The Importance of Crisis Management in Egyptian Hotels and Tourism in Dealing with the Emerging Coronavirus (COVID-19)

Hany Atef Kozmal[1]   **Asmaa Abdelatty Abuzied[2]**

[1]Associate professor, Head of Hotel studies department, Higher Institute for Tourism and Hotels Luxor (EGOTH), Egypt

[2]Environmental Studies & Research Institute, Natural Survey Resources Department, Sadat City University, Egypt.

ARTICLE INFO	ABSTRACT
	This paper aims are to develop a meaningful procedures for crisis management so that the staff will be able to use it as a valuable tool for positive changes. 300 questionnaires were distributed to employees working in different jobs within different departments in investigated Egyptian hotels only 264 questionnaires were valid and ready to analyse by percentage 88%. The study was conducted from October 2020 till March 2021. The study found that there are significant differences between the employees' job position categories with regard to rules that hotel should find useful during a crisis. Moreover, Results showed that there is a significant correlation between the guests' most influential factor of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19); The influences of Rules that hotel should find useful during a crisis, extent do hotels support workers to avoid new Corona virus, and the tourism and hospitality leaders and organizations support in Egypt on the benefits. On the other hand, the study assured that result indicated that there is need to avoid overlapping commands between policies and performance of the tourism and hospitality in Egypt; Multiple supervisory authorities for tourist and hospitality facilities in Egypt. Avoid Lack of clarity of vision of the crisis management committee and avoid conflicting decisions and ensure their implementation of the tourism and hospitality in Egypt.

Introduction

The coronavirus crisis poses for society and individuals. Primary means of communication are by and large avoided. There is the wide use of mediated communication with the help of secondary, tertiary, quaternary and quandary means of communication (Li *et al*,. 2020). Misinformation and wrong information is readily spread, contributing to keen fear and outrage in the public. Rumors, gossips and

misinformation can undermine any public health actions and should be exposed effectively (Schmid and Betsch, 2019).To relieve this, public health authorities such as the (WHO) need to provide information that is easily understandable and through accessible channels that the public trust and use (Sandman, 2007). During COVID-19 outbreak, the public health community needs to communicate accurate information to the public in the right time frames. Effective communication is one of the priorities of whose COVID-19 roadmap (World Health Organization "WHO", 2020ª).

Humans avoid face-to-face social relations and temporary them by mediated social relations (Fuchs 2020ª). To soften the risk of the coronavirus crisis, some hotels and tourism companies expanded the use of home office practices and digital activities, such as relying on online meetings and eliminating face-to-face meetings (Karabag, 2020). Major social media platforms have pledged to use their networks third-party fact-checkers to ensure quality of information available to the public (ISI Foundation, 2020).

Many fighting strategy has been used the impact of the coronavirus crisis on national economies, policies, and social activities has been serious. This impact affects the price of oil and other raw materials, fiscal and business cycle, employment, and social policies (Hafiz *et al.,* 2020). With Coronavirus (COVID-19) continuing to spread, it's important for hotels to have an action plan in place that addresses both the current state and the potential future impact if the situation continues to worsen.

 In order to fight the pandemic, recommends "that social distancing and quarantine measures need to be implemented in a timely and thorough manner. Some of the measures that countries may consider adopting are: closures of hotels, minimizing the use of public transport in peak hours and deferment of nonessential travel (WHO, 2020 ª).

Research problem
1. Repercussions added to the results of the risk or the crisis itself?
2. Does hotel management in the Egyptian hotel have the elements of a culture of crisis management at the level that qualifies it to face any Corona crisis or any emergency or expected crisis?
3. How to develop an effective crisis management strategy in its various dimensions.

Research objectives
To develop a meaningful understands of crisis and rules/criteria/norms for crisis management as a valuable tool for positive changes.

1. Recognize the difference between crisis types.
2. Evaluating the concepts of crisis management in the Egyptian hotels and tourism.
3. Assessing the awareness of the Corona virus crisis, its causes and consequences.
4. Define the requirements of community resilience to deal with crises.
5. Develop constructive and effective ways of managing and handling crisis.

Features of the crisis: The factor of doubt and uncertainty; Interactivity factor; the similarity and complexity factor.

The crisis has several characteristics such as: The violent and complicated surprise in the event of the crisis, The speed in the succession of events and their results, The importance of making a quick, decisive and creative decision.The factor of doubt and uncertainty; Interactivity factor, the similarity and complexity factor; The overlap between causes and results and between the various forces of the crisis; State of uncertainty as a result of lack of information, lack of knowledge, and weak ability to predict the direction of movement of the crisis; A state of tension, anxiety, skepticism, confusion and fear of losing control; holds both the threat and the opportunity (Mohammed, 2011; Boin and McConnell, 2007).

Reasons for the emergence of the crisis: (1) Misunderstanding: Amputated information. Rushing to issue decisions or judge matters before the truth emerges amputated information; (2) misperception; (3) misjudgment and evaluation: exaggeration and overconfidence, whether in the self or in the self-ability to confront and overcome the other side. And misjudging the power of the other party, belittling it, belittling it and belittling it; (4) rumors and Random administration; (5) the desire to blackmail; (6) despair; (7) display of strength; (8) human errors; (9) planned crises; (10) Conflicts of objectives; (11) conflicts of interests; (12) random administration **(Shaalan, 2002; Al-Hamim, 2004).**

Types of crises
The crisis matrix contributes to identifying different types of crises and the level of their recurrence and creating countermeasures defined in a particular crisis, which prepares decision-makers with a set of auxiliary means, and the following is a review of the four areas of the crisis that appear in the matrix:

A- Conventional Crises: It is located in the first square of the matrix, and it is predictable, and the possibility of affecting it is known and defined. It can be managed and influenced by the organization and society, as countermeasures are specific and tested, as well as the possibility of intervention and implementation quickly because of the recurrence of such crises and accumulated experience in facing them.

B- Unexpected Crises: It is located in the second square of the matrix, which are rare and unpredictable crises compared to traditional crises. The risks of recurring occurrence can be reduced by good preparedness by improving the exchange of information about the causes before the crisis occurs, preparing emergency managers and forming and training homogeneous and permanent work teams to deal with difficult and unexpected tasks effectively, with the importance of decentralizing decision-making to ensure rapid intervention in the event of unforeseen crises.

C- Crises Intractable: These are crises that can be expected to occur, but it is rare to influence them because they are stubborn and inflexible crises, as it is difficult to control and direct them. That is, the willingness, response, and intervention to remedy it are difficult, "or almost impossible, because it is difficult to influence

them. Dealing and controlling this type of crisis is limited to finding unconventional and unknown procedures.

D- Fundamental Crises: The class of crises is the most serious and rare and unknown, as it combines a lack of predictability and restricted possibilities of influence, which provides it with a huge destructive potential, such as terrorist attacks. They appear quickly and suddenly, but they last for long periods. It is characterized by rapid change and weak experience, and this is a challenge that is almost difficult to overcome. Preparing and responding to such crises is unknown and inefficient, due to the impossibility of estimating the indicators necessary to prepare for basic crises, especially time and space, the likelihood of occurrence, and appropriate countermeasures, so it is difficult to prevent or neutralize this type of crisis **(Gundel, 2005**; Mohammed**, 2011).**

Minor or acute crises
A- Minor crises: They are light-impact crises and are easy to deal with immediately and quickly . B- Acute crises: They are crises characterized by severity and violence, overcoming the administrative entity of the hotel, and undermining its staff. Examples of these acute crises include: A pandemic sweeps the world like a coronavirus (**Maher, 2006**).

Single or recurrent crises
A- Single crises: they are sudden, non-periodic, and non-recurring crises, and it is difficult to predict their occurrence, and there are usually reasons beyond management that leads to them. Examples include: A pandemic sweeps the world like a corona virus. **B- Recurrent crises:** They are periodic and recurrent crises that occur in economic cycles and predictable seasons. By study and research, it is possible to determine when the crisis will occur and the degree of its severity, and therefore it can be controlled (**Maher, 2006).**

There are five main stages to the development of a crisis:(1) The stage of birth; (2) The stage of growth and expansion; (3) Maturity; (4) Decline and shrinkage stage;(5) The stage of disappearance **(Alewa,2003; Abas, 2004).** The crisis management is the science and art of controlling and directing the situation in a way that serves legitimate goals through managing the crisis itself in order to control its pressure, its path and its directions **(Al-Khudairi, 2003;** Mohammed, 2011). Crisis management is a crisis communication (Sapriel, 2003).

Stages of crisis management: Discover early warning signals; Preparedness and prevention; Contain and limit damages; Restore activity; Learning **(Kardam, 2005).**

The elements of crisis management: (1)Simplifying and facilitating procedures; (2) Subjecting the handling of the crisis to the scientific method; (3) Estimating the temporal position; (4) Setting priorities; (5) Delegating authority; (6) Opening and maintaining communication channels with the other party; (7) Provide adequate reserves; (8) Continuous presence in the event sites; (9) Build special mission teams; (10) Educating citizens; (11) Media plan in the crisis **(Al-Khudairi, 2003).** Mean to improve the ability of society and the administrative entity to manage crises. Early warning signs detection phase; Preparedness and prevention stage; the stage of

containing and reducing damages; Activity recovery phase; the stage of learning (Kardam, 2005; "WHO" 2020[d]).

Rules why hotels, the whole sector first then we apply find useful during a crisis:
Respect the role of the media. The public is usually willing to give the company the benefit of the doubt to explain themselves. Take responsibility. Being accountable is not taking the blame, it means stating how the hotel is rectifying the situation. Centralize information. The hotel should spread the information it receives and possesses, to the necessary levels of management. Establish a crisis team. Assume the worst that could happen and plan for it with the necessary procedures of action. Good Communication with employees let them know what a company is doing to contain a crisis because they are the organization's ambassadors in a storm. Use third parties to support your hotel. Use research to determine responses. Monitor the online platforms, which you give up-to-date information about the crisis and get your organization's story in the public (Reynolds, 2012; WTO, 2020[a]).

The last few months inspecting the world of tourism, hotels, restaurants, and hospitality in general, turn upside down so quickly (Lanz et al., 2020). In 2020, the coronavirus crisis ruptured societies around the globe (Martinez et al., 2020).

Hotels need to develop a prevention plan in order communicate to employees and guests to ensure success (Shkurti, 2020). Donald Trump spoke of coronavirus as the "Chinese virus" (Dan, 2020). False news ignores scientific evidence. The DNA sequences of the coronavirus are most closely related to viruses found in bats (Ashley, 2020).

Major social media platforms have their networks to ensure information is available to the public (ISI Foundation, 2020). Many strategies has been used the impact of the coronavirus crisis on social, national economies and policies (Hafiz et al., 2020). To soften the risk of the coronavirus crisis, some firms extended the use of digital activities and home office practices (Karabag, 2020).

The spread of the coronavirus has created a global communication (Karabag, 2019). Several countries have developed health, social and economic measures to minimize the effects of the coronavirus and enhance the crisis. How long the coronavirus impact will continue is unknown. The crisis size and rapidity of the coronavirus are bigger and more global impact (Cassidy, 2020). The challenge for the countries who are now dealing with large clusters or community transmission is not whether they can manage or not (Tabish, 2020). Large hotel chains are rarely so flexible (Reeves et al., 2020). Crisis is a major, unpredictable event that has potentially negative results (Barton, 2001, Shkurti, 2020).

Furlough of employees (wages partially supported by the state); Direct subsidies for one-person-enterprises and micro-enterprises; Grants from the state to businesses of a percentage of the salary fund; Cash-transfers for unemployed workers; Extension of layoffs in the case of seasonal workers; Reduction and/or deferral of social security contributions' payments; Flexible mechanisms for companies to support employees' costs and reduction of salaries taxes; Telework is encouraged, whenever possible and

schedule flexibility measures; Online training on digital transformation to support companies (World Tourism Organization "UNWTO", 2020; WHO, 2020^b).

Moreover, hotel and tourism businesses include the accommodation, food and beverage serving activities, passenger transportation, travel agencies and other reservation services activities. Moreover include cultural, sports, recreational activities, and other country-specific activities (The Newsletter of the Interagency Task Force on Statistics of International Trade in Services "FSITS", 2010; WHO, 2020^c).

Cost reduction

During the Coronavirus (COVID-19) crisis, hotels managers sought many ways to minimize their expenses. This goal could be accomplished via a multitude of recovery measures. The first way is to reduce investment in advertising and promotion. Second possible means of cutting costs is to reduce factor input costs **(Stafford, 2002).**

A time of crisis also warrants the step of lobbying for government financial support. The government may take notice of the plight and offer benefits such as interest-free loans or allow for a suspension of certain fees and charges.

Hotel could increase its patron's perceived value of dining there by adopting a combination through change of marketing mix and decrease perceived physical risk.

Hotels that prepare for a crisis should use a team approach. The use of teams is standard practice among leading corporations today (Alan, 2006).

Hotels should expect additional phases to the current epidemic and further epidemics. On the effectiveness of hotels responses to dynamic crises indicates that there is one flexible which is most predictive of eventual success – preparation and prevention. Prepare for the next phase of the current crisis or the next crisis **(Reeves et al., 2020).**

Build a Crisis team. Centralization of communication is the success key. Develop system to be followed for reporting of all departments. Develop and circulate a communicate system among all the team which includes WhatsApp group, telephone numbers and email addresses of all spokespersons. Initiate all team leaders' availability, Assuring guest and employees' safety. Communication with the team should be frequent, easy to understand and engage provide feedback. Let everybody know who the speaker person for information is; The Basics for Communicating with Media; Better to have a professional press office specialist. Be ready to answer questions such as how many guests are impacted? Who are they? Be honest and stick to the fact and Stay calm and stay on message **(Lanz et al., 2020).**

External Touch points for Sharing Information:

Keep website update. Post on the homepage and comprise date and time. Update all social sites back to your Hotel website. Share information via email lists and ensure addresses are updated. Share a very brief video from the manager that conveys empathy, the facts. Apply the technologies   to keep participants together and provide virtual however emotional support. Preempt rumors and answer the guest questions. Determine if or how the hotel can pay it forward regardless of the crisis. Be creative; stay relevant, functioning and helpful. Become a virtual central point or basis for the

public. Create ways to offer products and services maintain actions. Always maintain updates and contacts **(Lanz et al., 2020;** "WHO" 2020[c]**).**

Proactive Communications, Sales and Marketing Communicators should remain vigilant and modify marketing initiatives to be appropriate for the crisis and welcome guest back:

Update Profile Website makes sure you that look alive and ready to welcome guest back. Offer Value-Adds and encourage customers postpone reservations at a later date if at all possible. Update your hotel website so you can more easily be found with relevant keywords for the new paradigms of the returning business. Actively participate and help the guests. Share valuable things and information with the guest. Engage in chats with the public, offer to help societies; Ask for feedback and more ideas. Communicating with the community creates a co-creation of valuable content. Show the Guests your hotel willingness to help. The hotel Guests are vocal about your services and hospitality. If the hotel closes, maintain occasional, communications to show care and sympathy for the hotel employees and guests, and the industry (Lanz et al., 2020; "WHO" 2020[d]).

Advice for the public: The basic principles to reduce the general risk of transmission of acute respiratory infections include the following:

Avoid close contact with guest suffering; People should practice cough etiquette. Within health care facilities, enhance standard infection prevention and control practices in hotels (Lopez, 2020; "WHO" 2020[b]).

Hypotheses of the research

H1: There are no statistically significant differences between employees' job position categories with regard to guests' confidence in the part regarding the study dimensions such as "First dimension: Rules that hotel should find useful during a crisis; Second dimension: To what extent do hotels support workers to avoid new Corona virus?; Third dimension: The tourism and hospitality leaders and organizations support in Egypt; and Fourth dimension: the benefits".

H 2: There are statistically significant relationships between the dimensions of crisis management in Egyptian hotels in dealing with the emerging Coronavirus such as (Rules that hotel should find useful during a crisis; to what extent do hotels support workers to avoid new Corona virus, the tourism and hospitality leaders and organizations support in Egypt).

H3: There is no statistically significant effect of the crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19) dimensions (The influences of Rules that hotel should find useful during a crisis, extent do hotels support workers to avoid new Corona virus, and the tourism and hospitality leaders and organizations support in Egypt .") On guests' most influential factor to the on the benefits of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19).

To test the research hypotheses, the researchers used the following statistical tests:

1. Descriptive statistics (means, Frequencies, standard deviation, percentages, and ranks).
2. Kruskal-Wallis test
3. Pearson Correlation
4. Multible Linear regression

Materials and Methodology

In this research, the quantitative method; employees' questionnaire was used in order to achieve research objectives and rank the factors affecting   crisis management in Egyptian hotels and tourism in dealing with the emerging Coronavirus (COVID-19). The study focusses on the hotel factors importantly affecting to the importance of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19).

Questionnaires provide an effective way of gathering a large amount of data from a sizable population. The study questionnaire is divided into three parts; the items are about [1] Rules that hotel should find useful during a crisis; [2] To what extent do hotels support workers to avoid new Corona virus; [3] The tourism and hospitality leaders and organizations support in Egypt ; [4] the benefits of crisis management. The questionnaire was developed based on prior studies (Boin and McConnell, 2007; Mohammed, 2011; Reynolds, 2012; Lanz et al., 2020; Lopez, 2020). These items presented on five Point Likert scale (1) strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) strongly Agree.

A pilot study was conducted in this study in September 2020. The pilot study aimed to find out where and how could evaluate the importance of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19). The questionnaire was reviewed by some academics to found their suitability, clarity and to ease the understanding. Few alterations were suggested and then were implemented. The questionnaire was pre-tested to consider the respondent's considerate of scale items and to develop suitable scale items to confirm the validity and reliability of the research. For this purpose, a questionnaire was spread to a random sample of hotels departments' managers. 35 forms were distributed to plaintiffs who were asked to fill them only 30 questionnaires were valid to analyze by valid percentage 85, 71%.

Population and Sample

Four and five star hotels in Luxor and Aswan as they expected that they have high level and could carry the study aims and applying crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19) in Upper Egypt. Moreover, represent the utmost record of hotel crisis in this area. According to the guide of the Egyptian Hotel Association, (2014), there are 40 hotels in Luxor. Only 12 hotels of them are four and five star hotels. Moreover, there are 23 hotels in Aswan and only 8 hotels of them are four and five star hotels. See table 2.

Table 2
The characteristics of the investigated sample

No	Hotel name	Total Rooms	Category	Forms distributed
	Luxor			
1.	Ekhnaton Village	144	Four star	15
2.	Almoudira Hotel	54	Four star	10
3.	Luxor Hotel	306	Four star	15
4.	Iberotel Luxor Hotel	185	Four star	15
5.	Pyramisa Isis Luxor Hotel	480+time share	Four star	20
6.	Hilton Luxor Hotel and SPA	236	Five star	15
7.	Luxor Sheraton Hotel Resort	290	Five star	15
8.	Maritim Jolie Ville Kings Resort	334	Five star	20
9.	Sofitel Karnak Hotel	347	Five star	20
10.	Sofitel Winter Palace Hotel	234	Five star	15
11.	Sonesta St. George Hotel Luxor	322	Five star	15
12.	Steigen Berger Nile Palace Hotel	304	Five star	15
	Aswan			
1.	Basma Hotel Aswan	210	Four star	15
2.	Cleopatra Hotel	130	Four star	15
3.	Isis Hotel Aswan	104	Four star	15
4.	Amoun Village	50	Five star	10
5.	Mövenpick Resort Aswan	244	Five star	15
6.	Pyramisa Isis Island Hotel	447+time share	Five star	20
7.	New Cataract Hotel	62	Five star	10
8.	Sofitel old Cataract Hotel	76	Five star	10
9.	Questionnaire form			300

Source: The Egyptian Hotel Association "EHA" Guide (2020).

Data Collection

300 questionnaires were distributed to employees working in different jobs within different departments in investigated hotels only 264 questionnaires were valid and ready to analyse by percentage 88%. The aim of the questionnaire is to examine the importance of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19). The study was conducted from October 2020 till March 2021.

For this study, the data found is discussed by using the (SPSS) version (20.0) to describe the frequency, percentage, the mean and standard deviation to see the relevant aspects. Moreover, Pearson correlation analysis which represents proposed liner relationships, all the research hypotheses was fully supported.

Instrument Reliability

The Cronbach's alpha correlation coefficient was calculated to determine the internal consistency of the scale. For all scales, The Cranach Alpha reliability was computed, and the tests showed that the reliability coefficient for all the instruments were from.901 to 0.978, and this indicates that the instrument is reliable. Cronbach's alpha for survey instruments is shown in table 3:

Table 3
Reliability Statistics No. of respondents (264)

		Cronbach's alpha	No. of Items
Average A	First dimension: Rules that hotel should find useful during a crisis.	.955	15
Average B	Second dimension: To what extent do hotels support workers to avoid new Corona virus?	.976	24
Average C	Third dimension: The tourism and hospitality leaders and organizations support.	.926	9
Average D	Fourth dimension: the benefits.	.901	11
	Total	.978	59

Results and Discussion

Results of the employees' Questionnaire

Concerning the demographic data, it was found that, regarding the gender it was found that the majority of Luxor and Aswan employees are male that represent 99.2 % of respondents due to the town habits and traditions. Concerning the age 55.3% of respondents less than 35 years old. This indicated that some employees' segments are youth. Concerning the Job, the results shows that most of the respondents 43.9 % were employees. Regarding the respondents department it has been clarified that most of the respondents 47.3 % were belong to Food and beverages department. Moreover, most of the respondents have high level of education by (58.7 %) were have University degree; the finding showed that most of the investigated gained sufficient level of education. Results are presented in table 3.

Table 3
Luxor and Aswan tourism companies and hotels employees' profile analysis

Demographic data	Freq.	%
Gender		
Male	262	99.2
Female	2	.8
Total	264	100.0
Age		
From 20 years to less than 35 years	146	55.3
From 35 years to less than 45 years	98	37.1
From 45 years and over	20	7.6
Total	264	100.0
Job		
Employee	116	43.9

Supervisor	102	38.6
Department head	38	14.4
Manager	8	3.0
Total	264	100.0
Department		
Food and beverages	125	47.3
Rooms division	89	33.7
Other	50	18.9
Total	264	100.0
Educational Level		
Master's degree or PhD	8	3.0
University degree	155	58.7
High school	58	22.0
Middle certification	35	13.3
Another	8	3.0
Total	264	100.0

The choices that most truthfully tells how the respondents feel about those statements

Respondents feeling about those statements: Tables (3-7) Clarify whether the respondents from strongly disagree (1) to strongly agree (5) using a 1-5 Likert scale.

List the mean scores of the respondents' opinion regarding evaluating the importance of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19), the results showed that:

A. Concerning the respondents 'opinion toward the first dimension: Rules that hotel should find useful during a crisis the results showed that:

Build a crisis team and appoint a speaker is the first efficiency average by a percentage of (99.84%), with a mean (4.99) and STD (0.09). This indicated that the importance of Build a crisis team. Regarding 2nd agree position were both for the best communicate with employees let them know what a hotel is doing to contain a crisis because they are the organization's ambassadors in a storm. And Assuring guest and employees' safety; offer statements about incident policies and procedures. By a percentage of (99.54%) with a mean (4.98) and STD (0.15). this indicated the importance of assuring guest and employees' safety. In the 3rd position both of Assume the worst that could happen and plan for it with the necessary procedures of action. And engage provide feedback.by a percentage of (99.24%) as agree average, with a mean (4.96) and STD (0.19).

Concerning the 4th level agrees average was (99.10%) regarding agree with that Communicate, communicate, and communicate. The public is usually willing to give the hotel the benefit of the doubt to explain them with mean (4.95) and STD (0.21). In the 5th position was that keep website update, by a percentage of (98. 78%) as an agree average, with a mean (4.94) and STD (0.24). In accordance with the 6th acceptance average level was that update all social sites back to your Hotel website. With (98.48%) average, mean (4.92) and STD (0.27). In the 7th position which was

Use research to determine responses, by a percentage of (98.18%) as agree average, with a mean (4.91) and STD (0.29). Regarding the 8th priority to the respondents was building a website with which you give up-to-date information about the crisis and gets your organization's story in the public. With agree average level (97.88%), mean was (4.89), and STD (0.31).

Followed in the 9th importance level with (97.58%) as an acceptance average were in hotels respect the role of the media with a mean (4.88) and STD (0.33). Concerning the 10th agree level which was Take responsibility. Being accountable is not taking the blame, it means stating how the hotel rectifying the situation, by average (97.42%), with STD (0.34) and mean (4.87). In accordance with the 11th acceptance, average level was Centralize information. The hotel should spread the information it receives and possesses, to the necessary levels of management. With (97.28%) average, mean (4.86) and STD (0.34). Concerning the 12th level agrees average was (96.66 %) regarding agree with that Use third parties to support you. with a mean (4.83) and STD (0.37). Regarding the last position, monitor the online platforms, Achieved the 13th level by average acceptance (95.98 %) with a mean (4.80) and STD (0.40).

Regarding Rules that hotel should find useful during a crisis these indicate that the importance of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19); almost all respondents acknowledged that crisis management help in the teaching process to counter the emerging Coronavirus. This shows that teaching aids are a vital element in confirming Egyptian hotels in dealing with the emerging. This agreed with "Abas, 2004; Gundel, 2005; Mohammed, 2011; Karabag, 2020; Lopez, 2020; Reeves et al., 2020".

Table 4

The respondents' feeling about those statements: The first dimension: Rules that hotel should find useful during a crisis

No.	Scale Item	Strongly disagree %	Disagree %	Uncertain %	Agree %	Strongly agree %	Mean	Std. Deviation	Weighted Average (%)	Ranking over all
1.	Assume the worst that could happen and plan for it with the necessary procedures of action.	0	0	0	3.8	96.2	4.96	0.19	99.24	3*
2.	For the best communicate with employees let them know what a hotel is doing to contain a crisis because they are the organization's ambassadors in a storm.	0	0	0	2.3	97.7	4.98	0.15	99.54	2*
3.	Use third parties to support you.	0	0	0	16.7	83.3	4.83	0.37	96.66	12
4.	Use research to determine responses.	0	0	0	9.1	90.9	4.91	0.29	98.18	7
5.	Monitor the online platforms.	0	0	0	20.1	79.9	4.80	0.40	95.98	13
6.	Create a website with which you give up-to-date information about the crisis and get your organization's story in the public.	0	0	0	10.6	89.4	4.89	0.31	97.88	8
7.	Build a Crisis team and appoint a speaker.	0	0	0	.8	99.2	4.99	0.09	99.84	1
8.	Assuring guest and employees' safety.	0	0	0	2.3	97.7	4.98	0.15	99.54	2*
9.	Engage provide feedback.	0	0	0	3.8	96.2	4.96	0.19	99.24	3*
10.	Communicate, communicate, and communicate. The public is usually willing to give the hotel the benefit of the doubt to explain them.	0	0	0	4.5	95.5	4.95	0.21	99.10	4
11.	Take responsibility. Being accountable is not taking the blame, no, it means stating how the hotel rectifying the situation.	0	0	0	12.9	87.1	4.87	0.34	97.42	10
12.	Centralize information. The hotel should spread the information it receives and possesses, to the necessary levels of management.	0	0	0	13.6	86.4	4.86	0.34	97.28	11
13.	Respect the role of the media.	0	0	0	12.1	87.9	4.88	0.33	97.58	9
14.	keep website update	0	0	0	6.1	93.9	4.94	0.24	98.78	5
15.	Update all social sites back to your Hotel website.	0	0	0	7.6	92.4	4.92	0.27	98.48	6

B. Concerning the second dimension: To what extent do hotels support workers to avoid new Corona virus the result showed that:

In the 1st position the hotel provides the necessary sterilizers, disinfectants and alcohol to combat Corona virus, by a percentage of (98.48 %) as agree weighted average, with a mean (4.92) and STD (0.27). Regarding the 2nd agree average was the hotel publishes health and safety information among the staff, by a percentage of (98.04%) with a mean (4.90) and STD (0.30). In the 3rd position the hotel provides free devices and equipment needed to detect viruses and infectious diseases, by a percentage of (97.88 %) as efficiency average, with a mean (4.89) and STD (0.31).

Concerning the 4th level agrees average was (47.79%) regarding agree with that the hotel provides free protective equipment, including gloves and masks to protect from viruses with mean (4.84) and STD (0.36). In accordance with the 5th acceptance average level was that the hotel allows unpaid vacations instead of layoffs. With (96.44 %) average, mean (4.82) and STD (0.38). Regarding the 6th priority to the respondents was the hotel provides occupational health and safety measures. With agree average weigh level (95.76%), mean was (4.79), and STD (0.41). The hotel provides care and support to injured and affected staff. Coming in the 7th priority to the respondents with agree average weigh level (93.10 %), mean was (4.66) and STD (0.62); Followed in the 8th importance with (90.30 %) as acceptance averages with the hotel were improving the health insurance system against diseases with a mean (4.52) and STD (0.67).

Also, concerning the 9th agreed level was the hotel allows paid leave for employees.by average (85.84 %), with STD (0.80) and means (4.29). Concerning the 10th level agrees average was (84.70 %) regarding agree with that The hotel provides flexibility in time and duration of work, such as reducing working hours, part-time work, reducing weekdays to three days, and working from home. with mean (4.23) and Std (0.85). Regarding   The hotel has no intention of freezing wages and salaries achieved the 11th level by average acceptance (83.78 %) with a mean (4.19) and STD (0.83). Regarding the hotel provides medical care to the employees achieved the 12th level by average acceptance (82.80%) with mean (4.14) and STD (0.87). In the 13th position is the hotel carries out training and educational courses for employees on epidemic prevention, by a percentage of (80.62%) as agree average, with a mean (4.03) and STD (0.72).

Furthermore, regarding the 14th position are the hotel reserves all employees with permanent contracts.by a percentage of (76.06 %) as agree average, with a mean (3.80) and STD (0.71). In the 15th position was that the hotel transfers employees to new jobs or departments within the same hotel to help face the crisis, by a percentage of (73.78%) as agree average, with a mean (3.69) and STD (0.75). In the 16th position were   the hotel supports social security for employees by a percentage of (72.12 %) as agree average, with a mean (3.61) and STD (0.77). In the 17th position were the hotel focuses on retaining highly talented and skilled workers, by a percentage of (69.32%) as agree average, with mean (3.47) and STD (0.63).   In accordance to the 18th acceptance average level was the hotel trains employee to do more than one job.

With (68.26 %) average, mean (3.41) and STD (0.49). Concerning the 19th level agrees average was (55.32 %) regarding agree with that the hotel supports a clear and frank communication strategy with workers during the crisis. with mean (2.77) and STD (0.59).

Moreover, regarding the hotel enhances and takes care of raising the morale and entertainment of the workers, especially the injured achieved the 20th level by average acceptance (52.58 %) with a mean (2.63) and STD (0.48). Regarding   the hotel offers employees health care subsidies and reductions achieved the 21st level by average acceptance (52.34%) with mean (2.62) and STD (0.49). Regarding 22nd agree average were the hotel trains all employees on how to communicate effectively in times of various disasters.by a percentage of (50.08%) with a mean (2.50) and Std (0.50). In the 23rd position were Risk management and crisis management within the limits of the tasks of the hotel's top management by a percentage of (45.54%) as efficiency average, with a mean (2.28) and STD (0.45). Finally, in accordance to the 24th acceptance average level were managers in the business have enough resources to accomplish service quality management strategies with (45.30 %) average, mean (2.27) and STD (0.44).

These indicate **To what extent do hotels support workers to avoid new Corona virus**: The hotel provides the necessary sterilizers, disinfectants and alcohol to combat Corona virus; the hotel publishes health and safety information among the staff, the hotel provides free devices and equipment needed to detect viruses and infectious diseases; the hotel provides free protective equipment, including gloves and masks to protect from viruses. The hotel allows unpaid vacations instead of layoffs. Hotel provides occupational health and safety measures. The hotel provides care and support to injured and affected staff. The hotel is improving the health insurance system against diseases.

The hotel allows paid leave for employees. The hotel provides flexibility in time and duration of work, such as reducing working hours, part-time work, reducing weekdays to three days, and working from home. The hotel has no intention of freezing wages and salaries. The hotel provides medical care to the employees. The hotel carries out training and educational courses for employees on epidemic prevention.

The hotel reserves all employees with permanent contracts. The hotel transfers employees to new jobs or departments within the same hotel to help face the crisis. The hotel supports social security for employees. The hotel focuses on retaining highly talented and skilled workers. Was the hotel trains employee to do more than one job? The hotel supports a clear and frank communication strategy with workers during the crisis.

The hotel enhances and takes care of raising the morale and entertainment of the workers, especially the injured. The hotel offers employees health care subsidies and reductions. The hotel trains all employees on how to communicate effectively in times of various disasters, Risk management and crisis management within the limits of the tasks of the hotel's top management. Managers in the business have enough resources to accomplish service quality management strategies. This agreed with "Alewa, 2003; Kardam, 2005; Reynolds, 2012; Fuchs, 2020[a]; Karabag, 2020".

Table 5

the respondents' feeling about those statements: The second dimension: To what extent do hotels support workers to avoid new Corona virus

No.	Scale Item	Strongly disagree %	Disagree %	Uncertain %	Agree %	Strongly agree %	Mean	Std. Deviation	Weighted Average (%)	Ranking over all
1.	The hotel offers employees health care subsidies and reductions.	0	38.3	61.7	0	0	2.62	0.49	52.34	21
2.	The hotel is improving the health insurance system against diseases.	0	0	9.8	28.4	61.7	4.52	0.67	90.30	8
3.	The hotel supports social security for employees.	0	0	56.4	26.1	17.4	3.61	0.77	72.12	16
4.	The hotel provides free devices and equipment needed to detect viruses and infectious diseases.	0	0	0	10.6	89.4	4.89	0.31	97.88	3
5.	The hotel provides free protective equipment, including gloves and masks to protect from viruses.	0	0	0	15.5	84.5	4.84	0.36	96.90	4
6.	The hotel provides the necessary sterilizers, disinfectants and alcohol to combat Corona virus.	0	0	0	7.6	92.4	4.92	0.27	98.48	1
7.	The hotel provides care and support to injured and affected staff.	0	0	7.6	19.3	73.1	4.66	0.62	93.10	7
8.	The hotel provides occupational health and safety measures.	0	0	0	21.2	78.8	4.79	0.41	95.76	6
9.	The hotel publishes health and safety information among the staff.	0	0	0	9.8	90.2	4.90	0.30	98.04	2
10.	The hotel provides medical care to the employees.	0	0	31.4	22.7	45.8	4.14	0.87	82.80	12
11.	The hotel reserves all employees with permanent contracts.	0	0	37.1	45.5	17.4	3.80	0.71	76.06	14
12.	The hotel reserves all employees with temporary contracts.	0	73.5	26.5	0	0	2.27	0.44	45.30	24
13.	The hotel transfers employees to new jobs or departments within the same hotel to help face the crisis.	0	0	48.5	34.1	17.4	3.69	0.75	73.78	15

No.	Scale Item	Strongly disagree %	Disagree %	Uncertain %	Agree %	Strongly agree %	Mean	Std. Deviation	Weighted Average (%)	Ranking over all
14.	The hotel allows paid leave for employees.	0	0	21.2	28.4	50.4	4.29	0.80	85.84	9
15.	The hotel allows unpaid vacations instead of layoffs.	0	0	0	17.8	82.2	4.82	0.38	96.44	5
16.	The hotel provides flexibility in time and duration of work, such as reducing working hours, part-time work, reducing weekdays to three days, and working from home.	0	0	26.9	22.7	50.4	4.23	0.85	84.70	10
17.	The hotel focuses on retaining highly talented and skilled workers.	0	0	61.0	31.4	7.6	3.47	0.63	69.32	17
18.	The hotel enhances and takes care of raising the morale and entertainment of the workers, especially the injured.	0	37.1	62.9	0	0	2.63	0.48	52.58	20
19.	The hotel supports a clear and frank communication strategy with workers during the crisis.	0	31.4	60.2	8.3	0	2.77	0.59	55.32	19
20.	The hotel has no intention of freezing wages and salaries.	0	0	26.9	27.3	45.8	4.19	0.83	83.78	11
21.	The hotel trains employees to do more than one job.	0	0	58.7	41.3	0	3.41	0.49	68.26	18
22.	The hotel trains all employees on how to communicate effectively in times of various disasters.	0	49.6	50.4	0	0	2.50	0.50	50.08	22
23.	The hotel carries out training and educational courses for employees on epidemic prevention.	0	0	24.6	47.7	27.7	4.03	0.72	80.62	13
24.	Risk management and crisis management within the limits of the tasks of the hotel's top management.	0	72.3	27.7	0	0	2.28	0.45	45.54	23

C. Concerning the third dimension: The tourism and hospitality leaders and organizations support in Egypt the results showed that:

Regarding the 1st priority to the respondents was Need to avoid overlapping mandates between policies of the tourism and hospitality in Egypt with agree average weigh level (99.84%), the mean was (4.99) and Std (0.09). Followed in the 2nd importance with (99.70 %) as an acceptance average by Hotels' lacks a crisis management plan, natural resources and their specializations and among the most important of these resources are the skills and expertise specialized in this field. with a mean (4.98) and STD (0.12). Concerning the 3rd agreed level were both of the absence of a sustainable strategy in the Ministry of Tourism and hospitality. And Need of an accurate system for monitoring the performance of hospitality experts.by average (99.24 %), with STD (0.19) and mean (4.96).

Moreover, in the 4th position was multiple supervisory authorities for tourist and hospitality facilities in Egypt by a percentage of (99.10 %) as agree average, with a mean (4.95) and STD (0.21). In the 5th positionalities was Need to avoid Lack of clarity of vision of the crisis management committee and avoid conflicting decisions and ensure their implementation of the tourism and hospitality in Egypt, by a percentage of (98.48%) as agree average, with a mean (4.39) and STD (0.27). Regarding 6th agree to average Ensure data updated for the Tourism and hospitality by a percentage of (98.48%) with a mean (4.92) and STD (0.27). Need to keep pace with international hospitality standards in competition coming in the 7th priority to the respondents by a percentage of (97.12 %) with a mean (4.86) and STD (0.35).

Results showed that: The tourism and hospitality leaders and organizations support.

Regarding the most important priorities to the respondents were: Need to avoid overlapping mandates between policies of the tourism and hospitality in Egypt. Hotels' lacks of a crisis management plan, natural resources and their specializations and among the most important of these resources are the skills and expertise specialized in this field. The absence of a sustainable strategy in the Ministry of Tourism and hospitality, and Need of an accurate system for monitoring the performance of the strategies and hospitality provided it is formulated in cooperation with tourism and hospitality experts; Multiple supervisory authorities for tourist and hospitality facilities in Egypt . Need to avoid Lack of clarity of vision of the crisis management committee and avoid conflicting decisions and ensure their implementation of the tourism and hospitality in Egypt. Ensure data updated for the Tourism and hospitality. Need to keep pace with international hospitality standards in competition. This agreed with "Al-Khudairi, 2003; Gundel, 2005; Reeves et al., 2020; WHO, 2020[a]".

Table 6

the respondents' feeling about those statements: The third dimension: The tourism and hospitality leaders and organizations support.

No.	Scale Item	Strongly disagree %	Disagree %	Uncertain %	Agree %	Strongly agree %	Mean	Std. Deviation	Weighted Average (%)	Ranking over all
1.	Need to avoid overlapping mandates between policies of the tourism and hospitality in Egypt.	0	0	0	.8	99.2	4.99	0.09	99.84	1
2.	Multiple supervisory authorities for hospitality facilities in Egypt...	0	0	0	4.5	95.5	4.95	0.21	99.10	4
3.	Need to avoid Lack of clarity of vision of the crisis management committee and avoid conflicting decisions and ensure their implementation of the tourism and hospitality in Egypt.	0	0	0	7.6	92.4	4.92	0.27	98.48	5*
4.	The absence of a sustainable strategy in the Ministry of Tourism and hospitality.	0	0	0	3.8	96.2	4.96	0.19	99.24	3*
5.	Need of an accurate system for monitoring the performance of hospitality experts.	0	0	0	3.8	96.2	4.96	0.19	99.24	3*
6.	Follow up on sector performance and applying the decisions correctly.	0	0	0	8.3	91.7	4.92	0.28	98.34	6
7.	Ensure data updated for the Tourism and hospitality.	0	0	0	7.6	92.4	4.92	0.27	98.48	5*
8.	Need to keep pace with international hospitality standards in competition	0	0	0	14.4	85.6	4.86	0.35	97.12	7
9.	Hotels' lacks of a crisis management plan, natural resources and their specializations and among the most important of these resources are the skills and expertise specialized in this field.	0	0	0	1.5	98.5	4.98	0.12	99.70	2

D. Concerning the fourth dimension: the benefits, the results showed that:

In the 1st position is that the implementation of crisis management programs positively affects the knowledge, attitudes and practices of hotel employees, by a percentage of (99.84 %) as agree weighted average, with a mean (4.99) and STD (0.09). Regarding the 2nd agree average was the optimal use and protection of the hotel's resources cannot be achieved in the absence of a successful and qualified management to face risks by a percentage of (99.54%) with a mean (4.98) and STD (0.15). The 3rd position was that booking online is better than the traditional way of booking a hotel room, by a percentage of (99.24%) as efficiency average, with a mean (4.96) and STD (0.19). Concerning the 4th level agrees average was (99.10%) regarding agreeing with that Crisis management programs have the effect of supporting awareness of Coronavirus, to avoid it with mean (4.95) and STD (0.21). In accordance with the 5th acceptance average level was Crisis management programs have a positive effect on avoiding corona. With (98.94 %) average, mean (4.95) and STD (0.22). Supports crisis management programs to avoid corona and reduce costs coming in the 6th priority to the respondents with agree average weigh level (98.48%), mean was (4.92), and STD (0.27).

Crisis management programs affect avoiding corona and save lives achieved the 7th level by average acceptance (98.78%) with a mean (4.94) and STD (0.24). Followed in the 8th importance with (98.34%) as an acceptance level average with crisis management help to prevent diseases and protects health and life with a mean (4.92) and STD (0.28). Also, concerning the 9th agreed level were both of Knowledge, attitudes and practices related to crisis management increase hotel safety. And booking online has influenced the traditional way of booking hotels by average (98.04%), with STD (0.30) and mean (4.90). Concerning the 10th level agrees average was (79.86 %) regarding agree with that Guests prefer to stay in hotels, especially these days, in light of the presence of the Corona. with mean (4.46) and Std (0.75). This agreed with this agreed with (Boin and McConnell, 2007; Mohammed, 2011; Reynolds, 2012; Lanz et al., 2020; Lopez, 2020).

Regarding the benefits, the results showed that: The implementation of crisis management programs positively affects the knowledge, attitudes and practices of hotel employees. The optimal use and protection of the hotel's resources cannot be achieved in the absence of a successful and qualified management to face risks. Booking online is better than the traditional way of booking a hotel room. Crisis management programs have the effect of supporting awareness of Coronavirus, to avoid it. Crisis management programs have a positive effect on avoiding corona. Supports crisis management programs to avoid corona and reduce costs. Crisis management programs affect avoiding corona and save lives. Crisis management helps prevent diseases and protects health and life . Knowledge, attitudes and practices related to crisis management increase hotel safety. And booking online has influenced the traditional way of booking hotels. Guests prefer to stay in hotels, especially these days, in light of the presence of the Corona. This agreed with (Boin and McConnell, 2007; Mohammed, 2011; Reynolds, 2012; Lanz et al., 2020; Lopez, 2020).

Table 7

the respondents' feeling about those statements: The fourth dimension: the benefits

No.	Scale Item	Strongly disagree %	Disagree %	Uncertain %	Agree %	Strongly agree %	Mean	Std. Deviation	Weighted Average (%)	Ranking over all
1.	The implementation of crisis management programs positively affects the knowledge, attitudes and practices of hotel employees.	0	0	0	.8	99.2	4.99	0.09	99.84	1
2.	Crisis management programs have a positive effect on avoiding corona.	0	0	0	5.3	94.7	4.95	0.22	98.94	5
3.	Crisis management programs have the effect of supporting awareness of Coronavirus, to avoid it.	0	0	0	4.5	95.5	4.95	0.21	99.10	4
4.	Crisis management programs affect avoiding corona and save lives	0	0	0	6.1	93.9	4.94	0.24	98.78	7
5.	Supports crisis management programs to avoid corona and reduce costs	0	0	0	7.6	92.4	4.92	0.27	98.48	6
6.	Crisis management helps prevent diseases and protects health and life	0	0	0	8.3	91.7	4.92	0.28	98.34	8
7.	Knowledge, attitudes and practices related to crisis management increase hotel safety.	0	0	0	9.8	90.2	4.90	0.30	98.04	9*
8.	Guests prefer to stay in hotels, especially these days, in light of the presence of the Corona.	0	0	15.5	22.7	61.7	4.46	0.75	79.86	10
9.	booking online has influenced the traditional way of booking hotels	0	0	0	9.8	90.2	4.90	0.30	98.04	9*
10.	booking online is better than the traditional way of booking a hotel room	0	0	0	3.8	96.2	4.96	0.19	99.24	3
11.	The optimal use and protection of the hotel's resources cannot be achieved in the absence of a successful and qualified management to face risks.	0	0	0	2.3	97.7	4.98	0.15	99.54	2

Regarding the main dimensions the importance of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19):

Results in the table (8) showed that the respondents are aware of the important factor evaluating the role of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19) and ranking them as follows: The 1st ranking level is the Third dimension: The tourism and hospitality leaders and organizations support in Egypt with a mean (4.94) and Std. Deviation (.18). Moreover, the first dimension: teaching aids in higher education achieving the second position, with a Mean (4.00) and Std. Deviation (.50). Followed in the 3rd ranking level is Fourth dimension: the benefits, with a Mean (4.89) and Std. Deviation (.22) ; Finally, The Second dimension: To what extent do hotels support workers to avoid new Corona virus Were in the 4th position with a Mean (3.84) and Std. Deviation (.48).

Table (8)
Dimensions the importance of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19) (N 264).

Code	Dimension	Mean		Std. Deviation	
		Statistic	Std. Error	Statistic	Rank
average A	First dimension: Rules that hotel should find useful during a crisis.	4.9159	.01315	.21364	2
Average B	Second dimension: To what extent do hotels support workers to avoid new Corona virus?	3.8450	.02955	.48018	4
Average C	Third dimension: The tourism and hospitality leaders and organizations support.	4.9419	.01127	.18306	1
Average D	Fourth dimension: the benefits.	4.8981	.01383	.22466	3

Test of hypotheses
To test the **first** hypothesis of the research, Kruska-wallis test was used, Kruska-wallis test used if we have scale variables and nominal variables, it tests whether the mean ranks are similar in all the groups (McDonald, J, 2014). The findings showed as follow:

Table 9
Statistical significant differences between the employees' job position   categories with regard to the study dimensions

	job	N	Mean Rank	Chi-Square	Asymp. Sig.
Rules that hotel should find useful during a crisis.	Employee	116	98.69	82.908	.000
	Supervisor	102	159.00		
	Department manager	38	159.00		
	Manager	8	159.00		
Extent do hotels support workers to avoid new Corona virus.	Employee	116	68.74	185.478	.000
	Supervisor	102	155.85		
	Department manager	38	238.76		
	Manager	8	254.50		
The tourism and hospitality leaders and organizations support.	Employee	116	108.26	56.008	.000
	Supervisor	102	151.50		
	Department manager	38	151.50		
	Manager	8	151.50		
The benefits.	Employee	116	68.07	195.749	.000
	Supervisor	102	183.00		
	Department manager	38	183.00		
	Manager	8	183.00		

From the previous table it showed that
Regarding Rules that hotel should find useful during a crisis showed that: sig. value is (0.000) that means that there are significant differences between the employees' job position categories with regard to Rules that hotel should find useful during a crisis. This finding confirms that the effect of Rules that hotel should find useful during a crisis is difference regardless of employees' department. This result referred that the first hypothesis of the research was not accepted.

Regarding extent do hotels support workers to avoid new Corona virus results showed that: sig. value is (0.000) that means that there are significant differences between the employees' job position categories with regard to extent do hotels support workers to avoid new Corona virus. This finding confirms that the effect of the extent do hotels support workers to avoid new Corona virus is difference regardless of employees' job position. This result referred that the first hypothesis of the research was not accepted.

Regarding the tourism and hospitality leaders and organizations support in Egypt. Results showed that: sig. value is (0.000) that means that there are significant differences between the employees' job position categories with regard to the tourism and hospitality leaders and organizations support in Egypt. This finding confirms that the tourism and hospitality leaders and organizations support in Egypt is difference

regardless of employees' job position. This result referred that the first hypothesis of the research was not accepted.

Regarding the benefits Results showed that: sig. value is (0.000) that means that there are significant differences between the employees' job position categories with regard to the benefits. This finding confirms that the benefits are difference regardless of employees' job position. This result referred that the first hypothesis of the research was not accepted.

To test the **second** hypothesis of the research, Pearson Correlation was used. The results showed as follow:

Regarding the research hypothesis test H3, there are statistically significant relationships between the dimensions of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19) (Rules that hotel should find useful during a crisis; To what extent do hotels support workers to avoid new Corona virus; The tourism and hospitality leaders and organizations support in Egypt). Results showed that there is a significant correlation between the guests' most influential factor of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19). With (r) values ranging from (0.650**to (0.973**) (p<.01) **. Correlation is significant at the 0.01 level (1-tailed).

Table 10
Correlation between the dimensions

		Average A	Average B	Average C	Average D
Rules that hotel should find useful during a crisis.	Pearson Correlation	1			
	Sig. (1-tailed)				
Extent do hotels support workers to avoid new Corona virus.	Pearson Correlation	.650**	1		
	Sig. (1-tailed)	.000			
The tourism and hospitality leaders and organizations support.	Pearson Correlation	.956**	.546**	1	
	Sig. (1-tailed)	.000	.000		
The benefits.	Pearson Correlation	.973**	.685**	.969**	1
	Sig. (1-tailed)	.000	.000	.000	
**. Correlation is significant at the 0.01 level (1-tailed).					

To test the **third** hypothesis of the research, multiple regression coefficients were used to determine the influence of: Rules that hotel should find useful during a crisis; extent do hotels support workers to avoid new Corona virus; The tourism and hospitality leaders and organizations support in Egypt on guests' most influential factor to the on the benefits of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19). The results showed as follow:

Table 11
Multiple regression coefficients for influence of the research dimensions on the benefits of crisis management in Egyptian hotels in dealing with the emerging Coronavirus

Model	R	R^2	Beta	T	ANOVA Sig.
(Constant)	.989a	.978		- 9.110-	0.000
Rules that hotel should find useful during a crisis.			0.283		
Extent do hotels support workers to avoid new Corona virus.			0.172	7.752 13.457	
The tourism and hospitality leaders and organizations support.			0.604	18.208	
a. Predictors: (Constant), averageC, averageB, averageA a. Dependent Variable: Benefits					

From tables (11), it showed that (R) value (0. 989a) referred that there is a median degree of correlation between "Rules that hotel should find useful during a crisis; extent do hotels support workers to avoid new Corona virus; The tourism and hospitality leaders and organizations support in Egypt, as well as the coefficient of determination (R^2) is (0. 978), suggesting that 97.8% of the variation of intended the benefits was explained by independent variables. ANOVA Sig. (0.000) indicated that the dimensions of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19) such as" Rules that hotel should find useful during a crisis; Second dimension: extent do hotels support workers to avoid new Corona virus, and The tourism and hospitality leaders and organizations support in Egypt . Have a significant influence on Fourth dimension: the benefits. This result referred that the fourth hypothesis of the research was not accepted. The following equation can be inferred to predict the guests' behavioral intention from independent variables (Rules that hotel should find useful during a crisis; extent do hotels support workers to avoid new Corona virus; The tourism and hospitality leaders and organizations support in Egypt. on the benefits as follow:

Equation 1
The influences of Rules that hotel should find useful during a crisis, extent do hotels support workers to avoid new Corona virus, and the tourism and hospitality leaders and organizations support in Egypt on the benefits.

Benefits= 1.059
Rules that hotel should find useful during a crisis. + 0.283
Extent do hotels support workers to avoid new Corona virus + 0.172
The tourism and hospitality leaders and organizations support + 0.604

Source: researchers design

The study model
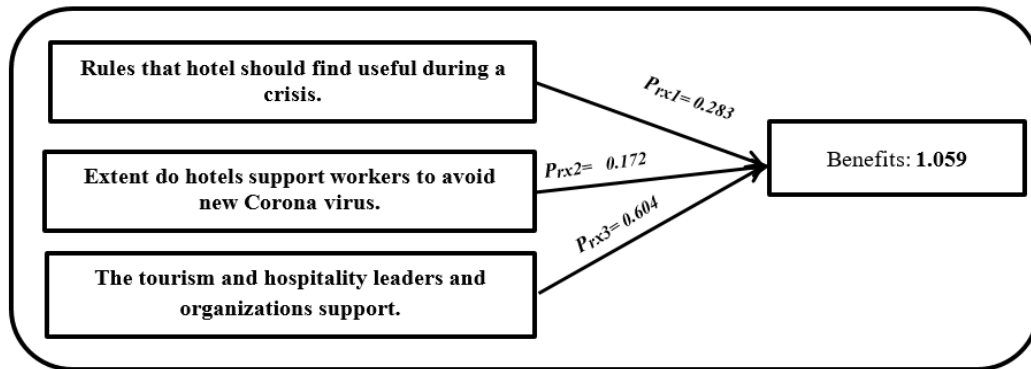From the results of table (11) **it can be suggested the following model:**

Fig.1. The study model

Discussion

Concerning the respondents 'opinion toward the first dimension: Rules that hotel should find useful during a crisis the results showed that the most efficiency averages: Build a Crisis team and appoint a speaker. This indicated that the importance of build a crisis team. The best communicates with employees let them know what a hotel is doing to contain a crisis because they are the organization's ambassadors in a storm and Assuring guest and employees' safety. This indicated the importance of assuring guest and employees' safety. Assume the worst that could happen and plan for it with the necessary procedures of action. And engage provide feedback. Communicate, communicate, and communicate. The public is usually willing to give the hotel the benefit of the doubt to explain them. Keep website update. Update all social sites back to your Hotel website.

Moreover, use research to determine responses. Create a website with which you give up-to-date information about the crisis and get your organization's story in the public. Respect the role of the media. Take responsibility. Being accountable is not taking the blame, no, it means stating how the hotel rectifying the situation. Centralize information. The hotel should spread the information it receives and possesses, to the necessary levels of management. Use third parties to support you. Monitor the online platforms. This agreed with (Abas, 2004; Gundel, 2005; Mohammed, 2011; Karabag, 2020; Lopez, 2020; Reeves et al., 2020).

To what extent do hotels support workers to avoid new Corona virus the result showed that: In the 1st position the hotel provides the necessary sterilizers, disinfectants and alcohol to combat Corona virus, Regarding the 2nd agree average was the hotel publishes health and safety information among the staff, In the 3rd position the hotel provides free devices and equipment needed to detect viruses and infectious diseases. Concerning the 4th level agrees average with that the hotel provides free protective equipment, including gloves and masks to protect from viruses. In accordance with the 5th acceptance average level was that the hotel allows unpaid vacations instead of layoffs. Regarding the 6th priority to the respondents was the hotel provides occupational health and safety measures. The hotel provides care and support to injured and affected staff coming in the 7th priority to the respondents.

Followed in the 8th importance by the hotel is improving the health insurance system against diseases. This agreed with ""WHO" 2020[a]; "WHO" 2020[c]".

Concerning the 9th agreed level was the hotel allows paid leave for employees. Concerning the 10th level agrees with that the hotel provides flexibility in time and duration of work, such as reducing working hours, part-time work, reducing weekdays to three days, and working from home. Regarding the hotel has no intention of freezing wages and salaries achieved the 11th level. Regarding the hotel provides medical care to the employees achieved the 12th level. In the 13th position is the hotel carries out training and educational courses for employees on epidemic prevention.

Regarding the 14th position are the hotel reserves all employees with permanent contracts. In the 15th position was that the hotel transfers employees to new jobs or departments within the same hotel to help face the crisis. In the 16th position were the hotel supports social security for employees. In the 17th position were the hotel focuses on retaining highly talented and skilled workers. In accordance to the 18th acceptance average level was the hotel trains employee to do more than one job. Concerning the 19th level agrees with that the hotel supports a clear and frank communication strategy with workers during the crisis.

Regarding the hotel enhances and takes care of raising the morale and entertainment of the workers, especially the injured. Achieved the 20th level regarding the hotel offers employees health care subsidies and reductions achieved the 21st level. Regarding 22nd agree average were the hotel trains all employees on how to communicate effectively in times of various disasters. In the 23rd position were Risk management and crisis management within the limits of the tasks of the hotel's top management. Finally, in accordance to the 24th acceptance average level were managers in the business have enough resources to accomplish service quality management strategies. This agreed with "Alewa, 2003; Kardam, 2005; Reynolds, 2012; Fuchs, 2020[b]; Karabag, 2020".

Results showed that: The tourism and hospitality leaders and organizations support.

Regarding the 1st priority to the respondents was needed to avoid overlying mandates between policies of the tourism and hospitality in Egypt. Followed in the 2nd importance with (99.70 %) as an acceptance average by Hotels' lacks of a crisis management plan, natural resources and their specializations and among the most important of these resources are the skills and expertise specialized in this field. Concerning the 3rd agreed level were both of the absence of a sustainable strategy in the Ministry of Tourism and hospitality. And Need of an accurate system for monitoring the performance of tourism and hospitality. In the 4th position were multiple authorities for hospitality facilities in Egypt. In the 5th positionalities was needed to avoid conflicting decisions and ensure their implementation of the tourism and hospitality in Egypt. Regarding 6th agree to average Ensure data updated for the Tourism and hospitality. Need to keep pace with international hospitality standards in competition coming in the 7th priority to the respondents, this agreed with (Al-Khudairi, 2003; Gundel, 2005; Reeves et al., 2020; Fuchs, 2020[b]; WHO, 2020[a]).

Regarding the benefits, the results showed that: In the 1st position is that the implementation of crisis management programs positively affects the knowledge, attitudes and practices of hotel employees, regarding the 2nd agree average was the optimal use and protection of the hotel's resources cannot be achieved in the absence of a successful and qualified management to face risks. The 3rd position was that booking online is better than the traditional way of booking a hotel room, concerning the 4th level agrees with that Crisis management programs have the effect of supporting awareness of Coronavirus, to avoid it. In accordance with the 5th acceptance average level was Crisis management programs have a positive effect on avoiding corona. Supports crisis management programs to avoid corona and reduce costs coming in the 6th priority to the respondents. Crisis management programs affect avoiding corona and save lives achieved the 7th level. Followed in the 8th importance by Crisis management helps prevent diseases and protects health and life . Also, concerning the 9th agreed level were both of Knowledge, attitudes and practices related to crisis management increase hotel safety. And booking online has influenced the traditional way of booking hotels. Concerning the 10th level agrees   with that Guests prefer to stay in hotels, especially these days, in light of the presence of the Corona. . This agreed with "Fuchs, 2020[c]; "WHO" 2020[d]**).**

Regarding the study hypotheses results show significant differences between the employees' job position categories with regard to Rules that hotel should find useful during a crisis. The effect of the extent do hotels support workers to avoid new Corona virus is difference regardless of employees' job position. Crisis shown recognized differences of hospitality services in Egypt is difference regardless of employees' job position. Finding confirms that the benefits are difference regardless of employees' job position.

Moreover, Results showed that there is a significant correlation between the guests' most influential factor of crisis management in Egyptian hotels in dealing with the emerging Coronavirus (COVID-19); The influences of Rules that hotel should find useful during a crisis, extent do hotels support workers to avoid new Corona virus, and the tourism and hospitality leaders and organizations support in Egypt on the benefits.

Recommendations

1. Spreading awareness and principles of crisis management culture in hotels, which includes holding seminars and cultural training programs for all upper, middle and executive levels of management as a duty and responsibility of all.

2. Teaching crisis management in universities as a specialist science in (dealing with crisis management).

3. Rehabilitation of human elements, especially at the highest levels, psychologically, technically, and professionally, to manage crises and benefit from international agreements in the field of training and exchange of experiences in this field.

4. Setting a guide for the risks and crises faced by hotels and expected to happen in the future, depending on experts in building a modern and advanced information program to predict expected and emergency crises to support decision-making centers with accurate and appropriate information for their management.

The tourism and hospitality leaders and organizations support in Egypt, such as:

1. Need To avoid overlapping mandates between policies and performance of the tourism and hospitality in Egypt.

2. Multiple supervisory authorities for hospitality facilities in Egypt.

3. Need to avoid Lack of clarity of vision of the crisis management committee and avoid conflicting decisions and ensure their implementation of the tourism and hospitality in Egypt.

4. The absence of a sustainable strategy in the Ministry of Tourism and hospitality.

5. Need of an accurate system for monitoring the performance of tourism and hospitality experts.

6. Follow up on sector performance and applying the decisions correctly.

7. Ensure data updated for the tourism and hospitality.

8. Need to keep pace with international standards in hospitality competition.

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أهمية إدارة الأزمات في الفنادق والسياحة المصرية في التعامل مع فيروس كورونا المستجد (كوفيد –19)

هاني عاطف قزمال	أسماء أبو زيد
أستاذ مساعد ورئيس قسم إدارة الفنادق	مدرس الدراسات السياحية،
بالمعهد العالي للسياحة والفنادق	معهد الدراسات والبحوث البيئية
(أيجوث) الأقصر	قسم مسوح الموارد الطبيعية
	جامعة مدينة السادات

معلومات المقالة	الملخص

الكلمات المفتاحية

إدارة الأزمات؛ فيروس كورونا (كوفيد –19)؛ الفنادق المصرية؛ السياحة.

(JAAUTH)

المجلد 20، العدد 4، (2021)، ص 337-369.

تهدف هذه الورقة إلى تطوير فهم هادف لطرق إدارة الأزمات والأزمات لإدارتها حتى يتمكن الموظفون من استخدامها كأداة قيمة للتغييرات الإيجابية. تم توزيع 300 استبيان على الموظفين العاملين في وظائف مختلفة داخل الإدارات المختلفة بالفنادق المصرية التي تم فحصها، فقط 264 استبانة صالحة وجاهزة للتحليل بنسبة 88٪. أجريت الدراسة من أكتوبر 2020 حتى مارس 2021. وجدت الدراسة أن هناك فروقًا ذات دلالة إحصائية بين فئات الوظائف الوظيفية للموظفين فيما يتعلق بالقواعد التي يجب أن يجدها الفندق مفيدة أثناء الأزمات. تأثير مدى دعم الفنادق للعمال لتجنب فيروس كورونا الجديد هو الاختلاف بغض النظر عن المنصب الوظيفي للموظفين. يؤكد العثور على أن المزايا تختلف بغض النظر عن منصب الموظف الوظيفي. علاوة على ذلك، أظهرت النتائج وجود علاقة معنوية بين العامل الأكثر تأثيراً لدى النزلاء في إدارة الأزمات في الفنادق المصرية في التعامل مع فيروس كورونا المستجد (كوفيد –19)؛ تأثيرات القواعد التي يجب أن يجدها الفندق مفيدة أثناء الأزمات، ومدى دعم الفنادق للعمال لتجنب فيروس كورونا الجديد، ودعم قادة ومنظمات السياحة والضيافة في مصر على الفوائد. من ناحية أخرى أكدت الدراسة أن النتيجة تشير إلى أن هناك حاجة لتجنب تداخل الأوامر بين السياسات وأداء السياحة والضيافة في مصر. هيئات رقابية متعددة للمنشآت السياحية والضيافة في مصر. تجنب عدم وضوح الرؤية للجنة إدارة الأزمات وتجنب القرارات المتضاربة والتأكد من تنفيذها للسياحة والضيافة في مصر.