

Strategic Crisis Management: A Basis Of Recovery And Growth Of The Tourism Sector In Harare, Zimbabwe

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Abstract:

This study was aimed to confirm the influence of the transformational leadership style, communication quality and team crisis to organization recovery and growth. This study was guided by objectives such as determining the influence of transformational leadership to organizational recovery and growth, establishing the effect of communication quality to organizational recovery and growth and examining the role of team crisis to organizational recovery and growth. This study adopted the cross-sectional survey design. A sample size of 290 was used. It was observed that transformational leaders have the ability to affect the attitudes of their employees in a number of different ways, particularly with regard to attitudes toward change. In addition, effective communication is one of the most important factors in determining its level of success in organisations. When putting together a team, it is essential to identify someone who will be in charge of disseminating vital information to the other members of the organisation. It is recommended that that the decision-makers in charge of policy make it a priority to set adequate training methods as a priority in service-oriented businesses. Practitioners should evaluate ways of incorporating the strategic planning processes into their strategic planning forums.

Keywords: change management, growth, recovery, strategic crisis management, transformational leadership

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I. Introduction

This study focus on strategic crisis management: a basis of recovery and growth of the tourism sector in Harare, Zimbabwe. According to Chowdhury, Sarkar, Saha and Anik (2020) Corona virus was initially found in China in Wuhan City and it is a family of virus which is present in animals such as bats. World Health Organization (WHO) in March 2020 declared Covid19 a world pandemic which caused 2018 300 infections across 200 countries. By June 2020 the world recorded 435 000 fatalities with 7 million infections which had developed from the sickness. Some governments adopted lockdown techniques, which saw only crucial services or essential workers allowed to tourism before the curfew. Some companies used transformation as a way of keeping relevant. According to Taneja (2014), the practices of strategic management are the direct organizational application of the concepts of business strategy that have been created in the academic sphere. The purpose of these practices is to maximize the usage of resources in relation to the goals of the organisation. According to Mutsikiwa (2019) strategic management practices such as change is a constant thread that runs across all businesses regardless of size, industry and age. The world is changing swiftly and, as such, organizations need to react quickly too (Mutsikiwa, 2019). Organizations have been adopting strategic management practices such as change to boost their firm performance.

In Zimbabwe, tourism organisations such as Rainbow towers, Stephen Margolis and Manna Resort have been affected by Covid 19 in their operations, which saw them facing, decline in sales revenue and profits. For Rainbow towers, Stephen Margolis and Manna Resort, it means joining efforts to support their communities, their partners, and each other during these hard times. The tourism organisations have to deeply connect to the communities and aspire to be part of the solution. Delays and losses have become a major concern at tourism organisations in Harare in Zimbabwe during Covid 19 era. Tourism organisations in Harare have been recording losses due to decline in visiting customers (Sanjoy and Priyabrata, 2020). According to Mazikana (2020) in 2019, tourism organisations in Harare such as Rainbow towers, Stephen Margolis and Manna Resort incurred a combined loss of Z\$2 million in 2019 and its current liabilities exceeded current assets by \$3 million compared to the same period last year. These losses were a result of Covid 19. According to Mazikana (2019) failure to devise strategies may result in losses. Poor performance of tourism organisations affects managers who sets objectives and if these issues are not addressed, will result in huge losses. This study also aims to answer the following questions:

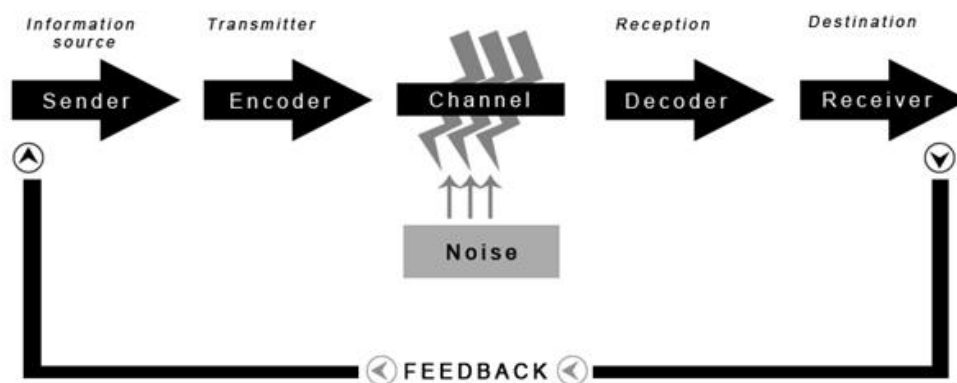
- What is the influence of transformational leadership to organizational recovery and growth?
- What is the effect of communication quality to organizational recovery and growth?
- What is the role of team crisis to organizational recovery and growth?

II. Literature Review

According to Eisenberg and Goodall (2020) in the process of businesses trying to gain a competitive advantage, the meaning of the strategy has been watered down to the point that it is no longer helpful. These briefing addresses some of the concerns that have been raised with the term strategy. According to Green (2017) strategy is defined as a diagnosis that explains a business challenge or opportunity. Bundy et al (2016) provided a more in-depth definition of crisis management and noted that crisis management refers to a systematic endeavor by organizational members to avert crises. Bundy et al (2016) went on to say that strategic crisis management entails successfully handling crisis that arise. Companies are able to navigate crises more effectively and emerge from them in a more robust and timely manner if they have crisis management strategies in place.

Information theory or a mathematical theory of communication

Information theory is a mathematical theory of communication that was developed by Shannon and Weaver in the year 1949. According to this theory, the information that is produced by a communication system can be measured on several different levels. These levels include the level of effectiveness, the level of semantics, and the level of technical complexity. Mason (1978) presented the theory of the influence of information, which further subdivided the levels of measurement of information produced by information systems into the levels of production, the levels of the product, the information receiver, the effect on the receiver, and the effect on the system. Mason's work was published in the year 1978. DeLone and McLean (1992) presented a model, which showed the levels that can be applied to information systems to measure the success of those systems. These levels include system quality, information quality, use, user satisfaction, individual influence, and organizational influence. Figure 2.2 below shows the information theory.



SHANNON-WEAVER'S MODEL OF COMMUNICATION

Figure 2.1: Shannon-Weaver's model of communication (Mason, 1978)

This Shannon-Weaver's model of communication was developed specifically to improve the sender and receiver's ability to communicate effectively with one another. Additionally, Shannon and Weaver (1949) discovered elements that influence the communication process and refer to them as Noise. In the beginning, the model was developed so that technical communication might be improved. In later years, it had widespread use as an application in the field of communication. The model addresses a number of different concepts, including information source, transmitter, Noise, channel, message, receiver, channel, information destination, encode, and decode. The model is applicable in the sense that when organisations are managing crisis, they tend to adopt a communication model where managers communicate effectively with all stakeholders how they are going to manage crisis.

The influence of transformational leadership on organizational recovery and growth

Khan, Rehmat, Butt, Farooqi and Asim (2020) conducted a study on impact of transformational leadership on work performance, burnout and social loafing: a mediation model. The objective of this research was to evaluate the effect that transformational leadership has on the work outcomes of employees, such as their work performances and feelings of burnout on the job, in addition to their working behaviours at the workplace, such as social loafing. In addition to this, it studies the function that intrinsic motivation plays as a mediator between transformational leadership and the other traits that were mentioned. The study revealed that transformational leadership enjoys a fruitful relationship with the intrinsic drive of mediators. According to Avolio, Walumbwa and Weber (2019) one of the styles of leadership that has received the most attention and research is called transformational leadership. This style of leadership has been acknowledged as an effective style to handle organizational tensions and aid in overall performance (Bass and Riggio, 2019). To be more specific, the research that has been done on transformational leadership has shown that it has a number of positive effects on a variety of organizational outcomes. One of these outcomes is improved performance at the managerial (Omari, Ateka and Nyaboga, 2018; Waldman, Bass and Einstein, 2011) and team (Bass et al., 2017). Additionally transformational leadership has been shown to be associated with improvements in staff attitudes (Osei-Bonsu, 2019; Walumbwa, Orwa, Wang and Lawler, 2015).

The effect of communication quality on organizational recovery and growth

According to the findings of a study that was carried by Johansen, Aggerholm, and Frandsen (2015), the vast majority of organisations have a crisis or contingency plan, and the majority of these plans contain an internal dimension relating to the management and communication with the internal stakeholders during a crisis. The findings of the study indicate that crisis management should be approached in a relatively serious and organised manner. Within the organisation, also referred to as the internal environment of the business, having effective communication is one of the most significant difficulties that the organisation faces. A great number of companies face crises on a regular basis and develop plans to respond to them. According to Acquier, Gand, and Szpirglas (2018), the company possessed a communication crisis manager. This individual was the first to react to the crisis situation and was present throughout the initial phase of crisis management, which is typically the most crucial phase. Acquier, Gand, and Szpirglas (2018) argued further that every organisation has those key individuals who act as an anchor for the organisation and that without the proper communication with these individuals, a crisis cannot be resolved efficiently and effectively. This argument was based on the idea that every organisation has those key individuals who act as an anchor for the organisation.

The role of team crisis in organizational recovery and growth

Posey (2020) conducted a study on roles and responsibilities of a crisis management team. To put it another way, a crisis management team is a group of people whose primary responsibility it is to ensure that the organisation continues to function normally during times of crisis. However, it is important to note that crisis management teams are not something that are exclusive to the COVID-19 epidemic. When major organisations are not currently reacting to a crisis, most of them establish teams that are responsible for crisis management. These teams evaluate potential threats to the organisation and then build thorough plans on how to respond to the identified circumstances. Some of the emergencies that these teams might prepare for include fires, industrial accidents, and natural catastrophes such as storms and floods. Not every emergency is caused by an external factor like a natural disaster like a fire or flood. A crisis can arise for a company for a number of different reasons, including disruptions in the supply chain, class action lawsuits brought on by unhappy customers, or even a decline in market demand. A crisis is typically characterized as an occurrence that has the potential to do considerable harm to the health or safety of the organization's members, the organization's finances, or the organization's reputation.

Growth and recovery strategies

D'Ortenzio (2019) described business growth as a stage where the business reaches the point for expansion and seeks extra choices to create more profit. D'Ortenzio (2019) went on to state that, business growth is a result of the business lifecycle, industry growth patterns, and the owner's ambition for equity value generation. Miller (2019) observed that growth is a natural process of adaptation and development that occurs under suitable conditions. The growth of a business organisation is comparable to that of a human individual who progresses through the stages of infancy, childhood, adulthood and maturity.

III. Methodology

In this study, mixed method approach was utilized by combining qualitative and quantitative research approaches into a single practice for the purposes of data collection and analysis (Bhattacharjee, 2012). Cross sectional survey was utilized to collect data on the ideas, assumptions, challenges, likes, and dislikes of

managers of tourism organisations regarding issues related to strategic crisis management. The design of the survey research allowed for respondents to freely complete surveys in their spare time, which was a convenience for everyone involved. Respondents were urged to answer items in the questionnaire honestly and truthfully in this manner (Saunders, Lewis and Thornhill, 2019). A targeted population of 1200 managerial and non-managerial employees of tourism organisations such as Rainbow towers, Stephen Margolis and Manna Resort have been adopted for this study. Raosoft online sample size calculator was used to determine a sample size of 292 respondents. The primary instruments for data collection consisted of a questionnaire and a guide for conducting interviews. Both quantitative and qualitative data were analyzed, with content analysis being used for qualitative data and SPSS for quantitative data.

IV. Research Findings

Statistics showed that 60% of the respondents who completed the questionnaire were female whilst 40% cited being males. It was also noted that 8% cited being in the age range of 20 years and below, 23% cited between 21 and 30 years, 35% cited between 31 and 40 years, 20% cited between 41 and 50 years, 12% cited between 51 and 60 years whilst 2% cited above 60 years. This entails that the service industry is attractive to employees aged between 31 and 40 years, as they are more energetic. It was established that 50% of the respondents have been working for the organization for a period of between 6 and 10 years, 10% cited a period of less than 1 year, 5% cited between 11 and 15 years whilst 10 cited more than 15 years. This shows that the respondents could understand anything, which have been adopted by their organization in regards to strategic crisis management as they have been working for the organization for a long time. It was also noted that 25% of the respondents cited having a certificate, 15% cited having a diploma, 45% cited having an undergrad degree, 10% cited having a postgrad whilst 5% cited having other degrees and certificates.

The influence of transformational leadership to organizational recovery and growth

The respondents agree that transformational leadership affect work performance in the organisation with a mean score of 3.03 and a standard deviation of 1.33. However, a majority did not agree that transformational leadership have an influence on organisational recovery as they stated that transformational leadership has been acknowledged as an effective style to handle organisational tensions and aid in overall performance as the mean indicated a score of 2.71 and a standard deviation of 1.283 as shown in the table 4.1 below

Table 4.1: The influence of transformational leadership to organizational recovery and growth

Descriptive Statistics			
The influence of transformational leadership to organizational recovery and growth	N	Mean	Std. Deviation
Transformational leadership affect work performance	245	3.03	1.330
Transformational leadership has been acknowledged as an effective style to handle organisational tensions	245	2.71	1.283
Transformational leadership is associated with improved relationship quality with subordinates	245	2.76	1.266
Transformational leaders have the ability to affect the attitudes of their employees particularly with regard to attitudes toward change	245	3.58	1.143

Furthermore, the slightly more than half of the respondent noted that transformational leadership is associated with improved relationship quality with subordinates during the implementation of organisational change with the mean was 2.76 and the standard deviation was 1.266. However, the majority of respondents' transformational leaders have the ability to affect the attitudes of their employees in a number of different ways, particularly with regard to attitudes toward change with the mean score of 3.58 and standard deviation of 1.143. Khan, Rehmat, Butt, Farooqi and Asim (2020) conducted a study on impact of transformational leadership on work performance, burnout and social loafing: a mediation model. The study revealed that transformational leadership enjoys a fruitful relationship with the intrinsic drive of mediators.

The effect of communication quality to organizational recovery and growth

Table 4.2 below captures responses in regards to descriptive statics on the effect of communication quality to organizational recovery and growth

Table 4.2: The influence of transformational leadership to organizational recovery and growth

Descriptive Statistics			
The effect of communication quality to organizational recovery and growth	N	Mean	Std. Deviation
Effective communication is one of the most important factors in determining its level of success	245	3.86	1.140
It is essential to have the balancing act, also known as the greater interconnectedness between the organisation and its end users stakeholders or the final customers, in order to ensure a higher degree of engagement between both the parties	245	3.47	1.180
Communication during times of disaster is essential to ensuring that individuals have access to the information they require to effectively address these issues.	245	3.05	1.161
Official response organisations and conventional mass media sources are unable to properly respond to fulfil the specialised, local, and ever-changing information demands of people that have been affected	245	3.44	1.260

Table 4.3 above presented descriptive statistics in regards to the effect of communication quality to organizational recovery and growth with an overall mean rating of 3.37 and standard deviation of 1.21. On average respondents strongly agreed that effective communication is one of the most important factors in determining its level of success with the majority with a mean rating of 3.47 with a standard deviation of 1.180. When a company is faced with a crisis scenario or incident, effective communication is one of the most important factors in determining its level of success. According to the findings of a study that was carried out in 2011 by Johansen, Aggerholm, and Frandsen (2015), the vast majority of organisations have a crisis or contingency plan, and the majority of these plans contain an internal dimension relating to the management and communication with the internal stakeholders during a crisis. The findings of the study indicate that crisis management should be approached in a relatively serious and organised manner.

The role of team crisis to organizational recovery and growth

Table 4.2 below presents descriptive statistics in regards to the role of team crisis to organizational recovery and growth with an overall mean rating of 3.37 and standard deviation of 1.21. On average respondents strongly agreed that when putting together a team, it is essential to identify someone who will be in charge of disseminating vital information to the other members of the organisation, as well as to the members of the media with a mean rating of 2.86 with a standard deviation of 1.265.

Table 4.3: The role of team crisis to organizational recovery and growth

Descriptive Statistics			
The role of team crisis to organizational recovery and growth	N	Mean	Std. Deviation
A crisis management team is a group of people whose primary responsibility it is to ensure that the organisation continues to function normally during times of crisis	245	2.69	1.155
Crisis teams evaluate potential threats to the organisation and then build thorough plans on how to respond to the identified circumstances.	245	2.77	1.121
When putting together a team, it is essential to identify someone who will be in charge of disseminating vital information to the other members of the organisation, as well as to the members of the media.	245	2.86	1.265
Representatives from the finance department might determine the amount of new revenue that must be brought in on a regular basis in order for the organisation to remain operational.	245	2.78	1.285

Posey (2020) conducted a study on roles and responsibilities of a crisis management team. To put it another way, a crisis management team is a group of people whose primary responsibility it is to ensure that the organisation continues to function normally during times of crisis. However, it is important to note that crisis management teams are not something that are exclusive to the COVID-19 epidemic. When major organisations are not currently reacting to a crisis, most of them establish teams that are responsible for crisis management. These teams evaluate potential threats to the organisation and then build thorough plans on how to respond to the identified circumstances. Some of the emergencies that these teams might prepare for include fires, industrial accidents, and natural catastrophes such as storms and floods.

V. Conclusions

It can be concluded that transformational leaders have the ability to affect the attitudes of their employees in a number of different ways, particularly with regard to attitudes toward change. It can be concluded that effective communication is one of the most important factors in determining its level of success. To sum up it can be noted that when putting together a team, it is essential to identify someone who will be in charge of disseminating vital information to the other members of the organisation, as well as to the members of the media. It can be concluded that effective communication is one of the most important factors in determining

its level of success. It can also be noted that when putting together a team, it is essential to identify someone who will be in charge of disseminating vital information to the other members of the organisation, as well as to the members of the media.

VI. Recommendations

Once they were employed by the organisation, none of the respondents other than those in the hotel industry had the appropriate training, and hotel respondents made up the majority of respondents. It was also observed that although the respondents had a general notion of what to do from the elder members of the organisation, the majority of businesses adhered to guidelines that needed to be updated in order to be relevant to the present era. It is recommended that the decision-makers in charge of policy make it a priority to set adequate training methods as a priority in service-oriented businesses. This is because proper training methods are a key tool in strategic planning and need to be updated to meet the current times.

Practitioners should evaluate ways of incorporating the strategic planning processes identified by the study into their strategic planning forums because the findings of the study proved that organisations are unable to maintain a sustainable competitive advantage in if the internal processes are weak. Because of this, practitioners should evaluate ways of incorporating the strategic planning processes identified by the study into their strategic planning forums.

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