

## RESEARCH ARTICLE

# POST COVID-19 HOSPITALITY BUSINESS AND SALES PERFORMANCE IN UYO METROPOLIS

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**Abstract:** This study examined post COVID-19 hospitality business and sales performance in Uyo metropolis. The study was carried out due to the wide spread of COVID-19 pandemic which has presented a wide prevalence of challenges to the hospitality business, even after the lockdown of hospitality businesses. Based on this background, the study sought to determine the relationship between the independent variable using (hotel occupancy rate, revenue per available room and re-booking rate) as predictors of post COVID-19 hospitality business and sales performance in Uyo metropolis. The study employed the descriptive research design using survey method to collect data from 372 respondents as the sample of the study and drew inference on the total population of 11,561. The instrument for gathering data was an online Microsoft forms questionnaire distributed via whatsApps, Facebook and emails to the respondents. The demographic data collected were analyzed using frequency tables and percentages, while regression analysis was used in testing the hypotheses. Findings from result revealed that; there is a significant relationship between post COVID-19 hotel occupancy rate and sales performance in Uyo metropolis; also it revealed that there is a significant relationship between post COVID-19 hotel revenue per available room and sales performance in Uyo metropolis; it further revealed that there is a significant relationship between post COVID-19 re-booking rate and sales performance in Uyo Metropolis. Based on the findings of study, the researchers recommended that hotel managers should strategize to adopt emerging hospitality business models aiming at increasing the value and revenue of their available rooms. They also recommended that hotel managers should ensure they revive the confidence among their customers in terms of maintaining safety approaches in order to increase their occupancy rate. Finally, suggestions on future related research were made accordingly.

**Keywords:** *Post COVID-19, Hospitality Business, Sales Performance, Uyo Metropolis.*

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## INTRODUCTION

The hospitality sector is commonly recognized as a significant contributing factor to the green economy through a more sustainable development agenda [1]. Soon enough from the first reported case the new coronavirus (SARS-CoV-2), firstly reported in Wuhan (China), has spread to all over the world in a short period and has been labeled a pandemic by the World Health Organization (WHO) as cited in [2].

As this new virus is quite contagious (the associated disease is called COVID-19 and can spread asymptotically, almost all countries have introduced travel bans, declare state of emergency and implement curfew [3]. Symptoms commonly associated with COVID-19 include cough, fever, fatigue, and breathing difficulties, but sore throat, diarrhea, muscle pain, nasal congestion, and new loss of taste or smell may also occur [4].

According to WHO [5] there were 4,098,018 global confirmed cases and 283,271 confirmed deaths worldwide as of 12<sup>th</sup> May 2020.

In early 2020, the COVID-19 (caused by the SARS-CoV-2 virus) pandemic took the world by surprise as it gained widespread across countries. The Coronavirus is believed to have first spread in China in December 2019, before spreading to Thailand, Japan, the Republic of Korea, the United States, Vietnam, Singapore, and other Western Pacific and South-East Asian nations, and then to Russia, Africa, and Latin America [6].

In a hospital in Wuhan, China, the first index case of COVID-19 was diagnosed as unexplained acute pneumonia. As a result, WHO declared the virus a global pandemic on March 11, 2020, after it was previously identified as a "Public Health Emergency of International Concern (PHEIC)" on January 30, 2020 [7]. About 7 million people were infected with the virus over the course of six months, with about 434,796 people dying and only 4,272,909 recovering [5]. Due to a shortage of available clinical vaccines to fight the virus, the international community decided to enact lockdown measures, which were first adopted by China's central government in Wuhan on January 23, 2020.

In such a negative scenario, tourism and hospitality industry has been the worst affected of all major economic industries by the outbreak of the COVID-19 pandemic. The reason is that people are not allowed to travel domestically/overseas; go to the restaurants/cafes; and are working from home while cutting their spending except basic needs [8]. International tourist arrivals (overnight visitors) fell by 72% in January–October 2020 over the same period the previous year, expecting a decline by 70%-75% for the whole of 2020 [8].

Therefore, it is difficult to predict how the hospitality sector will develop during this period. Analysis, early approach, and marketing strategies of tourism elements that meet the modified requirements due to the COVID-19 pandemic are clearly demanding. These necessitate significant research that focuses on its impacts, changes, and awareness. COVID -19 pandemic has impacted the global economy. It has been predicted that the global GDP will be contracted by 5.2 % in 2020 [9].

The lockdown started on March 25, 2020, and continued until May 31, 2020, taking into account the extension of the lockdown. In the hospitality sector, the lockdown was lifted, and on June 8, 2020, hotels, restaurants, temples, and tourist destinations were allowed to reopen. Even so, it is not possible to estimate the extent of the economic impact of the COVID-19 outbreak in the sector because the course and duration of the outbreak are still uncertain. As the lives and health of the people are still at stake, it is unlikely that the positive signals in this sector will be restored soon. With this regard, there is a need for detailed study and analysis of the effect of COVID-19 in the hospitality sector in Uyo metropolis, Akwa Ibom State.

### **Statement of the Problem**

There are many infectious diseases in the history of the world, but the COVID-19 has proven to be highly infectious, viral and contagious. The widespread of COVID-19 pandemic lockdown has confronted the hospitality industry with unprecedented challenges. Strategies to flatten the COVID-19 Pandemic such as community lockdown, social distancing, stay-at-home orders, travel and mobility restrictions have resulted in temporary closure of many hospitality businesses and significantly decreased the demand for businesses that were allowed to operate [10]. Restrictions placed on travel and stay-at-home orders issued by Federal Government authorities led to sharp decline in hotel occupancies, revenues, cash flow and lack of patronage on hospitality businesses generally and specifically in Uyo, Nigeria since the prevalence of COVID-19 pandemic.

However the reopening process begun slowly and authorities have started to ease restrictions for example: allow dine-in restaurants to reopen at a reduced capacity with strict social distancing guidelines and gradually reduce restrictions on domestic and international travel. While the hospitality industry is slowly recovering the COVID-19 Pandemic lockdown continues to exert profound impacts on hospitality businesses operation. Hospitality businesses are expected to make substantial changes to their operations in COVID-19 business environment in order to ensure employees and customers' health and safety and enhance customers' willingness to patronize their business [11]. It is against this background that this study

attempts to examine post COVID-19 hospitality business and sales performance of hotels in Uyo metropolis.

### Objectives of the Study

The main objective of this research is to examine the relationship between post Covid-19 hospitality business and sales performance of hotels in Uyo metropolis, Akwa Ibom State. Specific objectives include:

- To examine the extent to which post COVID-19 hotel occupancy rate affects the sales performance of hotels in Uyo metropolis.
- To examine the extent to which post COVID-19 hotel revenue per available room affects sales performance of hotels in Uyo metropolis.
- To examine the extent to which post COVID-19 re-booking rate affects sales performance of hotels in Uyo metropolis.

### Research Hypotheses

The following hypotheses were formulated to guide the study:

H<sub>1</sub>: There is no significant relationship between post COVID-19 hotel occupancy rate and sales performance in Uyo metropolis.

H<sub>2</sub>: There is no significant relationship between post COVID-19 hotels revenue per available room and sales performance in Uyo metropolis.

H<sub>3</sub>: There is no significant relationship between post COVID-19 re-booking rate and sales performance of hotels in Uyo metropolis.

## LITERATURE REVIEW

### COVID-19 Pandemic

According to Ugochukwu-Ibe [12] corona virus was tagged an epidemic by the World Health Organization (WHO) but because of its global spread and deadly nature, WHO upgraded the virus to a pandemic. An illness caused by SARS-CoV-2 was termed COVID-19 by the WHO, the acronym derived from "coronavirus disease 2019." The name was chosen to avoid stigmatizing the virus's origins in terms of populations, geography, or animal associations. On February 11, 2020, the Coronavirus Study Group of the International Committee on Taxonomy of Viruses issued a statement announcing an official designation for the novel virus: severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2).

Alade and Akinbobola [13] examined the impact of COVID-19 on hotel sales performance in Lagos, Nigeria. The study found that hotel occupancy rates had decreased by an average of 70 %, and hotel revenue had decreased by an average of 85 % compared to pre-pandemic levels. The study also found that hotels had implemented various strategies to mitigate the impact of the pandemic, such as implementing hygiene protocols, offering discounts, and improving their online presence. One key finding of the study was that customer satisfaction and loyalty were critical factors in the post-pandemic recovery of hotels.

The study found that hotels that prioritized customer safety and comfort, communicated effectively with customers, and provided personalized and flexible services were more likely to recover faster from the pandemic. The study also found that hotels could enhance their customer satisfaction and loyalty by improving their service quality, providing attractive incentives and discounts, and adopting innovative and sustainable practices.

Overall, Alade and Akinbobola [13] highlight the significant impact of the COVID-19 pandemic on hotel business and sales performance in Nigeria and propose strategies to enhance their post-pandemic recovery. The study concluded that adopting these strategies was essential for hotels to survive and thrive during and after the pandemic.

A study conducted by Adedokun, Awe, and Akinluyi [14] assessed the impact of COVID-19 on hotel sales performance in Ibadan, Nigeria. The study found that hotel sales had declined by an average of 66%, and hotel occupancy rates had decreased by an average of 50% compared to pre-pandemic levels. The study also found that hotels had implemented various strategies to mitigate the impact of the pandemic, such as implementing hygiene protocols, offering discounts, and improving their online presence.

Making the health, safety, and well-being of their employees as a priority, communicated effectively with them, and provided training and support were more likely to recover faster from the pandemic. The study also found that employee engagement and retention could be enhanced by providing fair and attractive compensation, opportunities for career advancement, and a positive work environment.

In a study conducted by Chen, et al. [3], the authors surveyed hotel managers in China to assess the impact of COVID-19 on hotel business performance. The study found that hotel occupancy rates had declined by an average of 95% during the pandemic. The study also found that hotels had implemented various strategies to mitigate the impact of the pandemic, such as implementing hygiene protocols, offering discounts, and diversifying their revenue streams by offering additional services such as food delivery and online shopping.

The study concluded that these strategies were essential for hotels to survive and recover from the pandemic. Sigala, et al. [15] emphasized the importance of technology adoption in the hospitality industry during and after the pandemic. The study found that technology adoption was essential for hotels to adapt to the new normal and meet customer expectations for safety and convenience.

Also, Kim and Mattila [16] examined the impact of COVID-19 on hotel sales performance in South Korea. The study found that hotel sales had declined by an average of 40% during the pandemic. The study also found that hotels had implemented various strategies to mitigate the impact of the pandemic, such as offering discounts, improving their online presence, and implementing hygiene protocols. The study concluded that adopting these strategies was essential for hotels to survive and recover from the pandemic.

Wang, et al. [7] examined the role of innovation in the hospitality industry during the pandemic. He found that innovation was essential for hotels to adapt to the new normal and survive the pandemic. It was also noted that hotels had implemented various innovative strategies, such as contactless check-in, digital menus, and virtual tours, to improve customer experience and safety during the pandemic.

Hotel managers in Singapore to assess the impact of COVID-19 on hotel business performance. The study found that hotel occupancy rates had declined by an average of 86% during the pandemic. The study also found that hotels had implemented various strategies to mitigate the impact of the pandemic, such as implementing hygiene

protocols, offering discounts, and diversifying their revenue streams by offering additional services such as food delivery and online shopping. The study concluded that these strategies were essential for hotels to survive and recover from the pandemic.

Overall, the literature suggests that the COVID-19 pandemic has had a significant negative impact on hotel business and sales performance globally. However, hotels have implemented various strategies to mitigate the impact of the pandemic, such as implementing hygiene protocols, offering discounts, improving their online presence, and diversifying their revenue streams. These strategies have been found to be essential for hotels to survive and recover from the pandemic. Collaboration and partnerships between hotels and other stakeholders in the hospitality industry are also important for mitigating the impact of the pandemic.

### **Post COVID 19 Lockdown**

The last two decades have recorded unprecedented challenges from various infectious diseases. At the early period of this millennium, the outbreak of SARS was reported in China, followed by the resurgence of Ebola in the mid-millennium in Guinea, after its earlier occurrence in 1976 in South Sudan and D. R. Congo. Unexpectedly, the year 2020 was ushered in with a historical novel virus (COVID-19) pandemic [17], in a manner that the world has never witnessed before. The human-to-human transmission rates of the virus are not only alarming and worrisome but also, the respiratory dysfunction and unwavering deaths it caused, have arose global concerns.

Hence, COVID-19 was declared a global pandemic on March 11, 2020, by WHO after having initially recognized it as a Public Health Emergency of International Concern (PHEIC) on January 30, 2020. While several measures have been executed to either halt the ravaging impacts of the novel virus or minimize them significantly, the option of lockdown seems to be mostly adopted globally. With Nigeria facing the most challenging stage of COVID-19 virus, the government adopted the lockdown as a measure to address the situation. However, the economic consequence of this decision forced the government to make an unconditional turnaround in easing the lockdown despite calls from practitioners and

health organizations on the frontline to review the decision painstakingly considering the danger to the lives of the populace.

More so, there are mixed feelings that the decision to ease the lockdown gradually may further aggravate the current situations of COVID-19 in the country while others perceived the opposite. To enhance adequate decision on whether to revise the phased lifting of lockdown or not, there is need for empirical justification in the light of the country.

According to daily situation reports, six months after the first case of COVID-19 was reported in Wuhan, China, the novel virus has infected over 12,000,000 people in 216 countries, linked to the death of almost 570,288, while about 7,814,689 recovered from the infection [18]. The inability of medical personnel, and international health organizations on the frontline to provide globally acceptable vaccine or drugs for curtailing the ravaging impacts of the novel virus prompted the inevitable option of lockdowns globally.

The declaration of lockdown in over 100 countries since April 2020 becomes an inevitable and tough decision to make despite the associated fears of unwanted macroeconomic shocks that could be triggered by the lockdown. The prime aim of lockdown is to flatten the COVID-19 curve through a persistent reduction in the confirmed cases, and ensuring that infected persons quickly recover from the virus. During lockdowns, people are expected to stay at home. Also, location of contacts such as schools, universities, hotels, clubs, and religious houses are closed, social gatherings involving above 20 people are prohibited and economic activities involving physical interaction are halted [19].

The impacts of the novel virus are nothing but highly overwhelming in Nigeria since the index case was confirmed on 27 February 2020. Following the global practice, a nationwide lockdown was thus announced in Nigeria on 30 March 2020 with immediate effects in three states of the Federation namely: Lagos, Ogun, and Abuja. This was further extended for two weeks with the inclusion of Kano on 27 April 2020. The lockdown in the country saw a dragging record of new cases, which are mostly attributed to interstate movements in the form of community transmission.

However, the unbearable economic consequences of the lockdown in the country prompted the government to announce a phased and gradual easing of the lockdown in FCT, Lagos, and Ogun with effective on 5 May 2020. Since then, the reported cases of COVID-19 have returned to its usual exponential rates in the country. For instance, the daily cases reported for the first day of the easing out on Monday, May 4, 2020, stood at 245, which are the highest since the index case in the country [20].

## Phases of the Lockdown in Nigeria

**Phase One:** As of July 15, 2020, Nigeria has completed two phases of its gradual easing of the COVID-19 lockdown and edging towards completing the third phase. The first phase of the lockdown was announced by the President on 27 April 2020 with effect from May 4 to 17 spanning two weeks in FCT, Lagos, and Abuja. In addition to the gradual easing of the lockdown, a nationwide curfew of 8 pm to 6 am was equally announced. Two weeks extension of the first phase was further declared which lasted from 18 May to 1 June 2020.

**Phase Two:** The second phase of the gradual easing of the lockdown commenced on 2 June 2020 and lasted for four weeks, which ended on June 29 according to the officer in charge, the Secretary to the Government of the Federation (SGF). Further measures detailed in the second phase include the following.

- Modification of the nationwide curfew from the initial 8pm-6am to 10pm-4am daily. The curfew however does not apply to journalists and healthcare workers.
- Banks are now to resume their normal operations.
- Work to resume in government offices on Mondays through Fridays from 9am to 2pm.
- Interstate movement remains restricted. However, essential services, agricultural produce, manufactured goods, and petroleum products are exempted. The ban on airports remained for both domestic and international travel, with the exemption for emergency flights. There is intending consideration for reopening airports for domestic flights by June 21, 2020, provided all modalities be met.
- Kano State to begin phase one of eased lockdown. The wearing of facemasks remains compulsory in public settings.

- Hand washing/sanitizing practices are required for individuals and organizations.
- There is a ban on gatherings of above 20 people outside of the workplace. Religious places to resume worshipping under the guidance of the PTF and State governments.

**Phase Three:** The phase three of the easing of lockdown in Nigeria was announced on 30 June 2020 following the approval of the 5th interim report of the Presidential Task Force (PTF) on COVID-19 by the Nigerian President. This phase is expected to last for four weeks from Tuesday, June 30 to Monday 27 July 2020. Few modifications were made on phase two which include the reopening of airports for local flights based on close monitoring, resumption of schools for returning students in secondary schools with the graduating set to resume first, and the lifting of the ban on interstate travels. More so, the hours for the nationwide curfew were maintained from 10pm to 4am while the use of facemasks in public places also remains mandatory and now punishable by law.

### **The Three Episodes of Lockdown and the Concurrent COVID-19 Cases**

This section presents the situational analysis for both lockdown's reports and coronavirus cases for the three episodes experienced in the Nigerian context, which are pre-lockdown, lockdown, and easing up lockdown. The various days for each period include 31 days for pre-lockdown (28 February to March 29, 2020), 35 days for the total lockdown (March 30- May 3, 2020), and 73 days for the gradual easing up of lockdown (May 5 July 15, 2020) as of the time of compiling pieces of evidence for this study. The summary of the three episodes shows that the cases recorded in the easing up period outstripped both lockdown and pre-lockdown as a whole. Another insight is that the trend in COVID-19 cases has persistently maintained an upward slope, which further raises concerns about the ongoing easing up phases [21].

The pre-lockdown records witnessed a gradual increase in the confirmed cases with the highest being 16 cases. The lockdown period saw a close range of differences in the reported cases with a gradual increase in the early stage. However, in the latter part of the lockdown when people started flouting the lockdown order, there was a sporadic increase with the highest being 238 reported cases in a

single day. The first day of the easing up saw 245 cases reported, which are the highest since the first incidence of the novel virus in the country. Since then, the cases have continued to increase sporadically with over 600 cases being repeatedly recorded [21].

The future days are likely to be more devastating if the trend continues thus calling for immediate cautious actions from the government and other frontline agencies. Timeline analysis of the phased easing of the lockdown comprising the phase one (27 April to May 4, 2020), phase two (May 5 to June 29, 2020), and the ongoing phase three (June 30 to July 27, 2020). Each phase has persistently recorded increasing cases of COVID-19 thus putting a question mark on the decision leading to the phased easing. For instance, phase one witnessed a total number of 8673 additional cases for the 35 days, which surpasses the aggregate cases both in the pre and during lockdown periods that summed 1183 cases for 48 days.

This implies that the easing of the lockdown is doing more harm than relief for the general wellbeing of the populace especially those infected by the virus. Surprisingly, the number of days in the pre and during lockdown is 13 days more than phase-one, yet COVID-19 cases in the latter are 7490 more than the former. Despite this alarming situation, the government still went ahead on a further easing in phase two for 29 days. Within the second phase period, the country recorded additional cases of 14,712, which are far higher than phase one despite the fewer days to it. 16 days to the third phase of the lockdown easing, the additional cases of 9,049 were recorded. In all, there are clear indications of the escalating trend of high margins as the government continues to ease the lockdown [21].

### **Sales Performance**

Sales Performance is the effectiveness of the sales team, both individually and as a whole, in selling activities; the ability to achieve sales goals. Sales performance metrics can be measured in a variety of ways depending on the sales role and sales environment, such as sales revenue, customer retention rate, or number of net new accounts [22]. Even world-class products and services don't sell themselves. Sales and marketing are particularly important for startups that don't have the established reputation of Microsoft,

McDonald's or the Mayo Clinic. A business can fail if it has the wrong product, but even the right product needs someone to sell it [23]. Unless one is gifted at sales, one's business team needs at least one member who knows and understands selling. Jerry [23] listed the basic sales plan for the company as follows:

- How will the sales team generate leads?
- How should the salespeople approach customers?
- What's the appropriate conduct and manner for the team? If you're selling sports equipment, customers may expect a different demeanor than if you're selling funeral plots.
- How can the sales team identify qualified customers as opposed to those who are never going to close the deal?
- What customer demands can the salespeople accept? Which demands are negotiable? Which ones are complete deal breakers?
- How does the team close deals?

Sale is a teachable skill. Sales executives can share the basics of good sales performance with one employee so a company has the best chance of a successful launch.

It's important to know if one's team's sales performance is adequate, but it's not easy to measure. If one's sales revenue is good, that could be because of one's sales team or in spite of one's sales team. Revenue doesn't tell one if they're delivering peak performance or if it's possible to increase sales. To judge sales performance, one needs KPI, or key performance indicators [24]. These are metrics that measure a business team's success and help you identify areas of improvement for sales reps:

- How much time does the sales team put in on the job?
- How is their time spent? Do they spend most of their time pitching clients or hunting for leads to potential customers? Do they waste a lot of their time?
- How quickly does one sales force respond to leads? If someone calls and asks to meet, they're probably looking to buy. If a salesperson doesn't move fast, the lead may turn to some other company.
- How many presentations actually lead to a sale?

- How many potential customers are in the pipeline to be pitched? A good sales team needs lots of leads because they won't all result in sales.
- How much time and money does it take to close each sale?
- How much money do customers generate after the initial sale?
- How much does one company spend on sales, including salary and benefits? Is it more than the team is bringing in?
- How much sales revenue does the team generate?

It's important to choose the sales performance metrics that work for the company. If a business strategy calls for steady sales growth over time or prioritizes repeat business, those goals should shape one KPI.

## Sales Performance Management

Sales Performance Management (SPM) is the range of interdependent, operationalized sales processes aimed at improving the effectiveness, efficiency, and overall performance of a sales organization. On a basic level, SPM improves operational efficiency and effectiveness of sales processes through automation, centralization, and more.

Sales Performance Management (or SPM for those who are conserving their syllables) has been called a process, a discipline; an art, a science, a practice, and an approach just to name a few. While there may not be widespread agreement on what to call SPM, it's indisputable that with increasing business complexity, rapid pace of change, and mounting competition, SPM is an imperative for any organization seeking sales success.

In fact, according to Gartner and Law [25], the SPM market grew 13% in 2018 to \$950 million. SPM capabilities include: sales incentive compensation management, objectives management, quota setting, management, and planning, territory optimization, management, and sales planning, advanced sales performance analytics (such as benchmarking, predictive/prescriptive and machine learning/cognitive). Sales performance management involves monitoring one team's performance, evaluating KPI and finding ways to increase sales. It's easier than it used to be, as various soft-wares can do a lot of the monitoring for you, but it also takes judgment.

Good management involves knowing when ones salespeople are screwing up and when there's nothing they could have done to close. Good sales performance management requires a transparent sales process: A business knows how many leads team members have, how they're generating them and how individual sales efforts are going.

Accurate sales performance projections give a business benchmarks against which to measure the team. Projections need to be ambitious but realistic [26]. Setting them unattainably high gives a business a distorted view of sales performance. Motivation drives sales, as it does most other parts of business. Keeping one team motivated may require competition, showing them how they compare to each other or offering added incentives for those who increase sales the most. Keep accurate sales figures. Even if you rely on spreadsheets, one error can give a salesperson too much or too little commission

### **Sales Performance Measurement**

In their book *Selling value, Maximize growth by helping customers succeed* Kaario, et al. [27] note that the reason companies move to a standardized sales model is to be able to manage the big picture but working with a standardized method in a global company can have problems as it can be too rigid and not fit in all countries. One way to handle this is to define certain key aspects (measurement points) that must be included but to have other aspects of sales measurement that can be adapted locally.

Thus, sales tools are developed so that managers are be able to measure performance and maintain an overall picture of the situation. Standardized measures, values and processes also make it easier to develop best practice methods and evaluate key steps in the sales process [27]. It also makes it easier to train new sales people and to get them up-and running faster as the sales process is clearly defined.

For some time now, B2B sales have been evolving from product sales to service sales. This has been researched and studied in great depths and Storbacka, *et al.* [28], describe this development as, in part, a result of the changing nature of the sales process self and the blurring of lines between marketing and sales.

The higher level of customer sophistication also plays a part in the evolution of the traditional sales person role to that of a relationship manager role. Sales transactions in a B2B environment have changed in to a long-term process. Instead of separate transactions with a clear beginning and conclusion, they now include cross-departmental activities and collaboration with other departments such as finance, product development, engineering and logistics.

Sales control (sales performance measurement) is most often divided in to two separate approaches, outcome and behavior measurements, as described by Küster & Canales [29]. They describe the difference between the two as behavior measurement being the more subjective, with reporting based on managers perception of the sales person performance while, outcome based measurements allow for measurements that are more objective. Which approach a company decides to go with often depends on what information?

### **Hospitality Industry**

While the hospitality industry doesn't have one globally-accepted start date, its history dates back thousands of years and spans across the globe. Take a look at ancient Greece, for example, where *xenia* also known as the sacred rule of hospitality was defined as "the generosity and courtesy shown to those who are far from home or associates of the person bestowing guest-friendship." In short, *Xenia* was made up of two basic rules:

- The respect from hosts to guests: Hosts must be hospitable and provide guests with a bath, food, drink, gifts, and a safe escort to their next destination.
- The respect from guests to hosts: Guests must be courteous and not be a threat or burden to their guests.

Although our modern-day version of hospitality looks different than it did thousands of years ago, it still follows one main theme: To provide guests with services. And guests do more than just make a pitstop at hospitality businesses these days. Many hospitality businesses are now seen as destinations themselves.



Hospitality has dozens of different definitions, but it can be broken down to the act of making someone feel welcome, usually through entertainment and comfort. So what is the hospitality industry? It includes many businesses that fall under this large umbrella, such as hotels, motels, resorts, restaurants, theme parks, and much more.

Another way to better understand hospitality is by looking at The Big Four: Food and beverage, travel and tourism, lodging, and recreation. The food and beverage category includes restaurants, bars, and lounges. Travel and tourism covers airlines and travel agencies. Lodging can be anything from hotels to AirBnBs. And recreation usually means activities such as golfing, fishing, and tennis. All of these industries are connected by their drive to provide an enjoyable experience for all who participate. The atmosphere is welcoming and warm, the facilities sometimes offer convenient amenities such as showers or complimentary valet parking, and their revenue typically relies on whether or not people enjoy being there.

The goal of the hospitality industry is to provide customers with an enjoyable experience. Whether that enjoyment comes from eating a good meal, relaxing in a luxurious spa, or getting a good night rest away from home, making sure each individual guest is taken care of is paramount. In the field of hospitality management, customer satisfaction is very crucial, and the primary goal is to ensure the best customer experience possible. Therefore, hospitality management courses teach both professionally-focused hard skills (room pricing, cost-control, accounting, scheduling, etc.) and soft skills which are related to how one acts, and interacts in a professional environment. List of hospitality business in Uyo is presented in appendix B

## Theoretical Framework

Many theories relating to economic shock, terrorism and pandemic have been postulated. Two theories relating to this research study namely: situation attribution theory and prospect theory are reviewed.

**Situational Attribution Theory:** The general statement of the situational attribution theory follows the view that individuals or groups often base their actions on their judgment and interpretation of causes

or events external to them. That is to say, decisions and behaviour are explained from the position of the context of the individual or organization. The application of the situational attribution theory varies given its noted flexibility in explaining not only group behaviour but individual choices and decisions [30].

In applying it in this study, one may argue that decisions of organizations and their choice of methods in dealing with the COVID-19 pandemic should be such that emanates from an understanding of their own context. That is to say, an effective crisis response strategy against the COVID-19 pandemic should be such that emerges not from borrowed models but rather, solutions or approaches premised on the experiences and shared interpretations of the members of the group.

Ulmer, Seeger and Sellnow [31] opined that organizations are key players within their societies as their activities drive and provide for the wellbeing, growth and development of such societies. Organizations can therefore be considered a growth machinery of their societies. Unfortunately, societies are complex and comprise of a mix of dynamic factors which interact on a daily basis, producing both positive and negative effects on the functionality of the organization [32].

While sometimes organizations may stand to benefit from the availing opportunities within their environment, there are certain times when their environment spews out issues or situations that may possible as considerable crisis and risk to the organizations functionality; one of such is the recent COVID-19 pandemic which has of recent disrupted the functionality and operations of organizations and their relative markets and economies across the world.

A strong and effective response strategy would as such focus first on identifying the unique characteristics of the industry, build on the competencies and strength of the organization [33], and thereafter develop strategies and response approaches which accommodate the unique characteristics of their industry [34]. According to the situational attribution theory, organizations will be more informed about the requirements and necessary response design for addressing their situations if they understand and have good knowledge of the

possible ways such crisis event could affect their organization.

In this way, responses would also be channeled towards protecting the vulnerable features and functions of the organization. Lalonde [30] affirmed that crisis management is a primary function of the leadership of the organization; and the success of which defines their knowledge ability of their organization, functions and their environment.

The situational attribution theory, offers the required framework and foundation for this study in its assessment of the nature of impact of the COVID-19 pandemic on organizations, and the basis of such, as well as the unique attributes that define the industry of the organization, in the development of strategic responses. The theory as such, offers explanation on the need for responses which are premised on not only addressing the spread

and impact of crisis on the organization, but which are also considerate of the nature and distinct attributes of the organization. This position is captured in Coombs [34] that while crisis situations may have significant impact on the organization, the decisions and approach towards ameliorating such impacts may, if not effective, further aggravate and amplify the crisis and lead to more grievous situations.

**Prospect Theory:** Tversky & Khneman, [35] submitted that prospect theory becomes relevant and useful for decision making during uncertainty. It is often an advantage to present situation positively than on a negative term [36], which leads to the selection of riskier options. Prospect theory facilitates prediction into the near future about how a manager will react under a pandemic situation.

**Table 1: Empirical Review**

Authors	Health Crisis	Focus	Underlying Theory/Model/Concepts	Important Finding/Issue Addressed	Place
Sharma and Nicolau, [37]	Post COVID-19	Impact Of COVID-19 on several global travel and tourism industries including the hotel sector	The study adopted a market based model to quantify the impact of COVID-19 in the hotel sector	The empirical findings reveals that most respondents were willing to pay for risk reduction and action in responding to the COVID-19 although younger residents were willing to pay more for risk reduction	Global travel and tourism industries.
Akarika, Udo and Ikon [38]	Post COVID-19	Media dependency and information seeking behaviour of Uyo residents during the COVID-19 pandemic in Nigeria	The study adopted the survey research method and multi-stage sampling technique to select respondents for the study. A sample size of 500 was chosen using Comfrey and Lee's sample guide	The study found out that during health emergency situation like the COVID-19 pandemic, residents depended more on the media to obtain information that can help reduce tension and fear	Akwa Ibom State, Nigeria
Min, Kim, Koo and Ahn [39]	Post COVID-19	The Aftermath: Post Pandemic Psychiatric Implications of the COVID-19 Pandemic, a south Korean	Unspecified	Analysis showed that the number of suicidal deaths during the pandemic was lower than the previous years in many countries, which is in contrast with the increased depression, anxiety,	South Korean

		Perspective		and psychological distress in the general population in South Korea as well as in other countries	
Nnaemeka and Aguiyi-Ikeanyi [40]	Post COVID-19	Post COVID-19 Pandemic lockdown school reopening and the need for mental health support for undergraduates in Nigeria	Unspecified	The Studies indicated that COVID-19 pandemic its associated lockdown and school closure impacted negatively in mental health of Nigerian Undergraduates especially females	Nigeria
Chen, et al [03]	Post COVID-19	Global Prevalence Disease 2019 (Covid-19) Condition or Long Covid: A meta-Analysis and systematic review	Using a Random Effects Framework with Dersimonian-Laird estimator, the researcher meta analyzed post COVID-19 condition prevalence at 28+ days from infection	This study revealed post COVID-19 condition prevalence as substantial; the health effects of COVID-19 seems to be prolonged and can exert stress on the healthcare system	Worldwide
Lai and Cai, [41]	Post Covid-19	Enhancing post Covid-19 work resilience in hospitality: A micro level crisis management framework	The proposed conceptual framework synthesized the personal uncertainty constructs, self-determination theory (SDT) and leader- member exchange (LMX) to address the psychological issues that emerged from a prolonged ambiguous and unsettled period	The suggested that an uncertainty embracing organizational environment, transparent decision-making process and sympathetic behaviours of leaders help reduce employees' anxiety during the uncertainty and promote their positive psychological state to cope with the unknown future (Laschinger and Fida, 2014)	

## RESEARCH METHODOLOGY

### Research Design

In this study, the researcher adopted the Descriptive Research Design using survey method. According to Etim and Uford [42], survey research method enhances the study of both small and large number of people that represents the entire population and share basic characteristics of the elements that makes up the subject. This allowed the researcher to use questionnaire to obtain the

opinion of the respondents directly on post COVID-19 pandemic lockdown and sales performance in the hospitality industry in Uyo metropolis, Akwa Ibom State.

### Sampling Design

The convenience method of the non-probabilistic sampling technique was used for this study. The choice of the technique was adopted to enable the researcher to select and collect information from the respondents at convenient time.

### Population of Study

The total numbers of employees in the hospitality industry in Uyo constitute the population of this study, which is estimated at 11,561 as obtained from the Ministry of Tourism and Hospitality Uyo, Akwa Ibom State in October, 2022.

### Sample Size and Determination Procedure

This study adopted the Krejcie and Morgan formula to determine the sample size.

The formula is denoted by

$$n = \frac{x^2 NP(1-P)}{e^2(N-1) + x^2 P(P-1)} \quad \text{Where; } N=11,561;$$

$$X^2=3.841; P=0.5, \text{ and } e = 0.05$$

### Solution

$$N = \frac{3.841 \times 5,780.5 (1-0.5)}{0.0025 (11,561 - 1) + 3.841 \times 0.5 (1-0.5)}$$

$$N = \frac{3.841 \times 5,780.5 (0.5)}{0.0025 (11,560) + 3.841 \times 0.25}$$

$$N = \frac{3.841 \times 2890.25}{28.9 + 0.96025}$$

$$N = \frac{11,101.45025}{29.86025}$$

$$N = 371.78 \approx 372.$$

### Sources of Data Collection

There are basically two sources of data (primary and secondary data sources). In the course of this study, the researcher adopted both sources. The primary data source was the administration of online questionnaires to respondents via a link generated from Microsoft form, while the secondary data source included existing literatures from textbooks, journals, online publications, as well as unpublished hotels records etc.

### Research Instrument

The researcher adopted the questionnaire as the main instrument for this study. This method allows the collection of information from a sample of individuals through their responses to questions.

### Validation of Instrument

The researcher adopted the content Validity. This method ensures that questions on the instrument and the scores from these

questions represent all possible questions that could be asked about the content or skill [42]. It ensures that the questionnaire includes adequate set of items that tap the concept. The more the scale items represent the domain of the concept being measured, the greater the content validity [43]. Hence the researcher used a four- point Likert scale in scoring the items in the questionnaire as shown below:

SA = Strongly Agreed (4 points)

A = Agree (3 points)

D= Disagree (2 points)

SD= Strongly Disagree (1 point)

### Reliability of Research Instrument

The researcher adopted the Internal Consistency Reliability (ICR) test to verify the reliability of instruments. This method provides a unique estimate of reliability for the instrument administered and requires neither the splitting of items into halves nor the multiple administration of the instrument [44]. It can be calculated with SPSS or manually according to the following correlation matrix formula:

$$\text{Alpha} = Np / [ 1 + p (N-1)],$$

Where:

N = the number of items and p= the mean inter-item correlation;

(Note: given that N=4, p =0.3, the average inter correlation of a five item scale is 0.3);

$$\text{Hence alpha} = 4(.3) / [1 + 4(4-1)]$$

$$\text{Alpha} = 1.2 / [1 + (1.2)] = 2 / 2.2= 0.909= 0.91$$

Therefore, the reliability coefficient of this study should be 0.91. This value exceeds the recommended 0.7 threshold by Inseng & Uford) [45].

### Data Analysis Technique

This section specified the statistical tools used for analyzing data obtained through questionnaire administration. The descriptive statistics such as percentages were used in analyzing the demographic data of the respondents. Furthermore, the Regression Analysis was used to test the extent and effect of the relationship between variables under

study using the Statistical Package Social Science (SPSS version 20).

**Regression Model Specification**

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \Sigma$$

Where

Y = Sales performance of hospitality business in Uyo

$\beta_0$  = constant

$X_1$  = Hotel occupancy rate

$X_2$  = Total revenue

$X_3$  = Rebooking rate

$\Sigma$  = statistical error.

**DATA PRESENTATION**

This chapter takes into consideration the presentation and analysis of data, test of hypotheses, summary and discussion of findings. The descriptive statistics such as percentage table were used in analyzing research questions and regression analysis was used to test the extent and effect of the relationship between variables using the Statistical Package Social Science (SPSS version 20).

**Presentation of Data**

This section is basically designed to present, analyze and interpret the primary data obtained through the online questionnaire via

Microsoft forms which was administered to the respondents. These are shown in the table below.

**Questionnaire Administered**

A total of 372 copies of questionnaires were distributed to hotels in Uyo metropolis, Akwa Ibom State. Out of the 372 copies of questionnaires distributed, 325 copies representing 87.37 percent were completed and returned, while 47 copies representing 12.63 percent were not returned, therefore resulting in a total responds rate of 87.37%. All questionnaires completely filled and returned were valid for this research work.

The respondents’ demographics are presented in appendix A, while appendix C captures the summary of responses regarding the variables studied.

**Test of Hypothesis One:** This measured the relationship between post COVID-19 hotel occupancy rate and sales performance of hotels in Uyo metropolis.

**Independent variable:** Hotel occupancy rate  
**Dependent variable:** Sales performance

Simple regression analysis was used to analyze the data in order to determine the relationship between the variables using Statistical Package Social Science (SPSS Version 20).

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.924 <sup>a</sup>	.853	.851	.30443	.853	463.700	4	320	.000

Predictors: (Constant), less 50% rooms fbkd , more 50% rooms fbkd, more 75% rooms fbkd, rooms fully bkd post covid

**Table 3: ANOVA<sup>a</sup>**

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	171.900	4	42.975	463.700	.000 <sup>b</sup>
Residual	29.657	320	.093		
Total	201.557	324			

**Dependent Variable: booking Rate imprvd Covid**

Predictors: (Constant), less 50% rooms fbkd , more 50% rooms fbkd, more 75% rooms fbkd, rooms fully bkd post Covid.

**Table 3: Coefficients**

Model		Unstandardized Coefficients	Standardized Coefficients		T	Sig.
			B	Std. Error		
1	(Constant)	-.346	.083		-4.150	.000
	rooms fully bkd post covid	.359	.063	.327	5.719	.000
	more 75% rooms fbkd	.257	.054	.202	4.738	.000
	more 50% rooms fbkd	.457	.044	.411	10.450	.000
	less 50% rooms fbkd	.057	.059	.055	.971	.332

a. Dependent Variable:

From the result in the table above, the R-square of regression analysis is .853. This result suggests that 85.3% of the variance in post covid-19 hospitality business is explained by hotel occupancy rate variables.

The analysis of Variance (ANOVA) confirmed the existence of a positive significant relationship and the study found that the regression model is best fit for predicting the relationship between post covid-19 hotel occupancy rate and sales performance of hotels in Uyo metropolis with [F=463.70, t=5.719 and p<0.05]. Given this result, the null hypothesis is rejected. Therefore, there is positive and significant relationship between post covid-19 hotel occupancy rate and sales performance in Uyo metropolis.

The finding reveals that every unit change in hotel occupancy rate would cause a variance of 32.7% in post covid-19 hospitality business [Beta=0.327, p=0.00].

**Test of Hypothesis Two:** This measured the relationship between Post COVID-19 hotel revenue per available room and sales performance of hotels in Uyo metropolis.

**Independent Variable:** Hotel Revenue per Available Room

**Dependent Variable:** Sales Performance

Simple regression analysis was used to analyze the data in order to determine the relationship between the variables using Statistical Package Social Science (SPSS Version 20).

**Table 4: Model summary**

Model	R	R Square	Adjusted R Square	Std. error of the estimate	Change Statistics				
					R Square change	F Change	df1	df2	Sig. F Change
1	.95 <sup>a</sup>	.905	.904	.17040	.905	763.684	4	320	.000

Predictors: (Constant), incr neida incrs nor red rms, increment effect on cust, incr red nos rooms fbkd, incrsd roomrate per nt

**Table 5: ANOVAa**

Model	Sum of squares	Df	Mean square	F	Sig.	
1	Regression	88.696	4	22.174	763.68	.000 <sup>b</sup>
	Residual	9.291	320	.029	4	
	Total	97.988	324			

a. Dependent Variable: incr translate to rev incrs

Predictors: (Constant), incr neida incrs nor red rms, increment effect on cust, incr red nos rooms fbkd, incrsd roomrate per nt

**Table 6: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized coefficients	t	Sig.
			Std. Error	Beta		
	(Constant)	.185	.057		3.260	.001
	incrsd roomrate per nt	.056	.047	.070	1.182	.238
	increment effect on st	.792	.031	.803	25.397	.000
	cr red nos rooms fbkd	.022	.024	.030	.928	.354
	incr neida incrs nor red rms	.071	.044	.082	1.598	.111

Dependent Variable: incr translate to rev incrs.

From the result in the table above, the R-square of regression analysis is .905. This result suggests that 90.50% of the variance in post covid-19 hospitality bussiness is explained by hotel revenue per available room. The analysis of Variance (ANOVA) confirmed the existence of a positive significant relationship and the study found that the regression model is best fit for predicting the relationship between post covid-19 hotel revenue per available room and sales performance of hotels in Uyo metropolis with [F=763.684, t=1.182and p<0.05]. Given this result, the null hypothesis is rejected. Therefore, there is positive and significant

relationship between post covid-19 pandemic hotel revenue per available room and sales performance of hotels in uyo metropolis. The study reveals that to every unit change in hotel revenue per available room, would cause a variance of 7% in post covid-19 hospitality business [Beta=0.070, p=0.00].

**Test of Hypothesis Three:** This measured the relationship between post COVID-19 re-booking rate and sales performance of hotels in Uyo metropolis.

**Independent variable:** Re-booking rate  
**Dependent variable:** Sales performance

**Table 7: Model Summary**

Simple regression analysis was used to analyze the data in order to determine the relationship between the variables using Statistical Package Social Science (SPSS Version 20). Model	R	R Squ are	Adjusted R Square	Std. Error ofthe Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.913 <sup>a</sup>	.834	.832	.31950	.834	402.980	4	320	.000

a. Predictors: (Constant), prevention mrs drv repat, FrmFedbk,exclServ drove repat, FrmFedbk,value fr mny drv repat, hotelCleanlinessDrv repat.

**Table 8: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	164.546	4	41.137	402.980	.000 <sup>b</sup>
	Residual	32.666	320	.102		
	Total	197.212	324			

a. Dependent Variable: repatronage frm cust dur covid  
 Predictors: (Constant), prevention mrs drv repat, FrmFedbk,exclServ drove repat, FrmFedbk,value fr mny drv repat, hotelCleanlinessDrv repat.

**Table 9: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.248	.109		-2.276	.024
	Frm Fedbk,excl Serv drove repat	-.370	.064	-.301	-5.795	.000
	FrmFedbk,value fr mny drv repat	.512	.056	.490	9.065	.000
	hotelCleanlinessDrv repat	.464	.070	.398	6.587	.000
	prevention mrs drv repat	.440	.075	.333	5.884	.000

Dependent Variable:

From the result in the table above, R-square of regression analysis is .834. This result

suggests that 83.4% of the variance in post covid-19 hospitality business is explained by

hotel rebooking rate variables. The analysis of Variance (ANOVA) confirmed the existence of a positive significant relationship and the study found that the regression model is best fit for predicting the relationship between post covid-19 rebooking rate and sales performance of hotels in Uyo metropolis with [F=402.980, t=5.884 and p<0.05]. Given this result, the null hypothesis is rejected. Therefore, there is positive and significant relationship between post covid-19 hotel rebooking and sales performance in uyo metropolis. The study reveals that to every unit change in rebooking rate, would cause a variance of 33.3% in post covid-19 pandemic lockdown. [Beta=0.333 p=0.00].

## DISCUSSION OF FINDINGS

From the findings and analyzes above the results are hereby discussed based on the objectives of the study. The first objective was to determine the extent to which post COVID-19 hotel occupancy rate affects the sales performance in Uyo metropolis, Akwa Ibom State. The result of this study shows a positive and significant relationship between the variables under the study with correction (r) = .055. This implies that the rate of bookings has improved after the COVID-19 pandemic and after the COVID-19 all the rooms are always fully booked. That is to say that the results established that after the COVID-19 pandemic lockdown more than 50% of rooms are always fully booked in Uyo metropolis, Akwa Ibom State.

This result is in support of the study and findings of Gursoy and Chi [46], who investigated Effects of COVID-19 pandemic on hospitality industry. The research findings indicate that around a quarter of the customers will only feel comfortable to patronize a sit-down restaurant when their communities' ability to test, trace and isolate COVID-19 cases is significantly improved.

The second objective was to examine the extent to which post COVID-19 hotel revenue per available room affects the sales performance in Uyo metropolis, Akwa Ibom State. The result of the study shows that there is a positive relationship between the variables under study with correction(r) = .082. This implies that there is an increase in the re-patronage from customers who booked during the COVI-19 pandemic lockdown. This is to say that the result established the use of customer feedback,

adequate COVID-19 prevention measures to drive re-patronage in Uyo metropolis, Akwa Ibom State. This result is in support of the study and findings of Bakar and Rosbi [47], who investigated the effect of coronavirus disease COVID-19 to tourism industry.

The third objective was to determine the extent to which post COVID-19 re-booking rate affects sales performance in Uyo metropolis, Akwa Ibom State. The result of the study shows that there is a positive and significant relationship between variables under study with correction (r) = .333. This implies that after the COVID-19 pandemic lockdown there is an increase in rate in rooms per night and also increment in rooms fully booked translate to a revenue increase. That is to say, the result established that the use of increment neither increases nor reduces the number of rooms fully booked in Uyo metropolis, Akwa Ibom Sate.

This result is in support of the study and findings of Umanah and Willie, [48-51]. The findings of the study suggested that declining patronage, sharp drop in sales and booking cancellations are the challenges faced by hospitality industry in Nigeria as a result of COVID-19 pandemic.

## CONCLUDING REMARKS

The study examined post COVID-19 hospitality business and sales performance of hotels in Uyo metropolis. Chapter one covers areas like the background of study, statement of problem. It also outlines the objectives of the study which determine the relationship between post COVID-19 hospitality business and sales performance of hotels in Uyo metropolis, Akwa Ibom State. Furthermore, it developed the research hypotheses, significance of the study, as well as scope of the study, it ended with limitations to the study and definition of terms. Chapter two focused on the literature and the conceptual framework.

It also discussed the empirical framework of the study. Chapter three presented the research methodology of the study; the study adopted Descriptive Research Design using Survey method; the population consisted of the total numbers of employees in the hospitality industry in Uyo metropolis, estimated at 11,561 while the sample size of the study which was 372 employees. Chapter four focused mainly on the presentation and



analysis of data as well as testing of the three hypotheses earlier formulated.

The result revealed that there is a positive and significant relationship between post COVID-19 hospitality business and sales performance of hotels in Uyo Metropolis. The research makes a significant contribution to the field of hospitality marketing; the first contribution is that post hospitality businesses in Uyo were

mainly predicted by revenue per available room, a 90.5% significant relationship. Further contributions suggest that hotels managers should be able adopt emerging technologies in service delivery to reduce human-to-human contact and boost the value of their available rooms. More so, the development of a hospitality business model and the addition to hospitality literature were other useful contributions of the study. Finally, in chapter five, summary was presented, conclusions were based on the findings and useful recommendations were made by the researcher and views for further studies captured accordingly.

The result of the study supports the significance of the relationship between post COVID-19 hospitality business, and sales performance of hotels in Uyo metropolis. From the findings obtained from empirical literature and results from our tested hypotheses, the researcher infer from  $H_1$  that; there is a significant relationship between post COVID-19 hotel occupancy rate and sales performance of hotels in Uyo metropolis, Akwa Ibom State;  $H_2$  also shows that there is a significant relationship between post COVID-19 hotel revenue per available room and sales performance of hotels in Uyo metropolis, Akwa Ibom State; similarly  $H_3$  shows that there is a significant relationship between post COVID-19 re-booking rate and sales performance of hotels in Uyo metropolis, Akwa Ibom State. All the three null hypotheses were rejected, indicating a positive and significant result among all the variables in the three hypotheses of the study.

## RECOMMENDATIONS

The following are the recommendations made by the researcher;

- Hotels managers should strategize to adopt emerging hospitality business models aiming at increasing the value and revenue of their available rooms.

- Hotel managers should ensure they revive the confidence among their customers in terms of maintaining safety approaches in order to increase their occupancy rate.
- Disposable items must be collected in containers with lids and disposed-off as per your hotels action plan for waste management in order to boost the their chances of re-booking from existing customers.
- Employees in the hospitality industry must be informed of all the protective measures, signs and symptoms of COVID-19, by organizing regular briefing sessions.
- Front-desk staff should be given the authority to advise guests with symptoms of COVID-19 to quarantine within their rooms, until seen by a doctor or a medical practitioner.
- The use of facilities available at hotels such as gym, spa etc. must be done under restrictions and in strict compliance with the national guidelines.

## SUGGESTIONS FOR FURTHER STUDY

- Further research should be made to capture other hospitality sectors; like film and cinema etc. and sales performance.
- There should be further research using some other predictors of hospitality business.
- Further research should be conducted to capture the impact of post COVID-19 pandemic with a national or global economy.

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## APPENDIX A

### Demographic Data of Respondents

Gender Distribution of Respondents	Frequency	Percentage
Male	171	52.6
Female	154	47.4
<b>Total</b>	<b>325</b>	<b>100</b>
Age Distribution of Respondents	Frequency	Percentage
Below 20 Years	8	2.5
20-30 Years	270	83.1
31-40 Years	25	7.7
41-50 Years	16	4.9
51-60 Years	3	9
Above 60	3	9
<b>Total</b>	<b>325</b>	<b>100</b>
Education Distribution of respondents	Frequency	Percentage
FSLC	4	1.2
WASSCE/GCE/NECO	62	19.1
OND/HND	36	11.1
B.Sc.	203	62.5
PGD	5	1.5
M.SC	10	3.1
Ph.D.	5	1.5
<b>Total</b>	<b>325</b>	<b>100</b>
Religion distribution of respondents	Frequency	Percentage
Christianity	317	97.5
Atheist	8	2.5
<b>Total</b>	<b>325</b>	<b>100</b>
Financial Income of respondents	Frequency	Percentage
Below 50	159	48.9
51-100	80	24.6
101-150	35	10.6
151-200	25	7.7
201-300	11	3.4
300 and above	15	4.6
<b>Total</b>	<b>325</b>	<b>100</b>
Marital status of respondents	Frequency	Percentage
Single	296	91.1
Married	25	7.7
Divorced	4	1.2
<b>Total</b>	<b>325</b>	<b>100</b>

Source: Field Survey, 2023

**APPEDIX B**

**Hospitality Businesses in Uyo Metropolis**

- Sam Law Hotel – No. 5 Ebet Aya Street, IBB Way, Uyo
- Majesty Realms - Plot 166 Lagos Street, Unity A Ewet Housing Estate, Uyo.
- Dorwill Hotel – No. 84 Akpan Essien Street, Uyo.
- Honey Hill Park (Night Club) - Idoro Road, Uyo
- Kingdom Resort Christian Center - Plot 25 Atiku Abubakar Way
- Hotel Prudential - No 51, Akpasak Estate Road, Ifa-Atai, Uyo
- Daaty Hotel - Plot 4 D- Line Ewet Housing Estate By AKIPOC
- Francines Place(hotel Under Renovation) - 26 Ewet Street Close To Ewet Housing Estate
- Accommodation De Silver Springs - No 41, Obio Imo Street, Uyo
- K-orbit Hotel & Suites - Plot 55, C-Line, Ewet Housing Estate, Uyo
- Danbigail Hotel - Nung Udo Akpan Street Off Champion Breweries, Uyo, Nigeria
- De Milton Hotel - 5 TAF Street, Off Aka Etinan Road
- Ultrafit Guest House - 24 Ewet Housing Estate
- Oly Resort - 12 Uta Enoh Road, Ikot Abasi, Ikot Ekpuk
- Congress Hotel & Tourism Resort - 3, Afaha Ikot Obio Nkan Road, Off Udo Udoma Avenue.
- Emma Guest Inn - Nsikak Eduok Avenue, Uyo, Akwa Ibom State

**APPENDIX C**

**Percentage analysis of the responses on hotel occupancy rate**

<b>Hotel occupancy rate</b>	<b>SD</b>	<b>D</b>	<b>A</b>	<b>SA</b>	<b>TOTAL</b>
The rate of bookings has improved after the COVID-19 pandemic lockdown.	18 (5.5%)	68 (20.9%)	173 (53.2%)	66 (20.3%)	325 (100%)
After the COVID-19 pandemic lockdown, all the rooms in our hotel are always fully booked.	19 (5.8%)	98 (30.2%)	179 (41.1%)	29 (8.9%)	325 (100%)
After the COVID-19 pandemic lockdown, more than 75% of rooms in our hotels are always fully booked.	8 (2.5%)	55 (16.9%)	222 (68.3%)	40 (12.3%)	325 (100%)
After the COVID-19 Pandemic lockdown, more than 50% of rooms in our hotels are always fully booked.	21 (6.5%)	17 (5.2%)	225 (69.2%)	62 (19.1%)	325 (100%)
After the COVID-19 Pandemic lockdown, less than 50% of rooms in our hotels are always fully booked.	20 (6.2%)	122 (37.5%)	149 (45.8%)	34 (10.5%)	325 (100%)
Total	86	360	948	231	1625
Proportion of N	17.2	72	189.6	46.2	325
Percentage of Proportion	(8.9%)	(22.15%)	(57.5%)	(14.1%)	(100%)

Source: Field Survey, 2023

Table above shows the frequency of responses and their percentage on the Hotel Occupancy rate dimension. Of a proportion of 325

respondent, 17.2 (8.9%) strongly disagreed to questions, 72 (22.15%) disagreed, 189.6 (57.5%) agreed while 46.2 (14.1%) strongly agreed.

**Percentage analysis of the responses on revenue per available room**

<b>Revenue per available room</b>	<b>SD</b>	<b>D</b>	<b>A</b>	<b>SA</b>	<b>TOTAL</b>
Have you increased the rate per night of your rooms after the COVID-19 Pandemic lockdown?	11 (3.4%)	72 (22.2%)	196 (60.3%)	46 (14.2%)	325 (100%)
What is the effect on customers after the increments? Does it increase the number of rooms	4 (1.2%)	33 (10.2%)	236 (72.6%)	52 (16.0%)	325 (100%)

fully booked					
This increment reduces the number of rooms fully booked.	13 (4.0 %)	131 (40.3%)	143 (44.0%)	38 (11.7%)	325 (100%)
This increment neither increases nor reduces the number of rooms fully booked.	8 (2.5%)	77 (23.7%)	208 (64.0%)	32 (9.8%)	325 (100%)
Does the increment in rooms fully booked translate to a revenue increase?	6 (1.8%)	30 (9.2%)	245 (75.4%)	44 (13.5%)	325 (100%)
Total	42	343	1028	212	1,625
Proportion of N	8.4	68.6	205.6	42.4	325
Percentage of proportion	(2.5%)	(21.10%)	(41.12%)	(8.48%)	(100%)

Source: Field Survey, 2023

Table above shows the frequency of responses and their percentage on the revenue per available room dimension. Of a proportion of 325 respondent, 8.4 (2.5%) strongly disagreed

to questions, 68.6 (21.10%) disagreed, 205.6 (41.12%) agreed while 42.4 (8.48%) strongly agreed.

**Percentage analysis of the responses on re-booking rate**

Re-Booking Rate	SD	D	A	SA	TOTAL
Do you notice re-patronage from customers who booked during the COVID-19 Pandemic lockdown?	29 (8.9%)	20 (6.2%)	214 (65.8%)	62 (19.1%)	325 (100%)
From your customers’ feedback, excellent service drove their re-patronage.	8 (2.5%)	7 (2.2%)	187 (57.7%)	123 (87.8%)	325 (100%)
From your customers’ feedback, value for money drove the re-patronage	13 (4.0 %)	51 (40.3%)	143 (44.0%)	38 (11.7%)	325 (100%)
From your customers’ feedback, hotel cleanliness drove their re-patronage.	4 (1.2%)	31 (9.5%)	174 (53.5%)	116 (35.7%)	325 (100%)
From your customers’ feedback, adequate COVID-19 prevention measures drove the re-patronage.	4 (1.2%)	25 (7.7%)	218 (67.1%)	78 (24.0%)	325 (100%)
Total	58	134	976	457	1,625
Proportion of N	11.6	26.8	195.2	91.4	325
Percentage of Proportion	(3.56%)	(8.24%)	(60.06%)	(28.1%)	(100%)

Source: Field Survey, 2023.

Table above shows the frequency of responses and their percentage on re-booking rate dimension. Of a proportion of 325 respondent,

11.6 (3.56%) strongly disagreed to questions, 26.8 (8.24%) disagreed, 195.2 (60.06%) agreed while 91.4 (28.1%) strongly agreed.