

**AN ASSESSMENT OF THE EFFECTS OF COVID 19 ON EMPLOYMENT IN
ZAMBIA'S TOURISM INDUSTRY**

BY

Ivorrie Mwiinga

**A Dissertation submitted to the University of Zambia in partial fulfilment of the
requirements for the award of the Degree of Master of Business Administration in
Management Strategy**

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LUSAKA

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DECLARATION

I, *Ivorrie Mwiinga*, do hereby declare that this work is my original work achieved through personal reading and research. This work has never been submitted to the University of Zambia or any other Universities. All sources of data used and literature on related works previously done by others, used in the production of this Dissertation have been duly acknowledged. If any omission has been made, it is not by choice but by error.

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APPROVAL

This Dissertation by **Ivorrie Mwiinga** is approved as a partial fulfilment of the requirements for the award of the Degree of Master of Business Administration in Management Strategy.

Examiner 1	Signature	Date
.....

Examiner 2	Signature	Date
.....

Examiner 3	Signature	Date
.....

Chairperson Board of Examiners	Signature	Date
.....

Supervisor	Signature	Date
.....

ABSTRACT

This study investigated the impact of the COVID-19 pandemic on employment within Zambia's tourism industry, focusing on the years 2020 to 2022. The study used a quantitative research design in which 120 respondents from different tourism sectors participated. The findings revealed the impact of COVID 19 across the tourism sector, with accommodation (44%), tour packages (13%), and entertainment segments (27%) emerging as particularly vulnerable. The affected job segments included cleaners constituting the largest group at 25%. Following closely were waiters and waitresses at 16%, front office workers at 13%, drivers at 11%, chefs at 9%, and tour guides at 7%. Additionally, a cluster of other roles such as curators, bar attenders, security personnel, and reservation officers. The study revealed a greater negative impact on hotels and game viewing. Furthermore, The Chi-Square Tests performed showed a statistically significant association between the perceived negative impact of COVID-19 on employment mostly in hotels and its effect on tourist visits (Pearson Chi-Square = 19.391, df = 8, p = .013). In response to the unprecedented challenges posed by the pandemic, businesses in the Zambian tourism industry showcased resilience through various strategic initiatives. Notably, digital transformation emerged as a cornerstone strategy, with enterprises leveraging online platforms, virtual tours, and enhanced digital marketing to maintain consumer engagement. Additionally, the study identifies diversification of offerings, collaborative efforts with other sectors, and cost-cutting measures as adaptive responses that contributed to the sector's survival.

Key words: Employment, COVID 19, Tourism Industry, Human Resource, Management

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DEDICATION

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LIST OF ACRONYMS/ABBREVIATIONS

WHO: World health Organizations

ZTA: Zambia Tourism Agency

ZWA: Zambia wildlife Authority

WTTC: World Travel and Tourism Council

CHAPTER 1

INTRODUCTION

1.1 Introduction

In 2019, the emergence of the COVID-19 virus quickly revealed it to be a novel coronavirus structurally linked to the virus responsible for severe acute respiratory syndrome (SARS). Despite the profound crisis it triggered, the tourism industry has demonstrated resilience against the disease and is gradually recovering. Companies within this industry faced numerous challenges and restrictions, yet they have also identified opportunities in the community's recovery to restart operations and re-enter the market, (Song Feng et, al, 2022).

The tourism industry serves as a vital pillar of economic development, social progress, and cultural exchange worldwide. In Zambia, as in many countries, tourism plays a crucial role in driving economic growth by contributing significantly to the Gross Domestic Product (GDP) and creating employment opportunities across various sectors (UNWTO, 2020; WTTC, 2020). Revenue generated from tourism activities, such as accommodation, transportation, attractions, and entertainment, not only bolsters the economy but also stimulates demand for goods and services, thereby supporting businesses and industries beyond the tourism sector.

Moreover, the tourism sector serves as a powerful engine for job creation, offering employment to millions of people directly and indirectly (WTTC, 2020). In Zambia, tourism-related jobs span a wide spectrum of roles, including hospitality staff, tour guides, drivers, artisans, and many others. These jobs provide opportunities for a diverse workforce, contributing to poverty alleviation, particularly in rural and underprivileged areas (UNWTO, 2018). Small and medium-sized enterprises (SMEs) in tourism-related sectors empower local entrepreneurs and artisans, enabling them to participate in economic activities and improve their livelihoods. Additionally, tourism development drives infrastructure growth, including the construction of hotels, resorts, transportation networks, and recreational facilities (Hall, 2020). These infrastructure projects create employment opportunities in construction, maintenance, and operations, further contributing to job creation and economic prosperity. Furthermore, tourism fosters cultural exchange and preservation by exposing visitors to diverse cultures, traditions, and heritage sites (UNESCO, 2017). This promotes mutual

understanding and appreciation among people from different backgrounds, fostering social cohesion and harmony. This paper aims to assess the impact of the COVID-19 pandemic on employment in the tourism industry in Zambia.

1.2 Background to the Research

On 11th March 2020, the World Health Organization (WHO) declared the Coronavirus disease 2019 (COVID-19) a global pandemic. The nature and spread of COVID-19 caused massive disruption to the normal flow and operations of the global economy and society at large. The Covid-19 pandemic triggered not only a public health crisis but also a social and economic crisis (Cucinotta, D., & Vanelli, M., 2020).

In response to the rapid and widespread transmission of the coronavirus, governments worldwide took measures to contain the outbreak by imposing travel restrictions and limiting social interactions. This led to the closure of businesses, factories, schools, universities, and on-site dining at restaurants. All gatherings and tourist attractions were also prohibited, resulting in social isolation that undoubtedly saved lives. However, these restrictions had a profound impact on the economy, effectively putting it on hold. (Fajar, 2020).

The outbreak of COVID-19 has had far-reaching consequences on both the global economy and people's mental well-being, plunging the world into a severe socioeconomic crisis and causing widespread psychological distress. Among the worst affected sectors, the tourism industry has suffered greatly. This situation has led to heightened feelings of job insecurity and fear of unemployment among workers, exacerbating the negative impact on their mental health (Khan et al., 2021).

The COVID-19 pandemic has had a profound impact on all major economic sectors, but it is widely acknowledged that the tourism industry has been the hardest hit (UNWTO, n.d.). Among the most economically significant sectors, tourism plays a crucial role in the global economy (World Travel & Tourism Council, 2019).

Studies have shown that the tourism industry is highly sensitive and exceptionally vulnerable to crises (Duan et al., 2021; Pforr, 2009). This susceptibility stems from its heavy reliance on various external factors, such as political stability, economic conditions, environmental factors, and weather conditions (Okumus, Altinay, and Arasli, 2005, as cited in Ritchie and Jiang, 2019, p. 1). According to estimates from the World Travel and Tourism Council (WTTC), the travel and tourism industry experienced an alarming loss of over 60 million jobs in 2020 (World Travel and Tourism Council, n.d.). The pandemic's impact has been far-reaching and devastating for the tourism sector, resulting in widespread job losses and severe disruptions to the industry's operations. Zambia is one of the countries that have been affected by the pandemic, with the tourism sector being one of the most affected.

Zambia, situated in Southern Africa, is a landlocked country boasting an abundance of natural beauty, with 20 national parks and 34 game management areas spread throughout its territory. Recognizing the potential of tourism as a catalyst for economic development, Zambia has strategically leveraged its natural assets to boost the industry. Over the years, the country has witnessed a steady growth in tourism earnings, with annual revenues increasing from K3.9 billion in 2014 to K4.4 billion (equivalent to USD 401 million) in 2015, underscoring the vital role of tourism in the Zambian economy (Ministry of Tourism and Arts, 2016).

Tourism in Zambia is a vital sector that significantly contributes to the country's economic development and social well-being. Renowned for its abundant wildlife, breath-taking landscapes, and vibrant culture, Zambia has been a popular destination for tourists seeking authentic and immersive experiences (Sharpley & Telfer, 2014). With 20 national parks and 34 game management areas, the country offers unique opportunities to witness diverse wildlife species, such as elephants, lions, leopards, and various bird species. Additionally, the iconic Victoria Falls, one of the largest waterfalls in the world, serves as a major attraction for travellers and adventure enthusiasts (Zambia Tourism Agency, 2021).

Zambia's tourism industry has traditionally been driven by two main activities: hunting tours and photographic safaris. While hunting tours have generated substantial revenue in the past, there has been a noticeable shift towards an increased focus on sustainable and nature-based photographic

safaris. This aligns with global trends as responsible tourism practices gain prominence in the industry (Ministry of Tourism and Arts, 2016).

However, the emergence of the COVID-19 pandemic has posed unprecedented challenges to the tourism industry in Zambia. The pandemic led to widespread travel restrictions, border closures, and stringent health safety measures globally. Consequently, international tourist arrivals to Zambia came to a halt, resulting in significant revenue losses for the tourism businesses, including hotels, lodges, tour operators, and other related service providers (World Travel & Tourism Council, 2020).

According to the Zambia Tourism Agency (ZTA), the tourism sector contributed approximately 3.5% to the country's Gross Domestic Product (GDP) in 2019, and it is estimated that the sector employs around 140,000 people. The ZTA also reported that the number of international visitors to Zambia increased from 956,000 in 2016 to 1.2 million in 2018. The country offers a wide range of tourism options for visitors, from luxury resorts to budget accommodations, and from adrenaline-fueled adventures to tranquil retreats.

Moreover, the closure of national parks and game reserves to protect public health further exacerbated the situation, leading to decreased revenue from park entry fees and wildlife-based activities (Zambia Wildlife Authority, 2021). As a significant employer, the pandemic's impact on the tourism sector has resulted in widespread job losses, reduced working hours, and income uncertainties for employees. The loss of livelihoods has had far-reaching implications, affecting not only tourism employees but also the livelihoods of their families and local communities that rely on tourism-related activities (World Health Organization, 2021).

The Zambia Tourism Agency (ZTA) reported that the number of international visitors to the country decreased by 68% in 2020 compared to the previous year, and the number of domestic tourists also declined. As a result, many tourism businesses in Zambia, including hotels, tour operators, and restaurants, have been forced to reduce their staff or shut down operations entirely. Businesses faced challenges which included supply chain disruptions, workforce disruptions, reducing cash flow and weak consumer demand. Many businesses were not able to carry out their business operations, which in turn had knock-on effects on revenue, profits and employment among other

variables. It is from this background that the researcher wants to assess the effects of the COVID-19 pandemic on employment in the tourism and hospitality industry in Zambia.

1.3 Statement of the Problem

The COVID-19 pandemic has triggered unprecedented challenges for the global economy, with the tourism sector emerging as one of the most severely impacted industries (UNWTO, n.d.). Despite its significant economic contribution (World Travel & Tourism Council, 2019), the tourism industry has faced unparalleled disruptions, characterized by widespread insecurity, extensive layoffs, and pervasive uncertainty on a global scale (Gössling et al., 2020).

In Zambia, a report on the impact of the COVID-19 pandemic on the economy (Parliamentary Committee on National Economy, Trade, and Labor Matters, 2020) reveals a substantial decline in international tourist arrivals. Zambia recorded 290,244 arrivals, a stark contrast to the 634,757 arrivals during the same period in 2019, reflecting a significant 56.3% decrease. Despite the government's intervention through the provision of a K10 billion three to five years Targeted Medium-Term Refinancing Facility (TMTRF) to priority sectors, including tourism, businesses within the hospitality industry continue to grapple with operational challenges, resulting in substantial job losses.

The existing literature highlights the devastating effects of the pandemic on the tourism sector, shedding light on the decline in tourist arrivals and economic repercussions (UNWTO, Gössling et al., 2020). However, there is a notable gap in understanding the nuanced impact on employment within the tourism industry in Zambia. While the broader economic consequences have been acknowledged, a detailed exploration of specific sectors affected, and the nature of jobs impacted is lacking.

Therefore, this study aims to address this critical gap by primarily focusing on the impact of COVID-19 on employment in the Zambian tourism industry. By identifying the specific sectors within the tourism industry that have been affected and delineating the nature of jobs impacted, the research seeks to provide a comprehensive understanding of the intricacies of the employment crisis within this vital sector. This exploration is crucial for informing targeted interventions and

policy decisions aimed at revitalizing the tourism industry and mitigating the socio-economic consequences of the ongoing pandemic.

1.4 Research Aims

The aim of this research is to assess the impact of the COVID-19 pandemic on employment within the tourism industry in Zambia. This will involve a comprehensive examination specific tourism sector in Zambia that were most affected by the COVID-19 pandemic and strategies that businesses in the tourism industry employed to remain viable during the pandemic.

1.5 Research Objectives

1.5.1 General Objective

To assess the impact of the COVID-19 pandemic on employment in the tourism sector in Zambia

1.5.2 Specific Objective

- (i) To establish the specific tourism sectors in Zambia that were most affected by the COVID-19 pandemic
- (ii) To evaluate the impact of COVID-19 on employment levels in the tourism industry in Zambia
- (iii) To formulate strategies that businesses in the tourism industry can employ to remain viable during the pandemic.

1.6 Research Questions

- (i) Which specific tourism sectors in Zambia experienced the greatest decline in activity and revenue due to the COVID-19 pandemic?
- (ii) How have employment levels within the various segments of the tourism industry in Zambia been affected by the COVID-19 pandemic, and what are the key factors influencing these impacts?
- (iii) What strategies can businesses in the Zambian tourism industry implement to mitigate the negative effects of the COVID-19 pandemic on their operations and sustain viability during this challenging period?

1.7 Significance of the Research

The study of assessing the impact of the COVID-19 pandemic on employment in the tourism sector in Zambia holds significant importance on multiple fronts. Firstly, the tourism industry plays a crucial role in Zambia's economy, providing jobs and income for a substantial portion of the population. Investigating the extent of the pandemic's impact on employment in this sector is vital for policymakers and stakeholders to develop targeted strategies for recovery and support businesses and employees. Additionally, understanding the pandemic's effects on tourism employment can offer insights into potential socioeconomic consequences, such as increased unemployment rates and income disparities, guiding the implementation of social welfare and support programs. Moreover, the findings can aid in identifying vulnerabilities within the tourism industry, fostering resilience and sustainability to prepare for future crises and challenges. As a case study, this research can also contribute valuable lessons and knowledge to the global understanding of the pandemic's impact on tourism employment, facilitating collaborative efforts towards recovery on an international scale. Lastly, the study's insights can guide workforce planning and skill development initiatives, ensuring the industry is well-equipped for an effective rebound. By examining the repercussions of the pandemic on tourism employment in Zambia, this research contributes to informed decision-making, promoting the industry's recovery and long-term viability.

1.8 Research Scope

The scope of this research focuses on assessing the effects of the COVID-19 pandemic on employment within the tourism industry in Zambia. Specifically, the study aims to investigate how the pandemic has impacted employment levels in various segments of the tourism industry between 2020 and 2022. It examined the specific types of jobs within the tourism industry that have been most affected by the outbreak. The research targeted selected firms located within the Central Business Area, Lusaka East, and Lusaka West, which offer tourism services such as hotels, restaurants, cultural villages, travel and tour agencies, and entertainment establishments. Ethical considerations, including confidentiality, informed consent, and voluntary participation, were being prioritized throughout the research process. The findings of this study are expected to provide valuable insights to academia, government agencies, industry stakeholders, and international organizations, aiding in informed decision-making to support the recovery and resilience of the tourism workforce in Zambia. However, it is important to note that the research focuses specifically

on employment-related aspects and did not cover the entire scope of the tourism industry's impact in Zambia.

1.9 Outline of the Dissertation

The dissertation is meticulously structured into seven chapters, each contributing uniquely to the comprehensive exploration of the research topic. The detailed breakdown of these chapters is as follows:

Chapter 2: Literature Review In this section, an exhaustive review of prior studies is conducted to gain profound insights into the subject matter. It delves into both theoretical underpinnings and empirical literature, providing a holistic understanding of the research landscape. The chapter critically examines existing research, highlighting areas of consensus and divergence, while also presenting empirical literature that aligns with the study's hypotheses.

Chapter 3: Theoretical and Conceptual Framework This chapter intricately elucidates the theoretical and conceptual framework that forms the intellectual foundation of the study. It meticulously outlines the hypotheses formulated for the research, establishing a clear framework for understanding the relationships and dynamics inherent in the study's focus.

Chapter 4: Research Methodology. The methodologies employed in collecting and analysing data are comprehensively expounded in this chapter. It offers an in-depth exploration of the research design, data collection techniques, and analytical approaches, ensuring transparency and rigor in the research process.

Chapter 5: Data Analysis and Presentation of Results This pivotal chapter is dedicated to presenting the empirical findings in a structured manner. Utilizing descriptive and inferential statistical methods, the study variables are meticulously analysed and portrayed. This section serves as a crucial bridge between raw data and meaningful insights, facilitating a clear comprehension of the research outcomes.

Chapter 6: Discussion of Results a thorough examination and discussion of the study results unfold in this chapter. The findings are meticulously connected to established theories, providing a theoretical context for interpretation. Furthermore, comparative analyses with relevant research from the literature review enrich the discussion, offering a nuanced perspective on the research outcomes.

Chapter 7: Conclusion and Recommendation In this final chapter, the dissertation draws conclusive remarks based on the research findings. The conclusions are complemented by carefully formulated recommendations derived from the implications of the study. Additionally, suggestions for future research directions are provided, offering a springboard for further exploration and scholarly inquiry in the field.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The preceding section introduced the dissertation and outlined the literature framework guiding the study. In this chapter, an in-depth examination of the literature related to impact of Covid 19 on employment in the tourism sector in Zambia. The chapter is structured into multiple sections and subsections, each addressing particular areas that facilitate the comprehensive analysis of the literature review.

2.2 International Tourism

Tourism, as a global recreational activity, lacks a precise and universally accepted definition (Heeley, 1980). While various researchers have put forth definitions, these attempts have faced criticism due to the complex nature of tourism (Netto, 2009). One simple way to define tourism is to consider it as an industry comprising all retail businesses that provide goods and services for travellers, regardless of their motivations or personal characteristics (Smith, 1988).

The tourism industry offers a diverse range of products and services that come together to create a holistic tourist experience, encompassing both tangible elements such as hotels, restaurants, resorts, and air carriers, as well as intangible aspects like beautiful sunsets, scenic views, and overall ambiance (Judd, 2006). The tourism product catalogue includes a wide array of options, such as seaside tourism, urban tourism, rural tourism, ecotourism, religious tourism, wine tourism, culinary tourism, business tourism, cultural tourism, sports tourism, educational tourism, and many more (Camilleri, 2018).

The sustainability of the tourism industry heavily relies on the attractiveness of the scenery and destinations it offers. These diverse types of tourism and products reflect the intricate and multi-faceted nature of the global tourism sector, providing countless experiences for travellers in various destinations (Tureac & Turtureanu, 2010).

Over the course of history, not all governments recognized the economic significance of tourism. However, starting from the 1950s, tourism began to be acknowledged for its substantial contributions to global economic prosperity, territorial development, improved quality of life, and social well-being. Prior to that period, the economies of Western societies heavily relied on the primary and secondary sectors. Nevertheless, the thriving of Western economies during the 1960s, 70s, and 80s facilitated the growth of the tertiary sector, which encompasses services.

Since the 1990s, the travel and tourism sector, encompassing both recreational and business travel, in domestic and international markets as defined by the WTTC (World Travel & Tourism Council), has emerged as one of the world's largest industries, exerting a significant economic impact on territories (Crouch & Ritchie, 1999). Currently, tourism stands as the largest service industry, playing a pivotal role in terms of turnover and job opportunities. It directly and indirectly contributes to over 10% of global GDP (Caldwell & João, 2004).

Over the past few decades, the tourism industry has experienced substantial growth. By 2013, international tourism had generated \$1,075 billion in export earnings and provided employment to 235 million individuals worldwide, establishing itself as one of the fastest-growing economic activities (UNWTO, 2013). In contemporary times, tourism has become a vital and rapidly expanding economic activity in low and middle-income countries, accounting for approximately 6.5% of global exports and generating 10% of the world's jobs. It contributes to about 30% of world trade services.

In 2019, tourism made a significant contribution to the global GDP, amounting to \$9,170 billion (representing 10.4% of global GDP). During the same year, international tourist arrivals increased by 5%, reaching 1.4 billion, and generating export earnings of \$1.7 trillion (World Tourism Organization, 2019).

2.3 Tourism in Africa

Tourism in Africa has been steadily growing over the years due to its unique natural and cultural attractions that appeal to both domestic and international travellers. Throughout the 20th century, there has been a notable increase in tourist arrivals, with a significant rise of 11.2 per cent in the 1980s as reported by Brohman (1996: 52).

The development of tourism in Africa has also embraced the concept of sustainable tourism, encompassing community-based tourism, ecotourism, cultural tourism, wildlife tourism, and adventure tourism. Each of these approaches offers diverse experiences and appeals to different types of tourists.

Despite the positive growth and potential of tourism in Africa, the continent faces challenges that hinder its full development. Issues such as corruption, conflicts, and inadequate national-level tourism investments continue to cast a negative image on Africa, impeding its progress in the tourism industry and hampering its growth and development prospects.

2.4 Tourism in Zambia

According to Myles (2002: 1), tourism development planning in Southern Africa is a relatively recent phenomenon. However, in Zambia, tourism has been part of the country's heritage for more than a century. Its origins can be traced back to the late 1890s when colonial incursions began, and the Zambezi River served as a boundary between south and northwest Rhodesia (McGregor, 2003: 724). Initially, tourism in Zambia was viewed as a by-product of imperial economic interests. Over time, it gradually evolved into a form of 'genteel leisured activity' (McGregor, 2003: 727).

In the post-independence era, during Zambia's socialist government's efforts to reconstruct and promote economic development, tourism was neglected. However, in recent years, with the acceleration of global tourism growth and changes in Zambia's economic landscape, tourism has emerged as a priority in the country's future economic development plans. The recognition of tourism's potential contribution to the national economy has led to increased attention and focus on its development in Zambia.

The collapse of the global copper market during the 1980s forced Zambia to reconsider its economic strategy and seek diversification. Several scholars have pointed out that the growth of tourism in Zambia can be attributed to the decline of the copper industry, which the country heavily relied on, leading to a mono-economy following its independence in 1964 (see Rogerson, 2004; Rogerson, 2005; Teye, 1988; Teye, 1986; Husbands, 1989; Dixey, 2008).

During the 1960s, 70s, and 80s, both the First and Second Republic governments of Zambia primarily focused on the development of the mining and manufacturing sectors, neglecting the development of other economic sectors. As a result, industries apart from mining and manufacturing remained relatively underdeveloped during this period. The crisis in the copper market served as a wake-up call for the country to explore alternative avenues for economic growth, leading to increased attention and investment in the tourism sector as a means of diversification. Zambia's potential as a captivating tourist destination has been widely acknowledged by various scholars, with Pope (2009) providing a detailed discussion on the matter. One of the country's significant attractions is its abundant wildlife, as highlighted by Teye (1988: 490). In 1980, approximately 29.7 percent of Zambia's total land area was dedicated to wildlife estates, including 18 game parks. These wildlife reserves are complemented by distinctive geographical features, most notably the world-renowned Victoria Falls and its surrounding areas.

According to Teye (1986: 592), the Victoria Falls are considered Zambia's most important scenic aquatic resource, presenting a myriad of potential opportunities for tourist development. Zambia is often regarded as offering an authentic African experience due to its low population densities, rich cultural diversity, vast expanses of wilderness, and exceptional wildlife encounters, making it a unique destination. Teye (1988: 501) argues that Zambia possesses "unique assets that are bound to appeal to a growing proportion of the international tourist markets."

2.5 COVID 19 and Employment in Tourism sector

The COVID-19 pandemic has had a profound impact on employment within the tourism sector, disrupting traditional patterns of travel, accommodation, and leisure activities. As governments worldwide implemented lockdown measures and travel restrictions to contain the spread of the virus, the tourism industry faced unprecedented challenges, leading to widespread job losses and economic upheaval.

In the tourism sector, employment encompasses a diverse range of roles, including hotel staff, tour guides, restaurant workers, transportation personnel, and many others. With the abrupt halt in travel and tourism activities, businesses within this sector experienced a sharp decline in demand, forcing them to implement cost-cutting measures, reduce workforce sizes, or even cease operations altogether.

The World Travel & Tourism Council (WTTC) reported that the tourism industry suffered a significant loss of jobs globally, with millions of workers directly impacted by the pandemic (WTTC, 2020). The closure of hotels, restaurants, and attractions resulted in mass layoffs, furloughs, and reduced working hours for employees across various segments of the tourism sector (Gössling et al., 2020). Moreover, the collapse of international travel and tourism flows dealt a severe blow to destinations heavily reliant on tourism revenues, exacerbating unemployment rates and economic distress in these regions (Soni et al., 2021).

As the pandemic persists, employment prospects within the tourism sector remain uncertain, with recovery prospects contingent upon factors such as vaccine distribution, travel restrictions, and consumer confidence (Riley et al., 2021). Governments and industry stakeholders have initiated various measures to support affected workers and businesses, including financial assistance programs, job training initiatives, and marketing campaigns to stimulate domestic tourism demand (Hall et al., 2020).

The impact of the COVID-19 pandemic on employment within the tourism sector in Zambia was profound. Official data from the Government of the Republic of Zambia (2020) indicated a stark decline in international tourist arrivals during the first half of 2020 compared to the same period in 2019. Specifically, the country received only 290,244 international tourists in the first half of 2020, marking a substantial 56.3% decrease from the 634,757 arrivals recorded in the corresponding period in 2019.

This significant reduction in tourist arrivals had ripple effects across the tourism industry, leading to closures and job losses. Out of 257 lodges and camps, a staggering 165 shuttered their operations due to the pandemic (Tabetando, 2020). This closure trend not only translated to lost revenue but also posed a direct threat to employment within the sector. With 165 tourism businesses in Livingstone and Zambia's protected areas facing bankruptcy, the outlook for employment in these areas appeared dire.

The employment impact of these closures was substantial, with over 7,000 jobs likely lost as a result (Tabetando, 2020). These job losses not only affected individuals and families directly but

also had broader implications for the economy, as tourism played a significant role in Zambia's GDP and employment landscape.

In light of these challenges, urgent action was needed to address the issues facing the tourism sector in Zambia. Efforts were directed towards implementing strategies to mitigate the adverse effects of the pandemic on employment, such as providing support to affected businesses, promoting domestic tourism, and implementing safety measures to restore traveller confidence. By taking proactive steps to address these challenges, Zambia aimed to revitalize its tourism sector and safeguard employment opportunities for its citizens.

2.6 Empirical Review

2.6.1 Jobs affected by Covid 19 in the tourism sector.

Global perspective

Palomino et al. (2020) conducted a study that revealed a concerning trend across all European countries during the COVID-19 crisis: an increase in levels of inequality and poverty. The impacts of the crisis have not affected all workers equally; instead, disparities have arisen based on various employment statuses and conditions. These differences can be attributed, to some extent, to the segregation of workers across different economic sectors.

The study found that workers in precarious and vulnerable positions are disproportionately concentrated in industries related to entertainment, hospitality, tourism, and other low-productivity services. These sectors have been hit the hardest by the short-term effects of the COVID-19 crisis due to both economic lockdown measures and confinement restrictions (Fana et al., 2020).

The consequences of the COVID-19 pandemic have magnified pre-existing inequalities within European societies. Vulnerable workers, who often lack job security and adequate social protection, are more susceptible to the negative impacts of economic downturns. In times of crisis, such as the COVID-19 pandemic, these workers face higher risks of losing their jobs, experiencing reduced working hours, and suffering from financial hardships.

The overrepresentation of precarious workers in the entertainment, hospitality, and tourism sectors has put immense strain on these industries. With travel restrictions, event cancellations, and reduced consumer spending, these sectors have experienced significant declines in revenue and are grappling with the challenge of staying afloat during the crisis.

To address the increasing levels of inequality and poverty, policymakers and stakeholders must implement targeted support measures for vulnerable workers and industries severely impacted by the pandemic. This may involve providing financial aid, job protection, and social safety nets to ensure that those in precarious positions have access to essential resources during the crisis.

Africa perspective

According to a study conducted by Ozili and Arun (2020), the hotels and hospitality sector has traditionally been a major revenue earner in Nigeria, providing thousands of employment opportunities annually. However, the COVID-19 pandemic and the government's response strategies have presented significant challenges to this sector.

The Nigerian government implemented various measures, including a "stay-at-home policy," "social distancing," and movement restrictions, to control the spread of the COVID-19 disease. These measures had a profound impact on businesses, especially restaurants, within the hotels and hospitality subsector. Rapid closures of businesses became necessary to comply with the health protocols, which in turn led to a sudden shock for many restaurants, eateries, and hotels across the country.

As a result of the pandemic's restrictions, many hotels experienced a decline in bookings due to health concerns and travel uncertainties. Similarly, restaurants in major towns across Nigeria were limited to providing only delivery services, which significantly affected their revenue streams. The challenges faced by the hotels and hospitality sector were particularly evident in the perishable nature of food products used in restaurants. Since demand fluctuates and it is difficult to store perishable items in large quantities, restaurants found it challenging to manage their inventory effectively. Consequently, many establishments incurred losses due to food wastage and reduced revenue.

Zambia's perspective

The Eco-Tourism Association of Zambia (ETAZ), a representative body for eco-friendly tourism operators, conducted a snap poll to gauge the impact of the crisis on its members. The results were alarming, suggesting that Zambia's safari tourism and its associated sectors, including airlines and

charters, would collectively suffer a devastating loss of income amounting to a staggering USD 100 million in 2020, (International growth Centre, 2021)

The reverberations of this crisis have already led to significant closures in the industry. Out of the 257 lodges and camps operating in the country, a distressing 165 have already been forced to shut down. This wave of closures is not only disheartening for business owners but also poses a serious threat to the livelihoods of countless employees. Over 7,000 jobs are now at risk of being lost, leading to increased concern over unemployment and its repercussions on local communities. Livingstone, a bustling hub for tourism in Zambia, and several of the country's protected areas face the grim spectre of bankruptcy. The 165 tourism businesses that have already shuttered their operations in these regions are now grappling with an uncertain future, leaving a void in the industry that may take years to fill, (ibid).

2.6.2 Impact of Covid 19 on employment levels

Global perspective

Quintana, Nguyan, Cabrera, and Díaz (2021) conducted a study to explore the effects of job insecurity, anxiety, and depression stemming from the COVID-19 pandemic on the self-rated task performance of hotel employees. The COVID-19 pandemic had a devastating impact on the global service industry, affecting the livelihoods of millions of individuals. The researchers specifically focused on how job insecurity influenced hotel employees' feelings of anxiety and sadness, and how these psychological stressors, in turn, affected their job performance during the pandemic. Additionally, the study aimed to investigate the potential moderating role of employee resilience in this challenging context.

The importance of job security in the relationship between work happiness and job satisfaction has been highlighted in previous research (Yeves et al., 2019). The study emphasizes that while job insecurity can have detrimental consequences, job security itself contributes to employees feeling valued, which is crucial for achieving efficiency and enhancing organizational competitiveness. Job security not only directly impacts employees' promotion opportunities but also plays a role in recognition and involvement in decision-making processes, which collectively contribute to overall job satisfaction (Mehrabian et al., 2013).

The findings of Quintana et al.'s study could have significant implications for the hospitality industry, which experienced a substantial decline in business during the pandemic. Hotel employees, facing uncertainties about their job stability, may have encountered higher levels of anxiety and sadness, which could have had adverse effects on their task performance and overall well-being. Employee resilience emerged as a potential mitigating factor, suggesting that individuals with higher resilience might cope better with the challenges brought about by the pandemic, thereby experiencing fewer negative impacts on their job performance and mental health.

The research underscores the importance of providing support and resources to hospitality employees during crises such as the COVID-19 pandemic. Employers in the industry should prioritize measures that promote job security and employee resilience, recognizing that a stable work environment can positively influence job satisfaction and productivity. By fostering a sense of value and involvement among employees, hotels and organizations within the tourism sector can enhance their competitiveness and promote a more sustainable recovery as the industry navigates through the uncertainties brought about by the global health crisis.

Beland et al. (2020) conducted a comprehensive study to analyse the immediate effects of the COVID-19 pandemic on employment and wages in the United States. According to their research findings, the COVID-19 outbreak led to significant adverse impacts on the labour market. Specifically, the pandemic resulted in an increase in the unemployment rate, reduced working hours for many individuals, and lowered labour force participation.

Surprisingly, the study revealed that the pandemic did not have significant impacts on wages, indicating that despite the upheaval caused by the virus, wages remained relatively stable during the initial stages of the crisis.

However, the negative repercussions on labour market outcomes were not uniform across different demographic groups. The study highlighted that certain segments of the population were disproportionately affected by the COVID-19 crisis. Specifically, men, younger workers, Hispanics, and those with lower levels of education experienced more significant negative impacts on their employment prospects and wages.

These findings raise concerns about the exacerbation of pre-existing labour market inequalities. The COVID-19 pandemic appears to have magnified disparities between different groups in society, with vulnerable populations bearing a more substantial burden. For example, younger workers, who may have less experience and job stability, faced greater challenges in maintaining employment during the pandemic. Similarly, Hispanic workers, who are overrepresented in certain industries that were heavily affected by the crisis, experienced heightened job losses and reduced working hours.

The results of the study underscore the importance of targeted policy interventions to address labour market inequalities and support vulnerable groups during times of crisis. Policymakers should focus on measures that promote job retention, provide targeted support to affected industries, and invest in upskilling and reskilling programs to improve the employability of impacted workers. Additionally, efforts to bolster social safety nets and support mechanisms can help mitigate the economic hardships faced by disadvantaged individuals and families.

According to Faiza et al. (2019) and Gamage et al. (2020), the tourism industry has been the fastest-growing sector in both developed and developing countries, providing abundant career opportunities and serving as a major contributor to a nation's economy. Manzoor et al. (2019) also support this view by emphasizing that the growth of tourism plays a significant role in fostering economic development and creating employment opportunities.

However, the COVID-19 pandemic has brought unprecedented challenges to the tourism and hospitality service sector. Baert (2020) conducted a pioneering study investigating the pandemic's impact on career opportunities and job outcomes. The study involved a high-quality survey of Belgian employees, revealing that around 21% of them were anxious about potential job losses due to the crisis, and 14% feared losing their current positions in the near future. Additionally, 26% of respondents expected to miss out on promotions they would have otherwise received if not for the COVID-19 crisis. These concerns were particularly pronounced among vulnerable groups, including migrants.

The COVID-19 pandemic has indeed had devastating consequences for the tourism industry. Temporary job losses have affected millions of workers, and numerous businesses in the sector have

suffered severe damage. Predictions suggest a long-term impact on tourism and hospitality, leading to a serious recession (Butcher, 2020). This impact has been visible across various aspects of the tourism and travel industry, affecting inbound, outbound, and domestic tourism, travel packages, business events, and cruise vacations (Dash et al., 2020).

In response to the pandemic's challenges, Divya (2020) emphasizes the importance of understanding the existing circumstances and making informed predictions and preparations for the post-lockdown period. Adapting to the "new normal" in the tourism industry requires a comprehensive grasp of the changing dynamics and customer preferences.

As the pandemic has highlighted the vulnerability of the tourism sector to global crises, it becomes crucial for governments, businesses, and industry stakeholders to collaborate and implement measures to ensure resilience and sustainable growth in the future. Supporting the workforce, particularly those in vulnerable groups, and investing in innovative solutions that align with changing travel patterns and safety protocols are vital steps towards the sector's recovery.

Pouliakas and Branka (2020) and Fana et al. (2020) conducted research examining the impact of social distancing policies and measures resulting from the COVID-19 pandemic on various workplace segments. Their findings suggest that certain groups are more likely to be adversely affected. These groups include women, non-natives, individuals with non-standard employment arrangements, those with lower levels of education, employees working in micro-sized businesses, and individuals in low-wage positions.

The COVID-19 pandemic has imposed new challenges for destinations worldwide, as tourists' priorities and preferences have shifted. Safety and health considerations have taken centre stage, and travellers are now more cautious about visiting crowded places or attending large-scale events. Destinations with well-established health infrastructure and robust safety measures are likely to gain a competitive advantage in attracting visitors. On the contrary, locations perceived as high-risk in terms of COVID-19 transmission may experience a decline in tourism interest.

Africa perspective

In 2021, Clement Adebayo and his team conducted a study to examine the potential impacts of the COVID-19 pandemic on the tourism and hospitality industry in Nigeria. The findings shed light on the significant challenges faced by this sector during the pandemic.

The COVID-19 pandemic has had a profound effect on the tourism and hospitality industry in Nigeria, leading to various adverse consequences. One of the major impacts observed was the widespread escalation of cancellations in hotels and travel bookings. As travel restrictions and health concerns intensified, many tourists chose to cancel or postpone their plans, resulting in substantial revenue losses for businesses in the sector.

Furthermore, show business, which is an essential part of the tourism and hospitality industry, also experienced increased cancellations and postponements of events. The entertainment sector's reliance on gatherings and public events made it particularly vulnerable during the pandemic, leading to further revenue losses and job disruptions.

Overall, the cumulative effect of these cancellations and revenue losses has been extensive job loss within the tourism and hospitality sector in Nigeria. As businesses struggled to stay afloat, many were forced to lay off employees to mitigate the financial impacts of the pandemic.

The study also highlighted concerns about the industry's ability to bounce back after the COVID-19 pandemic subsides. The magnitude of revenue loss has raised doubts about the sector's capacity to return to normal operations without substantial support from the government. Many businesses within tourism and hospitality may face challenges in regaining their footing, given the financial strain and uncertainty caused by the pandemic.

Zambia's perspective

In a study by UNDP (2020), it was noted that the COVID-19 pandemic has resulted in a significant decline in tourism activities in Zambia, with a decline in tourist arrivals of up to 50% being reported. The authors further note that the decline in tourist arrivals has led to a loss of revenue for the country, as tourism is one of Zambia's top foreign exchange earners.

Similarly, a study by Muleya et al. (2021) notes that the COVID-19 pandemic has had a significant impact on the tourism sector in Zambia. The authors note that the decline in tourist arrivals has led to a loss of revenue for the tourism sector, with many tourism businesses being forced to close down due to reduced demand. The study further notes that the pandemic has also had a negative impact on the livelihoods of individuals employed in the tourism sector in Zambia.

2.6.3 Strategies for improving employment levels.

Global perspective

Mills (2020) highlights that one significant strategy adopted by tourism businesses during the COVID-19 pandemic was the increased focus on digital marketing and online presence. Utilizing social media, influencers, and virtual experiences allowed businesses to maintain engagement with potential customers, even when physical travel was restricted. Similarly, Novelli et al. (2021) emphasize that companies embraced digital transformation by transitioning to contactless services, online booking systems, and virtual tours, which not only adhered to safety measures but also catered to changing consumer preferences.

Gössling et al. (2020) emphasize another crucial strategy employed by tourism businesses to survive the pandemic, which involved the diversification of offerings. To mitigate the impact of restricted travel and reduced tourist numbers, many businesses repurposed their spaces and services. For instance, hotels turned their rooms into remote workspaces, restaurants shifted to takeaway and delivery services, and tour operators developed domestic-focused experiences, catering to the needs of the local market.

Moreover, Gössling et al. (2020) further assert that implementing stringent health and safety protocols was a key aspect of businesses' survival strategies. Tourist accommodations, attractions, and transport providers prioritized sanitization, social distancing, and mask-wearing to build trust with customers and reassure them of their safety. The adherence to such protocols not only protected tourists but also the employees and local communities, making them more resilient to potential outbreaks.

Smeral (2020) points out the importance of collaboration within the tourism industry and support from the government in helping businesses survive during the pandemic. Sharing resources, best practices, and information among businesses allowed them to adapt faster and navigate complex

challenges. Additionally, financial aid packages, tax relief, and subsidies provided by governments eased the financial burden on businesses, preventing widespread closures (Einav et al., 2021).

Furthermore, Novelli et al. (2021) emphasize that while dealing with immediate survival, some tourism businesses also invested in sustainability and responsible tourism practices. Incorporating green initiatives and community development projects not only enhanced their resilience but also improved their long-term prospects as travellers increasingly sought eco-friendly and socially responsible experiences.

The Canadian government has been proactive in providing tax relief measures to support the struggling tourism sector during the COVID-19 pandemic. As noted by the Government of Canada (2020), these tax relief measures encompassed both the deferral of tax payments and the reduction of tax rates for tourism enterprises. By deferring tax payments, businesses were granted some financial flexibility during challenging times, allowing them to manage their cash flow and address immediate financial concerns. Additionally, the reduction of tax rates aimed to alleviate the tax burden on tourism businesses, enabling them to retain more of their earnings during a period of reduced revenue.

In a comprehensive effort to bolster the tourism industry further, the government of Canada (2022) introduced the Tourism Relief Fund (TRF) with a total value of \$500 million. This program was specifically designed to provide targeted support to the tourism sector in Canada. Out of this fund, \$485 million was allocated to regional priorities funding, which was administered by Canada's regional development agencies. The remaining \$15 million was dedicated to the National Priorities Stream, administered by Innovation, Science, and Economic Development Canada.

The regional priorities funding under the TRF aimed to support various tourism-related projects and initiatives across different regions in the country. By distributing the funding across regions, the government aimed to address specific challenges faced by tourism businesses in various parts of Canada, acknowledging the regional nuances and differences in the impact of the pandemic on the industry.

In a noteworthy effort to promote inclusivity and support indigenous tourism, a minimum of \$50 million from the TRF's regional priorities funding was specifically earmarked to back indigenous tourism initiatives. This allocation recognized the unique contributions of indigenous tourism to Canada's cultural heritage and economic landscape. By providing targeted support to indigenous tourism, the government sought to bolster this vital segment of the industry and preserve its significance in the country's tourism offerings.

Infrastructure investment is another measure aimed at supporting the tourism industry. Governments have invested in infrastructure to support tourism enterprises, including the development of new attractions and the improvement of transport links. For example, in Thailand, the government has launched a plan to invest in tourism-related infrastructure (Saxon, et al., 2021). Tourism has been of great importance to Thailand. Tourist numbers grew exponentially from 14.1 million foreign arrivals in 2009 to 39.7 million. Thailand's GDP from travel and tourism made up 20% and sustained 8 million jobs, which accounted for 21% of total employment (Abd, 2020). Unfortunately, this success was short-lived. During the pandemic, in March 2020, it was estimated that foreign tourist arrivals would decline by 65% that year (Abd, 2020). Furthermore, to support the sector, there were tax incentives and soft loan programs worth \$4.8 billion to help Thai companies, especially SMEs were also implemented. The Bank of Thailand will also provide soft loans worth \$15.9 billion for SMEs, including \$317.5 million dedicated to tourism-related businesses (Abd, 2020).

Infrastructure investment has emerged as a crucial measure undertaken by governments to bolster the tourism industry. By investing in tourism-related infrastructure, such as the development of new attractions and the enhancement of transport links, governments aim to revitalize the sector and stimulate economic growth. A pertinent example of such investment can be observed in Thailand, where the government has launched a comprehensive plan to support the tourism industry (Saxon et al., 2021).

The significance of tourism in Thailand's economic landscape cannot be overstated. Prior to the pandemic, the country experienced a remarkable surge in tourist arrivals, growing from 14.1 million foreign visitors in 2009 to an impressive 39.7 million. Tourism played a pivotal role in the

country's economy, contributing 20% to Thailand's GDP and supporting 8 million jobs, which constituted a remarkable 21% of total employment (Abd, 2020).

However, the COVID-19 pandemic dealt a severe blow to Thailand's tourism sector. With international travel restrictions and safety concerns, foreign tourist arrivals were estimated to plummet by 65% in the year 2020 (Abd, 2020). The sudden decline in tourism activity posed significant challenges for businesses in the industry, particularly small and medium-sized enterprises (SMEs).

To mitigate the adverse impacts of the pandemic on the tourism sector, the Thai government implemented various measures to support businesses. Apart from infrastructure investment, the government also introduced tax incentives and soft loan programs amounting to \$4.8 billion to assist local companies, with a special focus on SMEs (Abd, 2020). These initiatives aimed to provide financial relief and much-needed support to businesses facing financial hardships due to the pandemic's disruptions.

Furthermore, the Bank of Thailand played a crucial role in supporting SMEs, including those in the tourism sector, by offering soft loans worth \$15.9 billion (Abd, 2020). Specifically, \$317.5 million of this financial aid was dedicated to tourism-related businesses, recognizing the sector's importance and its need for targeted assistance during the crisis.

Africa perspective

In response to the hardships faced by tourist guides due to the COVID-19 restrictions, the South African Department of Tourism took swift action by creating the Relief Fund for Tourist Guides. This fund, capped at R30 million, aimed to provide much-needed assistance to the affected tourist guides during the challenging times. Unlike the R200 million tourism relief fund, the Relief Fund for Tourist Guides specifically targeted guides who were often overlooked, such as freelancers and independent guides, making them ineligible for aid under the larger relief fund (Nyawo, 2020).

The administration of the Relief Fund for Tourist Guides followed a streamlined approach to ensure efficient and timely support for those in need. Instead of a traditional application process, the fund's information was sourced from Provincial Registrars of Tourist Guides in all provinces. This data was then verified by the Unemployment Insurance Fund (UIF) and the Department of Home

Affairs (DHA), ensuring that the relief reached the deserving guides without unnecessary delays or administrative burdens.

The primary objective of the fund was to provide financial coverage and support to tourist guides who faced significant income losses due to the pandemic-induced restrictions on travel and tourism activities. By targeting freelancers and independent guides who may have lacked access to traditional employment benefits, the relief fund sought to alleviate the financial strain and uncertainties faced by these vital contributors to the tourism industry.

In a time when the tourism sector faced unprecedented challenges, the establishment of the Relief Fund for Tourist Guides demonstrated the South African government's commitment to supporting the livelihoods of those directly impacted by the pandemic. The fund's focused approach, combined with the collaboration between relevant government agencies, aimed to provide targeted assistance to tourist guides, offering a measure of stability and relief during a period of economic uncertainty.

2.7 Research Gap

While the literature provides valuable insights into the impact of the pandemic on tourism employment, there is a potential research gap regarding the long-term effects and recovery strategies in the post-pandemic period. Understanding the trajectory of employment recovery in the tourism sector and the effectiveness of various recovery measures can help guide policymakers and businesses in developing sustainable and resilient strategies.

2.8 Lesson Learned from Reviewed Literature

One of the essential lessons learned from the pandemic is the importance of building resilience in the tourism sector. Enhancing digital capabilities, diversifying offerings, and prioritizing health and safety measures are vital components of resilience that can help tourism businesses withstand future crises and uncertainties.

Additionally, the pandemic highlighted the need for targeted support for vulnerable workers and industries. Policies and initiatives that address job security, social protection, and upskilling opportunities for workers in the tourism sector can contribute to more equitable and sustainable recovery.

Lastly, collaboration and government support played significant roles in helping the tourism industry weather the pandemic's challenges. Continued cooperation among stakeholders and sustained support from governments are crucial in ensuring the industry's recovery and long-term viability.

CHAPTER 3

THEORETICAL AND CONCEPTUAL FRAMEWORK

3.1 Introduction

This chapter introduces the core theories that serve as the basis for the study within the theoretical framework. Additionally, the conceptual framework provides a visual depiction of the overall research structure. Comprehending this chapter is essential for gaining a better understanding of the methodologies outlined in chapter four and the analyses presented in chapter five of the dissertation.

3.2 Theoretical and conceptual Framework

Chapter three of this dissertation introduces the theoretical and conceptual framework that guides the study, focusing on both independent variables and the dependent variable. The purpose of these frameworks is to provide a solid basis for the research, aligning it with established theoretical constructs in the field. By doing so, the research findings gain greater meaning and acceptability within the relevant theoretical context, enhancing the potential for generalizability.

The theoretical framework is a crucial aspect of the study as it serves as a lens through which the research questions are explored and understood. It draws on established theories and concepts to provide a structured approach to the investigation, helping researchers to make informed hypotheses and predictions about the relationships between variables.

On the other hand, the conceptual framework contributes to the understanding of how different variables are related and interlinked in the research study. It provides a visual representation of the study's key concepts and their connections, offering a clear roadmap for data analysis and interpretation.

By incorporating both theoretical and conceptual frameworks, this study aims to ensure that the research findings are firmly rooted in existing knowledge and theories within the field. This alignment enhances the credibility of the study's conclusions and contributes to the broader body of knowledge in the area of research. Additionally, the use of such frameworks increases the potential

for the research findings to be applicable beyond the specific context of the study, allowing for broader generalizability and relevance.

3.2.1 Economic Theory of Demand and Supply

The economic theory of demand and supply, a cornerstone in economic thought, has been shaped by the contributions of several influential economists over the centuries. One of the key figures in the development of this theory is Adam Smith (1723-1790), often referred to as the father of economics. In his seminal work, "The Wealth of Nations" (1776), Smith emphasized the role of self-interest and introduced the concept of the invisible hand, which guides individual pursuits toward unintentional contributions to the overall economic well-being of society, (Salvatore, 2013).

Alfred Marshall (1842-1924), a neoclassical economist, further refined the theory of supply and demand. In his "Principles of Economics" (1890), Marshall introduced a more systematic and mathematical foundation. He contributed by refining the concept of demand, introducing the idea of consumer surplus, and discussing principles of elasticity in demand, enhancing the analytical tools for understanding market dynamics.

The pandemic caused a significant reduction in demand for tourism services due to travel restrictions, lockdowns, and safety concerns. This decline in demand led to a decrease in revenue for tourism businesses, resulting in layoffs, furloughs, and job losses (Faulkner & Russell, 2020). The reduced demand also affected the supply side, as businesses had to downsize their workforce to match the diminished demand for their services (Zhang et al., 2020). In Zambia, the pandemic-induced travel restrictions and lockdowns likely led to a significant reduction in tourism demand. With international and domestic travel limited, tourist arrivals and spending would have declined, affecting revenue for tourism businesses. As a result, layoffs, furloughs, and job losses might have occurred due to reduced demand for services (Faulkner & Russell, 2020).

3.2.2 Labour Market Segmentation Theory

The Labour Market Segmentation Theory was developed by economists Michael J. Piore and Peter Doeringer in the 1970s. They proposed that the labour market is not a homogeneous entity but rather consists of distinct segments with different characteristics. Piore and Doeringer argued that these segments are divided based on factors such as skills, education, and social connections.

The tourism sector is characterized by a diverse labour market with various types of employment, including full-time, part-time, seasonal, and informal jobs. The pandemic's impact on employment in the tourism sector can vary depending on the type of job. For instance, seasonal and informal workers face a higher risk of job loss and reduced income compared to full-time employees with more stable contracts (Hassan & Salahuddin, 2021). The tourism labour market in Zambia is diverse, with various types of employment arrangements. Seasonal and informal workers, who are prevalent in the tourism sector, may also have to face a higher risk of job loss and reduced income during the pandemic compared to full-time employees with more stable contracts (Hassan & Salahuddin, 2021). Analysing the employment situation across different job types can shed light on the vulnerabilities of different segments of the workforce.

3.2.3 Human Capital Theory:

Human Capital Theory was developed by economists Gary Becker and Theodore Schultz in the 1950s and 1960s. Both scholars contributed significantly to the development and popularization of this economic theory

Human capital theory posits that formal education plays a crucial role in enhancing the productivity and capacity of a population. Advocates of this theory argue that an educated population is more productive, as education increases the cognitive abilities and skills of individuals, making them more economically capable. This perspective views formal education as an investment in human capital, which is considered equally or even more valuable than physical capital (Woodhall, 1997).

While human capital theory suggests that investing in education will lead to greater economic outputs, its validity is sometimes challenging to prove and may even appear contradictory. In the past, economic strength relied heavily on tangible physical assets like land, factories, and equipment, with labour being a necessary component. However, modern economists recognize that education and healthcare are crucial factors for improving human capital and, consequently, enhancing a nation's economic performance (Becker, 1993).

In the contemporary global economy, the importance of tangible assets has diminished, and investing in human capital has taken centre stage. Journalist Thomas Friedman highlighted the significance of education in the new global knowledge economy in his influential book, "The World is Flat 2007." Although he did not explicitly introduce the term "human capital theory," the book emphasized the pivotal role of people and education in driving a nation's economic success. This exposure to the principles of human capital theory has reached millions of readers and reinforced the idea that investing in education and human capital is vital for a nation's prosperity.

The pandemic highlighted the importance of human capital in the tourism industry. Skilled and knowledgeable employees are crucial in helping businesses navigate through the crisis by implementing safety protocols, digital transformations, and alternative revenue streams (Manning et al., 2020). At the same time, job losses and a decrease in training and development opportunities may have adverse effects on the human capital pool in the sector. In Zambia's tourism sector, skilled and knowledgeable employees would have played a crucial role in implementing safety protocols, digital transformations, and alternative revenue streams to keep businesses afloat (Manning et al., 2020). Analysing the effects of job losses and reduced training opportunities on human capital can provide insights into the industry's ability to rebound and sustain growth post-pandemic.

3.2.3 Social Exchange Theory

Social Exchange Theory was developed by sociologist George C. Homans in the early 1960s and later expanded upon by sociologist Peter M. Blau. George C. Homans' work, particularly his book "Social Behaviour: Its Elementary Forms," published in 1961, is considered foundational to the development of Social Exchange Theory. Homans focused on the idea that social behaviour is based on the principle of reciprocity and the exchange of rewards and costs between individuals.

The pandemic's impact on employment in the tourism sector extended beyond economic factors. The relationships between employers and employees were tested during this challenging time. Some businesses prioritized employee welfare, implementing flexible work arrangements, and providing support, which may foster loyalty and commitment in the long run. Conversely, other businesses' decisions to downsize or cut benefits might have strained these relationships (Sönmez & Graefe, 2020). Assessing the relationships between employers and employees in the Zambian tourism sector during the pandemic can provide valuable information. Businesses that prioritized

employee welfare and provided support during challenging times might have fostered loyalty and commitment, potentially leading to higher employee retention (Sönmez & Graefe, 2020). Conversely, decisions that strained these relationships, such as downsizing or cutting benefits, might have implications for workforce morale and productivity.

3.2.4 Stakeholder Theory

Stakeholder Theory has multiple contributors, and it has evolved over time with input from various scholars. However, R. Edward Freeman is often credited as one of the key figures who helped to popularize and develop Stakeholder Theory.

Freeman introduced Stakeholder Theory in his book titled "Strategic Management: A Stakeholder Approach," which was first published in 1984. In this work, Freeman argued that organizations should consider the interests and concerns of various stakeholders, beyond just shareholders, when making strategic decisions. He defined stakeholders as any group or individual who can affect or is affected by the achievement of an organization's objectives.

The pandemic's impact on tourism employment also involves a complex network of stakeholders, including government, communities, and investors. The decisions made by these stakeholders influence businesses' ability to retain or cut jobs. Government support and financial aid packages play a significant role in mitigating job losses in some regions, while the lack of support led to more severe employment challenges in others (Faulkner & Russell, 2020). Understanding the role of various stakeholders, including the Zambian government, communities, and investors, in supporting or exacerbating employment challenges in the tourism sector is essential. Government support in the form of financial aid packages and other relief measures may have played a crucial role in mitigating job losses (Faulkner & Russell, 2020). Analysing the contributions of different stakeholders can inform future policy and intervention measures to support tourism employment in Zambia during and after crises.

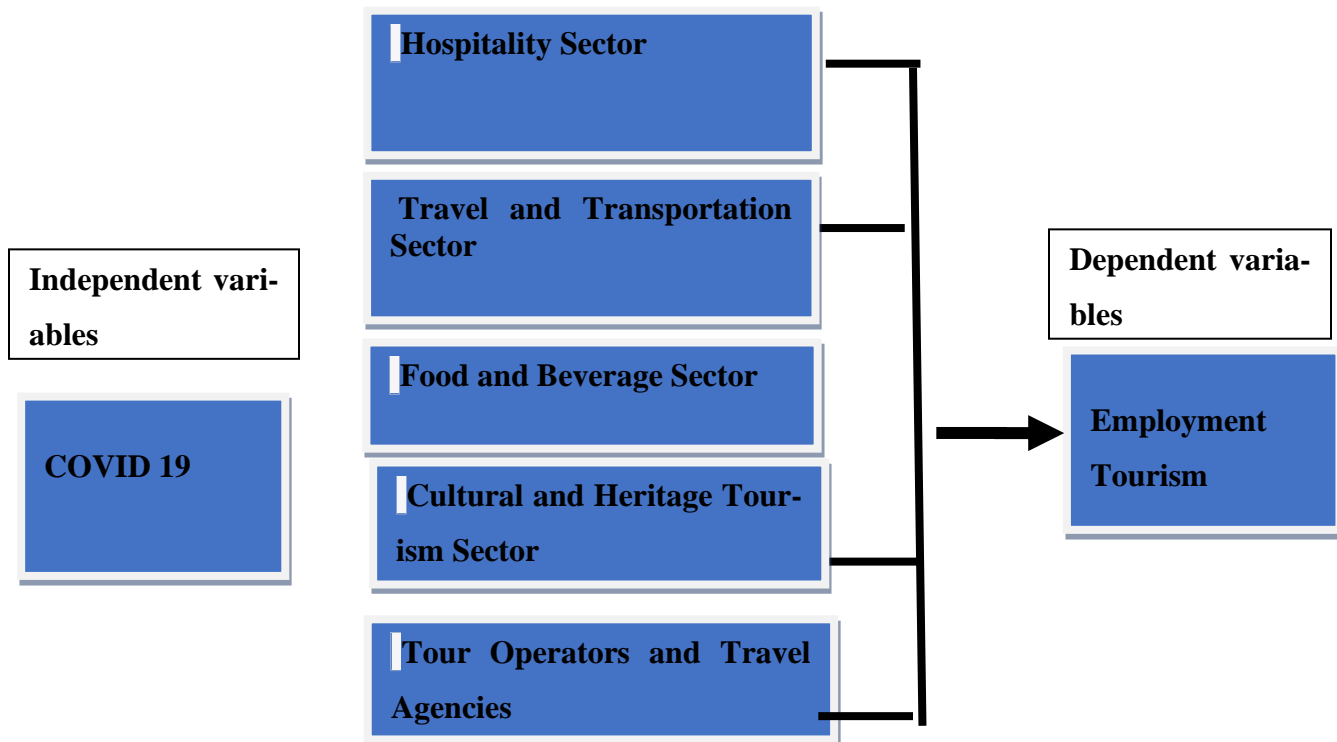
The study used Economic theory of demand and supply and Human capital theory. The justification of use of demand theory is due to the fact that the pandemic caused a significant reduction in demand for tourism services due to travel restrictions, lockdowns, and safety concerns. This decline in demand led to a decrease in revenue for tourism businesses, resulting in layoffs, furloughs,

and job losses (Faulkner & Russell, 2020). The reduced demand also affected the supply side, as businesses had to downsize their workforce to match the diminished demand for their services (Zhang et al., 2020). In Zambia, the pandemic-induced travel restrictions and lockdowns likely led to a significant reduction in tourism demand. With international and domestic travel limited, tourist arrivals and spending would have declined, affecting revenue for tourism businesses. As a result, layoffs, furloughs, and job losses might have occurred due to reduced demand for services (Faulkner & Russell, 2020). Additionally, the pandemic highlighted the importance of human capital in the tourism industry. Skilled and knowledgeable employees are crucial in helping businesses navigate through the crisis by implementing safety protocols, digital transformations, and alternative revenue streams (Manning et al., 2020). At the same time, job losses and a decrease in training and development opportunities may have adverse effects on the human capital pool in the sector. In Zambia's tourism sector, skilled and knowledgeable employees would have played a crucial role in implementing safety protocols, digital transformations, and alternative revenue streams to keep businesses afloat (Manning et al., 2020). Analysing the effects of job losses and reduced training opportunities on human capital can provide insights into the industry's ability to rebound and sustain growth post-pandemic.

3.3 Conceptual Framework

A conceptual framework is a tool a researcher uses to guide their inquiry, it is a set of ideas used to structure the research and it offers a roadmap for the research (Kothari 2004). This has been developed with the help of stakeholder theories, human capital theories and empirical related literature. As shown in Figure 3.1 below, Covid-19 is the independent variable while Employment is the dependent variable. The figure also shows the various tourism sectors whose employment was impacted by the Covid-19 Pandemic and these include hospitality, travel and transportation, cultural and heritage, food and beverage and Tour operators and travel agencies. The conceptual framework has been developed with involvement of the sectors as most of them have been highlighted in past related studies.

Figure 3.1: Conceptual Model



3.3.1 Research Hypothesis:

1. Covid 19 impacted employment levels in the tourism sector
2. Covid 19 did not impact employment levels in the tourism sector

3.3.2 Operationalisation of the variables

1. COVID-19 Pandemic:

- **Explanation:** The COVID-19 pandemic, caused by the novel coronavirus SARS-CoV-2, significantly impacted public health, economies, and societies worldwide. It led to widespread illness, death, and strained healthcare systems, as well as economic recessions and changes in social behaviour. COVID-19 pandemic, caused by SARS-CoV-2, has resulted in millions of cases and deaths worldwide (WHO, 2020).
- **Hypothesis:** The COVID-19 pandemic has an effect on tourism sector

2. Employment

- **Explanation:** Employment encompasses various work arrangements, from full-time jobs to informal labour. It is the basis of income and livelihood for individuals and plays a crucial role in economic development.
- "Employment is a key component of economic growth and social stability (Smith, 2019)."
- **Hypothesis:** Changes in the employment landscape, such as the rise of remote work during the pandemic, may have lasting effects on the nature of work and the balance between work and personal life.

3. Tourism Sector:

- **Explanation:** The tourism sector includes industries and services related to travel, hospitality, and leisure. It encompasses businesses like hotels, restaurants, transportation services, and attractions, contributing significantly to the global economy. "The tourism industry is a vital contributor to the global economy, generating millions of jobs and revenue (UNWTO, 2018).
- **Hypothesis:** The tourism sector may experience a slow recovery from the pandemic due to ongoing travel restrictions and changes in consumer behaviour, impacting related businesses and employment.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

This chapter outlines the methodological procedure followed by the researcher in conducting the study and the justification of the research methods used in conducting the research on the impact of COVID 19 on employment in the tourism industry. It lays the approach and choice of research method, the design of the research, the target population, sample design, and sampling techniques. It describes the data collection, data analysis procedure, and data collection instruments.

4.2 Research Philosophical Assumptions

The philosophical underpinnings for this study were based on the understanding that the phenomenon being studied affects the behavioural aspects of individuals within the tourism sector. Two primary considerations, ontology, and epistemology, guide the research philosophy. Ontology pertains to the nature of reality and what constitutes facts in the research context. In this study, the focus is on understanding whether the impact of COVID 19 on employment in the tourism sector in Zambia can be perceived as objective or subjective, Creswell, J. W., & Creswell, J. D. (2017). To address this aspect, the study reviews two aspects of ontology: objectivism and subjectivism. Objectivism posits that social entities exist independently of social actors, while subjectivism views social phenomena as created through the perceptions and actions of those involved.

The philosophy adopted for this study is positivism. This approach is rooted in the understanding that the phenomenon being studied, which is the impact of Covid 19 on employment in the tourism sector, is best comprehended by considering the subjective experiences and perceptions of individuals within that context. Interpretivism emphasizes the importance of grasping how individuals make sense of this impact, recognizing that their interpretations and subjective viewpoints are central to understanding the phenomenon. This philosophy aligns with the epistemological assumption of adopting a positivist stance to emphasize objectivity and evidence-based inquiry while recognizing the importance of subjective experiences in the research context, Creswell, J. W., & Creswell, J. D. (2017).

4.3 Research Design

The research design is a conceptual structure outlining the steps for data collection and analysis. In this study, a quantitative research design is used to establish relationships between variables and concepts related to the impact of the COVID-19 pandemic on employment in the tourism sector in Zambia.

Exploratory research allows for flexibility and adaptation as new insights emerge, while descriptive research provides an accurate profile of the situation. The use of quantitative research approaches, particularly through a survey method, will enable a deeper understanding of the pandemic's impact on employment in the tourism industry in Zambia. Table 4.1 shows the research matrix below.

Table 4.1: Research Matrix

Objective	Research Questions	Population/Sampling	Data Collection Instrument	Analysis
1) To establish the specific tourism sectors in Zambia that were most affected by the COVID-19 pandemic	What were the specific tourism sectors in Zambia that were most affected by the COVID-19 pandemic?	<ul style="list-style-type: none"> - Tourism businesses in various segments (e.g., hotels, airlines, travel agencies, tour operators) - Tourists and travellers who cancelled or changed their plans during the pandemic 	- Surveys and questionnaire	- Quantitative analysis of survey data -
2) To evaluate the impact of COVID-19 on employment levels in the tourism industry in Zambia	What was the impact of COVID-19 on employment levels in the tourism industry in Zambia?	<ul style="list-style-type: none"> - Employment data from tourism businesses and organizations - Government labour force surveys - Census data - Time series data 	- Surveys and questionnaire	Quantitative analysis of survey data -
3) To formulate strategies that businesses in the tourism industry can employ to remain viable during the pandemic.	- What strategies did businesses in the tourism industry employ to remain viable during the pandemic?	- Tourism businesses that remained operational during the pandemic	- Surveys and questionnaire	- Quantitative analysis of survey data -

4.4 Target Population

The target population of 240 from the selected tourism sectors in central Lusaka. There are five main tourism sectors of the tourism industry. These sectors are transportation, accommodation, entertainment and attractions, food services, and trade associations and regulators. The study will be based on sectors which will include lodges, hotels, restaurants, tour guide and transportation and regulators based in Lusaka. This population was extracted from the businesses in the CBD. It is to be noted that the number represents individuals representing their respective companies. The use of these is attributed to the fact that they are the easily accessible to tourists and their proximity to the Central business area (Zambia Tourism agency, 2023).

4.5 Sampling Techniques

The study employed proportionate Stratified sampling technique to the sectors sampled. Then a simple random sampling technique was used to select the sample units. Stratified sampling refers to a type of sampling where the researcher divides the population into separate groups, called strata before a probability sample or a simple random sample is drawn from each group. Stratified sampling is preferred because of its precision over a simple random sample.

4.6 Study Sample

Using Slovin's formula, a suitable sample size of were arrived at, applying a confidence level of 90% (error margin of 10%) on the population of the study is calculated using the formula as follows:

$$n = N / (1 + Ne^2)$$

Where n = sample size,

N = Total population

e = Error tolerance; or $240 / (1 + (240 * .0025)) = 150$ employees of different tourism industry and other tourist attractions areas dotted around Lusaka. Where 150 sampling frames were divided into two main strata's, 75% from the accommodation, restaurant and 25% from tour guide, transportation and museum. The justification of the use of the ratios is attributed to the composition of the institutions in the tourism industry.

4.7 Data Collection Instruments and Procedures

To address the data collection aspect of the study, primary research instruments were employed. Specifically, self-administered questionnaires utilized as the data collection method. These questionnaires were designed to gather responses directly from individuals within the tourism sector who are impacted by the Covid 19 pandemic. The procedures for data collection involved distributing these questionnaires to selected participants, providing clear instructions for completion, and subsequently collecting and analysing the responses to derive meaningful insights into the study's focus on the impact of Covid 19 on employment in the tourism sector.

4.8 Data Analysis

Data analysis involves coding, editing and analysing descriptive statistics in excel through descriptive statistics and bivariate. Mainly Pie charts, plots graphs and tables were generated for analysis soft copy where descriptive statistics were generated to make explanations and relations to actual results obtained. This was done through analysis of frequency and cross tabulation tables as well as charts.

The data collected was analysed quantitatively and subjected to Statistical Software for Social Scientists (SPSS) for statistical analysis. This is after sorting and coding. The SPSS software is widely used by researchers due to its robustness in handling complex statistical data analysis, hence the choice to use it.

In this study, statistical methods were used. This was due to the fact that the data collected was both quantitative and qualitative in nature. Data analysis and interpretation were done manually, using simple tabulations and percentages mainly represented in tables in excel.

4.9 Reliability and Validity

4.9.1. Reliability

It is concerned with consistency of responses with which repeated measures produce the same result across time and across observers (Saunders et al 2003) three criteria are used in measuring reliability test-retest reliability, Alternative form reliability and internal consistency reliability. Reliability is the stability of a measure; the extent to which scores do not change over a relatively short time. "To ensure that the concept of reliability is adhered to in this study, questionnaires were

distributed to all the staff of Tourism industry as targeted population. The entering of data on a computer was validated and all calculations were done on a spreadsheet. The data set was also checked in order to minimize mistakes. Methods used to ensure validity and reliability of data. The following measures were used to ensure the reliability and validity of the questionnaire:

- i. The author distributed the questionnaires to the selected population to ensure that the recipients understood the instructions, in order to avoid spoiled or incomplete questionnaires.
- ii. Appropriate random sample selections were used to analyse the information collected.

4.9.2. Validity

Validity is concerned with whether the findings are about what they appear to be about. (Sounder, 2003) During the planning stage an expert was consulted to check the schedule before actual data collection. All questions were pre-tested in the relevant study areas. Modifications were made before actual data collection for the purpose measuring theoretical meaning and concepts and consistency of language to be used to represent concepts thus validity test pre-test of questionnaire also assisted in detecting irrelevant ambiguous and redundant questions. It's important that the measuring instruments used ensure some measures of reliability and validity. According to Welman and Kruger (2001:38), "the validity of a measuring instrument is reflected in the extent to which it measures what it is intended to measure". Sapsford and Jupp (2006:23; 121) pointed out that "Validity is the extent to which the research conclusions can plausibly be taken to represent a state of affairs in the wider world". Population validity: the extent to which a sample may be taken as representing or typical of the population from which it is drawn. Validity of measurement: the extent to which we are assured that the measurements in the research do indeed represent what the researcher says they represent and are not produced by the research process itself.

4.9.2.1 Content Validity

Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study. Its determination is primarily judgmental and intuitive. It can also be determined by using a panel of people who shall judge how well the measuring instrument meets the standards, but there is no numerical way to express it. In this case, the questionnaire was administered to people directly involved with procurement so that a true picture is drawn and gives factual content, (Creswell. J.W. and Creswell, J.D. (2017).

4.9.2.2 Context Validity

Context validity is the degree to which a test measures what it claims or purports. Context validity is the appropriateness of inferences made on the basis of observation or specifically whether a test measures the intended context. In this case, the questionnaire was structured to provide answers to the research questions under study.

4.9.2.3 Construct Validity

Construct validity is the most complex and abstract. Construct validity is the degree to which scores on a test can be accounted for by the explanatory constructs of a sound theory if measurements on our devised scale correlate in a predicted way with these other propositions, it can be concluded that there was some construct validity, (Creswell. J.W. and Creswell, J.D.,2017).

4.9.2.4 Face validity

Face validity is a simple form of validity where superficial and subjective applied in the assessment of whether or not the study or test measures what it is supposed to measure. This was used because the study obtained assessments from current or future individuals who were directly affected by programs premised on the research.

4.9.2.5 Veracity Validity

Veracity usually is connected to confidentiality, and this means that the researcher should tell the truth and pass on information in a comprehensive and objective way. Therefore, the researcher clearly explained to the participants the purpose and objective of the study before they can agree to participate in the study, (Ibid).

The above stated criteria were met with and may therefore state that the measuring instrument was valid, and results are in correct measurement.

4.9.3. Ethical Considerations

When carrying out academic research, researchers often face different kinds of problems during the period, Gummesson (2000). However, ethical issues in research can fall into four categories, namely harm, informed consent, right to privacy and honesty with professional colleagues (Leedy

& Ormrod, 2005; 101). The research ensured that all the ethical issues were not violated both during the data collection and reporting. Furthermore, all the literature to be cited in this study will be referenced according to the university referencing system.

CHAPTER 5

RESULTS PRESENTATION

5.1 Introduction

This chapter contains the quantitative analysis of the collected data. The findings of the study were presented in form of Pie charts and tables.

5.2 Presentation of study response

Table 5.1 below shows the respondents who were targeted, the number of questionnaires and guides obtained and the response rate of the study. The study targeted a total of 120 respondents which included respondents who operate in various tourism sectors dotted around Lusaka central. The study successfully got 80 percent response rate. This was accredited to the proper field preparation done.

Table 5.1 Study response rate

Respondent	Targeted	Obtained	Response rate
Respondents	150	120	80 percent

Source: Author (2023)

5.3 Personal information

Table 5.2 below show gender of respondents. Out of a total sample size of 120 individuals surveyed, 45.8% are male, while 54.2% are female as shown in table 5.2 above. This gender distribution sheds light on the impact of the pandemic on employment, highlighting a relatively higher representation of females, constituting over half of the surveyed population. The statistics underscore the need for a comprehensive assessment of the pandemic's gender-specific effects on employment in the Zambian tourism sector, suggesting potential disparities in how men and women have been affected by the economic consequences of the global health crisis. As tourism is a critical industry for many economies, this gender-focused analysis provides a valuable perspective for policymakers and stakeholders seeking to implement targeted measures for workforce recovery and resilience in the post-pandemic landscape.

Table 5.2 Gender of respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	55	45.8	45.8	45.8
	Female	65	54.2	54.2	100.0
	Total	120	100.0	100.0	

5.4 Age Category

The study also requested respondents to indicate their Age and below where the responses.

The age distribution of the surveyed population in relation to their categorization reveals distinct patterns. Among the 120 respondents, a marginal 1.7% fell below the age of 20. The majority of participants, constituting 25.8%, belong to the age group of 20 to 29 years. A substantial portion, representing 51.7%, falls within the 30 to 39 years bracket, indicating a significant demographic in the study. The next age category, spanning 40 to 49 years, encompasses 15.8% of the respondents. Finally, individuals above the age of 50 constitute.

Table 5.3 Age category

Indicate your age category					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20 years	2	1.7	1.7	1.7
	20-29 Years	31	25.8	25.8	27.5
	30-39 Years	62	51.7	51.7	79.2
	40-49 years	19	15.8	15.8	95.0
	Above 50 Years	6	5.0	5.0	100.0
	Total	120	100.0	100.0	

5.5 Level of Education

The information regarding the highest level of education achieved by the surveyed population unveils important insights into the educational background of the respondents as shown below in table 5.4. Out of the 120 participants, a minor proportion (4.2%) reported their educational attainment at the primary level or below. For a significant segment of the respondents (24.2%), secondary education stands out as their highest level, indicating a substantial portion of the population possessing at least a secondary school educational background. The majority, accounting for 60.0%, have pursued education at the tertiary college level, signalling a noteworthy emphasis on higher education within this surveyed group. Additionally, a noteworthy 11.7% of respondents hold an undergraduate degree, representing a subset of individuals with the highest formal education attainment in the sample.

In essence, this data underscores the prevalence of tertiary education among the surveyed population, with a collective 88.3% having attained educational qualifications beyond the secondary level. These educational demographics lay the groundwork for comprehending the knowledge and skills possessed by the participants, playing a pivotal role in deciphering and addressing employment dynamics within the specific context of the tourism sector in Zambia. The diversity in educational backgrounds suggests a spectrum of competencies that can contribute to the aspects of the tourism industry, emphasizing the need for nuanced approaches in designing employment-related interventions and strategies.

Table 5.4 Level of education

What is the highest level of education?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary and below	5	4.2	4.2	4.2
	Secondary	29	24.2	24.2	28.3
	Tertiary college	72	60.0	60.0	88.3
	Undergraduate degree	14	11.7	11.7	100.0
	Total	120	100.0	100.0	

5.6 Category of workers

The data on the nature of the respondents' businesses or employment roles provides a comprehensive overview of the diverse sectors within the tourism industry in this context. The frequency distribution is as follows:

- **Hotel and Hospitality:** The largest category, representing 39.2% of respondents, is engaged in hotel and hospitality services. This suggests a significant presence of individuals associated with accommodation and related services within the surveyed population.
- **Tour Guide:** Approximately 17.5% of participants identified as tour guides, reflecting a substantial segment of the population involved in guiding tourists through various attractions and destinations.
- **Crafts:** A smaller but notable 3.3% of respondents are engaged in the crafts sector, indicating a presence of individuals involved in creating and selling handmade or artisanal products.
- **Restaurant:** A quarter of the respondents, constituting 25.8%, are associated with the restaurant industry. This suggests a significant representation of individuals working in food and beverage services within the tourism sector.
- **Botanic Garden:** About 6.7% of respondents are affiliated with botanic gardens, indicating a niche but present group involved in botanical and horticultural aspects of tourism.
- **Museum:** The museum sector is represented by 7.5% of respondents, showcasing individuals involved in preserving and presenting cultural and historical artefacts.

Table 5.5 Category of workers

What does your company do?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hotel and hospitality	47	39.2	39.2	39.2
	Tour guide	21	17.5	17.5	56.7
	Crafts	4	3.3	3.3	60.0
	Restaurant	31	25.8	25.8	85.8
	Botanic garden	8	6.7	6.7	92.5
	Museum	9	7.5	7.5	100.0
	Total	120	100.0	100.0	

5.7 Level of Employment

Table 5.6 below shows Length of employment. The analysis of the respondents' tenure within their respective companies reveals a diverse distribution of employment durations within the surveyed population. Nearly half of the participants, constituting 46.7%, report a tenure of 0-5 years, indicating a substantial presence of individuals in the early stages of their careers within the tourism sector. Following closely, the 6-10 years category represents 37.5% of respondents, showing a sizable portion of the workforce with a moderately extended employment history. A smaller but notable group, accounting for 10.0% of participants, reports a tenure of 11-15 years, reflecting individuals with a more established history in their current positions. The category of respondents with over 15 years of employment experience, although representing a smaller percentage at 5.8%, underscores the presence of seasoned professionals in the industry. This breakdown of employment durations provides valuable insights into the composition of the workforce, aiding in the identification of potential areas for professional development, employee retention strategies, and workforce planning within the dynamic landscape of the tourism sector.

Table 5.6 Level of Employment

How long have you been working at your company?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	56	46.7	46.7	46.7
	6-10 years	45	37.5	37.5	84.2
	11-15 years	12	10.0	10.0	94.2
	Above 15 years	7	5.8	5.8	100.0
	Total	120	100.0	100.0	

5.8 Awareness of tourism service

The cross-tabulation analysis below reveals a detailed connection between the nature of respondents' companies and the provision of services to tourists. In the realm of hotels and hospitality, 45 out of 47 respondents confirm that their establishments offer services to tourists, with only one indicating otherwise and one providing no response. Among tour guides, all 21 respondents report offering services to tourists, demonstrating a unanimous engagement in facilitating tourist experiences. In the crafts sector, three out of four respondents specify that their companies extend their services to tourists. Within the restaurant category, 29 out of 31 respondents affirm the provision of tourist services, while two do not. Similarly, in the botanic garden sector, seven out of eight respondents confirm offering services to tourists. Notably, all nine respondents in the museum sector acknowledge providing services to tourists. Cumulatively, a significant majority of the 120 respondents, comprising 113 individuals, express their companies' involvement in offering services to tourists, shedding light on the diverse engagement levels across various sectors within the dynamic landscape of the tourism industry.

Table 5.7 Awareness of tourism service

What does your company do? * Do you offer any services to tourist at your company					
Cross-tabulation					
Count					
		Do you offer any services to tourist at your company			Total
		Yes	No	Nonre- sponse	
What does your company do?	Hotel and hospitality	45	1	1	47
	Tour guide	20	1	0	21
	Crafts	3	1	0	4
	Restaurant	29	2	0	31
	Botanic garden	7	1	0	8
	Museum	9	0	0	9
Total		113	6	1	120

5.9 Perception on tourist classification

The presentation below illustrate Perception on tourist classification of respondents on domestic and international tourist visits across different sectors within the tourism industry provides an understanding of the varied engagement levels within these sectors. Among respondents in the hotel and hospitality sector, 30 individuals cater to domestic tourists, while 39 serve international tourists. This distribution highlights a substantial emphasis on international tourism within the hospitality industry, with 82.9% of respondents in this sector hosting international visitors. Tour guides, on the other hand, showcase a more balanced engagement, with 18 respondents guiding domestic tourists and 19 guiding international tourists. In the crafts sector, two respondents cater to domestic tourists, and three engage with international tourists, indicating a modest but present international clientele. The restaurant industry displays a similar trend, with 29 respondents serving domestic

tourists and 19 serving international tourists, reflecting a significant focus on the local market. Interestingly, the botanic garden sector primarily attracts domestic visitors, with eight respondents catering to this segment and none to international tourists. Museums, however, exhibit a more balanced distribution, with six respondents hosting domestic tourists and seven catering to international tourists. Cumulatively, out of the 120 respondents, 77.5% are involved in serving domestic tourists, while 22.5% engage with international tourists, emphasizing the diversity in visitor profiles across different sectors within the tourism industry.

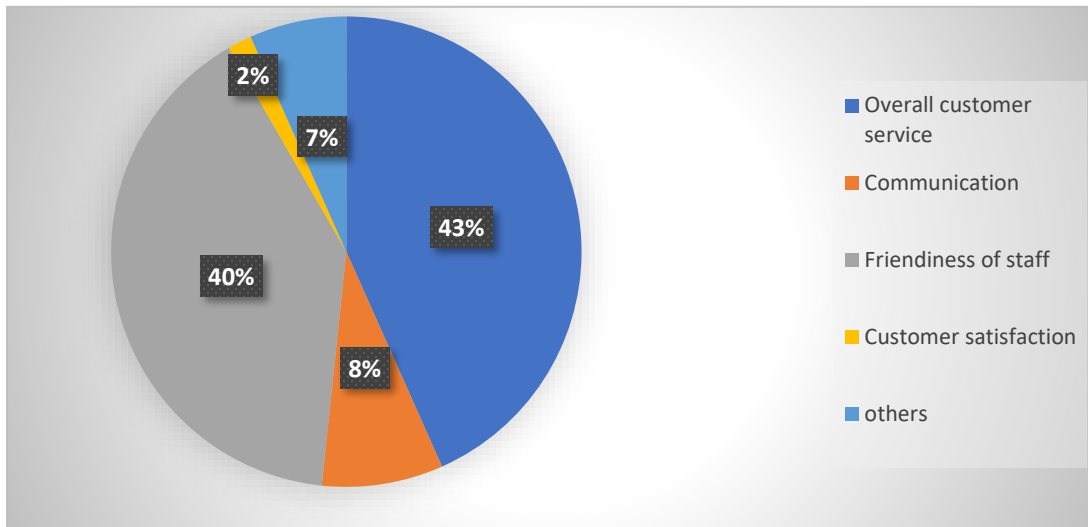
Table 5.8 Perception on tourist classification

	domestic tourist	International tourist
Hotel and hospitality	30	39
Tour guide	18	19
Crafts	2	3
Restaurant	29	19
Botanic garden	8	0
Museum	6	7
	93	87

Figure 5.1 Factors influencing tourist.

Figure 5.1 below depicts factors influencing tourists' decisions to visit institutions within the tourism sector exhibit a diverse landscape, as revealed by the data expressed in percentages. The largest contributor to these decisions is the overall customer service, with 43.3% of respondents emphasizing the paramount importance of a positive and comprehensive service experience. Following closely, the friendliness of staff emerges as a significant influence, constituting 40% of respondents appreciate the impact of welcoming and courteous personnel on their choice of institutions to visit. Communication factors, such as effective information dissemination, play a smaller yet notable role, influencing 8.3% of respondents. Customer satisfaction is explicitly highlighted by 1.7% of respondents, underscoring the significance of a fulfilling and satisfying visitor experience. Additionally, 6.7% of respondents mention other factors that contribute to their decision-making process. This nuanced breakdown, expressed in percentages, provides valuable insights into the multifaceted considerations that shape tourists' preferences when selecting institutions to visit within the tourism sector.

Figure 5.1 Factors Influencing Tourist visit



5.10 Presentation of research Objectives

5.10.1 To establish the specific tourism sectors in Zambia that were most affected by the COVID-19 pandemic.

The cross-tabulation below offers valuable insights into the impact of COVID-19 on employment levels in specific sectors of the tourism sector in Zambia, based on the services offered to tourists. Among the 120 respondents, various segments within the tourism industry are analysed:

1. Accommodation: Within the accommodation sector, 32 respondents note a significant reduction in employment levels, while 12 report a moderate reduction. Notably, no respondents indicate a slight reduction in employment. One respondent mentions an increase in employment, and one respondent is uncertain about the impact. This data suggests a substantial impact on employment within the accommodation segment.
2. Transportation: In the transportation sector, two respondents report a significant reduction in employment, and one respondent is uncertain about the impact. The low number of responses in this category limits conclusive interpretations, but it indicates some level of impact.
3. Tour Packages: For tour packages, 7 respondents perceive a significant reduction, 6 report a moderate reduction, and 1 notes a slight reduction in employment. Two respondents'

express uncertainty. This data suggests a noticeable impact on employment levels in the tour packages segment.

4. Entertainment: In the entertainment sector, 18 respondents observe a significant reduction in employment, 9 report a moderate reduction, and 2 note a slight reduction. Two respondents' express uncertainty. This data underscores a significant impact on employment in the entertainment segment.
5. Group Travel Services: Within group travel services, 3 respondents report a significant reduction, and 2 report a moderate reduction in employment. The limited responses in this category indicate some impact but warrant cautious interpretation.
6. Other Services: In the "other services" category, 12 respondents perceive a significant reduction, 5 report a moderate reduction, and 1 expresses uncertainty. This category captures a range of diverse services within the tourism sector, and the data suggests a notable impact on employment.

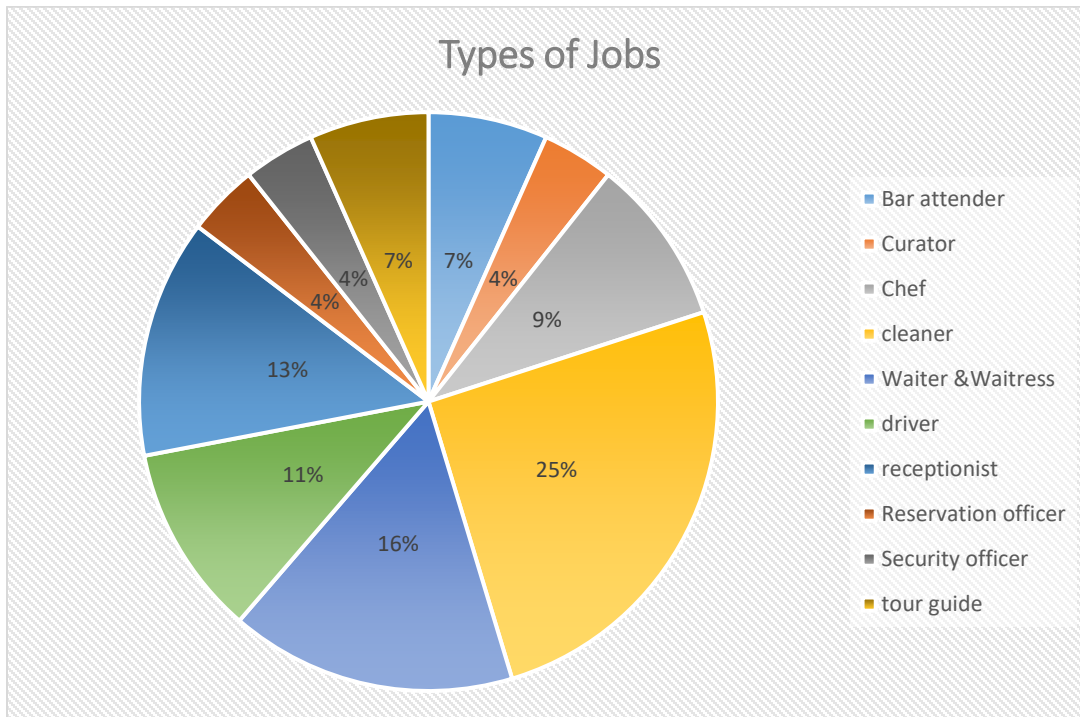
Overall, the cross-tabulation reveals varying degrees of impact on employment levels across different segments of the tourism sector in Zambia. The sectors of accommodation, tour packages, and entertainment appear to be particularly affected, while other segments demonstrate more mixed responses.

Table 5.9 segments of the tourism sector

What kind of services do you offer to tourist? * To what extent has COVID19 impacted employment levels in the tourism sector in Zambia? Cross-tabulation								
Count								
		To what extent has COVID19 impacted employment levels in the tourism sector in Zambia?						Total
		Significantly reduced	Moderately reduced	Slightly reduced	In-creased	Un-certain	99	
What kind of services do you offer to tourist?	Accommodation	32	12	0	1	1	0	46
	Transportation	2	0	0	0	0	1	3
	Tour packages	7	6	1	0	0	2	16
	entertainment	18	9	2	0	2	0	31
	group travel services	3	2	0	0	0	0	5
	others	12	5	0	0	1	0	18
	Nonresponse	1	0	0	0	0	0	1
Total		75	34	3	1	4	3	120

The figure below shows types of jobs affected due to COVID 19 in the tourism industry. As seen from above pie chart, the jobs affected included cleaners depicting 25%, waiter and waitresses representing 16%, front office workers who represented 13%, drivers representing 11%, Chef depicted 9% and tour guide constituted 7%, others affected were curators, bar attenders, security personnel and reservation officers. These largely represented an average of 4%

Figure 5.2 Types of Jobs



5.10.2 To evaluate the impact of COVID-19 on employment levels in the tourism industry in Zambia.

The descriptive statistics below present a quantitative overview of the impact of the COVID-19 pandemic on employment within various sectors of the tourism industry in Zambia. The mean scores reflect the respondents' perceptions regarding the positive and negative impacts on employment in different segments of the tourism sector.

In the category of hotels, participants reported a mean score of 2.3917 for the positive impact on employment, with a standard deviation of 8.92103. Conversely, the negative impact on employment in hotels had a higher mean score of 4.1417, indicating a more substantial perceived adverse

effect, with a relatively low standard deviation of 0.74806. This suggests that, on average, respondents perceived a greater negative impact on hotel employment due to the pandemic.

Moving on to game viewing, the positive impact on employment received a mean score of 2.9667, with a standard deviation of 8.89049. The negative impact on employment in this sector had a mean score of 4.0583, demonstrating a somewhat higher perceived negative effect, with a standard deviation of 1.04757. This indicates that respondents perceived a relatively higher negative impact on employment in the game viewing segment compared to the positive impact.

In the transportation sector, the positive impact on employment had a mean score of 3.0333, with a higher standard deviation of 9.32236. For the negative impact on employment in transportation, the mean score was 4.0583, and the standard deviation was not provided. This suggests that respondents perceived a moderate positive impact on employment in transportation but also noted a considerable negative impact.

Table 5.10 COVID 19 and Employment

Descriptive Statistics			
	N	Mean	Std. Deviation
IMPACT OF Covid-19 on employment of tourism sectors-positive impact on employment-Hotels	120	2.3917	8.92103
IMPACT OF Covid-19 on employment of tourism sectors-negative impact on employment-Hotels	120	4.1417	0.74806
IMPACT OF Covid-19 on employment of tourism sectors-positive impact on employment-game viewing	120	2.9667	8.89049
IMPACT OF Covid-19 on employment of tourism sectors-positive impact on employment-game viewing	120	4.0583	1.04757
IMPACT OF Covid-19 on employment of tourism sectors-positive impact on employment-transportation	120	3.0333	9.32236
Valid N (list wise)	120		

5.10.2.1 Impact of Covid 19 on tourism industry

The cross-tabulation data provides insights into the perceived impact of COVID-19 on tourist visits at respondents' companies in relation to the general impact on the tourism industry in Zambia. Among the 120 respondents, 115 acknowledge that COVID-19 has impacted tourist visits at their companies. The majority of these respondents (112) attribute the impact to a reduced retention of tourists, while two respondents observe an increase in tourist visits. Additionally, one respondent reports no impact on tourist visits. Conversely, among the four respondents who assert that COVID-19 has not impacted tourist visits at their companies, three note no general impact on the tourism industry in Zambia, while one observes an increase in tourist visits.

Table 5.11 Impact of Covid 19 on tourism

Has COVID 19 impacted visits if tourist at your company? * What has been impact of COVID 19 in general terms of industry in Zambia? Cross-tabulation					
Count					
		What has been impact of COVID 19 in general terms of industry in Zambia?			Total
		Reduced retention of tourists	Increased of tourist visits	No impact	
Has COVID 19 impacted visits if tourist at your company?	Yes	112	2	1	115
	No	0	1	3	4
	99	1	0	0	1
Total		113	3	4	120

The table below depict Statistical analysis using Chi-Square Tests reveals a highly significant association between the perceived impact of COVID-19 on tourist visits and the general impact on the tourism industry in Zambia (Pearson Chi-Square = 76.049, df = 4, p = .000). This indicates that respondents' observations of the impact on tourist visits are closely related to their perceptions of the overall impact on the tourism industry.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	76.049 ^a	4	.000
Likelihood Ratio	26.810	4	.000
Linear-by-Linear Association	.004	1	.951
N of Valid Cases	120		
a. 8 cells (88.9%) have expected count less than 5. The minimum expected count is .03.			

The cross-tabulation below sheds light on the relationship between the perceived negative impact of COVID-19 on employment in the hotel sector and its effect on tourist visits. Among the 120 respondents, 115 acknowledge the impact of the pandemic on tourist visits at their companies. Within this group, a significant number (72) strongly agree that COVID-19 has negatively affected employment, with an additional 33 respondents expressing agreement. On the contrary, four respondents assert that the pandemic has not influenced tourist visits at their establishments, with two of them expressing agreement with the negative impact on employment.

Table 5.12 Covid 19 and employment

Count							
		IMPACT OF Covid-19 on employment of tourism sectors- negative impact on employment-Hotels					Total
		strongly disagree	disagree	Neutral	strongly agree	agree	
Has COVID 19 impacted visits if tourist at your company?	Yes	2	1	7	72	33	115
	No	0	1	1	0	2	4
	No response	0	0	0	1	0	1
Total		2	2	8	73	35	120

The Chi-Square Tests below reveal a statistically significant association between the perceived negative impact of COVID-19 on employment in hotels and its effect on tourist visits (Pearson

Chi-Square = 19.391, df = 8, p = .013). This implies that respondents who observe a negative impact on employment are more likely to report a corresponding impact on tourist visits.

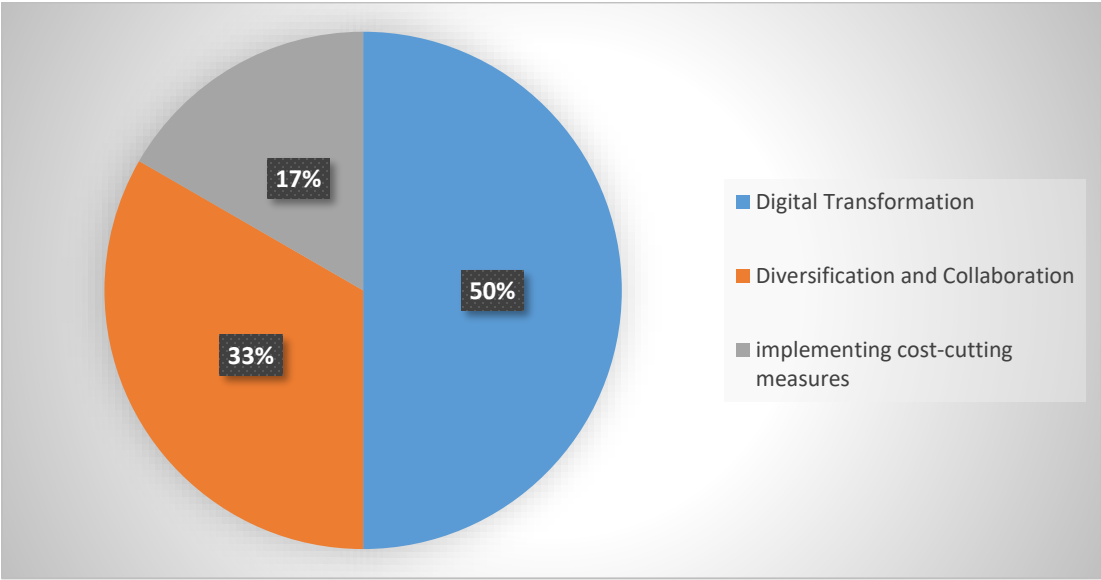
Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.391 ^a	8	.013
Likelihood Ratio	11.873	8	.157
Linear-by-Linear Association	.045	1	.832
N of Valid Cases	120		

a. 12 cells (80.0%) are expected to count less than 5. The minimum expected count is .02.

5.10.2.2 To investigate the strategies that businesses in tourism employed to remain in business during the pandemic.

The investigation into strategies employed by businesses in the tourism sector to endure the challenges of the pandemic unveils a diverse range of adaptive measures and resilience tactics. Faced with unprecedented disruptions to global travel and shifting consumer behaviours, many tourism businesses have demonstrated agility in response to the crisis. Notably, several establishments embraced digital transformation, leveraging online platforms to reach and engage with customers virtually. Virtual tours, online booking systems, and enhanced digital marketing efforts became pivotal tools to maintain visibility and connectivity with potential tourists. Additionally, businesses demonstrated flexibility by diversifying their offerings, such as introducing unique packages, catering to local markets, and collaborating with other sectors. Cost-cutting measures, including workforce adjustments, were also implemented to navigate financial constraints. Furthermore, health and safety protocols were prioritized, with businesses implementing stringent measures to reassure visitors and comply with evolving health guidelines. The combination of these strategies reflects the adaptability and creativity within the tourism industry, showcasing the sector's resilience as it navigates the unprecedented challenges posed by the COVID-19 pandemic.



CHAPTER 6

DISCUSSION OF FINDINGS

6.1 Introduction

The study revealed that the impact of COVID-19 on various facets of the tourism sector in Zambia, shedding light on both the challenges faced by businesses and the strategies employed to navigate these challenges. These insights align with existing literature on the global effects of the pandemic on the tourism industry.

Firstly, the observed impact on employment levels, particularly within specific segments such as accommodation, tour packages, and entertainment, resonates with broader global trends. Numerous studies have highlighted the severe repercussions of the pandemic on employment in the tourism sector, with accommodations and entertainment being among the hardest-hit sub-sectors (Gössling et al., 2020; UNWTO, 2020). The detailed breakdown of responses allows for a nuanced understanding of the differential effects on employment across distinct tourism services.

6.2 To identify the specific tourism sectors in Zambia that were most affected by the pandemic.

The observed impact on employment levels in specific segments of the tourism sector, including accommodation, tour packages, and entertainment, aligns with global trends outlined in studies by Gössling et al. (2020) and reports by the UNWTO (2020). These segments, which constitute integral components of the tourism ecosystem, have experienced severe repercussions in terms of employment, reflecting the vulnerability of these sub-sectors to the unprecedented challenges posed by the COVID-19 pandemic.

Accommodation services, such as hotels and lodgings, have been notably affected, with a significant number of respondents reporting a reduction in employment within this segment. The reliance on a steady stream of visitors and the nature of the accommodation industry, closely linked to travel and tourism, has rendered it particularly susceptible to the disruptions caused by the pandemic. This resonates with findings from global studies that emphasize the acute impact on the

accommodation sector due to travel restrictions and reduced consumer confidence in travel (Gössling et al., 2020; UNWTO, 2020).

Similarly, the tour packages segment, which involves organized travel experiences and itineraries, has also faced substantial challenges, as evidenced by the reported reductions in employment. Travel restrictions, cancellations, and uncertainties around the pandemic have led to a decline in demand for pre-packaged tours, impacting businesses involved in organizing and facilitating such experiences. The nuanced breakdown of responses underscores that the effects on employment are multifaceted, reflecting the diverse nature of services within the broader tourism industry. The entertainment sector, encompassing activities and attractions for tourists, has encountered significant employment reductions, aligning with global patterns. Closure of entertainment venues, restrictions on large gatherings, and shifts in consumer preferences have collectively contributed to the challenges faced by businesses providing leisure and recreational services. The varied impacts reported within this segment highlight the sector's diverse range of offerings, each responding differently to the evolving landscape of the pandemic. The findings conform to a study carried out by Quintana, Nguyen, et al 2021, an investigation was undertaken to examine the repercussions of job insecurity, anxiety, and depression resulting from the COVID-19 pandemic on the self-assessed task performance of hotel staff. The widespread effects of the COVID-19 pandemic on the global service industry have been profound, impacting the livelihoods of millions. The researchers homed in on the specific dynamics of how job insecurity influenced the emotional well-being of hotel employees, contributing to feelings of anxiety and sadness. Furthermore, the study sought to understand how these psychological stressors, emanating from the uncertainties of the pandemic, subsequently influenced the job performance of hotel employees during this challenging period. The study revealed various job categories affected by COVID 19 Pandemic within the tourism industry, The data revealed distinct proportions of affected occupations, with cleaners constituting the largest group at 25%. Following closely were waiters and waitresses at 16%, front office workers at 13%, drivers at 11%, chefs at 9%, and tour guides at 7%. Additionally, a cluster of other roles such as curators, bar attenders, security personnel, and reservation officers collectively represented an average of 4% of the workforce facing challenges. This breakdown underscores the multifaceted nature of the pandemic's influence on different employment sectors within the tourism industry, shedding light on the varied degrees of impact experienced by individuals in these diverse roles.

6.3 To evaluate the impact of COVID-19 on employment levels in the tourism industry in Zambia

The detailed breakdown of responses allows for an understanding of the non-uniform effects on employment across various tourism services. This variability underscores the importance of recognizing the unique characteristics and vulnerabilities of each sub-sector within the tourism industry. While some services may experience a more pronounced impact on employment, others may navigate the challenges with more resilience, emphasizing the need for targeted and tailored strategies to address specific sub-sectors' distinct needs. The findings of the study highlighted a pronounced adverse impact on employment especially in the hotel industry and game viewing experiences due to the COVID-19 pandemic. Specifically, the impact was notably significant in these sectors.

Moreover, the statistical analysis using Chi-Square Tests demonstrated a meaningful association between the perceived negative impact of COVID-19 on employment, particularly within the hotel industry, and its repercussions on tourist visits. The test results indicated a statistically significant relationship (Pearson Chi-Square = 19.391, $df = 8$, $p = .013$), underscoring the interdependence between the decline in employment in hotels and its influence on tourist arrivals.

The study further delineated the distribution of employment impact across various roles within the tourism sector. Waitresses bore the brunt of the impact with 16% reporting adverse effects on their employment status, followed by front office workers at 13%, drivers at 11%, chefs at 9%, and tour guides at 7%.

Secondly, the strong association observed between the perceived negative impact on employment in hotels and its correlation with a downturn in tourist visits underscores the interconnected and symbiotic relationship between these two crucial elements within the tourism ecosystem. This correlation aligns with scholarly perspectives highlighted by Becken et al. (2020) and Sigala (2020), emphasizing the interdependence of employment and tourist visitation in the tourism sector. The symbiotic relationship between employment levels and tourist visits is rooted in the fundamental dynamics of the tourism industry. Hotels, as key providers of accommodation services, are directly linked to the influx of tourists. The demand for accommodation is intricately tied to the number of visitors, and fluctuations in tourist arrivals can have a direct impact on the operational needs and

staffing requirements of hotels. When there is a downturn in tourist visits, hotels often experience reduced demand for rooms, dining, and other services, necessitating adjustments in their workforce.

Conversely, the health and vitality of the tourism sector, including the frequency of tourist visits, are influenced by the operational capacity and quality of services offered by hotels. If hotels are unable to maintain adequate staffing levels due to reduced demand, it can lead to a decline in the quality of services, potentially discouraging future tourist visits. This cyclical relationship highlights the interdependence between the availability of employment opportunities within hotels and the overall attractiveness of a destination to tourists.

Challenges in one aspect, such as a negative impact on hotel employment, can amplify issues in the other, creating a feedback loop. For example, a reduction in hotel employment may lead to diminished service quality and guest experiences, subsequently affecting the destination's reputation and appeal to potential tourists. This, in turn, can further contribute to a decline in tourist visits, exacerbating the challenges faced by hotels. The statistical significance of the observed association reinforces the validity of these interdependencies within the tourism ecosystem. The symbiotic relationship between employment levels in hotels and overall tourism health is a critical consideration for policymakers, destination management organizations, and businesses aiming to formulate effective strategies for recovery and resilience in the aftermath of disruptions such as the COVID-19 pandemic. The results are also in tandem with the International Labour Organization (2020) report on COVID 19 that crucial economic sectors had experienced substantial declines, with the most impacted areas which are Accommodation and food, repair of motor vehicles and motorcycles. The United Nations World Tourism Organization (UNTWO) reports that 144 million employees in accommodation and food establishments face potential risks due to the suspension of hotel operations. To adapt, restaurants have resorted to home deliveries as their only means of remaining operational (UNTWO, 2020; Ministry of Internal Affairs, 2020).

6.4 To investigate the strategies that businesses in the tourism industry employed to remain in business during the pandemic.

Furthermore, the strategies employed by businesses to adapt to the pandemic mirror global trends documented in the literature. Digital transformation has been widely acknowledged as a crucial

resilience strategy in the face of travel restrictions and changing consumer behaviours (Gretzel et al., 2020; Sigala, 2020). The emphasis on online platforms, virtual tours, and enhanced digital marketing aligns with recommendations for tourism businesses to embrace technology for engagement and marketing purposes during crises.

Additionally, the diversification of offerings and collaborations with other sectors, as well as cost-cutting measures, resonates with strategic responses documented in the literature. Studies have underscored the importance of adaptability, innovation, and collaboration to sustain tourism businesses during unprecedented disruptions (Gössling et al., 2020; Sigala, 2020).

CHAPTER 7

CONCLUSION AND RECOMMENDATION

7.1 Introduction

This chapter provides a summary of research by way of a conclusion of the findings, research contribution, recommendations, and research limitations to be addressed by future research.

7.2 Conclusion

In this study of the impact of COVID 19 on employment in the tourism sector, the findings provide a detailed understanding of the impact of COVID-19 on employment within the Zambian tourism sector.

The first objective was to specify tourism sectors affected by COVID 19 Pandemic and this included accommodation (44%), tour packages (13%), and entertainment (27%) which resonates with global trends outlined in studies.

Accommodation services, characterized by hotels and lodgings, have been significantly affected, with the reduction in employment reflecting the sector's close ties to travel and tourism. The entertainment sector, encompassing activities and attractions for tourists, has also experienced noteworthy employment reductions, in line with global patterns. Factors such as the closure of entertainment venues, restrictions on gatherings, and shifts in consumer preferences have collectively contributed to the challenges faced by businesses offering leisure and recreational services. The diverse impacts reported within this segment underscore the varied nature of offerings, each responding differently to the evolving landscape of the pandemic. The other objective was to identify the types of jobs that were affected by the Covid-19 pandemic in the tourism industry.

Another objective discussed was the extent to which employment levels were impacted in the tourism industry during the pandemic period. The observed effects on employment levels, particularly in accommodation, tour packages, and entertainment segments, align with global trends and

emphasize the vulnerability of these sub-sectors. The affected job segments included cleaners constituting the largest group at 25%. Following closely were waiters and waitresses. The study revealed a greater negative impact on hotel and game viewing. Furthermore, The Chi-Square Tests performed showed a statistically significant association between the perceived negative impact of COVID-19 on employment mostly in hotels and its effect on tourist visits (Pearson Chi-Square = 19.391, $df = 8$, $p = .013$). waitresses at 16%, front office workers at 13%, drivers at 11%, chefs at 9%, and tour guides at 7%.

Lastly the study investigates the strategies that businesses in tourism employed to remain in business during the pandemic. The strategies employed by businesses to navigate the challenges posed by the pandemic reflect global trends documented in the literature. Digital transformation emerges as a key resilience strategy, with businesses leveraging online platforms, virtual tours, and enhanced digital marketing to maintain engagement with consumers. Diversification of offerings, collaborations with other sectors, and cost-cutting measures further demonstrate adaptive responses to unprecedented disruptions. These findings contribute to the collective understanding of the complex dynamics within the tourism industry during times of crisis.

7.3 Recommendations

Based on the findings provided by the study, the following are the key recommendations To Enhance Digital Presence

- Invest in online platforms, virtual tours, and digital marketing to stay connected with consumers.
- 2. Diversify Offerings**
 - Explore new services or products to adapt to changing consumer demands and preferences.
 - 3. Collaborate with Other Sectors**
 - Seek partnerships or collaborations with complementary industries to broaden the business scope.
 - 4. Implement Cost-Cutting Measures**
 - Evaluate and implement cost-saving strategies to ensure financial sustainability during challenging times.
 - 5. Prioritize Hygiene and Sanitation Roles**

- Recognize the critical role of cleanliness by maintaining a focus on hiring and supporting roles related to hygiene and sanitation.

6. Adapt Employment Strategies

- Develop flexible employment strategies to navigate uncertainties, considering the varied impacts on different roles within the tourism sector.

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APPENDIX

4.10. Budget

Item	Amount in Kwacha
Data Collection	2,500.00
Printing	3,000.00
Miscellaneous	500.00
Total	6,000.00

Time framework

Task	Period
Write up of the Background of study	August 2023
Formulation of Literature review and Conceptual Framework	September 2023
Hypothesis formulation	October 2023
Data collection and compilation	October 2023
Data analysis	October 2023
Write up of Research Paper	November 2023
Conclusion of Paper	November 2023
Presentation to the University	November 2023



UNIVERSITY OF ZAMBIA

Questionnaire

Dear Respondents,

We kindly request your participation in this research study, which aims to investigate the impact of Covid 19 on employment in the tourism sector. Your responses are crucial in helping us understand this relationship and contribute valuable insights to the field. All information provided will be kept strictly confidential.

SECTION A: Demographic Information

1. Indicate your gender?
 - a) Male
 - b) Female

2. Indicate your age category.
 - a) Below 20 years 20-29 years 30-39 years 40-49 years Above 50 years

3. What is your highest level of education?
 - a) Primary and below b) Secondary c) Tertiary College d) Undergraduate e) Post-graduate f) Other (specify)

4. What is your marital status?
 - a) Single
 - b) Married
 - c) Divorced
 - d) Separated
 - e) Widowed
 - f) Others (please specify)

5. What does your company do?
- a) Hotel and hospitality
 - b) Tour guide
 - c) Crafts
 - d) Restaurant
 - e) Botanic garden
 - f) Others (specify).....
6. What is your job title
7. How long have you been working at your company?
- a) 0 - 5
 - b) 6 - 10
 - c) 11 - 15
 - d) Above 15
8. Do you offer any services to tourists at your company?
- a) Yes
 - b) No
9. What kind of tourist visits your company?
- a) Domestic tourist
 - b) International tourist
 - c) Others (please specify)
10. What kind of services do you offer to tourists?
- a) Accommodation
 - b) Transportation
 - c) Packages
 - d) Entertainment
 - e) Group Travel Services

f) Others (please specify)

11. How often in a year does your company receive tourists?

- a) Once year
- b) Twice a year
- c) More than twice a year

12. What influences Tourist visit of your hotel?

- a) Overall customer service
- b) Communication
- c) Friendliness of staff
- d) Customer satisfaction
- e) Others (please specify)

Section B: impact of COVID 19 on Tourist travel

13. Has Covid 19 impacted the visits of tourists at your company?

- a) Yes
- b) No

14. If yes above, how would you assess the impact of COVID 19 at your company.

- a) Positive
- b) Negative
- c) Not sure

15. What has been impact of COVID 19 in general terms tourism Industry in Zambia?

- a) Reduced Retention of tourist
- b) Increase of tourist visits
- No impact

SECTION C: Impact of Covid 19 in employment of tourism sectors

Please indicate your opinion with regards to each level using the following scale guideline. 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Strongly agree and 5=agree

1 2 3 4 5

16. Statement	Strongly Disagree	Disagree	Neutral	Strongly agree	Agree
Covid 19 has had a positive impact of employment of tourism sector-like in hotels					
Covid 19 has had a negative impact of employment of tourism sector-like in hotels					
Covid 19 has had a positive impact of employment of tourism sector-like in national parks/game viewing					
Covid 19 has had a negative impact of employment of tourism sector-like in National parks/game viewing					
Covid 19 has had a positive impact of employment of tourism sector-like in Tour guide and transportation industry					
Covid 19 has had a negative impact of employment of tourism sector-like Tour guide and transportation industry					

17. To what extent has Covid 19 impacted employment levels in the tourism sector in Zambia?

- a. Significantly Reduced
- b. Moderately Reduced
- c. Slightly Reduced
- d. Remained Stable
- e. Increased
- f. Uncertain

18. What strategies have you put in place to Sustain Operations during the Pandemic.....