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SCHOOL OF GRADUATE STUDIES

**MASTER OF ARTS DEGREE PROGRAM IN PROJECT
MANAGEMENT**

**ASSESSING THE EFFECTS OF GLOBALIZATION AND COVID-19 ON
THE PERFORMANCE OF INTERNATIONAL AIR TRANSPORT
ACTIVITY**

(IN CASE OF ETHIOPIAN AIRLINES)

BY

HILINA TESFAYE

JUNE, 2021

ADDIS ABABA, ETHIOPIA



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**MASTER OF ARTS DEGREE PROGRAM IN PROJECT
MANAGEMENT**

**Submitted in partial Fulfilment of the Requirements for the Award of
Degree of Master of Art in Project Management**

St. Mary's University College, School of Graduate Studies

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DECLARATION

I, the signers, declare that this thesis is my original work, prepared under the guidance of Asst. Professor Dejene Mamo. All sources of data and information used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution for the purpose of earning any degree.

Name of the student: Hilina Tesfaye Azene

Signature

Date

LETTER OF CERTIFICATION

This is to certify that the thesis entitled: Assessing the Effects of Globalization and COVID-19 on the Performance of International Air Transport Activity (In case of Ethiopian Airlines) submitted in partial fulfilment of the requirements for the degree of Masters of project management of the Postgraduate Studies, St. Mary's University and is a record of original research carried out by Hilina Tesfaye SGS/0221/2012A, under my supervision, and no part of the thesis has been submitted for any other degree or diploma. The assistance and help received during the course of this investigation have been duly acknowledged. Therefore, I recommend it to be accepted as fulfilling the thesis requirements.

Dejene Mamo (Asst. Professor)

Name of the Advisor

Signature

Date

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Abstract

Globalization is, at its most literal sense, the process of creating, transforming things or phenomena into global ones. Air industry is playing an important role in this expansion. Air traffic is vulnerable to external factors, such as oil crises, natural disasters, armed conflicts, terrorist attacks, economic recessions and disease outbreaks. The recent pandemic caused by COVID-19 has globally affected air transport mobility as well as the airlines industry in general. The general objective of this study is to examine how globalization and COVID-19 had affected the performance of international air transport activities (in case of Ethiopian Airlines). In this paper both qualitative and quantitative methods were utilized. The qualitative data were collected by using questionnaires which were administered to the management, international and domestic flight customers and non-management staffs of the airlines within the population of above 17000 Ethiopian airlines employees 110 employees were selected by purposive random sampling method. A quantitative data were collected from different official international airlines web sites including Ethiopia airlines official sites, social media platforms and YouTube videos (Interviews of Ethiopian airlines, CEO) other relevant reports. After examining both the qualitative and quantitative data, the researcher found that, the effect of globalization during early stage of COVID-19, the entire elements of life, and economy, social and political effects has occurred. The findings indicate that the pandemic expose the readiness of nations on their preparedness and readiness strategies for management on uncertainty. All this was the impact that drive international airlines to scramble down under destructive level of success. In general, the research led to the conclusion that Ethiopian government, Ethiopian airlines has shown the world that nothing is going to stop the company from succeeding , the leadership aggressively approaching the pandemic on keeping the company elevated. Ethiopian airlines has been a success story way before the pandemic and still.

Key words: Globalization, COVID-19 Pandemic, International Air Transport Activity, Ethiopian Airlines performance

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Acronyms

ECAA:	Ethiopian civil aviation authority
EPHI:	Ethiopian Public Health Institute
EOC:	Emergency Operation Center
EPRP:	Emergency Preparedness and Response Plan
ET:	Ethiopian Airlines
FAA:	Federal Aviation Regulation
GIMAC:	The Global Information Management, Assessment and Analysis Cell
HR:	Human Resources
ICAO:	International Civil Aviation Organization
ICAO:	International Civil Aviation Organization
IATA:	International Air Transport Association
NGO:	Non-Government Organization
NDRM:	National Disaster Risk Management
PHEM:	Public Health Emergency Management
SDR:	Secondary data review
SPSS:	Statistical Package for the Social Sciences
TWA:	US Trans World Airlines
US:	united States
WFP:	World Food Program
WFH:	Work from Home

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Globalization is a system that connect the world like never before, for more than a two decade it was a platform for cultural, political and social integration. In 21st century despite the systematically benefit of globalization it become the causes of more interferences and interdependence of countries all over the world. The systematic influences of developed nation on undeveloped and developing nations is unbearable which causes issues, such like which nation is favoured from globalization.

Globalization has become a fashionable concept in the social sciences, the main dictum of the management specialists, journalists and politicians of any kind. It says that we live in an era where most of the social life is determined by global processes, where cultures, economies and national borders are disappearing. (Brasov, 26-28 May 2011). Globalization is the process of creating, transforming things or phenomena into global ones and it's synonymous with expansion rush of international capital, in various forms to all over the world. Air industry is playing an important role in this expansion. Air transportation is a major industry in its own right and it also provides important inputs into wider economic, political, and social processes. The demand for its services, as with most transport, is a derived one that is driven by the needs and desires to attain some other, final objective. In this dynamic world the particular thrust of globalization has implications for industries such as air transport that service it in the other hand there are feedback loops, because, developments in air transport can shape the form and the speed at which globalization and related processes take place. (Ken Button, 2008)

As Kennan button articulate Globalization certainly increase the demands of air transportation as the movement of people and goods between countries increase. (Ken Button, 2008) The need and demand for high quality, speed, and reliability in the air transport sector has primarily been driven by globalization. In this regard, airlines and the air travel infrastructure must keep pace with the ever-changing demands for its services derived from competition from other global players (Doganis, 2001).

Air traffic is vulnerable to external factors, such as oil crises, natural disasters, armed conflicts, terrorist attacks, economic recessions and disease outbreaks. The recent pandemic caused by COVID-19 has globally affected air transport mobility as well as the airlines industry in general. The COVID-19 pandemic became a global health crisis soon after its inception in late 2019

Its rapid spread forced governments around the world to implement drastic restrictions to control the health crisis, restrictions on travel have resulted in major losses for organizations operating within the aviation sector. (Bassam Buhusayen, Pi-Shen Seet and Alan Coetzer (2020).)

The world was networked, with complex cultural, social and political integration, it was even possible to say the world was a one nation, glob. Anything that happened in one corner of the world is heard in the opposite corner of the world in a matter of minutes like living in the same room. There was high demand of travel for pleasure and business, the more the world is connected the higher the demand to travel in any scenario, in this demand the air transport industry play a major role in providing the comfortable transportation in order to satisfy and fulfil customers' expectations in this process the airlines revenue is mainly depend on charging the customers for the service. After the incident of the pandemic, "the new normal" Travel restrictions have reduced the mobility of individuals across the globe. The fact that air travel facilitated the spread of the COVID-19 internationally, travel restricting has been central to the global response to decrease the spread of the pandemic. The transportation industry has been especially hard hit as air travel continues to shrink due to flight cancellations and capacity reductions. The airline industry has experienced a decrease in capacity of roughly 60-80% at major carriers (Josephs, 2020).

It in a midst of the pandemic, Ethiopia has been fortunate to have relatively low infection, morbidity, and mortality rates. At the height of the Covid-19 pandemic, Ethiopian Airlines took a pro-active approach by converting its passenger aircraft to cargo.

1.2 Statement of the Problem

Today, everything has changed. Globalization, the integrated internationalization of markets and corporations, has changed the way modern corporations do corporate. As Thomas Friedman points out in *The World Is Flat*, jobs, knowledge, and capital are now able to move across borders with far greater speed and far less friction than was possible only a few years ago. The worldwide availability of the Internet and supply chain logistical improvements, such as containerized shipping, mean that companies can now locate anywhere and work with multiple partners to serve any market. As more industries become global, strategic management is becoming an increasingly important way to keep track of international developments and position a company for long term competitive advantage (Thomas L. Wheelen • J. David Hunger, 2015)

The recent global coronavirus pandemic (COVID-19) in December 2019, dramatically affected air transportation mobility. A significant number of flights were cancelled to prevent the spreading of this highly contagious virus. The global damage is already visible and some airlines have already gone bankrupt, and there are projections that, in the next few months, the number of bankrupt airline companies will significantly rise. (Sandro Nižeti, 2020)

Sandro states that airlines affected by the impact of COVID-19 as it rapidly spread into the globe. As the result of the pandemic and its rapid affection most international air transports has been restricted and some stopped the service. This pandemic hit the air transport system heavily and cause hug loss in the industry. The impact of globalization in the time of COVID-19 threaten the air transport economically, politically and social management system of airlines. A large number of countries had closed their borders or imposed severe travel regulations, which reduced airline movement globally by over 40%.there are a significant number of countries worldwide that have completely closed their borders for airline transportation, while in other cases, some countries have denied entry into the country for specific nationalities. Overall, movement is drastically reduced and the global situation is far from being usual. Passengers are either forbidden to travel or discouraged in doing so due to the restrictions in the arriving countries that request quarantine. Due to the previous reasons, travelling is currently mostly limited to business travel in these pandemic circumstances. (Sandro Nižeti, 2020)

Many sectors worldwide have been impacted by government restrictions resulting from the COVID-19 pandemic. For example, restrictions on travel have resulted in major losses for organizations operating within the aviation sector. Air transport mobility during the current COVID-19 outbreak has strongly affected the world. Some global crises, such as sudden changes to oil prices, terrorist attacks, volcanic eruptions, and missing passenger flights negatively impact the aviation sector and force some organizations to implement turnaround management strategies to survive the financial implications. The COVID-19 pandemic has had a severe impact on the aviation sector worldwide, with many governments restricting or banning international travel to control the spread of the pandemic. (Bassam Buhusayen, Pi-Shen Seet and Alan Coetzer, 2020)

The paper assess the effects of globalization on the performance of international air transport during early stage of COVID-19 (In case of Ethiopian Airlines) in addition in this paper major measurement is implemented to assess the major impacts of globalization and COVID-19 on the performance of Ethiopian airlines, to find out the techniques and strategies practise in Ethiopian airlines during uncertainty, to measure the key challenge and opportunity grasp from globalization and COVID – 19 by Ethiopian airlines management and to find out the lesson Ethiopian airlines comprehend from the pandemic.

1.3 Research Questions (proposed project)

1. What are the effects of globalization and COVID-19 on Ethiopian Airlines work environment and employees?
2. What are the major effects of globalization and COVID-19 on the performance of Ethiopian airlines?
3. What are the techniques and strategies practise in Ethiopian airlines during the pandemic?
4. What are the key challenge and opportunity grasp from globalization and COVID – 19 by Ethiopian airlines management?
5. What lesson Ethiopian airlines comprehend from the pandemic, the new normal?

1.4 Objective of the Study

1.4.1 General Objective

- The main objective of this study is to assessment the impacts of globalization and COVID – 19 pandemic in the performance of Ethiopian Airlines.

1.4.2 Specific objectives

1. To assess the major impacts of globalization and COVID-19 on the performance of Ethiopian airlines.
2. To find out the techniques and strategies practise in Ethiopian airlines during the outbreak of COVID – 19 pandemic.
3. To measure the key challenge and opportunity grasp from globalization and COVID – 19 by Ethiopian airlines management.
4. To find out the lesson Ethiopian airlines comprehend from the pandemic.

1.5 Significance of the Study

The significance of this study is to measure the impact of globalization and COVID – 19 pandemic on the performance of Ethiopian airlines. The importance of this study is that it provides Ethiopian airlines to enhance its operations in uncertainty management skill. The findings from this study support the argument that globalization not only benefits firms in terms of increasing opportunities, but also damages operations and performance due to higher competitiveness and uncertainty. In the other hand this study take a look in the fact that the unprecedented incident of COVID – 19 pandemic not only affect the performance of the airlines but also challenge the management’s skills to think out of the box and to thrive in incredible achievements. In addition the findings of this study will inform Ethiopian Airlines managements on factors that have implications on quality of performance, human resource management, customer service and decision making. This study may also help Strategy makers, and they will further be in a better position to formulate, design and implement strategies that would ensure return to growth after operating in the survival mood during of the pandemic.

1.6 Scope of the Study

This study examined the impact of globalization and COVID – 19 in the performance of Ethiopian airlines. This study focused on Ethiopian Airlines, an Ethiopian national carrier operation in Addis Ababa. The scope of this study is limited to the constructive and destructive impacts of globalization and COVID – 19 pandemic on Ethiopian Airlines.

1.7 Limitations of the Study

In conducting this research, the researcher faces some limitation such as challenges to collect primary data due to restriction and social distance rules. Challenge to find reliable and truthful secondary data. In addition the researcher face limitation to collect data from Ethiopian airlines as there are stay home and social distance rules. And also the researcher believe the current economical social and mainly political instability in Ethiopia challenge the researcher to find complete and authentic responses and information.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical related literature review

2.1.1 Globalization

Sam.A.E explains how globalization has become such a commonly used term in the 21st century, he states that globalization is simply means that the world has become integrated economically, politically, socially and culturally through the advances of technology, transportation and communication. It is undeniable to say that globalization has resulted in both positive and negative effects on different sectors (Sam Egbuchon, 2019)

Globalization has been defined by different scholars in different ways, Hill (2002) define globalization as the shift silo national economies to a more integrated and Integrated network of the world economy that is based on mutual exchange of tangible and intangible goods and services (Hill, 2005). On the other hand, Johnson and Scholes (2002) define globalization as a global economic strategy of approaching the worldwide markets with standardized goods and services. Globalization can be traced more or less intensely in history, even though there exist divergent views on the actual starting point of globalization (Grinin & Korotayev, 2012).

In most instances, even where there has been a significant transfer of benefits such as technology, this has been done primarily for the benefit of the West, particularly for multinational that need to enhance production efficiencies in developing countries, Khor (2001) is one of the leading scholars who has itemized most important reasons as to why globalization lacks tangible benefits including increased economic losses for developing countries, social dislocation and loss of culture, spread of capitalism and wealth inequality, and finally, globalization has enhanced environmental degradation in developing countries paving the way for MNEs and western industrialization. Further, Khor argues that countries in the South do not adequately benefit from globalization because of technological variance between the North and South. Low prices exportation of South raw material resources vis-a-

vis importation of high priced North product, enhancing the balance of payment and debt for countries in the Southern bloc (Khor, 2001).

Thus, globalization holds greater promise for multinationals to create larger markets locally and internationally, and by extension, create international understanding partnerships and linkages for economic development and corporate profits (Schmitt, 2004). However, globalization does threaten developing countries economic development, particularly, industrialization, due to the flooding of local markets with international products that make local industry growth or products severely uncompetitive (Hill, 2005).

As a final point for this review, there has been different understandings about globalization and what is its impacts and effects to the world, not every nations are equally benefitted. The nation who preached the important of globalization is the one who is benefitted the most. The impact of globalization in the contemporary world were enormous which has both negative and positive effects economically, politically, socially, and culturally as a result of the integration of countries through the advances of technology, transportation and communication. Globalization suggests that everyone and everything is increasingly vulnerable to events everywhere and that states capabilities are on a weaker and weaker foundation. However, to understand the concept of globalization and find the right balance between benefits, costs and all the phenomena the constitute globalization, citizens of all nations need to understand how globalization works and the policy choices facing them and their societies. (Emmanuel Davies and Sam Egbuchu, 2019)

2.1.2 Coronaviruses (COVID-19) Pandemic

Begna F. narrate in his article about coronaviruses as the virus is from a large family of viruses, it started in the wet animal market in Wuhan City, China. Some of these viruses infect only animals, and others can infect animals and humans. The human coronaviruses were first identified in the mid-1960s. The name coronavirus is used because the virus has crown-like spikes on its surface. COVID-19 is one of the seventh members of the coronavirus family. The seventh known virus is COVID-19, which is also known as SARS-CoV-2. Among the seven coronaviruses, four of them cause only minor respiratory symptoms. The three severe acute respiratory syndromes (SARS CoV), Middle East respiratory syndrome

(MERS CoV), and SARS-CoV-2 (COVID-19) have been associated with life-threatening diseases. Coronavirus (COVID-19) is one of the most significant global public health concerns of the century (Begna F. D., 2020)

COVID-19 is an unprecedented respiratory disease, it necessitates unique inquiring questions and analysing some historical parallels with other pandemics and learning from them. In public health, researching the history of epidemics is a way of learning from the past, and seeking better ways of preventing diseases, effective means of managing the new and securing the highest possible attainable health. Historical analyses have been used as an ideal instrument in understanding past events and comprehending the present realities and envisioning better prevention strategies. Although microorganisms are invisible to ordinary human eyes and they are a longstanding health problem. Sometimes human beings explained pandemics as the work of a divine and magical power. For centuries, epidemic infectious have provoked our curiosity and imagination. Although we have been familiar with the human Corona Virus for over six decades, COVID-19 is unprecedented. Since December 2019, it has been spreading like a forest fire all over the world, breaking families, communities, and threatening the very social fabric of all societies, and it is reinstating our deep-seated imagination. (Begana Dugassa, 2020)

According to Kevin, Jayantha and Mark article COVID-19 is both a global health crisis and an international economic threat. The worldwide lockdown of businesses and industries that were implemented and mandated to curb the spread of the virus generated a wide array of unique and fundamental challenges for both employees and employers across the globe. At the individual level, populations of shutdown affected employees were turned overnight into, “work from home” employees, “essential” or “life-sustaining” workers (e.g., emergency room medical personnel and supermarket staff), or furloughed or laid-off employees seeking the nation-specific equivalent of unemployment benefits. Organizationally, the economic shutdowns and related governmental activities appear likely to change some industries fundamentally, accelerate trends that were already underway in others, and open opportunities for novel industries to emerge, as typically happens in times of wars and natural disasters (e.g., Sine & David, 2003). Given the uncertainty and breadth of the COVID-19 shock, work and organizational psychologists urgently need to apply the field’s current knowledge for the purpose of sense making to help individuals and organizations manage

risks while developing and applying solutions. (Kevin M. Kniffin, Jayanth Narayanan, and Mark van Vugt, 2020)

2.1.3 Air Transport

Air transport has always been seen to have an inherently strategic role. It has obvious direct military applications, but it is also highly visible and, for a period, and in some countries still, was seen as a “flag carrier”, a symbol of international commercial presence. From its earliest days, airlines were seen as having potential for providing high-speed mail services, and subsequently medium and long-term passenger transport. Technology now allows the carriage of much larger cargo pay-loads in a more reliable way. These strategic functions were used to pursue internal national policies of social, political, and economic integration within countries. (Ken) Air transport industry is an important transporter of high-value, low-bulk cargoes, it’s vital in many industries such as tourism, exotics, and high-technology. It is International aviation moves about 40% of world trade by value, although far less in physical terms. The market is served by a diversity of carriers, some specializing in long-haul international routes and others in short-haul markets. To handle the interface between land and air transport the world’s major airports have grown to handle millions of international passengers and tonnes of cargo⁷ each year, and many have been significant catalyst facilitating, in particular, the growth of modern high technology industries and tourism.

Ken button explained the modern air transport industry as it’s an industry that increasingly operates within a liberal market context. While government controls over fares, market entry, and capacity continue in many smaller countries, they are gradually and almost universally being removed or relaxed. International controls under the bilateral ASA structure are increasingly moving towards broad Open Skies formulations , allowing free provision of services between the countries involved, although progress on open market, whereby nationality of ownership of airlines is unrestricted, is coming more slowly (Ken button 2008). The supply and operation of air transport infrastructure is also becoming more market driven with on-going privatizations of airports and air traffic control systems, or the use

of franchising mechanisms to involve private capital and expertise (Button, 2008). It is also becoming more coordinated.

2.2 Empirical literature review

2.2.1 The Impact of COVID-19 on Globalization

The spread of the highly contagious coronavirus disease 2019 (COVID-19) caused by the severe acute respiratory syndrome had affected 16,465,707 individuals and has taken the life of 653,862 persons in 192 countries by 28 July 2020 (ECDC 2020). However, the negative impact of the COVID-19 outbreak is not limited only to the loss of lives insofar as it has short and long-term socio-economic effects throughout the world (Farzanegan, Reza, Mehdi Feizi, and Hassan F. 2021)

As the COVID-19 crisis continues to deepen, the significant health and economic consequences of this disease is crippling even the most developed nations. With < 0.5% of globally confirmed cases occurring in Africa, the continent appears so far to be relatively spared the untoward direct health consequences of the COVID-19 pandemic. The interconnectedness that characterises globalisation has brought economic benefits to many African countries. With COVID-19, there have been disruptions in Africa's global supply chains in the face of tumbling oil prices and a lowered global demand for African non-oil products, which constitutes a threat to the economic stability of the continent. Projected losses from oil shocks alone may result in a reduction in Africa's export revenues by about US\$101 billion in 2020 This dip in oil prices will disproportionately put in economic and fiscal peril resource-dependent countries like Angola, the Democratic Republic of the Congo (DRC), Nigeria as well as other oil importing African countries (Sanni Yaya and Ronald Labonté, 2020)

The COVID-19 pandemic has ushered in a new climate of uncertainty which is fuelling protectionism and playing into nationalist narratives. Globalisation is under significant threat as governments scramble to reduce their vulnerability to the virus by limiting global trade and flows of people. With the imposition of border closures and strict migration measures, there

have been major disruptions in Africa's global supply chains with adverse impacts on employment and poverty (Yaya et al. 2020)

2.2.2 Globalization and COVID – 19 Impact on Air Transport Industry

The coronavirus disease (COVID-19) outbreak has caused far-reaching implications in global society since the beginning, most of which exponentially increased by the time the World Health Organization (WHO) stated COVID-19 a pandemic. Apart from the obvious disease repercussions on health and mortality, the different measures taken by governments to control the spread of the virus caused major disruptions that have affected all aspects of social and economic activity worldwide. The heavy interdependence of the aviation industry on all economic and social issues and on domestic and international mobility has led it to be one of the hardest-hit industries by the COVID-19 crisis (Joan, Albert 2020)

D. Melas critic as major airports are the neglected parts of aviation infrastructure which do not get enough attention. They are the main hubs for all the international and most of the domestic flights. The early reports from Airports Council International (ACI) show that the airports worldwide are expected to lose almost half of the forecasted baseline revenue in a pre- COVID-19 scenario. In other words, total airport revenues losses are expected to contract by around \$77 billion in 2020. (D. Melas, K. Melasová)

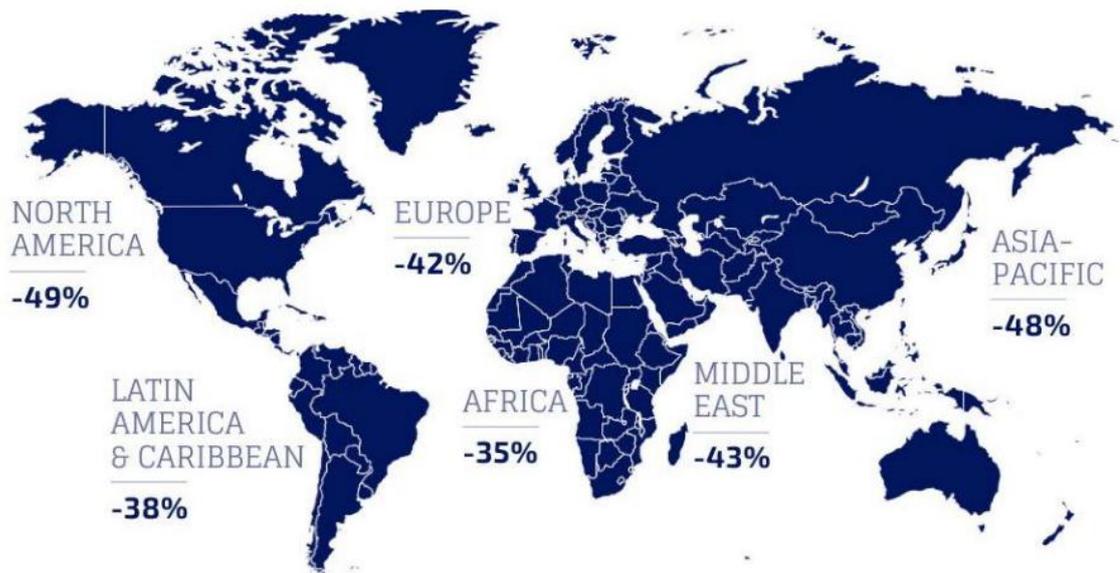


Figure 2 1: Estimated airport revenue losses for year 2020

A financial shock and dramatic loss in revenue are mostly associated with direct loss in absolute volumes of traffic and fall in non-aeronautical revenues such as retail concessions, car parking or property rent. To put in perspective, retail concessions was the largest source of non-aeronautical revenue for airports at 30.2%, car parking revenue was the second-largest source at 20.1% and property rent was third at 15% in 2017. Overall, aeronautical revenues account for 55.8% of global airport's revenues and non-aeronautical for 39.9% in 2017. This would also be a huge shock for employment as the personnel employed by airport operators directly and through third parties accounts for about 60% of total jobs in the aviation sector.

No one in the air transport industry one thought the industry will be under the influence of the public health crisis, no one ever thought things goes the ways its now going because In the fear of getting or spreading the unprecedented pandemic border are clothed travels are restricted. After the declaration of the pandemic, which was triggered by the uncontrolled outbreak of the virus, most countries went into lockdown. This forced most international airlines to halt their operations due to border closures. Furthermore, the mandatory quarantine established by most governments dragged domestic traffic too. These decisions led to the decrease in seats offered by 79% at a global level during the second quarter of 2020, according to the ICAO.

The different lockdown periods adopted around the world have geared the global economy to an unprecedented decline. The border closures, the economic slowdown and

the fear to travel due to the epidemiological situation slightly relieved by the measures taken have resulted in enormous financial woes and in worst-case scenarios in bankruptcies accompanied by mass furloughs becoming the new normal in the aviation and tourism sectors. With thousands of aircraft grounded, airports nearly empty and travel companies struggling to survive due to the situation, the 2020 figures for air transport and tourism are devastating shown in Figure 2.2. (ICAO, 2020)



Figure 2 2: Estimated COVID-19 impact on air transport and tourism for 2020

Source: ICAO: *Effects of Novel Coronavirus (COVID-19) on Civil Aviation: Economic Impact Analysis – October 2020*

When breaking down the global impact of the pandemic on the aviation industry between the different continents, it is clear that although most regions have adopted similar measures to control the outbreak, there are numerous reasons as to why its impact and expected recovery times differ among them. The different lockdown and quarantine timings, low propensity to travel (fear) and border shutdowns, alongside each region's air connectivity, infrastructure development and regulatory affairs, has resulted in the COVID -19 crisis affecting each one in a different manner (see Figure 2.3).

It is worth noting that in terms of revenue loss, the continents with the most developed and relevant aviation sectors are the most affected (linked to the fact that those continents also accrue most of the revenues and passengers of the industry). When looking at the relative decrease in traffic by region, all of them show figures in the range of +60-65% in terms of international travel (only Asia-Pacific's results are inferior, as it was the first region to be hit by the virus). In the case of domestic markets, the expected fall of traffic in Africa is worse than in other regions; reaching almost a 60% drop in passengers vs. 40% in Europe or North America. The size of the South African domestic market—being one of the most affected—as well as the low maturity level of other domestic markets can explain those results

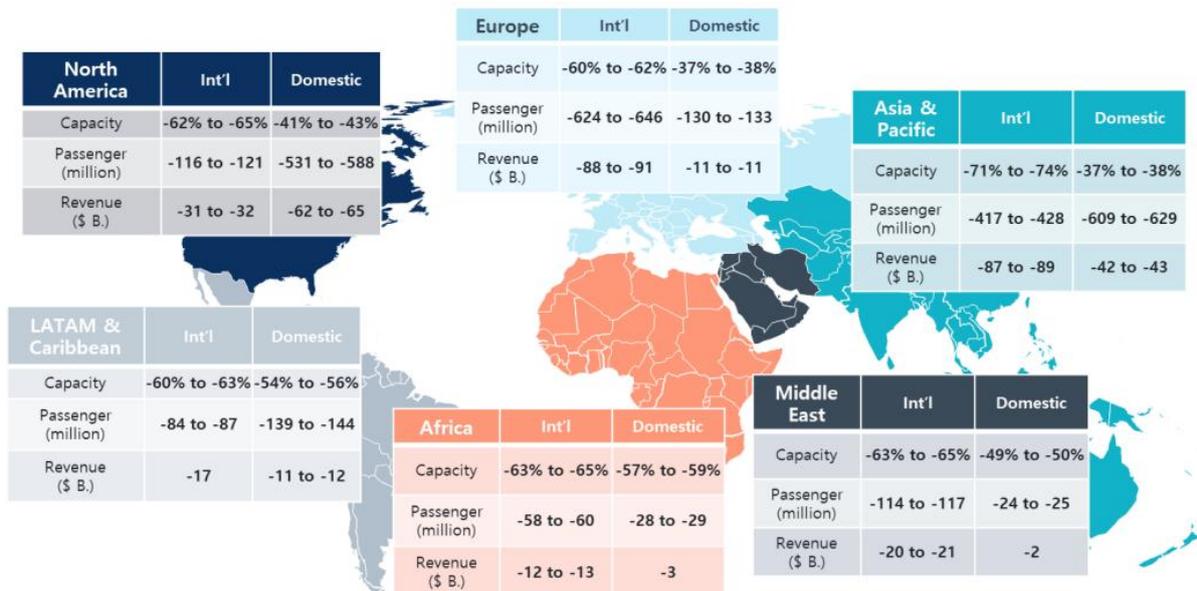


Figure 2 3: COVID-19 impact on International and Domestic air traffic and revenue between continents. *Source: ICAO: Effects of Novel Coronavirus (COVID-19) on Civil Aviation: Economic Impact Analysis (Oct 2020), ALG analysis*

The variation in seats offered from January to October 2020, in comparison to the same period of 2019. An average 53% decline of seats offered in Europe made it the continent with the largest percentage change during this period. It is followed by the Middle East and Africa with a 52% and a 49% decrease respectively. Finally, the continents with the lowest percentage change up to October 2020 are Latin America & the Caribbean, North America and Asia-Pacific region with an overall reduction of 49%, 42% and 36% on their seating offer respectively. With the gradual lifting of quarantines and with borders reopening, some early signs of recovery have appeared in the aviation industry albeit slower than expected. It is important to note that the risk of second waves still stands, which could lead to the re-imposition of lockdowns a situation already being experienced by several countries according to ICAO.

2.2.3 The Effect of Covid-19 in Africa Airlines

The intercontinental connectivity of some African countries with other regions as well as the intra continental connectivity patterns, served as drivers for the spread. This explains why Mediterranean countries such as Egypt, Algeria and Morocco—those with

a rather significant European connectivity were among the most affected in the initial stages, as opposed to countries with weaker intercontinental connections such as Mali, Mozambique, Eritrea or Niger, which were initially shielded from the outbreak and did not confirm their first cases until late March 2020. Eventually, however, most countries in Africa had confirmed the presence of the virus in their territories by early April 2020, with local transmission continually increasing, according to the World Health Organization (Joan, Albert 2020).

From the very beginning, the WHO warned about the particular health risks that Africa was exposed to in the face of the pandemic, including the possible collapse of healthcare systems, as well as the rapid expansion potential of the virus in densely populated (and unsanitary) areas. Other analysts warned about the economic risks that the continent faced if countries went into lockdown and tourism was effectively shut down. For a continent with an emerging (and rapidly growing) middle class, an economic recession of this magnitude is an enormous threat to the socio-economic progress experienced in the last decade.

Airlines capacity for 2020 in Africa is expected to be down between 60% and 63% in comparison to originally planned levels (base line), according to the ICAO (Oct 2020). This, consequently, means that for 2020 the African aviation sector will have lost around \$15B (\$8.6B for African registered airlines) in passenger revenue—without mentioning the devastating ramifications this loss may have in other sectors of the economy.

The difference between the scheduled seats in 2019 and 2020 in Africa (including Domestic, Regional and Inter-continental markets). This decrease has meant an estimated loss between 86 and 89 million passengers in comparison to what was originally forecasted to 2020, according to ICAO. Up until September 2020, seat availability experienced a 51% year-on-year (YoY) decline while the most affected months of 2020, which were April, May and June, experienced a 75%, 78% and 81% YoY decrease respectively in terms of seat availability. Additionally, while this trend has been relatively similar around the world, the prospects of recovery on a mainly international, intercontinental market are rather faint. This prospect is a result of the restrictions that are still being imposed on international travel globally, and which are most likely going to be maintained well into 2021. IATA reported in October that job losses in the aviation (and related industries) sector could reach 4.5 million—out of the 7.7 million that served before the pandemic. However, these estimates could fall

short of the actual consequences if coordinated efforts by governments do not materialize before it is too late.



Figure 2 4: Estimated COVID-19 impact on African air transport and tourism for 2020

Source: ICAO, IATA, AFRAA

The most affected players during the pandemic in the aviation sector have been airlines, which in Africa’s case, have a history of weak financial performance—albeit experiencing a modest improvement in the past decade. IATA reported that between 2012 and 2019 airlines in the continent accumulated a loss of over US\$3 billion. It should be noted that those facing a weaker financial situation would see this greatly exacerbated by the pandemic. Most of them will require refinancing to ensure their survival, and in worst scenarios, they will go through bankruptcy.

2.2.4 The Effect of Globalization and Covid-19 during on Ethiopian Airlines

Ethiopia is the second most populous country in Africa, home to more than 110 million people and one of the fastest growing economies. Growth averaged more than 10% annually over the past decade and a half, leading to substantial poverty reduction. Agriculture production and productivity increased rapidly, leading to swift growth in exports. However, this trend began to show signs of slowing down, and prompting the government to change gears in its growth drivers. Since 2018, the country entered a reform period to realign incentives and encourage supply and private sector-driven growth. It is amidst this transition that the COVID-19 pandemic hit. Ethiopia has five flights per day to China that brings a high risk of importation and exportation of COVID-19 (Tewodros Makonnen, 2020). According to World Bank analysis Ethiopian Government has strengthened its preparedness efforts and has set up a national preparedness and response coordination mechanism through an Emergency Operation Center (EOC). The Government has also set up four levels of coordination: (a) National Disaster Risk Management (NDRM) Council (highest level) led by the deputy

prime minister's office; (b) Public Health Emergency Management (PHEM) Task Force (multi-sectorial) led by the Minister of Health; (c) PHEM Technical Task Force led by the Director General of Ethiopian Public Health Institute (EPHI); and (d) PHEM Technical Working Group led by the national incident manager.

Regarding to Ethiopian COVID – 19 emergency response, the outbreak is affecting about 123 countries globally. Currently, ten countries in Africa are affected by the outbreak and thus the preparedness plan was revised based on the very high-risk level of Ethiopia and assuming community transmission. Thus, for Ethiopia to be able to prevent and respond to the outbreak it needs additional budget to strengthen the preparedness activities and put in place a capacity to respond to the outbreak when cases are confirmed at the national and subnational levels.

Ethiopia has been fortunate to have relatively low infection, morbidity, and mortality rates. As of 19 June 2020, three months since the first case was confirmed on 13 March, there have been 4,070 confirmed cases and 72 deaths. So far, the toll of the virus on the health sector has not been heavy .One proposed explanation for the relatively low morbidity and mortality rates is the high proportion of youth in the population. Close to 70% of the Ethiopian population is under the age of 30. (Seneshaw Beyene, 2020)

Ethiopia has kept its main airport open for international flights, although Ethiopian Airlines has suspended air traffic to over 110 countries. Domestic flights are still operational. Effective 22 March 2020, all incoming travellers into Ethiopia will be placed in a mandatory quarantine at the Ethiopian Skylight Hotel for 14 days at their own expense. Diplomats will be quarantined at their respective Embassies. The 14-day quarantine does not apply to transit passengers. Transit Passengers holding connecting flight bookings will stay at the Ethiopian Skylight Hotel until their connecting flight (WFP, 1 June 2020)

An International Air Transport Association (IATA) update reported that there were some severe impacts to Air Cargo operations in Ethiopia through Ethiopian Airlines. An update on 18 June states that flights to Bahrain and Zambia were suspended until further notice. An update from 17 June stated that flights to Dublin (Ireland) were suspended until further notice. Flights to Kuwait will resume on 1 July, and to Nairobi/Mombasa (Kenya) on 6 July. Ethiopian Airlines cargo flights are still operational but cargo capacity is reduced due to flight cancellations. There are no cargo flights through Lufthansa and Emirates. Cargo ships are operational but at limited capacity due to congestion at Djibouti port, which has been

caused by the extended lockdown in Djibouti affecting operational hours for Shipping Lines (IATA, 18 June 2020)

The reduction in global air travel, including travel to Ethiopia and travel via the transit hub in Addis Ababa, is expected to result in a decline in Ethiopia's forex reserves, which are already experiencing an acute shortage. Ethiopian Airlines continued flights to and from China, the airline cut its weekly flights from Addis Ababa to Beijing, Chengdu, Guangzhou and Shanghai by 33 percent in February. It has also changed its aircrafts on the Addis Ababa to Beijing, Guangzhou and Shanghai routes from Boeing 777 and A350 to Boeing 787-8, resulting in a 20-45 percent change in capacity (Bollere 19 June 2020)

The travel sector has been one of the worst casualties of the coronavirus pandemic, with flights grounded and borders closed. But Ethiopian Airlines found a way to limit the damage. Africa's biggest airline is facing more than \$1 billion in lost revenue and saw a 90 percent drop in international passenger traffic. But the company pivoted in March to meet surging demand for air freight, repurposing 45 passenger jets to build out its cargo fleet. The airline was further aided by the UN's decision to open a humanitarian transport hub in Addis Ababa in April. To date Ethiopian has operated 360 cargo charters of personal protective equipment to more than 80 countries. (AP and African News, 2020)

As the industry attempts to recover, Ethiopian airlines is looking to deepen ties with other African carriers, notably beleaguered South African Airways (SAA).

Ethiopian already partners with Malawian Airlines and ASKY Airlines out of its hub in Togo. It also holds a 45-percent stake in Zambia Airways which is expected would launch either in October or November. African carriers currently only meet about 20 percent of the continental market's needs and have been aiming to reverse this market share, meaning African airlines, indigenous African airlines, should get at least 50 percent, according to Tewdros, CEO.

With that in mind, Ethiopian is in talks over the restructuring of SAA, which has survived only through years of state bailouts. Ethiopian Airlines moves from passengers to cargo as pandemic bites. Ethiopian Airlines has turned to cargo flights to generate income during the Covid-19 crisis, but its long-term plans will be under threat without a strong recovery in passenger traffic. (Tom Collins, 2020)

If any African airline is having a reasonable pandemic, it is Ethiopian Airlines. Contrary to many of its regional and global counterparts, Ethiopian Airlines claims it has dealt with the crisis without reducing salaries or asking the government for a bailout (though reports in April suggested that some staff have been furloughed without pay). At a time when predicted global annual losses of \$84.3bn have pushed industry giants like American Airlines and Emirates to seek government support, this seems like nothing short of a miracle. In fact, it has more to do with leadership. (Tom Collins, 2020)

Building on its cargo fleet of 10 Boeing 777s and two Boeing 737s, Ethiopian Airlines also converted 25 passenger aircraft into cargo planes. The airline have been loading cargo on passenger seats according to the airlines CEO Tewelde, the airlines have been using all means possible. Since the shift, Africa's largest carrier has started shipping cargo to 70 destinations compared to just 10 at the start of the pandemic. Air flight rates spiked during the crisis and have dropped off as capacity returns, but remain about 40-50% above their usual levels. The International Air Transport Association (IATA) estimates cargo will contribute 26% of airline industry revenue in 2020, up from 12% in 2019. Tom Collins report, In addition to maintaining flights, the airline's hotel business in Addis Ababa has benefited from its designation as one of the capital's 122 quarantine facilities, providing some support against the devastating drop in tourism and business travel.

2.2.5 Effect of Globalization and COVID-19 on Practical Leadership and Management

It is not the first time that the world experiences a crisis. Remember the terrible 9/11 or the financial crisis in 2008 that swiped away millions of jobs in a matter of months, the Ebola virus. Yet, the world have never experienced something similar to the coronavirus. It is unprecedented the speed and the severe impact that it has had across the world, not only on the health of millions of individuals and on the healthcare systems across the world, but also with tremendous consequences in the global economy and society at large. For which its full effects remain still unknown. The current situation is only (partially) comparable to the times of the Second World War, and the later recovery of a world devastated, through the Plan Marshall and other multi-billion reconstruction initiatives. (Ozguler, I. S. 2020)

Leadership is always important in the tough and the good times, yet it is even more critical when a global crisis hits billions of people in a matter of weeks. And even more so when we

come from some years in which leadership had lost most of its face value, where we have seen the worst face of leadership close to us: the selfishness, the hypocrisy, the manipulation (Ozguler , I. S. (2020)).

Ozguler, I. S. firmly believe that we have a unique opportunity to both re-invent leadership and re-invent project management. That we go back to the initial values and human believes and that we improve them to address the current and future needs of our planet. And the best way to do it is through inspirational projects and strategic initiatives that will help organizations and individuals navigate through the crisis and transform to come up stronger. From a practical and project leadership perspective, this is a unique opportunity for leaders and project managers to take action, step-up, build the competencies, and move towards a more agile organization and more straightforward project management practices and approaches.

According to Eccles et al., (2012) stated that board of directors and top management plays a big role in adopting sustainable business practices that ensure proper decision making to be conducted such they have the power to craft vision and abilities. Since sustainability became an issue in business, board of directors started to feel the importance and strive to understand risks emerged from sustainability issues as addressed earlier by Dowling (2006). So risk management function realized by board of directors and top management to be their responsibility as mentioned by Abdul Aziz et al., (2015).

Since corporate culture is an important area to ensure business sustainability, it is defined as the beliefs and behaviour draw the employees in an organization coping with business complexities as pointed out by (Bertel, Papania 2010) and (Shore, 2013).

Since greater risk awareness in corporate culture, it can ensure a competitive advantage as concluded by Richter (2012). To ease this notion, risk culture defined by Banks (2012, p.23) as an internal sensibility reflected in the daily thoughts and actions of employees toward respecting risk. This notion supported by Segal (2011) where he described risk culture can give early signal to events that can threaten corporate survival.

The COVID-19 pandemic requiring millions of employees across different hierarchical levels to work from home, it is encouraging to note that leadership can also work well from a distance (Antonakis & Atwater, 2002). Prior research shows that successful leaders are those skilled to make the right decisions and provide reassurance through a balanced mix of optimism and realism regarding the future. In other words, effective leaders strive (in any

time period) to project vision – a symbolic state of affairs with which the collective identifies (Antonakis et al., 2016).

Research on the effectiveness of leaders during and after the COVID-19 crisis should examine an array of activities, including the degree to which remote leaders are persuasive if they (a) clearly state their values that will guide institutional actions; (b) understand and openly discuss the travails and hopes of their organizations; (c) clearly communicate an ambitious vision of the direction that the unit will head toward; and, (d) demonstrate confidence that strategic goals can be achieved. These skills are referred to as charisma (Antonakis, 2016; Grabo, Spisak, & Van Vugt, 2017) and require training and investment. Indeed, crises can bring about changes in leadership styles (Stoker, Garretsen, & Soudis, 2019); thus, firms can expect to be better prepared by ensuring they have adequately invested in professional development. In this respect, future research should estimate if and how organizational commitments to employees' professional development during the COVID-19 crisis pay later dividends.

Among the more specific leader-subordinate activities that will be important to consider in relation to COVID-19 is how assessment and appraisal systems will function. For example, without being able to directly monitor subordinates in the way that office settings allow, there may be a shift to results-focused assessment, which prior research shows to be generally effective (Pritchard et al., 2008). Over longer spans of time, though, working remotely may reduce the opportunities for subordinates to gain feedback from leaders and prior research suggests that a lack of learning opportunities is associated with lower organizational commitment and higher risk of turnover (Vandenberghe et al., 2019). In addition, future research should examine how trust can be built remotely with online interactions so that newcomers are not disadvantaged due to the lack of face-to-face interactions with their leaders (Dunbar, 2018).

The impact of travel restrictions on airline operations and passenger demand is driving the need for unprecedented flexibility and speed in decision-making processes. As Buitendijk (2020) of Qatar stated, "I would say the biggest change if you talk about RM in general, is really the speed of decision-making with more uncertainty and less data." Meaney (2020) of Air Canada agreed, noting, "I think nimbleness has been highlighted as a new reality for a lot

of the airlines out there; basically, to be able to react to unexpected things much more quickly.”

This pressure for increased speed and flexibility in decision-making is observed across multiple functional areas, including long-term fleet planning, network planning and scheduling, crew, operations, and revenue management. Stomph (2020) of KLM explained that “network planning needs to be rethought, because if you open and close and open and close different spaces in different parts of the network continuously, you cannot make one network. You have to make a lot of networks at the same time and be able to shift quickly between them.” Stomph continued, stating that today “on the network planning and scheduling side, you have to think about how you can plan for a lot of different scenarios where part of the world are open or closed, and how you deal with situations where suddenly parts of the world close up or open again. How can you make sure that once something opens up that you didn’t expect, that you can fly to that market again? Before COVID-19, schedule reliability was 90 to 95% (Reynolds 2020). Today, “there is a lot more back and forth between revenue management and scheduling, particularly when it comes to really trying to identify where there are opportunities for demand” (Cleaz-Savoyen 2020) and to support last-minute flight cancellations (Westerhof 2020). As Ruhlin (2020) of United explained.

Thus, the need for flexibility extends to operations and crew. Sander of KLM noted that “we’re moving to a world where we build 100 different schedules instead of one and make operational planning for all of them and then choose at the latest [possible time] a particular schedule to operate.” More equipment swaps within an aircraft family are occurring within a 72-h window of departure to fine-tune capacity.

As Meaney (2020) of Air Canada explained, the operations controller “is working with the passenger movement team as well as the maintenance the day of flight or day prior to flight to change out equipment and really fine-tune the capacity where we can to save costs. And I know in the last several months, we’re upwards of a million dollars of fuel savings for just a day of flight and gate changes.”

Multiple airlines have received concessions from their unions to assign crew to flights not a month or two weeks in advance of departure, which was common pre-COVID-19, but two to three days in advance of departure (Irrgang 2020; Rhoads 2020; Hoffman 2020). As Reynolds (2020) of Emirates explained, COVID-19 has “made a huge impact on the way we write pilot rosters. We’ve gotten some very flexible rosters and tripled the number of reserves

we put on it because of the short notice.” Similarly, Herter (2020) of IndiGo shared that they are doing “one-week to two-week rosters so that we can deal with any of the expansion.

2.2.6 Emergent Changes in Work Practices (Work from Home)

While COVID-19 abruptly upended normal work routines, it also caused an acceleration of trends that were already underway involving the migration of work to online or virtual environments. A key difference when considering research on practices such as Work from Home (WFH) prior to the pandemic, though, is that WFH was previously often responsive to employee preferences but COVID-19 forced many into Mandatory Work from Home (MWFH). Work from Home (WFH). A Gartner (2020) survey of 229 Human Resources (HR) departments showed that approximately one-half of the companies had more than 80% of their employees working from home during early stages of the COVID-19 pandemic – and estimated substantial long-term increases for remote work after the pandemic. The need for millions of workers to WFH in response to COVID-19 has accelerated recent remote work trends facilitated by the rise of connectivity and communication technologies. While “remote work” is a broader category since it can include Work from Anywhere (i.e., not necessarily home), we do know that some such as professionals who need to perform complex tasks that require little interaction with peers actually prefer and are more productive if they WFH (Allen, Cho, & Meier, 2014). Yet as large numbers of workers are forced to work from home, many face challenges due to such fundamental issues as not having space in one's home to attend to work.

The forced confinement of workers during the COVID 19-pandemic has further complicated the issue. While WFH might sound appealing if it offers a safe harbour, the absence of separation between one's work and home and the lack of commutes to provide a transition between the two domains can become a burden too. Employees often find it challenging to maintain boundaries between work and non-work (Ramarajan & Reid, 2013).

In the US, at least, 20% of the current workforce are freelance workers (McKinsey & Co, 2016), and that number has been predicted to grow to 40% by the mid-2020s (Gillespie, 2017). Remarkably, labour economists estimate that all of the net job growth between 2005 and 2015 was in this sector (Katz & Kruger, 2016). While so-called rideshare companies

were shut down as part of the first wave of reactions to the COVID-19 outbreak, a corresponding boom in various delivery services staffed by gig workers shows the growth potential of such jobs. Given the likelihood that COVID-19 will accelerate trends towards WFH past the immediate impacts of the pandemic (Gartner, 2020).

2.2.7 Employee Layoff and Unemployment

As entire industries such as travel, hospitality, sports, and entertainment were shut down by COVID-19, tens of millions of people in the U.S. alone filed new unemployment claims in early 2020. In addition to losing income, we know that individuals who are unemployed may experience a range of stress-related consequences including depression, anxiety, and physical ailments (Wanberg, 2012). Jahoda's (1982) latent deprivation model helps explain the negative effects of unemployment on psychological well-being by acknowledging that employment provides both manifest (e.g., income) and latent (e.g., time structure, social contact, sharing of common goals, status, and activity) benefits. Financial deprivation can be particularly devastating, triggering a spiral of adversity that can affect the entire family (McKee-Ryan & Maitoza, 2018).

Hopes related to COVID-19 unemployment have centered on an economic recovery unfolding fast enough that jobs lost to COVID-19 unemployment will largely be regained but that is far from certain. The broad-based closures associated with COVID-19 have further complicated typical advice for individuals who are unemployed to develop a regular routine of job search (Wanberg, Ali, & Csillag, 2020). Researchers studying unique features of COVID-19 will want to compare how people cope and adapt to the shocks entailed by COVID-19 in both the near-term with respect to the employer that let them go and, in the longer term, where career adaptability (Klehe et al., 2012) the willingness and interest to explore new options and future work scenarios might prove to be increasingly valuable.

In addition to the consequences of unemployment for individuals, there are negative spill over effects for those who remain employed. Prior research shows that when firms reduce overall staffing levels, there tends to be correspondingly lower levels of organizational commitment, job involvement, and greater stress among survivors (Trevor & Nyberg, 2008).

Meta-analytic evidence finds that overall reduction in staffing has roughly the same adverse organizational performance as comparable voluntary turnover (e.g., Park & Shaw, 2013).

Africa's biggest airline, Ethiopian Airlines, has started to furlough workers, including crew members in response to the devastating impact of the coronavirus crisis on the global travel industry. The union, which represents most of the airline's 8,000 workers, criticized the decision to lay off thousands of employees with no pay for three months and possibly longer in the midst of a pandemic. The decision to furlough workers comes as the airline is under pressure to cancel flights to nations that have substantial virus spreads, including flights to China. It had earlier promised to offset passenger losses due to Covid-19 with an increase in cargo flights. This led to a presumption employees were not at a risk of being laid off at such a large scale, the union claimed. (Samuel Getachew , April 6, 2020)

2.2.8 Airline Industry New Opportunities and Challenges

Many individuals within aviation are viewing 2020 as both a year of challenges and opportunities. As Lange (2020) of Airbus stated, "I strongly suspect that we will look back at 2020 as being a turning point in the history of commercial aviation or at least a point of infection or possibly a new beginning in some way. But certainly, it's not all risk, its risk and opportunity." Within RM, opportunities to improve demand forecasting and incorporate dynamic or continuous pricing are receiving increased attention. While booking horizons may lengthen in the post-COVID-19 period, the overall mix of passenger travel may change, with leisure and VFR trips becoming more prevalent. Post-COVID-19, passengers may demand that flexible and refundable ticketing policies continue, which will further drive the need for innovations in dynamic and continuous pricing. The next few years for the airline industry will clearly be challenging, with demand levels not expected to return to pre-COVID-19 levels until 2023 to 2025 (Lange 2020).

Regardless of what lies ahead for airlines, one message came through clearly in the keynote addresses and panels: "You shouldn't waste a good crisis and COVID can be a real catalyst for change" (Buitendik 2020).

2.3 Conceptual Framework

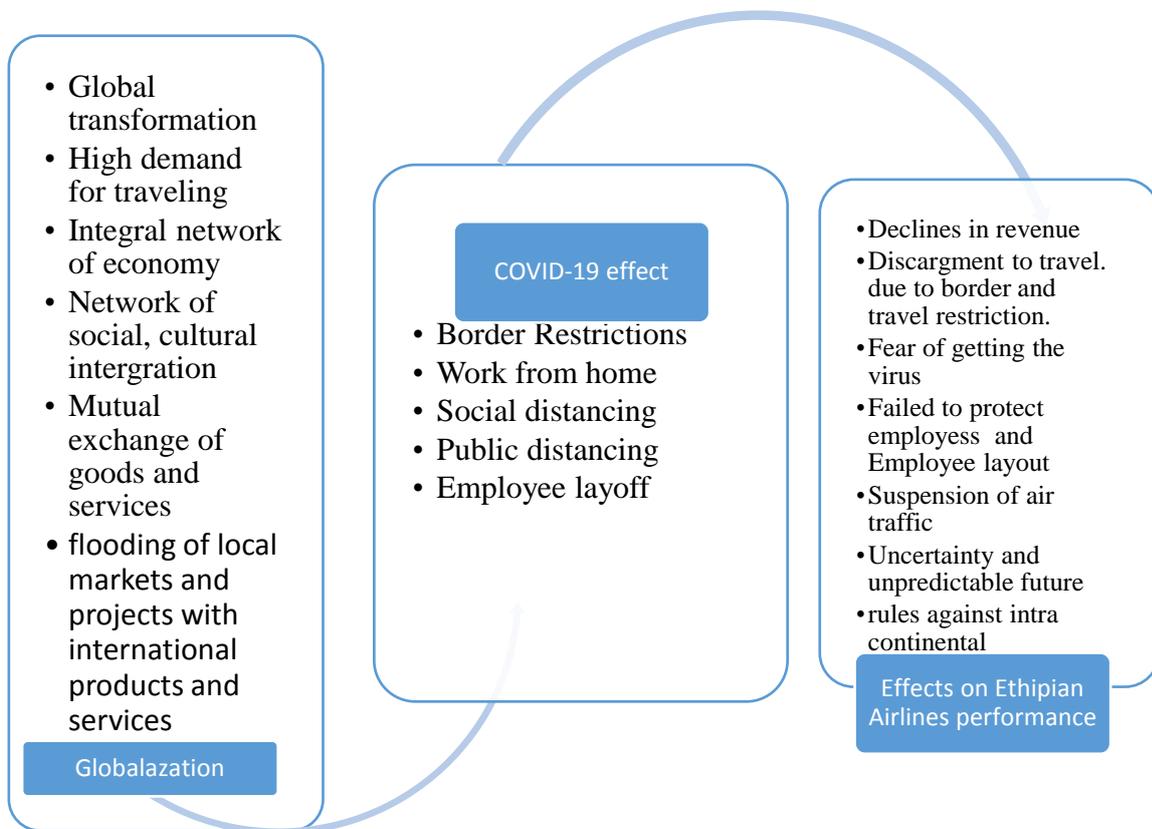


Figure 2 5: Conceptual framework of the research

2.4 Knowledge Gap

The concept of globalization has been narrated for more than two decade, the researcher review in this chapter different articles by different scholars as they define and describe globalization in there different ways. Globalization is, at its most literal sense, the process of creating, transforming things or phenomena into global ones. Air industry is playing an important role in this expansion. Flights are becoming more economically viable and accessible making airlines an important driver for economies, in the regional and global development of countries. The recent global coronavirus pandemic (COVID-19) in December 2019, dramatically affected air transportation mobility.

In this study the researcher want to study the effects of globalization and COVID – 19 in the performance of international air transport activities in the case of Ethiopian airlines, the researcher aim to study on this particular topic as the result of previous study limitations in this particular topic in particular to Ethiopian airlines. There are different studies: Globalization and the Outbreak of COVID-19:An Empirical Analysis by Mohammad.R.F (2020), “The impact of COVID-19 on globalization” by Kh Md Nahiduzzamanon, 19 October 2020, “Understanding The Concept of Globalization” by Sam.A.R, 29 July 2019, CoVid19, a Threat or a Blessing to Globalization? By Daniel Moise. This and more other studies study about the effects and impacts of COVID 19 on globalization specific to the general impacts, in this study globalization is defined as its the process of creating, transforming things or phenomena into global ones and it’s expansion rush of international capital, in various forms to all over the world. Air industry is playing an important role in this expansion. And also it is defined as it’s a system that connect the world like never before, for more than a two decade it was a platform for cultural, political and social integration. In 21st century despite the systematically benefit of globalization it become the causes of more interferences and interdependence of countries all over the world. In previous research studies the effects and impacts are determined in the general form. In this study the researcher target is to study the effect of globalization and COVID -19 on the performance of Ethiopian airlines, in addition the researcher study how globalization give the world the freedom to connect and flourish from the outcome in political, economic and social aspects. And this freedom threaten by the public health crisis COVID -19 to change the direction and ended up in a new normal. In this case and in the fact that there a knowledge gab in the concept of globalization and COVID – 19 in the performance of Ethiopian airlines.

CHAPTER THREE

METHODOLOGY

3.1 Research Design and Approach

Research design is the plan and structure of investigation so conceived as to obtain answers to research questions (Cooper and Schindler, 2014). Descriptive research design was adopted to undertake this study. Descriptive research design is typically concerned with describing the characteristics of a phenomenon. Since the research topic is assessment of the effects of globalization and COVID – 19 on the performance of Ethiopian airlines performance, to undertake this study, a case study design was employed by using both qualitative and quantitative approaches in order to obtain the desired results of the company and to explore detailed evidence about the problem. Bringing qualitative and quantitative evidence and methods together is the special strength of the case study method. The case study will be more appropriate because of its broader applicability and persistent integrating theme. (Yin R.K, 1994)

According to Yin (2003) a case study is considered when the focus of a study is to answer “how” and “why” questions. The case study method was used in this study because it is well-suited in adequately answering the research questions. Case study design allows researchers to examine a phenomenon in-depth using various kinds of evidence obtained from analysis of documents and artefacts (Yin, 2003). Accordingly, a case study design is chosen for this study because the research questions which need to be answered after this particular study are questions of “What” and “How” of the effects of Globalization and COVID – 19 pandemics on the performance of Ethiopian airlines.

In the field of evaluation research and indeed in several other applied fields, the case for a multi-strategy research approach seems to have acquired especially strong support. (Tashakkori and Teddlie, 2003)

3.2 Population and Sampling Technique

Under the umbrella of Ethiopian aviation group there are seven strategic business units:

- 1) Ethiopian International Passenger Airline, 2) Ethiopian Domestic Airline,
- 3) Ethiopian Cargo, 4) Ethiopian MRO Services, 5) Ethiopian Aviation Academy,
- 6) Ethiopian In-flight Catering Services, and 7) Ethiopian Ground Services.

Among those business groups the researcher is planned to study on Ethiopian passenger airline based on of the following reasons:

- It is hardly hit by the pandemic and frequent suffering from uncertainty.
- It is highly vulnerable to outside risks that are considered as non-development factors.
- It is highly dependent on customer thicket or travel fees.

The researcher can get reliable and legitimate data from international air transport organization that will help in analysing the study.

In this paper purposive sampling technique is used to select study participants in order to get the right respondents who are capable of giving the relevant and accurate information based on the practical experience they have regarding the issues under study. Purposive sampling is an acceptable kind of sampling for special situations. It uses the judgment of an expert in selecting cases or it selects cases or it selects cases with a specific purpose in mind. Purposive sampling is used most often when a difficult to reach population needs to be measured. “Purposive sampling enables you to use your judgment to select cases that will best enable you to answer your research question(s) and to meet your objectives” (Sanders et al., 2009).

In this study, the study design will adopt both primary and secondary data collection method. Primary data were collected by using questionnaires (via using Google forms) which were administered to the management, international flight customers and non-management staffs of the airlines within the population of above 17,000 Ethiopian airlines employees 140 employees and 30 international customer were selected by judgment sampling method.

3.3 Data Collection Methods

In order to gather the data from relevant sources, both primary and secondary data collection instruments were used. In order to generate the primary data, closed ended questionnaires were distributed to the management, international flight customers and non-management staffs of the airlines within the population of above 17,000 Ethiopian airlines employees. On the part of secondary data, Using quantitative data collection methods Annual Reports of the airlines, official international airlines web sites including Ethiopia airlines official sites, social media platforms and YouTube videos (Interviews, CEO of Ethiopian airlines gave) other relevant reports such as International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Boeing and Air bus aircraft manufacturer companies where preferred and also caterer COVID-19 updated reports.

The questionnaire part is consists of 4 sections. The first one is the general information section contains the overall information of the respondents; such as, the respondents gender, age, marital status, educational background, work experience and position of the respondents in the organization. The second part is the essential information section that covered the research questions including three sections, under namely, the effects on Ethiopian Airline regarding to globalization and the effects during the early stage of covid-19 in three hundred sixty angle by bagging a partner of ET managements, Non managerial staffs and customers, The questionnaires have different categories; a 5 and 2 scored Scales, check boxes and short answers.

3.4 Data analysis and presentation

To analyse the data collected a combination of quantitative and qualitative analysis methods were employed. Quantitative data which was generated from household survey were analysed using simple descriptive statistical tools like frequency, mean, standard deviation and percentages and they were operated with Statistical Package for Social Studies (SPSS) and Micro Soft Excel. The qualitative data collected using Key Informants Interview and personal observation was also analysed through description, narrating and interpreting the situation contextually so that the town's water supply situation has been properly revealed. The data analysed has been presented using tables.

3.5 Validity and Reliability

The validity and reliability of the research will be taken into consideration. Questionnaire and secondary data reviews were developed based on the conceptual framework of the study designed to address the intended assessment questions and objectives. Further a reliability test of Cronbach's Alpha was made on SPSS 19. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In most social science research situations The general rule of thumb is that a Cronbach's alpha of .70 and above is good, .80 and above is better, and .90 and above is best. This study's Cronbach's Alpha result was .897

Reliability Statistics	
Cronbach's Alpha	N of Items
.897	58

3.7 Ethical Consideration

The researcher followed ethically acceptable processes throughout the research process. The participants were informed of the purpose of the study before the information collected from them thus conforming to the principle of voluntary and informed consent. In this regard, the names of the respondents not be disclosed and Information were not available to anyone who were not directly involved in the study. The researcher further consider that all the sources used in this research report have been properly recognized and acknowledged as in-text citation and reference list.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The researcher have taken the airlines employees (over 17, 000) as a study population, which is working in the head office in Addis Ababa for the study due to the fact that they are readily accessible to the researcher and the researcher also believes that they can represent the effects in the entire branches of the airlines in the country because they are large in numbers compares to the branch workers and almost all functions of the airlines are performed at head office.

From the study population, the researcher has taken 105 samples based on the judgement sampling method. It is the best method for this specific study since the targeted key informants will include higher level manager who are typically top decision makers of the Airline and Operation staff includes Cargo and marketing staff, are most knowledgeable about the airline’s overall transportation activities.

4.2. Result of Demographic Question

In the study 105 questionnaires were distributed to the respondents and 100 questionnaires were returned which consists 96% from the total. Five of the respondents failed to return the questionnaires.

Table 4.1: Frequency Distributions of Respondents with Respect to their Gender

Gender of the staff respondent				Gender of the customer respondent	
Valid		Frequency	Percentage	Frequency	Percentage
	Male	64	61.5	11	55
	Female	40	38.5	9	45
	Total	105	100	21	100

Source: own survey (2021)

Table 4.1 indicates the gender allocation of the sample of respondents from Ethiopian Airlines employees and international customers which the research was conducted. As shown on Table 4.1, 61.5% male and 38.5% were female respondent of ET staff, while the 55% male and 45% female international customer respondents. This implies that, there is a gender disparity showed in the airline.

Table 4.2: Frequency Distributions of Respondents with Respect to their Age

Age of staff Respondent				Age of customer Respondent	
Valid		Frequency	Percentage	Frequency	Percentage
	18 – 28	25	24.0	14	66.7
	29 – 39	68	65.4	7	33.3
	40 - 49	10	9.6	-	-
	Over 50	1	1.0	-	-
	Total	104	100.0	21	100

Source: own survey (2021)

According to Table 4.2, the age of majority employees were between 29 and 39 years old that accounts 65.4%, for customer respondent the age of majority are between the age of 18 and 28 which is 66.7% and customers age between 29 and 39 are 33.3%. Employee from 40 to 49 years old were 9.6% and over 50 years are 1%. In general 89.4% of the respondents were in the age groups of 18 up to 39 years old. This indicates that there is a potential advantage for working by young employees to fight back impacts of uncertainty and achieve the objectives Ethiopian airlines.

Table 4.3: Frequency Distributions of Respondents with Respect to their Marital Status

Marital Status of staff Respondent				Customer Respondent	
Valid		Frequency	Percentage	Frequency	Percentage
	Single	43	41.3	14	66.7
	Married	59	56.7	7	33.3
	Windowed	2	1.9	-	-
	Divorce	-	-	-	-
	Total	104	100.0	21	100

Source: own survey (2021)

As depicted on Table 4.3, the employee marital status of the respondent was dominated by married which comprises 56.7% while single respondents comprise 41.3% and the remaining 1.9% are widowed. When it came to the international customers the status is dominated by single respondent which is 66.7% compared to married respondents which are 33.3%.

Table 4.4: Frequency Distributions of Respondents with Respect to their Educational Background

Educational Background of Respondent			
Valid	High_ School	2	1.9
	Diploma	2	1.9
	BA/B.Sc.	46	44.2
	MSc	54	51.9
	PHD	-	-
	Total	104	100

Source: own survey (2021)

As shown on Table 4.4, the respondents' qualification levels were 1.9% who finish high school and got diploma. The education level of respondents are 51.9% second degree holders and the remaining 44.2% were first degree holders. Here, we can say that majority of the respondents are educated and more than first degree holders. This implies that the company has taken the advantage of utilizing its human resource which gives the company a competitive advantage where the competition will exist in the future.

Table 4.5: Frequency Distributions of Respondents with Respect to their Work Experience

Work Experience of Respondent			
Valid	under 2 years	10	9.6
	2 - 5 years	23	22.1
	5 - 10 years	50	48.1
	10 - 15 years	15	14.4
	over 15 years	6	5.8
	Total	104	100

Source: own survey (2021)

As can be seen in Table 4.5, most of the respondents 48.1% have been working in the airlines for 5 to 10 years, 22.1 % of the respondent grouped under 2-5 years' work experience

followed by 14.4% under 10-15 years' experience, then 5.8% and 9.6% of the respondents have above 15 years and 2-5 years experiences respectively. Long years of experience shows that there is a relatively lower employee turnover as a result reduce cost of hiring new employees and saves time. As a result, the company can achieve its objectives and can maximize its profit.

Table 4.6: Frequency Distributions of Respondents with Respect to their Position

Position of Respondent			
Valid	Manger	12	11.5
	Supervisor	4	3.8
	Technician	22	21.2
	Non- Manger	50	48.1
	Other_postion	16	15.4
	Total	104	100.0

Source: own survey (2021)

Table 4.6.1: Frequency Distributions of Respondents with Respect to their Position

Other Position of Respondent			
Valid	Co-pilot	5	3.84
	Flight Attendant	11	7.69
	Valid	88	84.6
	Total	104	100.0

Source: own survey 2021

According to Table 4.6 and Table 4.6.1. The respondents are from different groups, 11.5% mangers, 3.8% supervisors, 21.2% technicians and 48.1% non-managements staffs. Co-pilots, flight attendants are 3.8% and 7.69% of the employees, which indicates most of the employees are professional.

4.3. Results and Discussions on Research Questions

Table 4.7. The effects of globalization and COVID-19 on Ethiopian Airline employees.

No	Questions	Level.sat.	Freq.	%	Mean	St.dev.
1	I am proud to work for Ethiopian Airlines	Strongly.D	2	1.9	3.8269	.59842
		Disagree	3	2.9		
		neutral	8	7.7		
		Agree	89	85.6		
		Strongly. A	2	1.9		
2	Globalization has increased the airlines' opportunities to access equipment and retention of skilled labour.	Strongly.D	4	3.8	3.9423	.47922
		Disagree	3	2.9		
		neutral	92	88.5		
		Agree	5	4.8		
		Strongly. A	4	3.8		
3	Managers often pressure employees to absorb change quickly, without considering their involvement or response to it.	Strongly.D	2	1.9	3.7308	.69994
		Disagree	7	6.7		
		neutral	10	9.6		
		Agree	83	79.8		
		Strongly. A	2	1.9		
4	The staff is affected by the change during the pandemic.	Yes	101	97.1	1.2019	1.38213
		No	1	1.0		
		Maybe	2	1.9		
5	Did Ethiopian Airlines protect vulnerable people within employee population?	Strongly.D	2	1.9	1.1442	.99921
		Disagree	4	3.8		
		neutral	12	11.4		
		Agree	84	80.0		
		Strongly. A	3	2.9		

Source: Own survey, 2021

As shown in table 4.7 majority of the employees 85.6% are proud to work in the airlines, 7.7%, 2.9%, 1.9% of respondent are neutral, disagree and strongly disagree on their level of proud in ET. In table 4.7 the majority of respondent agree for the four question prepared by the researcher such as: 97.1% of respondent agree for the effect of the pandemic and 88.5% are neutral about the effect of globalization, 79.8% agree on the pressure the management put in the employees to absorb change and 80% of the majority respondent agree on the statement that ET protect vulnerable people with the employee population. The mean and the standard deviation value implies that the majority of the respondent agree and believe on the effects of globalization and COVID-19 on Ethiopian Airline employees. Additional the responses implies on the effects of management system on time uncertainty.

Table 4.8 the effects of globalization and COVID-19 on E.T work environment

No	Questions	Level.sat.	Freq.	%	Mean	St.dev
1.	I understand what the organization strategies are	Strongly.D	0	0	3.8462	.49794
		Disagree	4	3.8		
		neutral	10	9.6		
		Agree	88	84.6		
		Strongly. A	2	1.9		
2.	I am clear about what I need to do and how my job performance will be evaluated	Strongly.D	2	1.9	3.7981	.62907
		Disagree	3	2.9		
		neutral	12	11.5		
		Agree	84	80.8		
		Strongly. A	3	2.9		
3.	My manager plays a supportive role in my professional growth and development	Strongly.D	3	2.9	3.7212	.67489
		Disagree	4	3.8		
		neutral	12	11.5		
		Agree	85	81.7		
		Strongly. A				

Source: own survey (2021)

As shown in table 4.8 regarding of the effects of globalization and COVID-19 on E.T work environment 84.6% and 80.8 respondents agree on their understanding of ET strategies and agree that they are clear about their roles and job performance evaluation. 81.7% respondent agree with managers support in their professional growth, the rest 11.5%,3.8% and 2.9% neutral, disagree and strongly disagree accordingly with the support they get from their managers.

Table 4.8.1 the effects of globalization and COVID-19 on E.T operation

1. 4	There is a strong feeling of team spirit and cooperation in this organization	Strongly.D	2	1.9	3.7885	.60215
		Disagree	2	1.9		
		neutral	14	13.5		
		Agree	84	80.8		
		Strongly. A	2	1.9		
2. 4	Globalization adds complexity to the airline operations.	Strongly.D	0	0	3.9615	.33913
		Disagree	1	1.0		
		neutral	5	4.8		
		Agree	95	91.3		
		Strongly. A	3	2.9		
3.	Globalization has caused unpredictable changes on the way the airline operates	Strongly.D	-	-	4.0000	.24136
		Disagree	-	-		
		neutral	3	2.9		
		Agree	98	94.2		
		Strongly. A	3	2.9		
4.	There are a continuous hard working project team in order to reduce effects of the pandemic and increase the company performance	Strongly.D	1	1.0	3.9327	.37558
		Disagree	8	7.7		
		neutral	92	88.5		
		Agree	3	2.9		
		Strongly. A	1	1.0		

Source: own survey (2021)

As shown in table 4.8.1 80.8% of the respondent agree that there are strong team spirit among groups and 88.5% are neutral about there are a continuous working project team during the pandemic. The other majority of respondent 91.3% and 94.2% agree on the effects of

globalization on their working environment, compare to the 2.9% neutral and strongly agree responses for the effect of globalization adding a complexity on their operation.

According to the majority respondent from table 4.8 and table 4.8.1 ET working environment are well organized and contented to work in, there are a support from managements for development and growth to increase the airlines performance. Additionally the effects of globalization and COVID – 19 affects the work environment by adding complexity and unpredicted change in the airlines operation.

4.9 The major effects of globalization and COVID-19 on the performance of Ethiopian airlines.

1. 4	Globalization has increased the opportunities to develop the airlines performance	Strongly.D	0	0	3.9423	.47922
		Disagree	2	1.9		
		neutral	4	3.8		
		Agree	93	89.4		
		Strongly. A	5	4.8		
2. 4	Globalization has increased the number of competitors the airline is facing	Strongly.D	0	0	3.9904	.29544
		Disagree	1	1.0		
		neutral	2	1.9		
		Agree	98	94.2		
		Strongly. A	3	2.9		
3.	Ethiopian Airlines was a success story much before the start of the pandemic.	Strongly.D			4.0000	.34133
		Disagree	1	1.0		
		neutral	3	2.9		
		Agree	95	91.3		
		Strongly. A	5	4.8		
4.	The pandemic caused by COVID-19 has globally affected air transport mobility as well as the airline industry in general.	Strongly.D	1	1.0	4.0000	.46216
		Disagree	1	1.0		
		neutral	2	1.9		
		Agree	93	89.4		
		Strongly. A	7	6.7		

Source: own survey (2021)

As shown in table 4.9, 89.4% and 94.2% of the majority respondent agree on the impact of globalization on the performance of the airlines by increasing opportunity and number of competitors. 91.3% agree on the fact that Ethiopian airlines was successful 2.9% of respondents are neutral about it and 1% disagree. Additionally, 89.4% agree on the effect of the pandemic on the performance of air transport.

The above response implies that globalization and COVID-19 affect the performance of air transport according to the respondent the effect of globalization is both constrictive and competitive when it comes to the effect of the pandemics it's unbalanced and more a threaten for the airlines.

4.10 The techniques and strategies practise in Ethiopian airlines during the pandemic.

		St. Level	Frequenc y	Percentage	mean	St.devia tion
1. 4	Ethiopian airlines is organized on managing risk and uncertainty that come as the result of globalization.	Yes	104	100		
		No	0			
		Maybe	0			
2. 4	Ethiopian Airlines prepared an emergency preparedness and response plane with the assumption of the importation of COVID- 19 case is important.	Yes	103	99.0	3.7810	.65016
		No	1	1		
3.	At the early stage of the pandemic, activities was supported by risk communication, risk factors assessments, and strategy and training	Strongly.D	26	25.0	1.0000	.00000
		Disagree	2	1.9		
		neutral	6	5.8		
		Agree	68	65.4		
		S.Agree	2	1.9		

	documents.					
4.	All the crisis response strategies aligned with the goal of Ethiopian Airlines to safeguard its reputations.	Strongly.D	26	25.0	3.1827	1.30544
		Disagree	1	1.0		
		neutral	6	5.8		
		Agree	70	67.3		
		S.Agree	1	1.0		
5.	The adaptation of risk communication guide are at the staff level	Strongly.D	5	4.8	3.7788	.68204
		Disagree	-	-		
		neutral	8	7.7		
		Agree	91	87.5		
		S.Agree	-	-		

Source: own survey (2021)

As indicate in the above table 4.10. 100% of the respondent agree how organized Ethiopian airlines is on managing risk and uncertainty that come as the result of globalization. Majority of the respondent 99% agree on the preparation of an emergency preparedness and response plane to decrease the effect of COVID- 19, 65.4%, 67.3% and 87.5% Of the respondent agree on the risk communication, strategy planes and response and communication in staff level, The rest 25%, 1.9%, 5.8% response strongly disagree, disagree and neutral about the preparation of the airlines to the effects of the pandemic and unpredicted future with globalization.Overall the majority of the respondent agree on the detail that there is techniques and strategies practise in Ethiopian airlines during the pandemic.

Table 4.11 Customers overall satisfaction with the airlines' services

	Frequency	Percentage
Not satisfied	-	-
Somewhat satisfied	-	-
neutral	2	10
Satisfied	9	45
strongly satisfied	9	45

Source: own survey (2021)

As table 4.11 shown 45% of customers satisfied and highly satisfaction on the service Ethiopian airlines provide during the pandemic outbreak. The other 10% is neutral on the provided service. Over all from the respondent it's possible to say majority of the customers satisfied with Ethiopian airlines service during the outbreak.

Table 4.12 Customer opinions to continue doing business with ET

	Frequency	Percentage
Neutral	6	29
Somewhat likely	4	19
Very likely	11	52
Total	21	100.0

Source: own survey (2021)

As shown in table 4.12 the majority of the customers 52% very likely continue business with ET despite the pandemic and the rest 29% and 19% are neutral and somewhat likely to continue, which shows that ET customer trust the airlines to travel despite the effects of the pandemic.

Table 4.13 How ET strives to guarantee traveller to the advent of COVID-19

	Frequency	Percentage
Neutral	1	5
Agree	18	85
Strongly agree	2	10
Total	21	100.0

Source: own survey (2021)

As table 4.13 shows in the above response which the main important issue how customer feel and guarantee for protection from the pandemic, table 4.13 shows 85% of the resonant agree and feel guaranteed to travel with Ethiopian airlines during the pandemic.

4. 4 Analysis of secondary Data

The researcher collected statement and reports released on the airlines official websites, YouTube account and collected media coverage from three international media namely CNN, CGTN and VOA Africa. Altogether, five television interviews from three international media and one to one in-depth interviews with one, aviation media networks, two international medias and with one institution forum. Additionally the researcher analysis five Ethiopian civil aviation authority reports. All the contents gathered for analysis are from March 2020 to November 2021. The analysis is structured according to the research questions.

Ethiopian Civil Aviation Authority publish reports with different subjects regard to COVID-19, for this study the researcher use five of the reports subjected to: Airport Preparedness Guidelines for Outbreaks of Communicable Disease, COVID-19 outbreak: industry communication (Airlines operation), Guidelines for Airline Industry in the COVID-19 Recovery phase, , Guidance on management of crew members in relation to COVID- 19 (All Airline operators) and Civil Aviation Safety Circular Transport of Cargo in Passenger Compartment.

4.4.1 The Effects of Globalization and COVID-19 on ET Operation

Ethiopian Civil aviation authority publish guidelines, advisory circulars, oversights, strategies and planes regarding to COVID – 19. It's subject to industry level combination during the outbreak of the pandemic, guideline on management of crew members in relation to COVID – 19, airlines preparedness guidelines for outbreak of communicable disease, guidelines for airline industry in the COVID-19 recovery phase and civil aviation safety circular transport of cargo in passenger compartment.

The guidelines include different circumstances and operations regarding to the outbreak and its effects in air transport. According to the authority on 11 may 2020 published advisory circular subject, airline operation communication about the outbreak of COVID – 19, discuss

on provision of air worthiness, operation and operational safety oversight services from the discussion “ no new applications or ongoing applications shall be processed during this period for air operator certificates (AOCs) “. As temporarily restriction and protection set by the authority for the crew, “All flight crew shall wear face mask (N95) and hand gloves during walk around. Contact between flight crew and ground staffs is prohibited and it must be mandatory to maintain a min physical distance of two meters during waking around. Operators are encourage to use electronics facilities for flight planning and forwarding’s of flight plans, clearances and other relevant documents to flight crew.”

Additionally the advisory circular discuss the provision of personnel licensing, aerodrome, air navigators, air navigation and economical regulatory services over “flights permit request shall be submitted at least three working days ahead of intended flight with prior deposit to national bank of Ethiopian (NBE)” “payment with electronic invoice is highly in encourage and it now become the only way payment is accepted.

On 26 may 2020 Tewelde Gebremariam CEO, Ethiopian Airlines speaks on CNN with Richard Quest (Quest means business) that the current global pandemic is unrepresented and ET has been highly affected and “more than 90% of our passenger flights have been suspected and by the end of the fiscal year (which ends in June 30) that we are expected to loss around billions of dollars’ worth of growth revenue.” “Back in march (early march) we have shifted our strength from development to survival mood, and since then we have been focusing in cargo.”

For the question from Richard Quest (Quest means business, CNN) for CEO Ethiopian airlines How ET compete with bailout airlines?

Tewelde Gebremariam CEO, Ethiopian Airlines response, “Unfortunately this is what we see all over the world, but we have decided to manage this unprecedented crisis with our own, we are not taking any bailout from any external forces but unfortunately will have to deal with airlines being bailout by their government.”

24 sept 2020 Tewelde Gebremariam CEO, Ethiopian Airlines speaks on CNN with Zayen on the program called quest means business CEO says “the global pandemic has affected the tourism industry and the airlines industry is highly affected for almost four months and more than 90% of our passenger fleet was grounded and the business was suspended. Early august we are starting to see slow recovery as you say gradually one by one more and more Africa countries are opening, but still at the end of sept we are about 50% of our 2019 capacity so

we have long way to go to reach 2019 capacity and lot factors are 40% indeed we are in deep part of the crisis.

4.4.2 The Effects of Globalization and COVID-19 on ET staff

The front liners and also other staffs of ET are sociologically and emotional affected by the outbreak of the pandemic. On May 2020, ECAA circulate the guidance on management of crew members in relation to COVID – 19 in the guideline, mandatory protections is raised for crew members to decrease the spired of the pandemic and its effect. In the discussion how airline provide protection for its crew member is raised for instant “direct contact with the ground crew of the airlines situated in a high risk area should be avoided. The airlines should provide to crew members operating into high risk area guidance for health self – monitoring. Such as measuring of body temp, monitoring for symptoms, reporting potential sights of infections.”

According to ECAA guidelines its explained the effects of the unfamiliar leading strategy and responses to ET staffs , some like the deviations leading to reduced crews’ training and checking may lead to an erosion of crews’ competence, which may become critical when having to apply abnormal or emergency procedures. This combined with fatigue or aircraft systems’ failures, may lead to undesirable outcomes.

Airspace restrictions, degraded or unavailable air navigation services and limitations in aerodrome services may also force the operator to conduct flights in an unfamiliar operational context.

It is thus important for operators restarting their activities to consider the additional risks that may be introduced by the combination of multiple regulatory reliefs with unfamiliar operations, such in scenarios as A flight carrying cargo in the passenger compartment, A flight to a destination outside its approved area of operations, A flight with a schedule that exceeds the standard flight duty periods and A flight by a crew that does not meet the standard training/checking requirements.

4.4.3 Techniques and Strategies

Ethiopian Civil aviation authority publish guidelines, advisory circulars, oversights, strategies and planes regarding to COVID – 19. It's subject to industry level communication during the outbreak of the pandemic, guideline on management of crew members in relation to COVID – 19, airlines preparedness guidelines for outbreak of communicable disease, guidelines for airline industry in the COVID-19 recovery phase and civil aviation safety circular transport of cargo in passenger compartment. The guidelines include different circumstances and operations regarding to the outbreak and its effects in air transport.

ECAA imposed Ethiopian airline to rely on their Management System and its core elements during the recovery phase: risk management, compliance and safety assurance functions are the backbone of a safe return to normal operations. Based on the outcome of this process, the air operator should review the Safety Review Board (SRB) frequency in order to timely take and record appropriate safety actions. Regulatory reliefs may have been granted in a short timeframe during the crisis, in order to support operators to cope with the most urgent needs. Such reliefs affect different technical domains and may have been granted by different inspectors; as a consequence, while each exemption should include appropriate risk mitigations, their cumulative effect on safety may not have been fully assessed; possibly, an exemption may affect the mitigations required by another exemption.

24 sept 2020 Tewelde Gebremariam CEO, Ethiopian Airlines speaks on CNN with Zayen on the program called (Quest means business), as the CEO response finical it has been a challenge, cargo has been ETs saviour in this crisis, ET was the first airlines to convert passengers aircraft for cargo carriage, converted 25 airplanes on early March and as the result ET have been a very significant players in the cargo business and that have been a good stream of revenue for the airlines and that “ The only profitable business so far as the result of that we can say that we have done well by doing to the society because we have been operating more than 360 cargo charter flights to deliver PPE and medical supplies to more than 80 countries all over the world and at that time it was lifesaving.”

23 Nov 2020 Nigusu Worku U.S director of operations, Ethiopian Airlines speak on VOA “When one of the strategic business unit, passenger business, is affected by the pandemic we

started focusing on cargo that is one of the reason we survived the challenge and also agile leadership also play a massive role surviving the effects of the pandemic.” The top management and the staffs collaborate for survival and all agree on the fact that cargo was the major business that keep the airlines prosper as the pandemic continuous spreading and bankrupt other airlines trough the world.

4.4.4. Challenge and Opportunity

Air cargo services are vital for the economy and for fighting COVID-19, and Ethiopia’s and global supply chains depend on them being operated unhindered. According to ECAA, air cargo should therefore be able to continuously deliver critical products such as food, medical supplies and personal protective equipment (PPE), as well as other products which are vital for the functioning of sensitive supply chains. In order to facilitate the continuation of Air cargo services, which is vital for fighting the crisis. COVID-19 crisis, it is essential for the air cargo services not be disrupted so that critical cargo supplies such as food and medical supplies (e.g. masks, gloves, clothing, etc.) can be delivered. Some of the critical cargo supplies may be classified as dangerous goods, and this would need to be taken into account as part of a risk assessment. Due to the increase in demand for the transport of air cargo, currently, underutilized passenger aircraft are increasingly needed to fly the mentioned type of cargo. Care should be taken to ensure that aircraft ground stability is maintained at all times during loading and unloading operations.

The strategy Ethiopian airlines plan to change the challenge to opportunity by strategically approaching the crisis, changing travel aircrafts and airlines into cargo. ET quickly design a strategies to withstand the crisis as the result on around March we have made shift on cargo business as it was doing well.

ET is a diversify airline dealing with passengers transport, cargo transport, travel and tourism business with hotel, and also MRO business and academy and ground services so we were able to leverage the negative impact of the corona virus on business which don’t have been highly affected by the crisis that is helped as to emerge from the crisis and to assure our survival in fact to day we are almost a unique airline in the world which managed the crisis undependably.

Going forward for air activities the crisis bring radical change in the way business is done, in the way passengers travel in air, in the world interact releasing this Ethiopian airlines lunch a new project called “ contact lets travel’ contact let travel means a passenger travel from point A to point B without contacting with any one, either employees of the airlines, fellow travellers or stock holders at the airports through our digital application our new hub in Addis Ababa airport specially the new terminal which has been ingrate recently at the total cost of \$350M investment contact lets travel in mind so passengers will enjoy the travel by also confident the right protection from the infect of the virus so we have already start the project via smart phone, passengers can book their travel, pay for their ticket, check-in online and then they can go straight to security and self-board at the gate and select their seat and take their seat in the area plan and at the destination trace their page and collect and go to their destination.

4.4.5 Future lesson Ethiopian airlines Comprehend from the Crisis

9 Dec 2020 Tewelde Gebremariam CEO, Ethiopian Airlines speaks on Brazil Africa Institute Ethiopian Airlines consider the corona virus is a short term crisis, so the airlines believe that a short term crisis will not undermine or hinder the airlines long term plan strategy which is growth expansion and also serving the content on exceptional level, connecting the continent with in itself and with the rest of the world.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summery

The main objective of the study is to assess the effects of Globalization and COVID-19 on the performance of Ethiopian airlines. The study is designed mainly to deal with, The effects of globalization and COVID-19 on Ethiopian Airline employees and work environment, what are the techniques and strategies practise in Ethiopian airlines during the pandemic, the key challenge and opportunity grasp from the effect of globalization and COVID – 19 effects by ET management and the lesson ET comprehend from the pandemic. The effects of globalization and COVID-19 on Ethiopian Airline employees. The study uses descriptive research method. Findings from the quantitative data collected from self-administered questionnaires and findings from the qualitative data gathered from secondary data gathering. The sampling procedure is purposive sampling research method. From 110 questionnaires 104 usable questionnaires were collected and secondary data's gathered from different government (ECAA) reports, journals and interview (CCN, VOA and CGTN) with Tewolde Gebremariam CEO, Ethiopian Airlines used for analysis of the paper.

After a rigorous analysis of the data collected through a survey questionnaire the following findings were obtained:

- Ethiopian airlines was a success story way before the pandemic. The strategic plan the partnerships and the stretch the airlines make helped the career to be successful. Ethiopian airlines shows alighted effort to minimize the effect of the pandemic by decreasing globalization.
- Ethiopian airlines employees' are proud to work for ET and there future is bright with the company. Ethiopian airlines provide and create a suitable work environment for employees to work in and increase performance.
- Majority of ET staffs understand how their job performance will be evaluated.
- ET managements play a supportive role for staffs.

- The relationship between staffs and management was raff during the outbreak of the pandemic.
- Globalization and COVID-19 affect the performance of Ethiopian airlines and leave the future unknown and hard to predict. Globalization play the major role for the spread of the pandemic in air transport, the pandemic affects the connectedness of the world, according to economic, social and political, which directly affect the air transport activities.
- The immediate strategically response of ECAA to the crisis protect Ethiopian airlines from bankruptcy and to resist and win over the effects of COVID – 19 and globalization.ET survive the pandemic on cargo.
- COVID – 19 and globalization change the normal working operation of ET. The unrepresented outbreak of COVID – 19 add complexity in the performance of ET. The effect of COVID – 19 affects the life of employee to perform effectively but ET staffs inspired toward strong, positive team spirit to cooperation to overcome the effects of COVID – 19 and Globalization.
- Ethiopian customers satisfied with the service the airline service during the pandemic.
- Effective decision-making relies upon the collection of qualitative and quantitative safety information that indicates whether operations are being conducted at the accepted level of safety.

5.1 Conclusions

Based on the findings of the study variety of outcome were drawn considering the research questions.

In early time the world was more globalized, people are encourage to travel for pleasure or business or it might be other reason but people were appreciated to travel, to experience it in real life anything they have been wanted to do. In this case globalization plays a major role in the spread of the pandemic,

In the outbreak of the pandemic air travel was suspended all over the globe, borders were closed and travel was restricted unlike any other situation travellers were discouraged to travel.

Ethiopian Airline is a successful company with 75 years of experience. In this successful years there has been time when the airlines face a crisis, different researches and the airlines reports shows that how the airlines manages all the crisis well and continue its success.

The outbreak of COVID – 19 affect the performance of air transport in general, in the case of Ethiopian airlines the same is true. The outbreak of the pandemic affects the performance of Ethiopian airlines, the airlines reports \$550M revenue loss because of international flight restrictions due to the COVID-19 pandemic. COVID-19 leave the future of airlines unknown and hard to predict.

Ethiopian airlines employees are proud to work for the airline and they believe their future is bright with ET. The airlines managements play a supportive role in staffs. The effect of COVID – 19 affects the life of employee to perform effectively but ET staffs inspired toward strong, positive team spirit to cooperation to overcome the effects of COVID – 19 and Globalization.

During the outbreak there was unfamiliar leading strategy and responses and this affect the front liner ET staffs , some are like the unconventionalities leading to reduced crews' training and checking lead to an erosion of crews' competence, this developed critical when the airlines apply abnormal or emergency procedures which lead to undesirable outcomes. The unpresented outbreak of COVID – 19 add complexity in the performance of ET but the airlines provide and create a suitable work environment for employees to work in and increase performance.

The immediate and continue strategically response of ECAA to the crisis protect Ethiopian airlines from bankruptcy and to resist and win over the effects of COVID – 19 and globalization. The strategic plan the partnerships and the stretch the airlines make helped the career to regain success. Ethiopian airlines shows alighted effort to minimize the effect of the pandemic by decreasing globalization.

As Ethiopian Airlines is recalibrating its operations in the wake of COVID-19, it looks to the evolving demand for global air cargo transport. From the seven strategic business units of

Ethiopian airlines the management focus on cargo as one of the, passenger business, is affected by the pandemic. Focusing on cargo is one of the reason ET survived the pandemic and also agile leadership also play a massive role surviving the effects of the pandemic. The cargo business is relatively doing well because urgently required medical supplies are needed all over the world from east to west, west to east, north, south and so on. The airlines convert 25 of its passenger aircraft to cargo.

Good communication is the key to effective preparedness planning, both for routine operations and during an emergency response. There has been communication plate forms prepared to guide customers in the airlines Ethiopian customers satisfied with the service the airline provide during the pandemic. Effective decision-making relies upon the collection of qualitative and quantitative safety information that indicates whether operations are being conducted at the accepted level of safety.

After analysing all the primary and secondary data, the researcher came to the conclusion that despite the effects of globalization and COVID -19 in the performance of Ethiopian airlines, the airlines and other Ethiopian aviation authorities aggressively approach the challenge and concur its effect. Ethiopian airlines was led by an agile leadership followed by hard working and positive minded staffs and management with a continuously updated strategic plans and emergency responses and the fruit of this is blooming as the airlines is the unique airline that with stand and standstill in the mist of the pandemic.

5.2 Recommendation

Front line staffs and other crew was highly affected by the pandemic which directly affect the performance of the airline, protecting the staff I any cost is also protecting the airlines. the airline needs to tactically and strategically segment its staffs based on the level of their engagement, manage their perception and build an stable relationship.

Stronger emphasis should be given for staffs on factors such as emergency responses Skills and training in the time of crisis or uncertainty. , Information technology support and clearly defined Rules and procedures for crisis management.

The operator's senior management is responsible to ensure the availability of adequate resources, as a lack of staff responsible for safety management and compliance

monitoring will result in a reduced capability to control risks. There are signals that indicate that safety boundaries have been stretched during the crisis, such as unsafe cargo transportation in the passenger cabin, improper storage of aircraft, effective control is more blurred.

There are continuous techniques and strategies practise in Ethiopian airlines during the outbreak of COVID – 19 pandemic, cargo is the only business stream that has not been affected instead benefited by the pandemic. This strategy is short term as ET convert its 25 passengers aircraft into cargo, for long term there will be consequences on returning the aircrafts into their original form.

Media strategy is a fundamental component of risk communication strategy. Therefore, it would significantly help the airline to develop a comprehensive and up to date media strategy which is intertwined with its risk communication strategies manual.

Ethiopian airlines is one of the few maybe three airlines that is standing steel despite the effects of the pandemic which is mesmerizing. However the researcher believe Ethiopian airlines furlough workers, including crew members in response to the devastating impact of the coronavirus which is wretched as this big African airlines cant protects it fulltime employees in crisis, Ethiopian airlines ought to always be alert to uncertainty to evade employee lay off.

Ethiopian airlines has shown the world that nothing is going to stop the company from succeeding , the leadership aggressively approaching the pandemic on keeping the company elevated. Ethiopian airlines has been a success story way before the pandemic and still. As an Ethiopian the researcher is proud by the airlines as it care Ethiopia flag all over the world proudly. As a researcher it was interesting to read story and actual situations how things are working for the company and vies versa.

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BA/BSCMA

MSC/MBA

PHD

5. Work Experience

Under 2 years

5-10 years

over 15 years

2-5 years

10-15 years

6. Position

Manager

Supervisor

Instructor

Staff

Officer

Technician

If any other Please specify_____

Part Two:-Research Questions

Questionnaire to be filled by Ethiopian Airlines’ employees

The following questions are related to the concept and impact of globalization in the early stage of COVID-19 in the performance of Ethiopian airlines

	1	2	3	4	5	6	7
1. My future is bright with the airline.							
2. I am proud to work for the Airlines.							
3. I feel secured, no matter comes I know that the organization cares about its employee.							
4. I understand what the organization’s strategies.							
5. I am clear about what I need to do and how my job performance will be evaluated							
6. I receive the trainings I need to do my job							
7. I have all the required resources to do my job							
8. My manager plays a supportive role in my							

professional growth and development							
9. There is a strong feeling of team spirit and cooperation in this organization.							
10. I feel secure about my continued employment at this organization							
11. I believe my career aspirations can be achieved at this organization							
12. I am kept up-to-date on any organizational changes in policy or practice							
13. I am satisfied with the salary scale of the airline and benefits package the Airlines offers							
14. Questions regarding to the effects of globalization on the performance of the ET							
15. Globalization has increased the opportunities to develop the airlines performance.							
16. Globalization has increased the airline's opportunities for route expansion							
17. Globalization has increased the investment of acquisition of modern fleet.							
18. Globalization has increased the airlines' opportunities to access equipment and retention of skilled labour.							
19. Globalization has increased the airlines' opportunities to expand variety of services it venders							
20. Globalization has made it easy for the airline to identify potential customers.							
21. Globalization has increased the number of competitors the airline is facing.							
22. Globalization has increased the level of competition the company is facing.							
23. Globalization has increased the difficulty in forecasting demand for the airline's revenue.							
24. Globalization has caused unpredictable changes on the way the airline operates							
25. Globalization adds complexity to the airline operations.							

Questions regarding to the impact of COVID-19 on the performance of the ET							
26. The leadership establish a vision and direction for the organization							
27. The pandemic caused by COVID-19 has globally affected air transport mobility as well as the airline industry in general							
28. Ethiopian Airlines was a success story much before the start of the pandemic.							
29. The change in Ethiopian airlines in the early stage of the pandemic is realistic, achievable and measurable.							
30. At the early stage of the pandemic, activities was supported by risk communication, risk factors assessments, and strategy and training documents.							
31. Ethiopian airlines is organized on managing risk and uncertainty that come as the result of globalization.							
32. The Airlines leadership is prepared for the waves of the pandemic.							
33. The adaptation of risk communication guide are at the staff level							
34. All the crisis response strategies aligned with the goal of Ethiopian Airlines to safeguard its reputations.							
35. Ethiopian Airlines prepared an emergency preparedness and response plane with the assumption of the importation of COVID- 19 case is important.							
36. Global pandemic (COVID-19) threaten the performance of Ethiopian airlines.							
37. The carrier stripped out the passenger seats to give cargo capacity both above and below the wing							
38. Converting 25 of its 777s passenger aircraft to increase its cargo capacity will affect the 777 aircrafts put back into its original form.							

39. Ethiopian Airlines failed to manage customer expectation.							
40 The career was at deficiency of well-prepared procurement planning.							
41 Deficiency of well-prepared strategies with much detail and clear documentation.							
42 Managers often pressure employees to absorb change quickly, without considering their involvement or response to it.							

Questionnaire to be filled by Ethiopian Airlines’ Customers

The following questions are related to the concept and impact of globalization in ET customers the early stage of COVID-19 in the performance of Ethiopian airlines

1.) How frequently do you/your organization use the international flight services of Ethiopian airlines?

- Every day
- every week
- Every 2 - 3weeks
- Every month
- every 2 - 3 months
- every 4 - 6 months
- Once or twice a year

2) How would you rate your overall satisfaction with the airlines’ services?

- Very satisfied
- somewhat satisfied
- Neutral
- Somewhat dissatisfied
- Very dissatisfied

3) How likely are you to continue doing business with Ethiopian Airlines?

- Very likely somewhat likely Neutral
 Somewhat unlikely Very unlikely

6) If you switched to another airline, please indicate your reasons for doing so. Select all that apply.

- Better quality of service Less price of service
 Billing policy Better customer service
 Others

Indicate the extent to which you agree on each of the following factors affect quality of customer service in Ethiopian airline.

4 = strongly Agree 3 = Agree 2 = natural 1 = strongly Disagree 0 = Disagree

1. Ethiopian Airlines serve you with care, and wellness as its highest priority.					
2. Ethiopian Airlines strives hard to guarantee travellers peace of mind with regard to the advent of COVID-19					
3. Customers are well taken care of on board and at the terminal with the latest aviation infrastructure					
4. Ethiopian Airlines works to shift customer's perspective regarding of COVID-19					

5. Ethiopian airlines is at very high risk due to travel and trade with most of COVID - 19 affected countries.					
6. ET understand the mental maps of its customers.					
7. Deficiency of feedback channels regarding the change process.					

7) Do you have any suggestions for improving the Airline's services at the time of uncertainty?
