

## **Shaping Organizational Culture in Response to Tourism Seasonality: A Qualitative Approach**

### **Abstract**

Seasonality is a hot topic in the tourism literature as it influences the survivability of the tourism business and the sustainability of destinations. Although seasonality is important, a practical question remain unanswered in the literature: How does organizational culture influence tourism firms and shape their way of responding to seasonality? Organizational culture is a business goal that directs the behavior of individual members of an organization and affects the performance of the organization. However, the extent to which organizational culture shapes the way firms respond to seasonal variation has received scant attention in the tourism literature. To fill this research gap, the current study concentrates on understanding organizational culture as well as how it shapes individuals' behavior in response to seasonality. Using a qualitative design, interviews were conducted with 19 hotel senior managers in three different regions of Ethiopia. The findings reveal that types of organizational culture and managers' self-regulatory processes could determine firms' response to seasonality. Theoretical and managerial implications are discussed.

**Keywords:** Tourism seasonality; Organizational culture; Regulatory focus process; Response; Ethiopia

## **Introduction**

Seasonality is a common phenomenon in the tourism industry. Tourism companies experience performance and productivity difficulties arising from seasonal variations and market imbalance (Ferrante, Lo Magno, & De Cantis, 2018; Senbeto & Hon, 2019). Although a recognized and well-developed definition of seasonality has not yet been developed, scholars seem to agree on the definition provided by Butler (1994, p. 332) who defines seasonality as “the temporal imbalance in the phenomenon of tourism, [which] may be expressed in terms of dimensions of such elements as numbers of visitors, expenditure of visitors, traffic on highways and other forms of transportation, employment and admissions to attractions”. In response to seasonality, some tourism firms may react proactively and tackle it by using several product and marketing strategies, such as discounts and product packaging and bundling, while others may exhibit a submissive attitude toward the status quo of seasonal variation or purely depend on the peak season market (Banki, Ismail, & Muhammad, 2016; Getz & Nilson, 2004; Jolliffe & Farnsworth, 2003). Hence, we developed a question for this study: Why do some organizations have a strategy calibrated to respond to seasonality, while others are inactive in their response to this phenomenon?

Managing seasonality requires strenuous efforts to attract demand and create market strategies and modifications to address off-season demand. Building on an exploratory research design, Haber and Reichel (2005) noted that organizational culture could positively influence the success of a business in relation to seasonality. In an environment where tourism firms are exposed to market turbulence caused by seasonality, organizational culture fueled by shared values, attitudes, and perceptions can play a crucial role in either promoting or inhibiting firms’ response to seasonality. More importantly, with its influence on certain organizational norms, values, procedures, and perceptions and organizational decision-making, organizational culture reveals an organization’s responsiveness to situations such as seasonality, as well as its readiness to change and to

tackle difficult situations (Armenakis et al., 1993; Hogan & Coote, 2014; Schein, 1992). In supporting this view, studies have noted that organizational culture matters for a firm's response to challenging situations such as crisis management (Goby & Nickerson, 2015), acquiescent response (Chen et al., 2017), creativity and innovation promotion (Hon, Bloom, & Crant, 2014; Hon & Leung, 2011), and turbulent environments (Liu & Almor, 2016). Because of this, researchers tend to consider organizational culture as a business strategy used in shaping innovative behavior, market orientation, and competition (Amabile et al., 2004; Barney, 1986; Hon & Leung, 2011; Hon, Lu, & Chan, 2015).

Although the issue of variation in seasonal demand is a central theme in the tourism seasonality literature, less research has been conducted on the topic of tourism organizations' responses to variation in seasonal demand at the micro level (Connell, Page, & Meyer, 2015; Goulding, Baum, & Morrison, 2005; Senbeto & Hon, 2019). Therefore, drawing from Schien's (1992) and Hon and Leung's (2011) types of organizational culture to understand managerial staff's self-regulation process, using a qualitative approach, this study aims to explore , the extent to which organizational culture can shape seasonality in tourism. More importantly, we explore individuals' self-regulatory processes and their alignment with organizational culture in response to seasonality as explanatory mechanisms. Examining responses to tourism seasonality via regulatory foci involves two mechanisms (Higgins, 1998; Senbeto & Hon, 2019): a promotion focus and a prevention focus. A promotion focus implies an individual's intention to develop ideas and procedures and to strive for their accomplishment, while a prevention focus indicates an individual's attention to safety and protection and their focus on the status quo rather than moving forward.

The existing tourism seasonality research mainly focuses on Western developed countries, and thus there is unbalanced distribution of research on tourism seasonality across developed and

less-developed contexts (Banki et al., 2016; Chen & Pearce, 2012; Koenig-Lewis & Bischoff, 2005; Senbeto & Hon, 2019). This may create the perception that tourism seasonality is solely a Western concern and occurs in temperate climate zones. In addition, there is paucity of empirical evidence that would help us to understand seasonality from the micro-level tourism organization perspective and from the perspectives of less-developed countries. Thus, this study delves into the main features of tourism seasonality from the perspective of senior managers in a less-developed area of the world (Africa). The study offers both theoretical and managerial implications. Theoretically, we develop a conceptual model drawing from the qualitative approach, which helps to support the need for a theoretical framework to explore tourism organizations' response to seasonality (Boffa & Succurro, 2012; Senbeto & Hon, 2019). The study covers the main features of seasonality in tourism settings and explores the constraints faced by tourism organizations in the process of tackling seasonality. Furthermore, this study offers empirical support to the tourism seasonality literature, which explores seasonality in the context of the less-developed world. Practically, this study provides implications for tourism organizations by considering several types of organizational culture and understanding how individuals' regulatory foci in relation to cultural dimensions are utilized in the process of managing seasonality.

## **Literature review**

### **Features of tourism seasonality**

Seasonality determines the over- or under-utilization of tourism products and services, and it is an important feature of the tourism industry. Seasonality in tourism can be broadly defined from demand and supply perspectives. From the demand side, most scholars agreed with Butler's (1994) definition that seasonality is a temporal imbalance between demand and supply and results in a reduction in the volume of tourists/guests, amount of spending, and employment due to a

reduction in demand. From the supply side, tourism seasonality is about the over-utilization of products and services at some period (López & López, 2006). Natural and institutional factors have been identified as the main reasons for seasonality (Baum & Lundtorp, 2001; Higham & Hinch, 2002; Koenig-Lewis & Bischoff, 2005). Weather-related factors, such as rainfall, temperature, precipitation, daylight, and sunlight, are some of the principal natural factors related to seasonality. In particular, temperature is the most influential climate-based variable; tourists are sensitive to destination temperatures, and this can affect their travel intentions and decision-making behaviors (Hinch & Jackson, 2000). Institutional factors are associated with events, festivals, holidays, sporting seasons, traditions, and vacation/travel inertia (Baum & Lundtorp, 2001; Getz & Nilsson, 2004; Pegg, Patterson, & Gariddo, 2012). Seasonal variation in tourism is characterized by push-pull factors which result in off-peak seasons. A peak season is considered as a period which brings a huge amount of demand, whereas an off-season is characterized by a smaller tourist flow and a decline in market demand.

The causes and effects of seasonal variation are important issues in tourism, and various natural (i.e., temperature, rainfall) and institutional (i.e., special events, fashion activities) factors have been identified as causes of seasonality. Seasonality in tourism is mostly associated with natural and institutional factors, and its impact can affect the sustainability and the survivability of the tourism business. However, there is currently no consensus among tourism seasonality scholars regarding the impact of seasonality. Some argue that seasonality has positive implications in terms of sustainability, minimizing overcrowding and resource exploitation, and providing time for recovery (Butler, 2001; Koenig-Lewis & Bischoff, 2005; Matheison & Wall, 2006). Nevertheless,

numerous studies have pointed out the negative influences of seasonality in tourism from the business and socioeconomic perspective. For example, an off-season influences the tourism business in terms of employment reduction, income instability, and resource utilization.

### **Response to seasonality in tourism**

Although seasonality influences the economic vitality of the tourism industry, operators strive to tackle seasonality by designing strategies related to the creation of market demand and the modification of products and services. For example, building on empirical findings on the impact of seasonality in the Australian alpine region, Pegg, Patterson, and Gariddo (2012) suggested that managers should adopt new and alternative marketing mechanisms to overcome market-related challenges caused by a low season. By assessing the potential of rugby sports events in New Zealand, Higham and Hinch (2002) asserted that alternative tourism segments and attractions such as events and festivals provide opportunities for tourism organizations to minimize the business challenges presented by the off-season. Moreover, Getz and Nilsson (2004) found that hotels pursue different strategies during the off-season, such as coping, combating, and capitulation. Such strategies arise from a variety of attitudes and perceptions that determine hotels' response to the low season (Koenig-Lewis & Bischoff, 2010).

While considerable attention has been paid to seasonality from macro-level perspectives such as firm policy and structure or causes and impacts, little is known about responses to seasonality in tourism. In relation to this, there is a call for further studies to examine tourism organizations' responses to seasonality at the micro level (Senbeto & Hon, 2019). For instance, Connell et al. (2015) stated that "seasonality and responses to its management in tourism enterprises forms a somewhat limited area within tourism research" (p. 284). Hence, knowledge of existing method responses to the off-season is limited at best. Therefore, in this study, we aim to examine the factors

that determine response to seasonality in the hotel setting from the perspectives of types of organizational culture and regulatory processes. In addition, the study assesses the main features of seasonality in the context of the less-developed world, where few studies have been conducted.

The motivation for this study was to fill several research gaps in relation to the impact of seasonality and in less-developed world. Tourism seasonality is a common phenomenon not only in developed countries but also in developing and least-developed regions where the economy was previously dominated by agriculture and manufacturing. Seasonal variation has thus become a noticeable issue for developing countries, but prior research has paid less attention to tourism seasonality as it pertains to those countries (Senbeto & Hon, 2019). However, as Carson (2015) noted, tourism issues in the developing world, including issues related to seasonality, crises, changing market demand, and competition, need critical attention. Take Ethiopia as an example: The country has been experiencing rapid growth, especially in the last two decades, and the tourism sector has burgeoned into the dominant feature of the country's economy. Likewise, enormous injections of private investment into the country's tourism and hotel industry and changes in governmental policies (i.e., privatization and openness to international chains) have played a vital role in the development of tourism. With extensive day-to-day progress being made to tourism, Ethiopia has been considered a promising destination for tourism development. The present study examines the organizational culture dimension in relation to responses to seasonality by developing a tourism seasonality-process-response model for understanding tourism seasonality for use in future studies.

## **Methodology**

### **Study design and sample selection**

Given the inadequacy of research frameworks on how micro-level tourism enterprises respond to seasonality from the organizational culture and situation-based perspectives, this study is

constructivist in its design (Guba, 1990). Tourism managers who had rich experience of seasonality issues were able to discuss their firms' responses to seasonality, it aims to explore several realities designed by managers' tangible and intangible perceptions. This paradigm is useful for understanding different realities from the perspective of tourism practitioners which are associated with disparities in terms of social interactions, experience, and mental construction. Bearing in mind that subjectivity is the only way of unlocking the constructions held by individuals and that the emergence of "multiple realisms" is useful, we adopted a qualitative design for our in-depth interviews in which senior managers could flexibly react to and explore tourism seasonality issues and their responses in detail (Jennings, 2001). Managers' responses to seasonality can be gleaned through informed constructions and experiences arising from organizational cultures, which in turn, determine their responses to seasonality situations.

On the basis of a tourism stakeholders' discussion in Ethiopia, UNECA (2015) identified that seasonality reduces the contribution of tourism and hospitality to the country's economy. With a proven track record of enormous day-to-day growth in the tourism sector and the introduction of international hotel chains, Ethiopia has been considered as a promising destination for international hotel chain development and improvement (Fortanier & Van Wijk, 2010). However, the challenge of seasonality has negative implications for the growth of the tourism sector in the country and for service quality and human resource development. Thus, this study is timely and necessary to enrich our understanding of how types of organizational culture can influence hotels' strategies in response to tourism seasonality in a less-developed context.

-----  
Insert Table 1 about here  
-----



As shown in Table 1, managers and managing directors of hotels in three cities in Ethiopia (Addis Ababa, Debrezeit, and Hawassa) were selected as the focus of this study; these cities are popular in Ethiopia's hotel industry. Given the predetermined selection criterion that managers and owner-managers must have experienced the impact of seasonality in their business, we pursued a criterion sampling technique (Patton, 2002) and first approached 26 managers and owner-managers in Ethiopia. Nineteen of them agreed to participate in our study. We then conducted semi-structured in-depth interviews with each participant (see Table 1 for a full sociodemographic profile of the participants).

### **Interviews and data analysis**

Since it allows respondents to express their personal perspectives, opinions, and experiences without constraints, the semi-structured interview method was chosen to collect a wide variety of information (Henderson & Bialeschki, 2002; Patton, 2002) which beneficial to the development of a potential research framework and a subsequent survey. The interview questions were derived from the tourism and seasonality literature (e.g., Banki, Ismail, & Muhammad, 2016; Getz & Nilsson, 2004; Pegg, Patterson, & Gariddob, 2011). The interview was divided into two parts: The first part measured the main features of seasonality in the hotel industry and responses to seasonality from the senior management perspective. The second part measured managers' demographic characteristics, such as age, gender, education, years of experience, and hotel characteristics, such as the number of employees in their departments.

More importantly, we asked participants to describe the culture of their organization, and how their regulatory process, in terms of focusing on challenging or embracing seasonality, could promote or inhibit their response to seasonality. The drafted questions were tested and evaluated

through a pilot interview with a small sample of hotel managers in Addis Ababa. After incorporating comments and modifications from the pilot test, we conducted the formal interviews. The in-depth interviews lasted between 30 minutes to 1 hour.

With the permission of the interviewees, the interviews were recorded. The recorded interviews were then manually transcribed by the research team, and a member check was conducted to ensure verification of meaning, interpretation, and external validity (Guba & Lincoln, 1998). Next, we used an inductive analysis strategy to identify the patterns, themes, and categories arising from the aggregated data (Miles, Huberman, & Saldana, 2013; Patton, 2002). We then followed the three stages of thematic analysis suggested by Strauss and Corbin (1994): 1) identify key concepts, 2) summarize and relate concepts, and 3) integrate and refine categories in order to build a research framework for subsequent study. Such an approach enables valid inferences to be made from meaningful themes identified from data.

### **Findings and discussion**

Respondents were asked about the causes and impacts of seasonality in their hotel setting, and they were allowed to think of several features of seasonal variation and their influence of seasonal variation on their business, along with their experience in responding to off-season market challenges. The respondents broadly identified the main features of seasonality with respect to the type of establishment in which they operated. They were also asked about their response to seasonality, with the aim of revealing their intention or experience with regard to the management of seasonality. In this regard, they provided several examples of their awareness of the issue of seasonality, their motivation to manage seasonality in their organization, and the seasonality management approaches/strategies adopted in their organization.

### **Demand fluctuation**

It was palpable throughout the discussions that all the respondents had witnessed market demand fluctuation in their business arising from seasonality. They mentioned that previously the hotel business was dependent on tourist flow and determined by winter/summer variation. Nonetheless, they expressed that the level and features of seasonality varied according to location, time, type of establishment, events, and market correspondence. For example, respondents (T12, T3, T10) who managed resorts and lodges noted that weekends are the busiest times, while weekdays are literally considered as off-season. Unlike city-based and corporate hotels, resorts experience huge market demand during holiday periods such as Christmas from diasporas who prefer to spend their holiday time in this type of establishment. In contrast, the respondents from city-based and corporate hotels noted that they face an off-season at Christmas and New Year as the majority of their guests (foreigners) prefer to stay at home over that period. However, respondents from corporate and city hotels (T2, T6, T9, T16) mentioned that they experience less seasonality than resorts and lodges because they have several market possibilities arising from the corporate networking and event market. This finding is consistent with previous studies on the use of multi-source marketing approaches, segmentation, and diversification as a strategy to tackle seasonality (Baum & Hagen, 1999; Lee et al., 2008).

The majority of the respondents noted that unforeseen factors arising due to risks and uncertainties have been changing the traditional peak/off-peak seasonal variation. Building on chaos theory and considering several unforeseen factors, which shapes the usual processes (Boukas & Ziakas, 2014). According to the respondents, the effects of unforeseen factors have both a negative and a positive impact on hotels. In terms of negative effects, research has revealed that the occurrence of crises and disasters results in fluctuations in tourist flow and these fluctuations affect the

seasonal demand pattern (Coshall, Charlesworth, & Page, 2015; Senbeto & Hon, 2018). As one of our respondents (T16) noted:

Currently, and especially over the last three years, political instability and the subsequent ‘state of emergency’ declared by the government has suddenly disturbed the off-peak season pattern.

This indicates that seasonality is influenced by unforeseen factors. Unforeseen factors such as heatwaves (Gössling & Hall, 2006), financial crises (Eugenio-Martin & Campos-Soria, 2014), epidemics, and terrorism (Rittichainuwat & Chakraborty, 2009) could influence tourist flow and seasonal patterns. Such unforeseen cases create anxiety, fear, caution, and insecurity among guests and affect their comfort when staying in hotels. In line with this, the respondents asserted that guests’ perceived image of a destination contributes to prolonging the off-season after a crisis. This is similar to the finding in the extant literature that perceived destination image influences motivation to travel because destination image has been evolutionarily built on the perceived saliency of several generating markets (Chen, Lin, & Petrick, 2012; Qu, Kim, & Im, 2011). More importantly, research has confirmed that perceived risk and its effect on destinations is a genuine phenomenon in African tourism (Lepp, Gibson, & Lane, 2011) and that tourists’ image of African countries is blurred by safety and security concerns developed over time. In our study, we noticed that in addition to climate and events, the Ethiopian hotel industry has been experiencing seasonal variation arising from diaspora tourism, unforeseen factors, and destination image.

### **Response to tourism seasonality**

In considering the usual natural, institutional, and unforeseen factors, the respondents revealed that some of them actively reacted to, and struggled to minimize, demand fluctuation caused

by seasonality, while others passively responded to seasonality and chose to accept the status quo of seasonal variation. Some organizations actively react to seasonal variation by employing several strategies such as discounts and last-minute offers, bundling special seasonal products, or attempting to actively promote non-peak season products and services (T2, T7, T13, T17). In addition, some respondents considered staff training and maintenance activities (T4, T7) to be an alternative off-season strategy. However, other respondents chose to accept the off-season and its subsequent market challenges, and hence they passively responded to seasonal variations by taking time off (T3, T5, T7), using casual staff only (T1, T8, T18), or depending solely on high peak season demand (T15).

These findings are similar to previous findings that organizations either actively or passively react to seasonality (Banki et al., 2016). Some other studies (e.g., Getz & Nilsson, 2004; Jolliffe & Farnsworth, 2003) also reveal the heterogeneity of tourism responses to seasonality. For example, Getz and Nilsson (2004) divided the responses of tourism enterprises to seasonality into three categories: 1) coping (adapting to seasonal market variation and ensuring alternative market demand to address different seasons), 2) combating (developing changing attitudes and actions so as to create other market segments), 3) capitulating, which results in a shrinking market or termination of a business. Similarly, Jolliffe and Farnsworth (2003) asserted that seasonality management in tourism organizations is manifested either through accepting the status quo of seasonality or by initiating strategies to tackle seasonal variation and ensure the extension of the tourist season throughout the year.

### **Development of a culture-process-tourism response model**

The ultimate research objectives of this study were to examine an essential theoretical and practical challenge for tourism firms and to investigate how tourism managers mitigate seasonality

and what factors could promote or inhibit their reaction to seasonal variation. In this regard, respondents mentioned that the culture of an organization and its regulatory processes determine whether it attempts to promote or inhibit a response to seasonal variation. This view is similar to Schein's (1992) notion of different types of organizational cultures and their effect on driving the initiation of action to achieve organizational goals and motivate responses to seasonal variation. Several studies have empirically demonstrated the role of organizational cultures and their influence on interpretations of and reactions to tourism seasonality (e.g., Barney, 1986; Hon & Leung, 2011; Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2016; Sarooghi, Libaers, & Burkemper, 2015). The respondents in our study mentioned that regulatory processes ingrained by a promotion or prevention focus could determine their response to seasonality. This implies that managers with a promotion focus exhibit a willingness to initiate actions to tackle seasonality because they are driven by development and change-oriented goals. In contrast, managers with a prevention focus shows less willingness to initiate actions to move forward or to challenge seasonality because they are afraid of taking risks or the risk of failure associated with such actions.

The results of this study indicate that response to seasonality is influenced by the types of hotel culture as well as by managers' promotion or prevention strategies in their decision-making. For example, internally, some managers create a conducive work environment to encourage group cohesiveness, mutual trust, participatory decision-making, the flow of communication, and experience sharing among coworkers. Such cooperation assists the creation of ideas and working mechanisms or the sharing of previous efforts and decisions related to marketing efforts during the off-season. As one respondent (T16) stated:

... during the low season, employees actively cooperate with each other to attract markets; they sometimes use self-networking and coordination strategies to search for

new, or retain existing, market potential, such as events ... birthdays and other gatherings, and also selling pastry products.

This is similar to previous findings indicating that a collaborative work culture that encourages mutual interaction and experience sharing helps an organization to respond to situations (Barratt, 2004; Beyerlein et al., 2003; Hoegl & Gemuenden, 2001; Hon, Lu, & Chan, 2015). The respondents suggested that combating seasonality requires exceptional effort in terms of utilizing marketing mechanisms as well as a willingness to take risks and prioritize creativity to attract off-season demand by giving employees more flexibility and job autonomy. For instance, giving front-line employees the freedom to decide discount rates by themselves during the off-season without having to seek permission from superiors or bureaucrats within their organization (T4, T13). Such an environment promotes creativity by nurturing new ideas as take-off points for creative planning and action in the process of tackling seasonality. As one respondent (T4) said:

Although there is huge competition to attract the off-season market, our hotel follows proactive strategies, such as empowering employees to decide some marketing strategies like last minute offers and discounts by themselves during the off-season. We also encourage middle-level managers to design service packages and bundles and to create value-added products and other supplementary services, such as wellness services like spas and massages, with aim of attracting new and retaining existing guests during the off-season, even if this means taking risks and possible failures.

In addition, previous studies indicate that innovative and collaborative organizational cultures encourage the need for achievement, affiliation, and inspiration to solve problems (Barratt,

2004; Hon & Leung, 2011; Voudouris et al., 2000; Xerri, 2011). From regulatory focus theory perspectives, individuals who create a collaborative and innovative culture are driven by a promotion focus (Higgins, 1998), exhibit an eagerness to try new methods, and are ready to take risks; in turn, these attributes are expected to lead to new ideas and unconventional working mechanisms. However, in this study, some respondents mentioned that they embraced seasonality and chose to depend heavily on the peak season market. Even though they had market strategies to curb the impact of seasonality, policy initiation and issues related to the practices, resources, and human capital of their organizations influenced the success of efforts to mitigate seasonality. In addition, the culture of an organization can discourage the application of new marketing mechanisms through fear of taking risks, slow decision-making, and less job autonomy. For example, one respondent noted:

Our organization prefers to follow the well-established and existing marketing mechanisms established by the board and owners. Thus, we are afraid of taking risks and making mistakes in pursuing different and new ways to tackle the challenge of the off-season market. (T8)

This finding supports a previous argument that a conservative or traditional culture is characterized by bureaucracy, strong organizational norms, and power distance (Hogan & Coote, 2014; Hon, Bloom, & Crant, 2014; Hon, Lu, Chan, 2015; Shahzad, Xiu, & Shahbaz, 2017; Zwick, 2002). This type of culture pushes employees to be rigid, to stick to old working habits, and to keep a vertical chain of command. In the regulatory focus domain, a traditional culture driven by a prevention focus restricts managers' response to seasonality and drives them to focus on safety and precaution; thus, managers spend less effort on engaging in extra activities to attract guests during



the off-season. The finding of this study suggest that organizational culture determines people's thinking, decision-making, perceptions, and actions (Hogan & Coote, 2014). More importantly, organizational culture expresses the socio psychological environment of an organization. Hence, in this study, we found that organizational culture influences the management strategy developed through the norms, traditions, values, and customs shared by members of the organization and affects hotels' response to seasonality.

The type of organizational culture determines the outcome for the organization (Hon & Leung, 2011). Hotels' response to seasonality varies across types of organizational culture. According to our qualitative findings, organizational cultures can be categorized as innovative, collaborative, and traditional. In addition to organizational culture, managers' self-regulation processes (Higgins, 1998) determine hotels' response to seasonality. Our findings indicate that innovative and collaborative organizational cultures are driven by a promotion-focused strategy in which managers are eager to search for alternative market mechanisms to curb off-season challenges, while a traditional culture pursues prevention-focused strategies and accepts the status quo of seasonal variation. Managers with a prevention focus restrain themselves from searching for new markets or further activities to avoid any negative outcomes.

### **Constraints in response to seasonality**

Further to discussing the main features of and responses to seasonality, the respondents mentioned several constraints which contextually influence responses to seasonality. Such constraints can be categorized as internal and external constraints (Barki & Pinsonneault, 2005). Internal constraints are associated with finance and human resource limitations, location, distribution channels, facilities and resources, and higher turnover rate. These constraints can aggravate the

impact of seasonality and minimize hotels' motivation to tackle the issue, as these comments (T3, T11, T15) illustrate:

Although we are motivated to mitigate the off-season problem, financial limitations caused by a huge bank debt restricts the feasibility of our off-season market strategy. (T3)

Human resource issues and a lack of fully fledged marketing strategies are some of the main challenges which affect our response to seasonality. (T15)

Because of our location and distribution channel, our market is only based on peak season tourism demand. (T11)

These findings are consistent with those of previous studies that found that internal factors related to resources, proactive behavior, and willingness to take action can influence an organization's resilience in response to difficult situations (Ambulkar, Blackhurst, & Grawe, 2015; Parker & Ameen, 2018). In a similar vein, respondents mentioned that a high turnover rate minimizes the implementation of market strategies to curb the challenges associated with the off-season because new employees seek adaptations or information before executing decisions. In addition to the abovementioned internal challenges, some respondents noted that intervention by owners in an organization's operations and management can also be considered an obstacle to designing and implementing strategies to tackle seasonality. With regard to external constraints, the respondents mentioned that the occurrence of crises, the lack of skilled man-power, competition, destination image, technological disruptions, and environmental turbulence are some of the main external challenges that exacerbate failure in relation to seasonality. As one of the respondents (T6) said:

Sometimes, a crisis that arises due to political instability can turn a normal peak season into an off-season, and unlike other causes of tourism seasonality, we are hardly able to react to this kind of seasonality.

### **Theoretical implications**

Seasonality is inevitable for tourism enterprises irrespective of location and market segment. Thus, numerous studies have examined the push-pull factors that generate high and low season demand for tourism products and services. A range of thought-provoking issues have been mentioned with regard to the causes, impacts, and responses to seasonality (see Amelung et al., 2007; Koenig-Lewis & Bischoff, 2005). More specifically, coping with the inadequacy of markets during off-season is a primary concern for the tourism sector, especially at the micro level, since tackling the off-season requires tourism organizations to make intensive efforts to survive in the market by generating new markets and retaining their existing markets (Turrión-Prats & Duro, 2017). Although market challenges arising from seasonality affect tourism organizations, little is known about organizational mechanisms to alleviate seasonality at the destination or firm level (Connell et al., 2015; Goulding et al., 2005; Koenig & Bischoff, 2010). To acquire a low-season market, tourism firms are expected to manage seasonality. However, the reasons why some organizations successfully respond to seasonality and why others fail to respond need further investigation. In addition, seasonality in tourism is seen as a Western issue since a considerable number of seasonality studies focus on settings in Western developed countries and less is known about tourism seasonality in the less-developed world context (Baum & Lundtorp, 2001; Chen & Pearce, 2012; Koenig & Bischoff, 2005). Hence, research is needed to understand the theoretical and practical gaps in regard to the features of seasonality in tourism from non-Western perspectives.

In response to the abovementioned research gap, this study explored the main features of seasonality in the Ethiopian hotel context and how hotels respond to seasonality from the perspectives of organizational culture and managers' regulatory processes. The findings reveal that in addition to the commonly known natural and institutional factors of seasonality, type of hotel, location, occurrence of crises, and perceived destination image are also key factors. Regarding response to seasonality, our findings indicated that there was substantial disparity among the interviewees with regard to their experience of and responses to seasonality. In terms of strategies to reduce the impact of seasonality, collaboration among team members, creating new services or marketing mechanisms, and embracing the status quo of seasonal variation were mentioned as the main features of tourism firms' responses to seasonality. Figure 1 shows that organizational culture determines response to seasonality, which ranges from a focus on challenging seasonality to a focus on embracing seasonality. This finding is similar to previous findings indicating that there is a variation in organizations' response to seasonality (Banki et al., 2016; Getz & Nilsson, 2004; Jolliffe & Farnsworth, 2003); some organizations initiate strategies to tackle seasonality, while others passively accept the status quo.

-----  
Insert Figure 1 about here  
-----

The study's theoretical implications are threefold. First, this study offers an understanding of tourism organizations' responses to seasonality, answering the call of previous studies to investigate how tourism enterprises respond to seasonality (Connell et al., 2015; Goulding et al., 2005). Second, the study provides empirical findings that help us understand the reasons behind tourism organizations' responses to seasonality through an examination of organizational cultures and managers' regulatory processes. The third theoretical contribution of our study is that we offer

insights to comprehend the main features of seasonality in less-developed countries located in Africa, where there is lack of tourism seasonality research based in such settings (Banki et al., 2016; Chen & Pearce, 2012; Senebto & Hon, 2019). The framework of the study employs organizational culture models drawn from Schien's (1992) work and regulatory focus theory borrowed from the organizational behavior literature to provide a lens for better understanding the features of and responses to seasonality in a micro-level tourism organization setting. Such theoretical inputs could contribute to theoretical development in the tourism seasonality research (Boffa & Succuro, 2012). The framework provides answers to help solve the parallel questions of the reasons why hotels actively or passively react to seasonality. In addition, it shows how organizational culture and regulatory focus are seen as mechanisms that promote or prevent managers' responses to the off-season. Given these precepts, this study supplements the tourism seasonality and crisis management literature (Senbeto & Hon, 2018) and offers mutual benefits to the hotel, tourism, marketing, and management fields to help them deal with seasonal market variation in developing countries.

### **Managerial implications**

The current study suggests a number of practical implications to the tourism seasonality literature which specifically apply to the hospitality and tourism industries. It is axiomatic that seasonality is an inescapable phenomenon in the hospitality industry which affects the performance and productivity of the hotel industry. Considering the *raison d'être* of making a profit and a return on investment throughout the year, tourism organizations' response to seasonality needs to be known (Baum & Lundtorp, 2001; Coshall, Charlesworth, & Page, 2015). In response to this, this study unpacks practical notions about responses to seasonality in the hotel setting. Given the consequences of seasonality and off-season market related challenges, managers need to consider

strategies to manage seasonal variation by identifying and attracting off-season market demand. In relation to that endeavor, we suggest that an innovative and collaborative culture could better contribute to understanding and predicting the extent of seasonal variation and facilitate hotels' efforts to curb the challenges associated with the off-season. Such a culture also assists in strengthening awareness of the variation in guest demand across seasons, expediting psychological remedies, and challenging established working mechanisms. More specifically, managers should consider innovative and collaborative organizational cultures to manage seasonal variation since such cultures offer an open environment and provide a chance for employees to take risks in their attempts to try new and alternative working mechanisms during the off-season.

In addition, an innovative or collaborative culture helps to minimize the internal challenges which occur during the off-season. For example, Alananzeh, Mahmoud, and Ahmed (2015) asserted that miscommunications, deviance, negative relationships, and conflict with coworkers during work hours exacerbate the negative consequences of seasonality for the hotel business. Thus, we suggest that tackling off-season market challenges could be more fruitful with the presence of a compatible link between an innovative or collaborative culture and managers' promotion-oriented regulatory processes. With the support of innovative and cooperative cultures and driven by a promotion process, managers need to consider non-peak promotions, product and service packages, complimentary services, and employee-customer interactions during the off-season. For example, if a hotel adopts an innovative or collaborative organizational culture, managers and employees will have greater autonomy, a supportive attitude, and a deeper understanding of the internal and external market. This will provide a conducive environment (organizational support for strategy proposals; less need to seek permission from superiors or bureaucrats within organization) for managers and employees to formulate marketing strategies. Managers also need to appreciate

the importance of cohesiveness among team members, mutual trust, empowerment, and participatory decision-making as parts of their strategy to tackle seasonality. Furthermore, managers need to have a flexible attitude and pursue contingency strategies to deal with seasonality caused by crises, economic downturns, and uncertainties. Finally, the study's findings will help prospective investors and policymakers better understand how tourism enterprises could proactively react to seasonal variation before entering the tourism business.

### **Limitations and directions for further research**

This study covers the features of and responses to seasonality in the context of less-developed countries and provides a theoretical framework by using an organizational culture model and regulatory focus theory. However, it has several limitations. We acknowledge that it may be difficult to generalize from our findings because of the study's small sample size, despite the fact that qualitative data with 15 to 30 interviews is sufficient for a representative sample (Marshall et al., 2013). We faced a number of challenges in determining the sample size: cost, time, location, and willingness of individuals to participate in the study. In addition, although we made efforts to ensure objectivity in addressing the research questions, it is not safe to say that the research design (i.e., qualitative) was free from subjectivity (Bryman & Bell, 2011). Hence, future studies could consider a large sample size and employ a quantitative methodology to ensure the validity and reliability of the proposed model and to measure the effectiveness of the recommendations featured in this study. To ensure validity and generalization in the tourism industry domain, further related studies are deemed necessary in several tourism segments (e.g., tour operators and destination management organizations). Testing the framework by using a multi-method approach in several cultural, geographic, and sociodemographic contexts is also necessary.

Since seasonality affects investment expansion, return on investment, employment, and financial and market scenarios, further studies are needed to examine variations in seasonal tourists and related tourist phenomena. Above all, tourists' or guests' perceptions of and reactions to seasonal variation are important to recognize the comprehensive aspects of seasonality and responses to it from both the supply and the demand side. Further theoretical views can be considered to examine the diverse features of seasonal variation in the tourism business. As examples, some of the main theories are the theory of reasoned action (Prayag, Hosany, & Odeh, 2013), social exchange theory (Vargas-Sánchez et al., 2014), financial portfolio theory (Soo Cheong, 2004), and traditional pricing theory (Jeffrey & Barden, 1999). While the majority of previous studies focused on hotel establishments, little is known about seasonality in other tourism segments. Hence, future research could focus on exploring seasonal variation in several types of accommodation, such as private accommodation, campsites, youth hostels, cruise ships, and farm-based guesthouses. To gain an accurate understanding of organizations' responses to seasonal variations, it is suggested that future studies should utilize a longitudinal or experimental design.

In conclusion, seasonality is a practical concern for the tourism business. On the basis of our interview findings, we developed and proposed a culture-process-response to the tourism seasonality model which examines how organizational culture determines the regulatory process managers use in preparing a tourism organization's response to address the issue of seasonality. Our model offers a comprehensive understanding of the responses of tourism organizations and individuals to seasonality, and it demonstrates the influence of promotion and prevention foci mechanisms on individuals' responses to seasonality, which are influenced by the organizational culture in which they operate. The study offers theoretical and practical implications and suggestions for tourism enterprise managers, human resource practitioners, marketers, and policymakers. Lastly,



the study sets out its limitations and suggest directions for future research on how to deal with seasonality in tourism.

## References

- Alananzeh, O. A., Mahmoud, R. M., & Ahmed, M. N. (2015). Examining the effect of high seasonality on frontline employees: a case study of five stars hotels in Aqaba. *European Scientific Journal*, 11(32), 330-341.
- Amabile, T. M., Schatzel, E. A., Moneta, G. B. and Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *The Leadership Quarterly*, 15, 5–32.
- Ambulkar, S., Blackhurst, J., & Grawe, S. (2015). Firm's resilience to supply chain disruptions: Scale development and empirical examination. *Journal of Operations Management*, 33, 111-122.
- Amelung, B., Nicholls, S., & Viner, D. (2007). Implications of global climate change for tourism flows and seasonality. *Journal of Travel Research*, 45, 285-296.
- Armenakis, A. A., Harris, S. G., & Mossholder, K. W. (1993). Creating readiness for organizational change. *Human Relations*, 46(6), 681–704.
- Barney, J. B. (1986). Organizational culture: can it be a source of sustained competitive advantage? *Academy of Management Review*, 11(3), 656-665.
- Barratt, M. (2004). Understanding the meaning of collaboration in the supply chain. *Supply Chain Management: An International Journal*, 9(1), 30-42.
- Beyerlein, M. M., S. Freedman, C. McGee, and L. Moran. (2003). *Beyond teams: Building the collaborative organization*. San Francisco: Wiley & Sons.
- Boffa, F., & Succurro, M. (2012). The impact of search cost reduction on seasonality. *Annals of Tourism Research*, 39, 1176-1198.
- Butler, R. W. (1994). Seasonality in Tourism: Issues and Problems. In A. V. Seaton (Ed.), *Tourism: the State of the Art* (pp.332-339). Chichester: Wiley & Sons.
- Butler, R. (2001). Seasonality in tourism: Issues and implications. In T. Baum & C. Lundtrop (Eds.), *Seasonality in tourism* (pp. 5-21). New York, NY: Pergamon.
- Barki, H., & Pinsonneault, A. (2005). A model of organizational integration, implementation effort, and performance. *Organization Science*, 16(2), 165-179.
- Banki, M. B., Ismail, H. N., & Muhammad, I. B. (2016). Coping with seasonality: A case study of family-owned micro tourism businesses in Obudu Mountain Resort in Nigeria. *Tourism Management Perspectives*, 18, 141-152.
- Baum, T., & Lundtrop, S. (Eds.). (2001). *Seasonality in tourism* (1st ed., Advances in tourism research series). Amsterdam, Netherlands: Pergamon.
- Baum, T., & Hagen, L. (1999). Responses to seasonality: the experiences of peripheral destinations. *International Journal of Tourism Research*, 1(5), 299-312.
- Bryman, A., & Bell, E. (2011). Ethics in business research. *Business Research Methods*, 7(5), 23-56.
- Boffa, F., & Succurro, M. (2012). The impact of search cost reduction on seasonality. *Annals of Tourism Research*, 39, 1176-1198.

- Boukas, N., & Ziakas, V. (2014). A chaos theory perspective of destination crisis and sustainable tourism development in islands: the case of Cyprus. *Tourism Planning & Development, 11*(2), 191-209.
- Carson L. Jenkins (2015) Tourism policy and planning for developing countries: some critical issues, *Tourism Recreation Research, 40*:2, 144-156.
- Chen, H. C., Chen, I. H., Lin, S. Y., & Chen, Y. (2017). Cultural influences in acquiescent response: A study of trainer evaluation biases. *International Journal of Selection and Assessment, 25*(1), 1-10.
- Chen, T., & Pearce, P. (2012). Research note: Seasonality patterns in Asian tourism. *Tourism Economics, 18*, 1105-1115.
- Chen, C. C., Lin, Y. H., & Petrick, J. F. (2012). International stereotype and the collective construction of destination image. *Tourism Analysis, 17*(1), 55-66.
- Connell, J., Page, S. J., & Meyer, D. (2015). Visitor attractions and events: Responding to seasonality. *Tourism Management, 46*, 283-298.
- Coshall, J., Charlesworth, R., & Page, S. J. (2015). Seasonality of overseas tourism demand in Scotland: A regional analysis. *Regional Studies, 49*(10), 1603-1620.
- Eugenio-Martin, J. L., & Campos-Soria, J. A. (2014). Economic crisis and tourism expenditure cutback decision. *Annals of Tourism Research, 44*, 53-73.
- Ferrante, M., Lo Magno, G. L., & De Cantis, S. (2018). Measuring tourism seasonality across European countries. *Tourism Management, 68*, 220-235.
- Fortanier, F., & Van Wijk, J. (2010). Sustainable tourism industry development in sub-Saharan Africa: Consequences of foreign hotels for local employment. *International Business Review, 19*(2), 191-205.
- Getz, D., & Nilsson, P. A. (2004). Responses of family businesses to extreme seasonality in demand: the case of Bornholm, Denmark. *Tourism Management, 25*(1), 17-30.
- Goby, V. P., & Nickerson, C. (2015). The impact of culture on the construal of organizational crisis: perceptions of crisis in Dubai. *Corporate Communications: An International Journal, 20*(3), 310-325.
- Gössling, S., & Hall, C. M. (2006). Uncertainties in predicting tourist flows under scenarios of climate change. *Climatic Change, 79*, 163-173.
- Goulding, P. J., Baum, T. G., & Morrison, A. J. (2005). Seasonal trading and lifestyle motivation: Experiences of small tourism businesses in Scotland. *Journal of Quality Assurance in Hospitality & Tourism, 5*, 209-238.
- Guba, E. G. (1990). The alternative paradigm dialog. In E. G. Guba (Ed.), *The paradigm dialog* (pp. 17-27). Newbury Park, CA: Sage.
- Guba, E. G., Lincoln, Y. S., Denzin, N., & Lincoln, Y. (1998). The landscape of qualitative research: Theories and issues. *Competing Paradigms in Qualitative Research, 105*-117.
- Henderson, K., Bialeschki, D., 2002. *Evaluating Leisure Services: Making Enlightened Decisions*, 2nd ed. Venture, State College, PA.

- Hinch, T. D., & Jackson, E. L. (2000). Leisure constraints research: Its value as a framework for understanding tourism seasonality. *Current Issues in Tourism*, 3, 87-106.
- Higham, J., & Hinch, T. (2002). Tourism, sport and seasons: The challenges and potential of overcoming seasonality in the sport and tourism sectors. *Tourism Management*, 23, 175-185.
- Higgins, E. T. (1998). Promotion and prevention: Regulatory focus as a motivational principle. *Advances in Experimental Social Psychology*, 30, 1-46.
- Hoegl, M., & Gemuenden, H. G. (2001). Teamwork quality and the success of innovative projects: A theoretical concept and empirical evidence. *Organization Science*, 12(4), 435-449.
- Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of Business Research*, 67(8), 1609-1621.
- Hon, A. H. Y., Bloom, M., & Crant, M. (2014). Overcoming resistance to change and enhancing creative performance. *Journal of Management*, 40(3), 919-941.
- Hon, A. H., & Leung, A. S. (2011). Employee creativity and motivation in the Chinese context: The moderating role of organizational culture. *Cornell Hospitality Quarterly*, 52(2), 125-134.
- Hon, A. H.Y., Lu, L., & Chan, W. W. H. (2015). Does cultural value exacerbate or mitigate the effect of compensation gap between locals and expatriates in hotel industry? *International Journal of Hospitality Management*, 48, 83-91.
- Jennings, G. (2001). *Tourism research*. Milton, Qld, Australia: John Wiley.
- Jeffrey, D., Barden, R. R., Buckley, P. J., & Hubbard, N. J. (2002). What makes for a successful hotel? Insights on hotel management following 15 years of hotel occupancy analysis in England. *Service Industries Journal*, 22(2), 73-88.
- Jolliffe, L., & Farnsworth, R. (2003). Seasonality in tourism employment: human resource challenges. *International Journal of Contemporary Hospitality Management*, 15(6), 312-316.
- Koenig-Lewis, N., & Bischoff, E. E. (2005). Seasonality research: The state of the art. *International Journal of Tourism Research*, 7, 201-219.
- Koenig-Lewis, N., & Bischoff, E. E. (2010). Developing effective strategies for tackling seasonality in the tourism industry. *Tourism and Hospitality Planning & Development*, 7(4), 395-413.
- Lee, G., Bergin-Seers, S., Gallaway, G., O'Mahony, B., & McMurray, A. (2008). Seasonality in tourism industry: Impacts and strategies. The Sustainable Tourism Cooperative Research Centre, CRC for Sustainable Tourism Pty Ltd.
- Lepp, A., Gibson, H., & Lane, C. (2011). Image and perceived risk: A study of Uganda and its official tourism website. *Tourism Management*, 32(3), 675-684.
- Liu, Y., & Almor, T. (2016). How culture influences the way entrepreneurs deal with uncertainty in inter-organizational relationships: The case of returnee versus local entrepreneurs in China. *International Business Review*, 25 (1), 4-14.

- Lopez, Bonilla, J.M., Lopez, Bonilla, L.M., and Altamira, B.S. (2006), 'Patterns of tourist seasonality in Spanish Regions', *Tourism and Hospitality Planning & Development*, 3(3), 241–256.
- Marshall, B., Cardon, P., Poddar, A., & Fontenot, R. (2013). Does sample size matter in qualitative research?: A review of qualitative interviews in IS research. *Journal of Computer Information Systems*, 54(1), 11-22.
- Matheison, A., & Wall, G. (2006). *Tourism: Changes, impacts and opportunities*. London, England: Pearson Prentice Hall.
- Miles, M.B., Huberman, A.M., & Saldana, J. (2013). *Qualitative Data Analysis: A Methods Sourcebook*. SAGE Publications, Thousand Oaks, CA.
- Naranjo-Valencia, J. C., Jiménez-Jiménez, D., & Sanz-Valle, R. (2016). Studying the links between organizational culture, innovation, and performance in Spanish compANies. *Re vista Latinoamericana de Psicología*, 48(1), 30-41.
- Patton, M. Q. (2002). *Qualitative research and evaluation methods* (3rd ed.). Thousand Oaks, CA: Sage.
- Prayag, G., Hosany, S., & Odeh, K. (2013). The role of tourists' emotional experiences and satisfaction in understanding behavioral intentions. *Journal of Destination Marketing & Management*, 2(2), 118-127.
- Parker, H., & Ameen, K. (2018). The role of resilience capabilities in shaping how firms respond to disruptions. *Journal of Business Research*, 88, 535-541.
- Pegg, S., Patterson, I., & Gariddo, P. V. (2012). The impact of seasonality on tourism and hospitality operations in the alpine region of New South Wales, Australia. *International Journal of Hospitality Management*, 31(3), 659-666.
- Qu, H., Kim, L. H., & Im, H. H. (2011). A model of destination branding: Integrating the concepts of the branding and destination image. *Tourism Management*, 32(3), 465-476.
- Reichel, A. and Haber, S. (2005). A Three-sector Comparison of the Business Performance of Small Tourism Enterprises: An Exploratory Study, *Tourism Management*, 26(5), 681-690.
- Rittichainuwat, B. N., & Chakraborty, G. (2009). Perceived travel risks regarding terrorism and disease: The case of Thailand. *Tourism Management*, 30, 410-418.
- Saroughi, H., Libaers, D., & Burkemper, A. (2015). Examining the relationship between creativity and innovation: A meta-analysis of organizational, cultural, and environmental factors. *Journal of Business Venturing*, 30(5), 714-731.
- Schein, E. H. (1992). *Organizational culture and leadership*. San Francisco: Jossey-Bass Inc.
- Senbeto, D. L., & Hon, A. H. (2018). The impacts of social and economic crises on tourist behaviour and expenditure: an evolutionary approach. *Current Issues in Tourism*, 1-16 (DOI: 10.1080/13683500.2018.1546674)

- Senbeto, D. L., & Hon, A. H. (2019). A dualistic model of tourism seasonality: Approach–Avoidance and Regulatory Focus Theories. *Journal of Hospitality & Tourism Research*, 43 (5), 734–753.
- Shahzad, F., Xiu, G., & Shahbaz, M. (2017). Organizational culture and innovation performance in Pakistan's software industry. *Technology in Society*, 51, 66-73.
- Strauss, A., & Corbin, J. (1994). Grounded theory methodology. *Handbook of Qualitative Research*, 17, 273-85.
- Turrión-Prats, J., & Duro, J. A. (2017). Tourist seasonality in Catalonia: The relevance of demand factors. *Tourism Economics*, 23, 846-853.
- Soo Cheong, J. (2004). Mitigating tourism seasonality: A quantitative approach. *Annals of Tourism Research*, 31, 819-836.
- UNECA, (2015). *Sustainable Tourism Master Plan 2015 – 2025*. Addis Ababa: United Nations Economic Commission for Africa.
- Vargas-Sánchez, A., Porrás-Bueno, N., & de los Ángeles Plaza-Mejía, M. (2014). Residents' attitude to tourism and seasonality. *Journal of Travel Research*, 53(5), 581-596.
- Voudouris, I., Lioukas, S., Makridakis, S., & Spanos, Y. (2000). Greek hidden champions: lessons from small, little-known firms in Greece. *European Management Journal*, 18(6), 663-674.
- Xerri, M. (2011). Fostering the innovative behaviour of SME employees: A social capital perspective. *Research & Practice in Human Resource Management*, 19(2), 43-59.
- Zwick, T. (2002). Employee resistance against innovations. *International Journal of Manpower*, 23(6), 542-552.

**Table 1**  
**Socio-Demographic Profile of Interviewees**

		<b>Number</b>	<b>%</b>
<b>Location</b>	Addis Ababa	13	68.5
	Debrezeit	4	21
	Hawassa	2	10.5
<b>Age</b>	18 – 30 years	2	10.5
	31 – 45 years	9	47.4
	46 – 54 years	6	31.6
	Above 55 years	2	10.5
<b>Work experience</b>	1 – 3 years	3	16
	4 – 7 years	5	26
	8 – 10 years	6	32
	Above 10 years	5	26
<b>Education</b>	Diploma	3	16
	Bachelor Degree	9	47
	Post-graduate level	7	37

**Figure 1**  
**Culture, Process, and Response to Tourism Seasonality Model**

