

## **Tourism Enterprises Job Opportunities: The Roles and Challenges for Sustainable Tourism Development in Amhara National Regional State, Ethiopia**

**Yirdaw Asfaw<sup>1\*</sup>, Getachew Melese<sup>1</sup>, Yeshiwas Abunie<sup>1</sup>, Firdiywok Abebe<sup>1</sup>, Mekdes Gizachew<sup>2</sup>, Dejen Abera<sup>3</sup>**

<sup>1</sup>Department of Tourism Management, University of Gondar, Ethiopia; <sup>2</sup>Department of Marketing Management, University of Gondar, Ethiopia; <sup>3</sup>Department of Civics and Ethical Education, University of Gondar, Ethiopia

\* Email: getyirdish2000@gmail.com

Phone: +251918290443

Received for publication: 10 May 2021.

Accepted for publication: 12 July 2021.

### **Abstract**

This study focused on examining the roles of tourism enterprises in relation to job opportunities and the challenges faced for sustainable tourism development. The study used descriptive research design and mixed research approach. The target population of the study were tourists community representatives, souvenir shop employees, tour guides, culture and tourism employees, travel agents, transport service providers and government officials. The data gathering tools were questionnaire survey, key informant interview, field observation, Focus Group Discussion (FGD) and literature review. Both probability and non-probability sampling techniques were applied for sample size determination. To the questionnaire survey, 400 tourists were participated and 385 returned. Quantitative data was analysed with the help of SPSS version 20. Qualitative data was analyzed by using thematic analysis with identification of common themes. The result revealed that major roles played by tourism enterprises include: promote good image, encourage participate in conservation, creating sense of ownership, diversifying the livelihood of locals and reinforcement of environmental quality. However, the creation of job opportunities by tourism enterprises were hindered by different major challenges specifically; seasonality of jobs created in tourism, lack of coordination among enterprises, political instability affecting visitors, lack of appropriate training for employees and poor organizational structure of enterprises. So different concerned stakeholders should work in cooperation to minimize the challenges faced to tourism enterprises.

**Key words:** Challenges, Job opportunities, Sustainable development, Tourism enterprises

### **Introduction**

Tourism is one of the largest and fastest growing sectors in the world economy and the economic achievements of tourism are significant (OECD, 2018). As one of the world's largest economic sectors, Travel & Tourism creates jobs, drives exports, and generates prosperity across the world. The sector, comprised of a wide range of industries, aims to serve and support domestic, international, business and leisure visitors. The industries ranging from accommodation and transportation to food & beverage, retail and culture and sports & recreation, all strive to create products and services that bring people together, support communities and celebrate the wonders that our world can offer (WTTC, 2019).

Despite the ever-increasing and unpredictable shocks from terrorist attacks and political instability, to health pandemics and natural disasters, Travel & Tourism continued to show its resi-

lience in 2016, contributing direct GDP growth of 3.1% and supporting 6 million net additional jobs in the sector (WTTC, 2017).

Ethiopia is one of the few countries in Africa that have endowed with various and immense attractions and it possesses what most economically developed and major tourist generating nations do not have (Yiheyis, 2015). As well, Amhara region of Ethiopia is an example of regions blessed with abundance and diversified tourism sites with potentials of contributing to the socio-economic development not only of the region but also to the country at large (Ajala, 2008).

Tourism makes substantial contributions by expanding enterprises with creation of considerable employment and promoting sustainable tourism development. In particular, encourage enterprises in the sector to create for cultivating a culture of exchanging best experiences and working in partnership (Ethiopia Tourism policy, 2009) and Tourism is creating jobs for millions and stimulates entrepreneurship and growth of micro, small and medium sized enterprises. These enterprises are also the sectors main innovators and sources of economic diversification as well as being major job creators (World Economic Forum, 2017). Yet, as with employment, there is a natural tendency for tourism enterprises to seek local sources by preference. As an example, in Ethiopia, souvenir shops, both within hotels and independently, tend to have a rather uniform range of goods, without much attention to local sourcing which tend to require proactive effort (World Bank, 2006).

Therefore, by considering disparities in various destinations, the researchers investigated about Tourism enterprises job Opportunities: The Roles and Challenges for Sustainable Tourism Development in Amhara National Regional State, Ethiopia.

#### ***Statement of the problem***

Tourism considered as valuable development opportunity for Ethiopia and can provide work opportunities; support the establishment of small, medium and large enterprises; lead to skills development in tourism and support services (Robinson & Jonker, 2014). Comparing to the potential that Ethiopia had and its neighboring countries, it lag behind in accruing the appropriate benefits and the contribution to the economic development of the country did not as much as what is expected from it (Nurhssen, 2016).

Despite the numerical dominance of small tourism enterprises (STEs) in many destinations, little is known about their role in helping destinations progress towards sustainability objectives. However, the prior assumption is that, by being small and locally owned, these enterprises automatically contribute to sustainable tourism development (Sherma & John, 2008)

Many researches have been conducted in Ethiopia particularly in Amhara region about tourism. Such researches include Ajala (2011), The Regional Impact of Tourism Development in the Amhara Region. In addition, Nurhssen (2016), The Role of Tourism on Local Economic Development of Gondar City, Birtukan (2018), Pitfalls of Tourism Development in Ethiopia: A Case of Bahir Dar Town and Its Surroundings. Nevertheless, there is no issue raised in relation to Tourism enterprises job Opportunities: The Roles and Challenges for Sustainable Tourism Development in Amhara National Regional State, Ethiopia.

#### ***Objectives***

The general objective of the study is to assess Tourism enterprises job Opportunities: The Roles and Challenges for Sustainable Tourism Development in Amhara National Regional State, Ethiopia. The study tried to address the following specific objectives;

1. To identify the roles of tourism enterprises' job opportunities for Sustainable tourism development in Amhara National Regional State

2. To investigate the challenges of tourism enterprises related to job opportunities for sustainable tourism development in Amhara National Regional State.

### **Materials and Methods**

Tourism is one of the largest and fast growing industries in the world with having the potential to influence the living pattern of communities by generate employment to both skilled and unskilled workers, directly and indirectly (Dayananda, 2014). Direct Employment opportunities are the numbers of job opportunities supported by directly in travel and tourism. For example employment by hotels, travel agencies, Guides, tourism information offices, protected areas such as national parks, palaces, religious sites, souvenirs and local transportation facilities (Sintayehu et al., 2016). Tourism Businesses are generators of employment and income not only for the entrepreneurs but also to the entire region with a high multiplier effect on the national economy (Ajala, 2008).

Tourism is recognized by governments; for its diverse benefits, including job creation, increasing local and national revenues, expanding entrepreneurial opportunities, making optimal economic investment, and improving the security by reducing political tensions (Lobat, 2018). As travel and tourism is a labor-oriented job sector, it offers employment opportunities even to the low skilled working people who are less educated in many ways (Rokanuzzaman, 2018). Tourism is extremely labour intensive and a significant source of employment and it is among the world's top creators of jobs requiring varying degrees of skills and allows for quick entry into the workforce for youth, women and migrant workers (ILO, 2010; UNWTO, 2010).

Tourism makes a tremendous contribution serving as a source of foreign exchange, promoting micro and small-scale enterprises, creating employment opportunities, and ensuring sustainable development (MoCT, 2009). Foreign exchange earnings in this industry has a high added value for national economy of any country, that is why many countries consider this growing industry as the main source of income, an opportunity for employment (Haghkhah et al., 2011).

It is obvious that there are economic impacts in the areas of jobs and expenditures by tourists and tourism businesses, but there are also more subtle benefits that we want to communicate as well (Mihail et al., 2016). Local populations should be associated with tourism activities and share equitably in the economic, social and cultural benefits they generate (WTO, 2001).

Even though travel and tourism is a high growth industry that has the potential to create millions of jobs and boost employment prospects (WTTC, 2018; Rastogi, 2019), the goal of most businesses is the bottom line: revenue, profits, and growth (Humke and Hilbruner, 2015). As well, tourism employment has been criticized for generating temporary and part-time employment, and low-wages (Diana, 2013).

In addition, tourism gets a bad rap as it creates seasonal, low-paying jobs and while that may be true in some instances (Mihail et al., 2016). The seasonality of leisure tourism prevents consistent business operation throughout the year for tour operators and accommodations with a negative impact on sales and benefits, as well as on employment opportunities, because many jobs are seasonal (Altes, 2018). Seasonality dramatically influences tourism industry employment, which leads to seasonal employment, under employment and unemployment (Lee & Regena, 2003).

### ***Research Design and Approach***

The researchers used descriptive research design for this study to assess the tourism enterprises' job opportunities and the challenges faced for sustainable tourism development. Descriptive design is used to describe the existing situation, narration of the facts, characteristics of concerned individuals or groups and it helps to find out facts (Kothari, 2004). In relation to research approach-

es, the researchers used a mixed approach (combination of qualitative and quantitative research approaches). According to Creswell & Clark (2011), mixed method research combines the strengths of each methodology and minimizes the weaknesses.

#### ***Target Population of the Study***

The target population of this study were varied and more emphasis was given to the stakeholders who are directly involved in the tourism industry; more specifically; tourists, hotels employees, community representatives, souvenir shops' employees and owners, transport service providers, tour guides, travel agents and culture and tourism employees in the Amhara National regional state, Ethiopia.

#### ***Population, and Sampling Technique and Size***

Regarding collection of quantitative data for this study, both probability and non-probability sampling were employed. In relation to questionnaire survey, the average numbers of tourists in the selected areas within 5 years' time series (2015-2019) of the region was the main frame to determine respondents. From Amhara National Regional State Culture and Tourism Bureau (ANRSCTB) report (2019), the average numbers of tourists from 2015 to 2019 in the four destinations have been calculated to determine sample frame. Thus, total numbers of tourist for 5 years for all four destinations on average were 919,279. This average numbers of tourists (919,279) used as total population of the study for questionnaire survey. According to Yamane (1967) the sample size is determined by using sample determination formula. This formula is expressed as follows:  $n = N / (1 + N(e^2))$ , where  $n$  is sample size,  $N$  is total target population,  $e$  is level of precision. Therefore, according to the formula, the sample size for destinations was determined at 5% precision and 95% confidence level as respondents for questionnaire survey. So totally 400 tourists participated for the questionnaire survey in the four destinations (Gondar, Debarq, Bahir Dar and Lalibela) but only 385 questionnaires were returned with properly filled and used for analysis.

Besides, there were interview participant selected purposefully based on their experience and expertise in the field and others selected by snowball method. These selected interviewees were hotels employees, community representatives, souvenir shops' employees, transport service providers, tour guides, travel agents and culture and tourism employees.

In addition, focus group discussions were held in these four destinations. Each focus group discussion had 7 participants and the participants were selected from culture tourism offices employees, guides, souvenir shops and travel agents who were not selected for interview by having complete list of participants.

The method of data analysis for questionnaire survey was SPSS version 20 and the data collected through other instruments was treated qualitatively based on identified themes.

### **Results and Discussion**

Based on the sampling technique, 400 copies of questionnaires were distributed to the respondents of the study and 385 were returned and properly filled. All questionnaires were distributed to the tourists who come from different parts of the world (International) and from different parts of Ethiopia (domestic). In addition, information was collected from purposively selected interviewees and FGDs participants in four destinations.

#### ***General Profile of the Respondents***

The general profile of the respondents for the questionnaire contains sex, age, Educational level, Tourist Type, hotel star level stayed in and tourism enterprises contacted during stay, which is presented with tables as follows:

**Table 1. General Profile of Questionnaire Respondents**

Variables	Categories	Frequency(N)	Percent (%)
Sex	Male	206	53.5
	female	179	46.5
	Total	385	100
Age	18-28	74	19.2
	29-39	111	28.8
	40-50	94	24.4
	51-60	57	14.8
	61 and above	49	12.7
	Total	385	100
Educational level	Below diploma	9	2.3
	Diploma	35	9.1
	Bsc	177	46.0
	Msc and above	164	42.6
	Total	385	100
Tourist Type	Domestic	90	23.4
	International	295	76.6
	Total	385	100
Hotel star level stayed in	No Star	64	16.6
	One Star	41	10.6
	Two Star	139	36.1
	Three Star	100	26.0
	Four Star	41	10.6
	Total	385	100

Source: Researchers' own survey, 2020

As shown from the above table 1, male respondents are 206 (53.5%) whereas the remaining 179 (46.5%) are females. It indicated that male and female respondents were equivalently participated in the survey. In relation to age of respondents, age from 18-28 accounts 74 (19.2%), age from 29-39 accounts 111 (28.8%), age from 40-50 accounts 94 (24.4%), age from 51-60 accounts 57 (14.8%) and age from 61 and above accounts 49 (12.7%). It shows that different age group respondents were participated in the questionnaire survey.

As table 1 above illustrated, with consideration of education level, the majority of the respondents 177 (46%) are BSc degree holders, followed by 164 (42.6%) who have MSc and above, 35 (9.1%) who have diploma and 9 (2.3%) are respondents who have qualification below diploma which includes students travel to education and vacations. So 88.6% of the respondents were BSc and above and this indicated that high-level professionals and qualified individuals in different field of specializations participated in the questionnaire survey.

As presented in the table 1 above, the greater number of the respondents based on the origin country they come from, 295 (76.6%) were international tourists and the remaining 90 (23.4%) were domestic tourists. It shows that different countries citizens with different experiences and perspectives were included in the performance evaluation by using questionnaire survey.

As depicted in table 1 above, the greater number of the respondents 139 (36.1%) stayed in two star hotels, followed by 100 (26%) stayed in three star hotels, 64 (16.6%) stayed in hotels that did not have stars, 41 (10.6%) were stayed in four stars and 41 (10.6%) were stayed in one star hotels.

In relation to interview, there were participants in the four destinations of the study area.

Furthermore, there were participants for the focus group discussion conducted in the four destinations to assess the tourism enterprises' job opportunity roles and challenges faced for sustainable tourism development in Amhara National regional State.

### Roles of Job Opportunities for Sustainable Tourism Development

**Table 2. Roles of Job Opportunities**

Items		Ordinal scores					Mean
		1=SD	2=D	3=U	4=A	5=SA	
Creating sense of ownership in community	Freq. %	16 4.2%	50 13.0%	59 15.3%	206 53.5%	54 14.0%	<b>3.60</b>
Diversify the livelihood of locals	Freq. %	16 4.2%	48 12.5%	68 17.7%	198 51.4%	55 14.3%	<b>3.59</b>
Reinforcement of environmental quality	Freq. %	19 4.9%	52 13.5%	63 16.4%	183 47.5%	68 17.7%	<b>3.59</b>
Promote gender equality in the destination	Freq. %	19 4.9%	59 15.3%	78 20.3%	162 42.1%	67 17.4%	<b>3.52</b>
Promote good image in the destination	Freq. %	21 5.4%	41 10.6%	53 13.8%	207 53.8%	63 16.4%	<b>3.65</b>
Encourage to participate in conservation	Freq. %	19 4.9%	59 15.3%	47 12.2%	191 49.6%	69 17.9%	<b>3.60</b>
Contribute to conservation of environment	Freq. %	20 5.2%	60 15.6%	50 13.0%	192 49.9%	63 16.3%	<b>3.57</b>
<b>Cumulative mean</b>							<b>3.59</b>

Source: Researchers' own survey, 2020

As indicated in the above table (2) of creating sense of ownership in community, 4.2% of the respondents were strongly disagree, while 13 % of them were disagree, 15.3% were neither agree nor disagreed, 53.5% were agreed, and 14% of the respondents were strongly agreed. Therefore, the majority of the respondents agreed that job creations in tourism industry created sense of ownership in the community since many individuals get benefit from tourism industry. Similarly, "there is strong sense of ownership in the community about the heritages we have" (Interviewee, Lalibela).

In terms of diversifying the livelihood of local communities, 51.4% respondents were agreed, who had the highest respondents due to its comparatively high number of percentage, whereas 4.2% respondents had given fewest/lowest number responses, which were strongly disagreed. However, the remaining respondents were 13% disagreed, 15.3% neutral and 14 % strongly agreed (see in above table 2). However, interviewee (from Lalibela) state that, "In most souvenir shops, there were sellers rather than producers which prevent locals from direct participation in the handi-craft selling".

In relation to the reinforcement of environmental quality, the results on table 2 revealed that sample respondents answered the significance of job opportunity to support environment quality. As

of the survey result, agreed (47.5%), strongly agreed (17.7%), whereas only some of them showed strongly disagree (4.9%), disagree (13.5%) and neither agree nor disagree (16.4%). The majority of the respondents were agreed (65.2%), which rated the importance of tourism enterprises for creation job through supporting quality of environment

Regarding promotion of gender equality in the destination job creation, as can be seen on above table 2, the majority of the respondents (42.1%) were agreed and 17.4% were strongly agreed with survey of questionnaire. Whereas few of them strongly disagreed (4.9%), disagreed (15.3%), and 20.3% of the respondents were neutral or neither agreed nor disagreed on job creation role for promotion of gender equality in the destinations.

When table 2 examined, every respondent based on promote good image in the destination, the result indicated 5.4% were strongly agreed, and 10.6% were disagreed responses among the respondents, while 53.8% of respondents were agreed and 16.4% were stated strongly agreed, the remaining 13.8% of respondents were reported as neither agreed nor disagreed. Hence, majority of the respondents agreed about promotion of good image of the destination, which is supported by creation of the jobs in the destinations.

Regarding to Encourage to participate in conservation activities, respondents were received with highest and lowest percentage 49.6% (agreed) and 4.9% (strongly agreed) replies respectively; others respondents were reported 15.3% disagreed, 12.2% of the respondents were neither agreed nor disagreed and 17.9% respondents were responded strongly agreed (see in above table 2).

Lastly, the respondents were asked regarding to tourism job opportunities, which has a role of environmental conservation to participate in any tourism related activity. The majority of the respondents were responded (49.9%) agreed and 5.2% of sampled respondents were reported as strongly agreed which is the least number of respondents, however 15.6% to disagreed, 13 % to neutral and 16.3% strongly agreed have reported in the study areas (see table 2.).

Generally, as of table 2 above, major roles were played with regard to promoting good image in the destinations, creating sense of ownership in the communities, encourage stakeholders to participate in conservation, contribute to conservation of environment and diversifying the livelihood of local communities in the destinations.

In summary, majority of the respondent with grand mean ( $M=3.59$ ) agreed that the tourism enterprises' job opportunities played a significance role for sustainable tourism development.

### ***Challenges of Job Opportunities for Sustainable Tourism Development***

**Table 3. Challenges of Job Opportunities**

Items		Ordinal scores					Mean
		1=SD	2=D	3=U	4=A	5=SA	
Seasonality of jobs created in tourism	Freq. %	17 4.4%	52 13.5%	89 23.1%	183 47.5%	44 11.4%	<b>3.48</b>
Poor working environment in tourism	Freq. %	27 7.0%	71 18.4%	80 20.8%	176 45.7%	31 8.1%	<b>3.29</b>
Political instability affecting visitors	Freq. %	25 6.5%	60 15.6%	81 21.0%	165 42.9%	54 14.0%	<b>3.42</b>
Undemocratic culture of administration	Freq. %	26 6.8%	66 17.1%	124 32.2%	136 35.3%	33 8.6%	<b>3.22</b>
Poor organizational structure of enterprises	Freq. %	29 7.5%	65 16.9%	70 18.2%	172 44.7%	49 12.7%	<b>3.38</b>

Items		Ordinal scores					Mean
		1=SD	2=D	3=U	4=A	5=SA	
Lack of appropriate training for employees	Freq.	34	56	68	173	54	<b>3.41</b>
	%	8.8%	14.5%	17.7%	44.9%	14.0%	
Lack of coordination among enterprises	Freq.	29	54	72	177	53	<b>3.44</b>
	%	7.5%	14.0%	18.7%	46.0%	13.8%	
<b>Cumulative Mean</b>							<b>3.38</b>

Source: Researchers' own survey, 2020

As of table 3 above, With in the section of challenges of job opportunity to bring sustainable development in tourism enterprises; seasonality of jobs, poor working environment, political instability, undemocratic administration, poor organization structures, lack of appropriate training, and lack of coordination among enterprises were mentioned in the survey questionnaires of the study areas.

The survey result showed that in sustainable tourism job opportunity related with seasonality, poor working environment, political instability, undemocratic administration, poor organization structures, lack of training, and lack of coordination were mentioned the focus and issues towards sustainable tourism development. From the respondents who participated on the survey of the seasonality of jobs creation in tourism enterprises, 47.5% agreed which were majority of the respondents about the phenomena of seasonality has affecting every tourism and hospitality staffs , while 45.7% mentioned that poor working environment were agreed which were the majority of the respondents (see table 3.). In additional, from the respondents, 42.9%, 35.3%, 44.7%, 44.9% and 46% respectively reported for political instability affecting visitors security; undemocratic culture of administration; Poor organizational structure; Lack of appropriate training; and lack of coordination among tourism enterprises as challenges for tourism enterprises for sustainable tourism development. According to interviewee (Bahir Dar) lack of appropriate training and poor organizational structure of tourism enterprises are among the major challenges to job opportunities. Furthermore, there are many cancellations of reservation due to occurrence of some events in different seasons (Interviewee, Bahir Dar). As of researchers' field observation and FGD Participants, there were challenges related to lack of coordination among different enterprises about the common issues for them.

In general, as of the above table 3, major challenges revealed by the study were seasonality of jobs created in tourism, lack of coordination among enterprises, political instability affecting visitors, lack of appropriate training for employees and poor organizational structure of enterprises.

In summary, majority of the respondent with grand mean ( $M=3.38$ ) agreed that the tourism enterprises face challenges to play more significance role for sustainable tourism development.

### Conclusion

The aim of sustainable tourism is to increase the benefits and to reduce the negative impacts caused by tourism to different destinations. Even though there are different forms of tourism sustainability, genuine sustainable development will be achieved through creation of sustainable tourism related jobs. Regarding the practice of creating job opportunities by tourism enterprises in the study area, the result showed tourism enterprises diversify work opportunities, provide job for local communities and provide means to participate unskilled workers in the enterprises. In line with the creation of the job opportunities by tourism enterprises, the enterprises played major roles to sustainable



tourism development with regard to promoting good image in the destinations, creating sense of ownership in the communities, encourage stakeholders to participate in conservation, contribute to conservation of environment and diversifying the livelihood of local communities in the destinations.

However, the creation of job opportunities by tourism enterprises were hindered by different major challenges revealed by the study that includes; seasonality of jobs created in tourism, lack of coordination among enterprises, political instability affecting visitors, lack of appropriate training for employees and poor organizational structure of enterprises.

### Recommendations

Based on the findings of the study, the following recommendations are suggested to trigger better roles of job opportunities by tourism enterprises for sustainable tourism development in Amhara Nation Region State, Ethiopia.

- Even though the aggregate result for role of job opportunities by tourism enterprises for sustainable tourism development revealed good performance, there are some challenges that should be resolved by different mechanisms. Hence, the culture and tourism office should provide continuous training and check up to sustain the performance of job creation opportunities.
- Since nature of tourism enterprises needs the cooperation and integration of different stakeholders, the government and enterprises themselves should provide structural and institutional mechanisms to solve common problems.
- All the stakeholders in the destinations should strive to safety and security of visitors.
- In most souvenir shops, there were sellers rather than producers. Therefore, there should be strategy to appreciate and promote producers of some art works in the destinations.
- The tourism enterprises should design innovative strategy to create lower level and participatory jobs for local community of the destinations.
- The government and tourism enterprises should strive to minimize the challenges related to seasonality of jobs created in tourism, lack of coordination among enterprises, political instability affecting visitors, lack of appropriate training and poor organizational structure of enterprises.

### References

- Ajala, O.A. (2008). Employment and Income Potentiality of Tourism Development in Amhara Region, Ethiopia, *Ethiopian Journal of Environmental Studies and Management*, 1(2).
- Ajala, O.A. (2011). The Regional Impact of Tourism Development in the Amhara Region of Ethiopia. *IRPG*, 10 (1).
- Altes, C. (2018). Analysis of Tourism Value Chain in Ethiopia: Final Report, CBI.
- Amhara National Regional State Culture and Tourism Bureau (ANRSCTB) (2019). Annual Report of the bureau.
- Birtukan, A. (2018). Pitfalls of Tourism Development in Ethiopia: A Case of Bahir Dar Town and its Surroundings, a Historical Perspective, *European Journal of Food Science and Technology*, 6(1), European Centre for Research Training and Development, UK.
- Dayananda, K. (2014). *Tourism and Employment: Opportunities and Challenges in Karnataka-Special Reference to Kodagu District, Karnataka State, India*.
- Diana, P. (2013). *The implications of tourism development on labour conditions*. Spain.

- Haghkhah, A., Ebrahimpour, A., Bakar, A. and Siti, Z. (2011). The Impact of Service Quality on Tourism Industry. *Second International Conference in Business and Economic Research (ICBER)*.
- Humke, M. and Hilbruner, R. (2015). *Sustainable Tourism Enterprise Development: A Business Planning Approach*, USA.
- ILO (2010). Developments and challenges in the hospitality and tourism sector: Issues paper for discussion at the Global Dialogue Forum for the Hotels, Catering, and Tourism Sector. Geneva, Switzerland.
- Kothari C.R. (2004). *Research methodology method and techniques* . New Age International P.Ltd.
- Lee, J. & Regena, F. (2003). Seasonality in tourism employment: Human resource challenges, *International Journal of Contemporary Hospitality Management*.
- Lobat, Z. (2018). The Role of Environmental Ethics in Sustainable Tourism Development.
- Mihail, A., Andreea, S. and Ștefan, T. (2016). Measuring Service Quality in Tourism Industry. *Social and Behavioral Sciences*. Elsevier Ltd.
- Ministry of Culture and Tourism of Ethiopia (MoCT) (2009). *Tourism Development Policy of Ethiopia*.
- MoCT (2009). *Tourism Development Policy of Ethiopia*. Addis Ababa, Ethiopia.
- Nurhssen, S. (2016). The Role of Tourism on Local Economic Development of Gondar City, Amhara Regional State, Ethiopia. *J Glob Econ*, 4(3).
- OECD (2018). *OECD Tourism Trends and Policies 2018*, OECD Publishing, Paris.
- Rastogi, A. (2019). Tourism and Jobs: A better future for all. Available at <https://www.deccanherald.com/opinion/panorama/tourism-and-jobs-better-future-718262.html>.
- Robinson, B.M. & Jonker, J.A. (2014). Tourism in Ethiopia: An urgent opportunity for economic diversification. *African Journal of Hospitality, Tourism and Leisure*.
- Rokanuzzaman, M. (2018). *Tourism and its Potentiality of Creating Employment Opportunities*. Utara University, Dhaka, Bangladesh.
- Sherma, R. & John, T. (2008). Sustainability Indicators for Small Tourism Enterprises - An Exploratory Perspective. *Journal of Sustainable Tourism*, 16, Taylor & Francis.
- Sintayehu, A., Kassegn, B. and Sewnet, T. (2016). Employment Opportunities and Challenges in Tourism and Hospitality Sectors. *Journal of Tourism & Hospitality*.
- UNWTO (2010). Questionnaire on Tourism and Employment: Overview of Results UNWTO Statistics and Tourism Satellite Account (TSA) Program, Room Document, 2nd T.20 Ministers Meeting – Republic of Korea.
- World Bank (2006). Ethiopia: Towards a Strategy for Pro-Poor Tourism Development. Private Sector Development Country Department for Ethiopia Africa Region.
- World Economic Forum (2017). The Travel & Tourism Competitiveness Report 2017.
- World Travel and Tourism Council (2017). Travel & Tourism Economic Impact 2017 Ethiopia.
- World Travel and Tourism Council (2019). Travel & Tourism Economic Impact 2019 World.
- Yamane, T. (1967). *Statistics: An introductory analysis*, second edition, Harper and Row. New York.
- Yiheiyis, A. (2015). Tourism Resources in Ethiopia: Huge Possession Versus under Utilization. *The International Journal of Humanities & Social Studies*.