
- 3) What is the source of tourist market (international or domestic tourists) for your organization or business?
- 4) Can you tell the flow of tourists to your business or organization before COVID-19 pandemic and after COVID-19 pandemic?
- 5) How many employees are in your organization?
- 6) Can you tell the flow of income from tourists to your business or organization before COVID-19 pandemic and after COVID-19 pandemic?
- 7) What measures did your organization or business take to address the consequences of COVID-19 pandemic if any?
- 8) What should the tourism-based associations do to address the consequences of COVID-19 pandemic if any?
- 9) What should the government do to address the consequences of COVID-19 pandemic in the tourism business?
- 10) Can you examine the perception of COVID-19 pandemic on the performance of tourism in your business?
- 11) In your general opinion what are the strategies should be applied to cope up with the effects of COVID-19 in the performance of tourism business?

Thank you for your time and cooperation

APPENDIX IV: Questionnaire for Self-Employed/ Independent Tour Guides, Souvenir and Gift Items Suppliers

Dear respondents, the questionnaire intends to collect information on the research titled “Effects of COVID-19 Pandemic on the Performance of Tourism Business in Tanzania: The Case of Arusha Region.” You are kindly requested to provide relevant information that will assist on the achievement of the study objectives. I assure you that, the collected information will be confidential and the names of individuals or organizations will not be included in the reporting of the findings. It is estimated that, you will take 10 to 15 minutes to fill in the questionnaire. Thank you in advance for your involvement in this research.

Background Information

Please, tick or fill as appropriate the option that best describe your response.

1. What is your Age? (Please tick the appropriate category)
 - a) 18 – 25 ()
 - b) 26 – 45 ()
 - c) 46 – 55 ()
 - d) 55 – 60 ()
 - e) Above 60 ()
2. Gender: Male () Female ()
3. Marital Status:
 - (a) Single () (b) Married () (c) Divorced () (d) Widow ()
 - (e) Separated ()
4. What is your highest level of education level?
 - a) No formal education ()
 - b) Primary School ()
 - c) Secondary education ()
 - d) Vocational/ technical training ()
 - e) Degree/Advanced diploma ()

5. What tourism business are you dealing with?
-
6. For how long have you engaged in the tourism business?
- a) Less than a year ()
- b) 2 – 4 years ()
- c) 5 -9 years ()
- d) More than 9 years ()
7. How do you benefit from tourism business?
-
8. To what extent are depending in tourism business as the main source of income?
- a) 20% ()
- b) 40% ()
- c) 60% ()
- d) 80% ()
- e) 100% ()
9. How COVID-19 affect your business?
-
10. How do you/your business survive during this COVID-19 Pandemic crisis?
-
-
11. How do you cooperate with other tourism business/institutions?
-
-

Please put a tick (✓) where appropriate: -

S/N	Statements	Strongly Disagree	Disagree	Don' t know	Agree	Strongly Agree
C.	COVID-19 Pandemic					
12.	The slow movement of tourists due to COVID-19 pandemic has reduced the number of tourists' arrivals.					

S/N	Statements	Strongly Disagree	Disagree	Don' t know	Agree	Strongly Agree
13.	The slow movement of tourists due to COVID-19 pandemic has reduced the flow income from the tourists.					
14.	The slow movement of tourists due to COVID-19 pandemic has resulted to the closure of some business activities in the organization.					
15.	The slow movement of tourists due to COVID-19 pandemic has caused the reduction of the number of employees.					
16.	The movement control due to COVID-19 pandemic has reduced the number of tourists' arrivals.					
17.	The movement control due to COVID-19 pandemic has reduced the flow income from the tourists.					
18.	The movement control due to COVID-19 pandemic has resulted to the closure of some business activities in the organization.					
19.	The movement control due to COVID-19 pandemic has caused the reduction of the number of employees					
20.	Quarantine instruction due to COVID-19 pandemic has reduced the number of tourists arrivals					
21.	Quarantine instruction due to COVID-19 pandemic has reduced the flow income from the tourists					
22.	Quarantine instruction due to COVID-19 pandemic has resulted to the closure of some business activities in the organization					
23.	Quarantine instruction due to COVID-19 pandemic has caused the reduction of the number of employees					

24. Is there any institution support you during this pandemic crisis?

.....

25. What is your suggestion?

.....

Thank you for your time and cooperation