



**The impact of COVID-19 on the tourism industry:
An exploratory study for sustainable recovery in the City
of Tshwane**

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This work is dedicated to every child who endures the social and livelihood hardships, whose dreams are dampened by difficult circumstances. As this work was authored by an ordinary individual who knows what a socio-economic issue does to a person’s identity, may this work at least be a beacon of hope and possibility, lighting the path toward a future where no child’s potential is tempered by reminiscences of temporary struggles.

SOLEMN DECLARATION

I, Junior Mokele, hereby declare this master's dissertation submitted to the North-West University (NWU) as titled "The impact of COVID-19 on the tourism industry: An exploratory study for sustainable recovery in the City of Tshwane" as my own work on both the development and execution. All the scholarly works have been acknowledged in accordance with ethical considerations and Havard referencing requirements. Furthermore, I declare that I have not previously submitted this dissertation for a degree at any academic institution.

Signature: 

Date: 03 August 2025

ABSTRACT

South Africa has one of the largest and most developed tourism industry markets across the globe. However, the industry remains vulnerable to natural and man-made disasters. The main concern has been the historical emergence of unforeseen pandemics and other outbreaks that continue to impact international tourism economies. With the advent of the Covid-19 pandemic, South Africa became one of the epicentres of the virus hotspot cases, both globally and regionally. The literature has highlighted that the pandemic led to a beacon of economic reduction as a result of the negative impacts in the demand and supply side for the tourism industry. Various government institutions were under pressure to adopt hard lockdown regulations in an attempt to mitigate the pandemic, thus leading to a sudden halt for many tourism establishments. Currently, the tourism industry has commenced its economic functions and normal activities. The recovery prospects appear to be sluggish in some metropolitan regions of South Africa. As a result, tourism economic contributions continue to fall due to lack of proper mechanisms to restore the industry. The main aim is to explore a possible developmental and sustainable recovery pathway, as focus is narrowed to tourist attractions, this is a sub-sector that has been overlooked. The study makes use of secondary data through written documents such as from governmental departments, Google Scholar, articles, journals, electronic books, and other relevant sources, while the primary data is mainly sourced through conducting semi-structured interviews and case study methods. The pandemic had a severe economic impact on various sub-sectors of the tourism industry, hence there is a recommendation for an urgent prerequisite of governmental intervention, as well as robust stakeholder collaboration support. The study emphasises attention only on the tourist attraction sub-system, and endeavours to restore tourism appeal, attraction, and activities in the city of Tshwane.

Keywords

Economic impact, Covid-19, tourist attractions, government regulations, tourism recovery, City of Tshwane

ACRONYMS AND ABBREVIATIONS

BBBEE	Broad-Based Black Economic Empowerment
GDP	Gross Domestic Product
LED	Local Economic Development
MERS	Middle East Respiratory Syndrome
MROS	Movement Restriction Orders
NDT	National Department of Tourism
NPIs	Non-Pharmaceutical Interventions
PPPs	Public-Private Partnerships
SARS	Severe Acute Respiratory Syndrome
SATSA	South African Tourism Services Association
SMMEs	Small, Medium and Micro Enterprises
TSRP	Tourism Sector Recovery Plan
UT	Unprepared Threat
VFR	Visiting Friends and Relatives
VR	Virtual Reality
WHO	World Health Organisation
WTM	World Travel Market

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CHAPTER 1 ORIENTATION AND BACKGROUND

1.1 INTRODUCTION

Globally, the Covid-19 pandemic is contextualised as a crisis that caused significant damage and long-term consequences to the tourism industry (Gössling et al., 2020). Several governments across the world enforced travel restrictions and lockdown regulations that are viewed as some of the factors that hindered the recovery prospects of the tourism industry (Filimonau et al., 2020). In order to discover and apply scientific mechanisms that are applicable to mitigate the economic consequences endured by the tourism industry, it is essential to comprehensively explore the impact of the Covid-19 pandemic in this regard.

Studies have shown that the Covid-19 pandemic is identified as the major disruptor that the tourism industry has faced worldwide (Dolnicar & Zare, 2020). Baum and Hai (2020) emphasise the rising concerns in relation to the impact of the Covid-19 pandemic, specifically on the southern hemisphere. South Africa is one of the most vulnerable countries dependent on the tourism industry, and this is proven through examining socio-economics and the nature of the geographical background.

This study on exploring the impact of the Covid-19 pandemic provides the possibility of a benchmark against which the recovery of the tourism industry can be compared (Ritchie, 2008). The theoretical frameworks of the literature review aim to demonstrate that such benchmarks tend to exist for different tourism industry sub-sectors, particularly the tourist attractions sub-sector (Khazai et al., 2018). Attractions are classified as a sub-sector in the tourism industry (Pearce, 1991).

This sub-sector consists of tourist attractions, (also known as visitor attractions), which refers to the places that tourists regularly visit at the time of travel (Jafari & Xiao, 2015). In this study, the discussion focus is specifically on the tourist attractions, through the role played in giving access to places that tourists are interested in and willing to visit, as well as experience. This is critically significant for specific types of tourism, such as learning about culture and history, as well as participating in natural and man-made activities in these places (Jafari & Xiao, 2015).

Many studies on the impact of the Covid-19 pandemic have focused mainly on exploring the tourism sub-sectors such as transportation, accommodation, events, and restaurants; however, the tourist attraction sub-sector has been excluded (Wang et al., 2022). The attempt to include the

tourist attractions in the study related to the impact of the Covid-19 pandemic thus serves as a positive contribution towards the academic literature and tourism industry.

Based on the economic perspective of South Africa, places that attract tourists are as significant as any other tourism industry sub-sector (Schwartz et al., 2012). This is the current condition for the targeted tourist attractions in the City of Tshwane and across the Gauteng province that economically contribute positively to the tourism industry (Liu et al., 2017).

The previous section highlights the need to improve academic literature concerning the impact of Covid-19 pandemic on the tourist attractions sub-sector, while specific focus is on understanding its economic impact. Frost (2003) indicates that the economic loss to tourist attractions has demonstrated a slow recovery of businesses in the tourism industry, and this has weakened the sustainability of the sub-sector. This study provides a structure of potential theoretical frameworks, recovery mechanisms, and other recommendations that both the public and private institutions can apply in order to mitigate the implications of the Covid-19 pandemic.

Also, these interventions are adaptable to ensure that they become valuable and flexible to apply to other affected provinces in the country. The study is based on an impact assessment with reference to the Covid-19 pandemic. Briefly, impact assessment is a component of the policy or programming cycle in public management, where it can play two roles, namely ex ante impact analysis and ex post impact assessment (OECD, 2015). The primary investigator explores in detail the impact of the Covid-19 pandemic on the tourism industry in the South African context, and then narrows its focus to the tourist attractions sub-sector in the city of Tshwane.

1.2 BACKGROUND

On 11 March 2020, the World Health Organization (WHO) publicised the global state of the pandemic caused by the coronavirus (named 'Covid-19') (Stonelake, 2020). The virus was first found during December 2019 in Wuhan (Estrada et al., 2020). In the early March, widespread cases reached an alarming milestone, with over 1 400 000 new pandemic cases across countries, that forced governments to implement strict restrictive measures (Worldometers, 2020).

Since this date, over 10 million people in more than 200 countries have been infected, with more than 500,000 fatalities recorded (Stonelake, 2020). In Mainland China, more than 30 000 cases have been reported and confirmed since February 2020 (Chinazzi et al., 2020). The Covid-19 pandemic presented a significant challenge to the entire world, and the measures taken led to a

reduction of economic activities in countries, including South Africa, as businesses in hospitality and similar sectors were closed (Stonelake, 2020).

Globally, governments took decisive steps to contain and prevent community transmission by imposing measures to “flatten the contagion curve” (Stonelake, 2020). However, the rapid spread of the Covid-19 virus resulted in a major decline in tourism worldwide (Estrada et al., 2020). Deegan (2020) contends that the factors that contributed to the spread of the Covid-19 pandemic included fashion, new lifestyle, reduced airports costs and development of new technologies. The financial stability of most countries has been negatively affected, associated with elements of radical uncertainty and the rise of health, social, and economic challenges (Bouarar et al., 2020).

The Covid-19 pandemic has debilitated the tourism industry, resulting in decreased globalization, and demand for imported goods and services, as well as entrepreneurship and participation by small, medium, and micro enterprises (SMMEs) (UNESCO, 2021). Erokhin and Gao (2020) view the Covid-19 pandemic as an economic threat that has caused damage in government sectors and across countries. Consequently, the difficulty in limiting the spread of this virus has imposed mobility restrictions across the world (Idres et al., 2020).

Close to more than a quarter of the global population has endured the Covid-19 pandemic with strict measures and protocols on a large scale (FAO, 2023). The tourism industry is one of the largest and fastest growing economic contributors in the world (Sotiris et al., 2019). Hence, Gössling et al. (2020) classify the tourism industry as an enabler to stimulate human development such as job creation and poverty alleviation (Gössling et al., 2020). This crisis has crystallized the contribution of tourism as a development pathway for tackling poverty burdens and improving economies of many countries (Behsudi, 2020).

Purposely to contain the spread of the coronavirus, the president Cyril Ramaphosa announced a national lockdown on 23rd March 2020, which was the first adopted approach and forecast to last for 21 days (InSession, 2020). The South African government adopted regulations such as strict curfews, social distancing, and limits on the number of people in gatherings (InSession, 2020). Subsequently, these government regulations resulted in reduced and cancelled tourist travel, as well as closing of the tourist attractions sites such as hotel and restaurants, exempting only essential services (Nyanda, 2020).

Furthermore, tourism occurs mostly in areas where the industry views the location as a potential investment. Tourist spending on cultural and sports events, shopping, lodging, restaurants, tourist sites, and attending conferences for business delivers a tremendous boost to local economies and

job creation (Sotiris & Theodore, 2019). In South Africa, the extent of tourist spending in the attractions sites has the potential to stimulate a positive economic impact (Gössling et al., 2020).

Recently, many studies have been proposed to evaluate the impact of the Covid-19 pandemic on food security, socioeconomic challenges, businesses, and international macroeconomics and the economy (Erokhin & Gao, 2020). In South Africa, the tourist attraction sub-sector has also been drastically affected by the government regulations (InSession, 2020). Additionally, the Covid-19 pandemic has not only affected the lives of people, but has also affected psychological stability (Cao et al., 2020). Therefore, although the Covid-19 pandemic had implications on health, social, and human factors, the study focuses solely on exploring the economic impact.

1.3 PROBLEM STATEMENT

Generally, tourism is often overlooked as a significant economic industry (Richardson, 2010). The tourism industry is also undermined by policymakers regarding the potential it has to positively impact the economy, and this has led to insufficient empirical studies to provide information to tourism stakeholders, namely government, tourist attractions, and associated businesses (Croes & Vanegas, 2008), as well as hotels and agents (Baggio, 2011). It is important to consider attractions as a sub-sector that also provides economic opportunities in the tourism industry (WTTC, 1999). Furthermore, the sustainability of the tourism industry in different cities enhances social and economic benefits to the local communities (Milne & Ateljevic, 2001).

The shortage of literature related to the impact of the Covid-19 pandemic influences the extent of understanding the contribution of the attraction sub-sector in the tourism industry, as natural and man-made attractions are located within a specific destination to enhance tourist participation. The tourist attractions are the main enabler for tourists to visit and experience a particular destination (Wang et al., 2022). Jafari and Xiao (2015) identify the different kinds of attractions that are divided into three categories, namely; nature, culture, and special attraction.

Firstly, nature attraction comprises the environmental and natural resources such as mountains, wildlife reservations, national parks, lakes, beaches and other natural attractions. Secondly, culture attraction comprises the way of life of indigenous community activities and entertainments such local food, rural villages, beliefs and religion, heritage handicraft, language, etc. Finally, special attraction refers to tourist motivation to visit and experience a specific destination based on information received and motivation. This consists of manmade or built environments such as entertainment and theme parks, museums, stadiums, national zoos, and casino resorts. Hotels and camping sites are also considered as special attractions (Jafari & Xiao, 2015).

Government responses to the Covid-19 pandemic changed the institutional operations and landscape of the tourism and hospitality industry (Rogerson & Rogerson, 2022). Visagie and Turok (2021) predict the socioeconomic impact to differ between places, depending on the status of economic development of the specific area. The emergence of unprepared pandemics has an impact on the citizens, businesses, government and ultimately tourism industry (Rosselló et al., 2020), thus the mechanisms to strengthen robust preparedness for such crises are unavailable.

In South Africa, the biggest tourist attractions, such as the Table Mountain Cableway, Two Oceans Aquarium and Zeitz Moca Art Gallery in Cape Town, instituted shut-downs due to the Covid-19 pandemic. This included other attractions such as Pretoria Zoo, which operated with strict measures in place, which resulted in radical changes for tourism (Joubert, 2020). Tourism businesses in South Africa were required to close their operations, as they were specified to be non-essential services (Rogan & Skinner, 2020).

Smart et al. (2020) view that the South Africa government regulations imposed, such as travel restrictions, were an ineffective approach during the Covid-19 pandemic, as the economic costs were not considered. There is a lack of substantiation regarding the observed effectiveness of the lockdown restrictions imposed on the industry. Therefore, this study aims to explore the impact of the government regulations on the tourism industry as the implemented measures to mitigate the spread of the Covid-19 pandemic in the City of Tshwane, while concurrently investigating the economic losses in the tourism industry, and assessing the effectiveness of those regulations.

Small tourism businesses have retrenched employees and negotiated reduced remuneration for other employees, to prevent bankruptcy (Joubert, 2020). South African National Parks (SANParks), as the South African agency of the attraction destinations such as Kruger National Park, closed the entire network of national parks. Smith (2020a) emphasised that the travel restrictions resulted in negative implications for the game lodge sector due to booking cancellations.

This has a direct impact on local communities, particularly those depending on the economic sustainability of the tourism businesses. The tourist attraction sub-sector has been affected continuously through reduced community development projects, such as trade of craft goods at the hotels. Communities depend upon this tourism sub-sector for a boost to livelihoods and employment opportunities (Mitchley, 2020).

McKercher (1999) contends that tourism is a complex industry including the sub-sectors, and studies have proved that the impacts of the pandemic are multidimensional and difficult.

Consequently, the contributions of theoretical frameworks to enhance the understanding of pandemic management in tourism are limited. As previously mentioned, this study aims to explore and address this particular gap in the literature, while focus is narrowed to the economic impact of the Covid-19 pandemic on the tourist attraction sub-sector in the City of Tshwane.

1.4 LITERATURE REVIEW

Generally, various scholars have proved that the pandemic has resulted in severe consequences for the tourism industry and employment (Deb & Nafi, 2020). Studies have focused mainly on the consequences of the Covid-19 pandemic from the global and historical viewpoints (Brodeur et al., 2021). However, it is important to address a gap through enhancing understanding of the extent of the impact on particular geographical areas in South Africa.

Most scholars have aimed to quantify the macroeconomic implications of manmade and natural crises, and interpret these into predictions of the impact of the Covid-19 pandemic (Abouk & Heydari, 2021). According to Altig et al. (2020), studies show the Covid-19 pandemic led to a large-scale economic shock in South Africa, resulting in a decline by 5.5 per cent in manufacturing, and a 19% loss of employment.

Concurrently, many studies that documented the implications of the Covid-19 pandemic view the implemented government regulations as an ineffective management of the crisis (Baccini & Brodeur, 2021). Xiang et al. (2021) also state that the economic regulations during the Covid-19 pandemic have contributed towards weakening the tourism industry, although the emergence of the Covid-19 pandemic has caused pressure on government decision-making (World Bank, 2021).

The financial limitations and interventions during the pandemic reduced the contribution of tourism participation towards economic development (Asahi et al., 2021; Croes & Vanegas, 2008). Globally, the government regulations, such as lockdown and social distancing, were purposely implemented to manage the spread of the coronavirus (World Bank, 2021).

Currently, there is an easing and opening of mobility restrictions in countries across the world (Devereux, 2021), after the Covid-19 pandemic. However, regardless of the Covid-19 pandemic state, there is a shortage of empirical evidence to examine the long-term disadvantages of the implemented regulations towards the tourism industry.

Several studies have shown the impact of the changes of hours of work and job losses in the tourism industry (Xiang et al., 2021). Also, StatsSA (2021) outlines that socio-economic issues such as poverty and unemployment are high in South Africa due to the Covid-19 pandemic. There

is a decline in labour participation as shown by the number of discouraged workers, as unemployed workers actively stop searching for work, and effectively pull out of the tourism labour force (StatsSA, 2021). According to Asahi et al. (2021), it is evident that there is lack of preparedness to manage future crisis such as the Covid-19 pandemic, which are perpetual threats to the tourism industry.

Fang et al. (2020) outline that the continuation of the Covid-19 pandemic thus reduces the positive local employment levels of a country. There is also a lack of empirical evidence, in relation to juxtaposing the contribution of the tourist attractions sub-sector, for diminishing the previous socio-economic patterns on the impact of the Covid-19 pandemic. Therefore, the following section relates to the questions and objectives of the study.

1.5 RESEARCH QUESTIONS

- What is the economic impact of the Covid-19 pandemic on the tourism industry, focusing on the tourist attraction sub-sector in the City of Tshwane?
- What is the relationship between the tourist attraction sub-sector, economy, and the tourism industry? Is there a possibility that the tourist attraction sub-sector would contribute positively to the economy post the Covid-19 pandemic?
- What is the impact of the government regulations on the tourism industry of the implemented measures to mitigate the spread of the Covid-19 pandemic in the City of Tshwane?
- What interventions can be adopted to sustain the tourist attraction sub-sector post the Covid-19 pandemic? Thus, what recommendations, through government mechanisms and approach, can be implemented to mitigate the current and future economic loss in the tourism industry?

1.6 RESEARCH OBJECTIVES

In accordance with the research questions, the objectives of this study have evolved to comprehensively show the scenery of the tourism industry before, during and after the existence of the Covid-19 pandemic. Exploring the economic impact of the Covid-19 pandemic on the tourist attraction sub-sector as a concern in the City of Tshwane, and providing several recommendations to the South African government on mechanisms and approaches that are effective to mitigate the impact of Covid-19 pandemic on the tourism industry, are the key mandates of this study.

The following are the specific objectives of the study:

- To investigate the economic impact of the Covid-19 pandemic on the tourism industry, thus to explore the effects of the Covid-19 pandemic on the tourist attraction sub-sector in the city of Tshwane.
- To determine the relationship between the tourist attraction sub-sector, economy, and the tourism industry, thus, to validate and demonstrate the contributions of the tourist attraction sub-sector on the economy.
- To assess the impact of the government regulations on the tourism industry, thus, to determine the effectiveness of the adopted regulations on the tourist attraction sub-sector and the tourism industry
- To suggest and provide various government interventions and sound management structure to be implemented to mitigate the economic consequences due to the Covid-19 pandemic, with an aim to enable recovery and planning for long term resiliency of a sustainable tourism industry.

1.7 THEORETICAL FRAMEWORK AND HYPOTHESES

According to Pappas (2019) it is difficult to understand and connect both tourism and the pandemic. Therefore, to deal with this difficulty, the study will mainly use chaos theory as well as Keynesian theory (Zahra & Ryan, 2007). These theories will contribute positively to the study for demonstrating the non-linear relations (Luhmann, 2002). Speakman and Sharpley (2012) contend that chaos theory perceives the difficult changing aspects of a system with capacity to predict system failure. Moreover, chaos theory explains how a small change of variables, for instance the duration of the government regulations, can lead to various implications for other variables, and this will assist to predict the current and future crises (Prideaux et al., 2003).

The chaos theory implies the economic, societal, and political structures, to which a specific structure adheres to its own logic, and this leads to clashes in objectives, communication, and language. During the pandemic, it was observed how political structure used its own logic of another structure, for instance economics, which resulted in chaotic consequences on the societal structure, which is the citizens (Luhmann, 2002).

In tourism, the chaos theory will assist to understand the governmental system on the role tourism plays towards the citizens; however, it is criticized by some tourism stakeholders for the negative implications it leads to when it does not follow the logic of other system theories (Leung et al., 2019). Additionally, studies on the pandemic and tourism should understand the difficulty of the

government system; this will address the shortage of sufficient information on the theoretical framework of certain variables (Pappas, 2019).

The Covid-19 pandemic has shown similar characteristics to the financial crisis in 2008, where the demand dropped drastically due to low consumer consumptions of goods and services, and the fall of tourist bookings for accommodation and travel (Lopez & Bianchi, 2020). The pandemic caused a situation similar to that studied by the economist Keynes, who named it the Great Depression. According to Keynesian theory, Keynes argued that supply is generated by demand in the short term, and this is fulfilled through fiscal and monetary policies (Lopez & Bianchi, 2020).

The Covid-19 pandemic has also affected supply in tourism, led by low production, reduced working hours, and capacity in restaurants, hotels, and transport. Therefore, this theory is important to the study as it will assist in prediction of the overall impact on the South African economy, through determining whether there will be inflation, deflation, or prices will remain constant in the long run (Lopez & Bianchi, 2020).

1.7.1 Research Hypotheses

Research hypotheses are important in a study. Also, through the substantiation of the study results and the guidelines of the theoretical frameworks mentioned above, the following construction of the research statements are accurate, relevant and truthful.

- H1: The Covid-19 pandemic has resulted in a negative impact on the tourism industry, which led to negative economic consequences on the development and improvement of the city of Tshwane.
- H2: There is a positive relationship between the tourist attraction sub-sector, economy and the tourism industry, thus the sustainability of the tourist attraction sub-sector allows a boost to the economic growth and development of the tourism industry.
- H3: The emergence of the Covid-19 pandemic is the predictor of the government regulations on the development and growth on the tourism industry. Thus, the Covid-19 pandemic is the root cause for lack of local tourism development caused by the implemented restrictive measures, consequently abruptly damaging the embodied tourism sub-sectors.
- H4: The economic impact of the Covid-19 pandemic on the tourism industry can be adjusted, and the government extent of control on other future pandemics can be determined. In order to eradicate the economic consequences of the Covid-19 pandemic in the city of Tshwane, the

government and private interventions, as well as financial management, are critically essential aspects of concern.

1.8 METHODOLOGY

The qualitative approach will be used for the study. Hussey and Hussey (2017) emphasise the use of a mixed approach (inclusion of both quantitative and qualitative approach in a particular study) in various studies can assist to bring a thorough understanding of the research content. Hence, Langos (2014) also criticises the use of a single approach which results in information limitations. However, a qualitative approach allows the research problem to be practical and understandable.

This can be fulfilled through various techniques and viewpoints that demonstrate the problem of the study (Hussey & Hussey, 2017). The study is exploratory and analytical in nature. Therefore, for the purpose of collecting data, various study techniques and tools such as interviews, case studies, observations, and theoretical frameworks serve as yardsticks throughout the course of the study.

1.8.1 Research Design

As previously mentioned, a qualitative approach will be applied purposely to fulfil the objectives appropriate to the study. One of the common characteristics of the quantitative approach is that it is mostly appropriate for large samples, in contrast to the qualitative approach with small samples (Langos, 2014). For this reason, the qualitative approach is applied to the study, as it provides a comprehensive description and assessment of the study, without limiting the scope and nature of the subject's responses. The following is a table that briefly outlines the differences between the two approaches, namely quantitative and qualitative.

Table 1-1: Differences between quantitative and qualitative approaches

Quantitative	Qualitative
The objective is to organise characteristics, construct statistical frameworks with the aim to describe observations	The aim is to provide a detailed and complete description
Primary investigator's information prior to the study is known	Primary investigator's information prior the study is unknown
It is applied during later phases of the study	It is applied during earlier phases of the study
Questionnaires and equipment are used to gather numerical data	Depends on the primary investigator to be data collection instrument
Data is in statistics and numerical form	Data is in objects and pictures form

Quantitative	Qualitative
Objective: aims for accurate analysis through use of surveys, questionnaires, etc.	Subjective: aims for accurate analysis through use of observations and interviews
Data is more efficient to test hypotheses	The approach is time consuming, and difficult to generalise
Primary investigator is objectively apart from the phenomenon	Primary investigator is subjectively immersed in the phenomenon

Source: (Soiferman, 2010).

There are two types of methodological reasoning in research, namely, deductive and inductive. The main focus of the deductive reasoning is on building theoretical frameworks and developing a study strategy to test the hypothesis, whereas Saunders et al. (2003) distinguish the inductive reasoning applicable to be used when collecting information and building a theoretical framework, classified as a study result of the analysed data. According to Ababneh (2020), it is fundamental to demonstrate the relevance of these reasoning methods with the research paradigms. Saunders et al. (2009) stress that the deductive approach resembles the characteristics of the positivism paradigm, whilst the inductive approach relates to the constructivism paradigm.

Therefore, the distinction of the methods demonstrate that qualitative approach depends on inductive reasoning, hence it is applicable to achieve the objective of this study. In a qualitative approach, primary investigators do the first initial step, which is observation. However, the technique will be impacted negatively, as it produces generalised theoretical frameworks and remarks gained from a limited number of observations, which compromises the reliability of the study results (Soiferman, 2010).

1.8.2 Target Population

Generally, the target population is regarded as the combination of stakeholders that fulfils the designated structure of the criteria (Moletsane, 2012). The concept “target population” is explained as a collection of the objects or elements that has the required information, in order to achieve the objectives of a particular study (Moletsane, 2012). The target group in the study encompasses individuals between the age of 18 and 60 years. The target population useful for the research includes different study subjects employed at Ditsong Museums of South Africa (DMSA) and the National Department of Tourism (DT), as well as study subjects that economically benefit from the organisations. In this instance, the concept “study subjects” will be contextualised as any person who has been willing to participate (through a semi-structured interview with the primary investigator), purposely to provide results for this study, in a voluntary manner. In simple terms,

study subjects are participants who provide necessary data to fulfil the objectives of the study (Duke Research & Innovation, 2025).

1.8.3 Data Collection Procedure

According to Hijmans and Kuyper (2007) “interviews in a qualitative study implies an exchange of information, through a conversation and informal character to fulfil a particular objective.” The main purpose of conducting interviews is to extract information related to the study subject’s perspective, motivation, and experiences concerning a particular phenomenon (Hak, 2007). There are three forms of interviews, namely structured, semi-structured, and unstructured (Hak, 2007; Punch, 2013).

Specifically, semi-structured interviews will be conducted to collect data for the study. This form of interview includes open-ended and discovery-orientated questions, as the interviewer uses an interview guide to explain topics of a particular area of interest (Hijmans & Kuyper, 2007). The interviewer prepares the specific topic through secondary literature, or preliminary approach of data collection such as observations.

Hence, it is recommended that the interview guide be drafted and improved before the information collection process, to ensure that the primary investigator possesses skills to conduct the interview and understand the context of the topic (Jansen, 2007). During the interview, the questions should be consistent; however, the interview focus may differ, as some questions may remain unanswered due to a study subject’s unwillingness to respond, or confidentiality constraints. Consequently, interviews deviating from the study focus negatively impact the fulfilment of the targeted objectives (Kitchin & Tate, 2020).

A translator will not be appointed during the research process. The interviews will be offered in a hybrid format, and this means that the study subject has the option to select either online (using Microsoft teams) or face-to-face interaction (Brian et al., 2022). This is to ensure that study subjects select an interview format that is suitable for them, while considering factors such as cost, convenience, comfortability, and building accessibility (especially for physically disadvantaged study subjects).

As opposed to written questionnaire surveys, semi-structured interviews are conducted through interaction with the study subjects, and encourage further discussion of relevant topics to fulfil the objective of the study (Jansen, 2007). Mostly, it is emphasised that interviews reduce the study subjects and primary investigators bias tendency. The questionnaire surveys, as a written format,

measure information that is known or already expected to be relevant to the study (Yanow, 2000; Russell & Gregory, 2003; Jansen, 2007). Although semi-structured interviews are audio or video recorded, however, it is practical that the interviewer takes written notes, with the study subject's permission.

1.8.4 Sample Selection

The study will use purposive sampling, a non-probability method, which is characterised by sample study subjects being selected according to their skills, knowledge, and relationships with regards to the phenomenon (Snyman, 2014). As the aforementioned highlights, the case study is "Ditsong Museums South Africa (DMSA), which is an amalgamation of seven museums in Tshwane and one in Johannesburg." This includes the National Department of Tourism (NDT), the City of Tshwane Metropolitan Municipality (CTMM), the Pretoria Art Museum (PAM), as well as the Gauteng Tourism Authority (GTA).

Therefore, the sample selected includes study subjects employed at these organisations, as well as study subjects who participate in the tourism activities provided by these organisations. The targeted study subjects include the Chief Financial Officer (CFO) (1), tourism experts (10), and dependent local residents (2), who have been economically affected by the Covid-19 pandemic (Total: 13).

Inclusion and exclusion criteria guide who can be included or excluded in the study sample. Inclusion criteria refer to subjects who will participate in the study, i.e. study subjects who have a corporate tourism experience at DMSA as a tourist attractions organisation. In terms of exclusion criteria, this refers to factors that determines the potential subject's ineligibility to participate in the study (Garg, 2016).

There is a lower possibility that this study includes the vulnerable groups; however, the primary investigator should avoid excluding study subjects based on stereotypes. Therefore, the two (2) targeted residents to participate in the study are actively involved in the tourism activities, as they are part of the DMSA. Also, the primary investigator will physically engage with these specific study subjects to hand over informed consent.

For this reason, the primary investigator will not think only in concern of study subject's vulnerability, but will rather look for the specific characteristics and contexts that may contribute to achieve the objectives of the study. This will further assist the primary investigator to understand the vulnerability condition, as subjects are also advised to declare any vulnerability condition that

may affect the results of the study. Therefore, should these potential subjects possess any vulnerability characteristics that may affect the research results, this will result in grounds for exclusion.

The criteria for selecting the sample members will be the corporate relationship in the organisation, i.e. DMSA workforce, and the relevant work experience that involves tourism initiatives and participation in activities. During the research process, the meetings (hybrid platform) will be held to gain acceptance of the voluntary participation of the study subjects.

1.8.5 Data Analysis

The type of analysis to be used for the study is content analysis which will be conducted from the interviews. Content analysis is the kind of study whereby the primary investigator collects data that is classified into headings and subheadings, which is important for comparison. Content analysis plays an important part in reducing and limiting the data collected, while providing results that are measured through study methods (Global Insight, 2017).

Additionally, content analysis allows the primary investigator to organise the qualitative approach data gathered with the purpose to achieve the objectives of the study. Unfortunately, content analysis is largely associated with human error, which may lead to risks from misinterpretation of data by primary investigators, which results in studies proposed as having false and unreliable conclusions.

1.9 DATA TRUSTWORTHINESS

The trustworthiness implications for this study are vital, in order to ensure authenticity and credibility of the study results (Cope, 2014). As Cypress (2017) states, factors such as truism, integrity and quality found in the qualitative study results constitute the so-called “trustworthiness.” However, Lincoln and Guba (1985) argue that the trustworthiness cannot be fulfilled only by these factors, but rather by an extended criteria of factors such as “credibility, transferability, dependability, as well as confirmability.” Therefore, the mechanisms applied to fulfil the criteria of these factors is then contextualised as the trustworthiness of this study, as briefly discussed in the section below.

1.9.1 Credibility

Firstly, the concept “credibility” can simply be described by answering the following question. How believable are the study results at the discretion of the individual who reads them (Macnee

& McCabe, 2008). The trustworthiness of this study was improved through the use of triangulation. This refers to a methodological mechanism that encourages the primary investigators to overcome their individual biasness from use of a single data collection method (Babbie & Mouton, 2004; Yeasmin & Rahman, 2012).

In this instance, triangulation was carried out by conducting semi-structured interviews with thirteen study subjects. Also, the opinions and experiences of the study subjects were compared, purposely to examine consistency and arguments across the conducted interview sessions, related to the Covid-19 pandemic and tourism industry phenomena.

1.9.2 Transferability

Secondly, the concept of transferability is simply described by Bitsch (2005) as the extent to which the qualitative study results are applicable to multiple contexts with heterogeneous subjects of the study. The fulfilment of transferability, i.e. ability to apply the study results to different context, is dependent on the level of knowledge, skills and experience of the study subjects (Bernard, 2000), hence the primary investigator had the intention of interviewing those study subjects who possess an extensive educational and professional background. Also, Cohen et al. (2011) state that the quality of transferability has the potential to provide thorough results of a study.

1.9.3 Dependability

Thirdly, the concept “dependability” can also be simply understood by answering this single question. How sustainable and stable are the study results in the long-term (Lincoln & Guba, 1985)? This constitutes the extent of thorough examination, interpretation, and suggestions of the study results gained through the study subjects (Lincoln & Guba, 1985). As the qualitative approach focuses on dependability rather than reliability, it is then within the discretion of the primary investigators to smooth the involvement of an independent audit check in order to improve the dependability requisites of the study data (Lincoln & Guba, 1985).

As another way to achieve dependability, the primary investigator had continuous consultations with the supervisor, mainly to seek direction and support the analysis of the study data. Finally, it was evident that most of the study results’ fundamentals were fulfilled, as the primary investigator had scrutinised the study results of other scholarly work on the common topic, i.e. the impact of the Covid-19 pandemic on the tourism industry. Therefore, it is important to note a complete fulfilment of truism, reliability and dependability, in a case where study subjects of the common data analysis also concur with common results (Thurmond, 2001).

1.9.4 Confirmability

Lastly, it is simple to fathom the concept “confirmability” by also answering this single question. How provable is it that the study results echo the original ideas, perspectives and experiences of the study subjects, rather than those of the primary investigator (Polit & Beck, 2012). According to Horsburgh (2003), the analysis process of a qualitative study acknowledges that the study results reflect the exact occurrence of a particular event, or statements of the study subjects.

As the epistemological paradigms confirm that meaning can be established in several approaches (Maxwell, 2011), it is pivotal to understand the extent to which the study subjects construct ideas, perspectives and experiences that are homogeneous. Nonetheless, there are two forms of critical thinking concepts, namely reflexivity and positionality, that were considered to ensure trustworthiness of the study results.

Concerning the reflexivity concept, scholars explain it as a process of thoroughly examining oneself as a primary investigator, in terms of one’s own biases, opinions, preferences, affiliations and influence on the study subject’s responses to the study questions (Lincoln & Guba, 1985; Korstjens & Moser, 2018:121).

It is an ongoing awareness, evaluation, and re-evaluation of the primary investigator’s contribution to the formation of the study results. This is mainly to improve understanding of the study, and allow the results to accurately reflect the opinions of the study subjects. Hence, Patnaik (2013) emphasises the essential nature of being aware of the primary investigator’s behaviour, prejudices, and perspective.

In order to guarantee reflexivity, thorough notes were drafted by the primary investigator during the conducted interviews. As Polit and Beck (2012) state, this assists to ensure that the primary study data is originally analysed. On the other hand, the other concept, i.e. reflexivity, is paramount because positionality is vague, as the primary investigators are sometimes unaware of their prejudices, affiliations, conflict of interests and other factors that tamper with the study data as well as the subjects (Verdonk, 2015). Coghlan and Brydon-Miller (2014) describe the positionality concept as “the primary investigator’s position or deportment with regard to the general or radical context of the study, society, association, or participant group.” Therefore, a positionality advantage was unlikely to occur in this study, as the primary investigator had no previous connections, affiliations or conflict of interest concerns with either the tourism establishments (such as DMSA, NDT, CTMM, PAM and GTA) or the study subjects interviewed. Lastly, it is important to acknowledge the report of various academic bodies such as study sponsors, peer

reviewers and ethics committees to fulfil trustworthiness (Smith & Noble, 2014). Fortunately, this study was evaluated by the North-West University (NWU) ethics committee, to allow for comprehensive checks and balances, particularly on the study methodology used.

1.10 SIGNIFICANCE OF THE STUDY

The Covid-19 pandemic has led to an economic disaster in South Africa, and it is within the responsibility of the system and officials to have an adequate approach to prevent the tourism industry from economic failure. The study will demonstrate the potential that the industry has in enhancing developments in relation to employment, gross domestic product, and national income (Richardson, 2010). Economically, the study attempts to tackle the Covid-19 pandemic implications. As Richardson (2010) advises, this could result in the tourism industry of underdeveloped countries to act as a pillar for sustainable development.

The national government in South Africa has poor management, which also includes the shortcomings of the provincial and local spheres of government (Mazele & Amoah, 2022). The emergence of outbreaks has influenced the success of the tourism industry in improving in relation to local economic development (LED) (Department of Economic Development and Tourism, 2016). The study will demonstrate the way in which the tourism industry can stimulate economic development in local areas post the Covid-19 pandemic. Regardless of the focus of the study on a single metropolitan area in Gauteng, the findings may be applicable and used for study purposes in other provinces in South Africa.

Briefly, this study is paramount as it critically applies theoretical approaches and sound mechanism to possibly close the existing theoretical gap pertaining to the economic impact of the Covid-19 pandemic on the tourism industry. Furthermore, this study endeavours to provide academic and pragmatic literature on how the Covid-19 pandemic implicated the functions that the tourism industry plays in reducing the socio-economic burdens such as unemployment and poverty. This study aims to recommend the panacea approaches that are essential to be enforced for future pandemics similar to the Covid-19 pandemic, as well as encouraging developments in the tourism domain, through findings of the existing theories.

1.11 LIMITATIONS OF THE STUDY

In simple terms, the limitations of the study are known as the elements of research methodologies that have an effect at the time of interpreting the study results. Clearly, this attests to the notion, that the study limitations are factors that impact the methods that are used to determine internal

and external validity, as well as the structure of the study design (Sacred Heart University, 2020). The focus of the study is the City of Tshwane only, and not the whole of the Gauteng province and other provinces, with an aim of finding results from a targeted geographical area.

There is a possibility that the number of samples become small, where this could affect the reliability considerations of this study. Additionally, the applied qualitative approach can also interrupt the assessment of the explored challenges. The study subjects may have language challenges, while some may have considered the information required by the primary investigator as confidential. Unfortunately, refusal for study participation may limit the significance of valuable information for this study. As the study focused on a single metropolitan area, it is possible for the primary investigator to experience a shortage of generalised findings.

1.12 ETHICAL CONSIDERATIONS

The study will follow ethical procedures. The study will depend on the study subject's acceptance to take part, through a signed consent form. The aim of the form is a way to reassure that the subject's participation in the study is voluntary, and the decision to withdraw will be explained. The primary investigator will explain in detail the aim of the study, in order to provide the study subjects with comprehensive information before they consider participation.

Additionally, the study subjects will be informed in detail of the purpose and method of the research, publication of information, and the nature of their involvement. For safety purposes, consultation and visits will be handled before interviews, and while maintaining anonymity of the study subjects. The primary investigator has the obligation to inform the subjects before the interviews that the study is voluntary and is mainly conducted for academic purposes. Moreover, to also protect the study subjects the primary investigator will ensure that no influence will be applied. Also, the subjects will be aware of the opportunity to withdraw their participation during the course of the study, or not answer the specific questions, at any time without implications. The reassurance that the confidentiality of information will also be maintained in this regard. The study subjects will at no time be abused, physically, emotionally or psychologically during the study, while the primary investigator also should aim to maintain a climate of comfort.

1.12.1 The anonymity, confidentiality, privacy and data storage

The data collected will be anonymously identified. No personal details of the subject will be written or recorded in the consent form or elsewhere, to ensure that no information can identify the subject. For instance, instead of indicating names of a subject on a written document (for

instance, a dissertation) a numbering approach such as p1, p2, p3 and so forth, can be practised to maintain confidentiality.

The NWU Basic and Social Sciences Research Ethics Committee (BaSSREC) ensures that primary investigators are provided ethics training prior to conducting a study. Therefore, the primary investigator will restrict access to information about any study subjects as one of the initial steps to protect subjects against the breach of confidentiality and invasion of privacy. Other steps to protect confidentiality of subjects are as follows:

- Obtaining informed consent
- Appropriate utilisation of data collection methods such as anonymization or encryption
- Securely and ethically using data

Data will be stored and protected using passwords. The NWU library databases and access to information will be limited to authorised individuals only. The primary investigator intends to rely on not using pictures, or audio or recording, as this will further protect the subjects' identity and involvement in the study. Data will be disposed of safely, following the NWU retention and deletion policies, using secure approaches of data disposal such as erasing, shredding, or wiping.

1.12.2 Conflict of interest

There is no possible conflict of interest, as the primary investigator is a student, and has no affiliations or relationships with either the study subjects or the organisation.

1.12.3 Compensation

Participation in the study is voluntary. Thus, no financial compensation will be made, other than an appreciation of participation in the form of non-financial tokens (which is optional). Should this be the case, provision will be made at the primary investigator's expense.

1.12.4 Institutional insurance, study outcomes and outputs

The primary investigator intends to disseminate the research findings responsibly and accurately to the wider public, include students, tourism scholars, government officials, community members, and other general interested readers, in a manner consistent with the requirements of the NWU copyright and intellectual property policy. The data will only be reused to publish a single article as the intention is to extract information from the dissertation, and this would be made available in the NWU institutional repository for future research purposes.

The primary investigator will ensure that the results are disseminated responsibly and accurately, embodying the principles of rigour, honesty, transparency, accountability and recognition, as the NWU code of conduct outlines.

- The research conclusions will be based on the findings, and they will be published through open-access repositories. The primary investigator will seek an internal review from the supervisor's guidelines.
- The primary investigator will declare any possible conflict of interest prior to dissemination to, ensure fairness.
- When dissemination occurs, the primary investigator will not present another author's work (plagiarism); work of others will be correctly cited and referenced in an accurate manner, and funding and affiliation bodies will be acknowledged.
- The findings will be disseminated after ethics approval, and there will be full cross reference to avoid duplication of similar work published elsewhere.
- To ensure unbiasedness, results will be published broadly to make a contribution of knowledge and benefits to the public, through other relevant publishing platforms (avoiding low standing or low-quality publishers) including the NWU repository, while respecting restrictions on the procedure of dissemination prescribed by the institution such as copyright, licencing, intellectual property, confidentiality, ethics requirements, and others.
- Lastly, before dissemination, the primary investigator will ensure that study subjects are made aware how the findings will be disseminated, so they can grant permission if applicable.

1.13 CHAPTER SUMMARY

This is an exploratory study. Through use of qualitative approach, the study aims to explore the economic impact of the Covid-19 pandemic on the tourist attraction sub-sector, albeit as part of the tourism industry, as more of the theoretical written work will relate to the local economic development (LED) of a specific metropolitan area. The following is an abridged classification of each chapter:

- Chapter 1: Orientation and background of the research.
- Chapter 2: Comprehensive literature review on the economic impact of the Covid-19 pandemic on the tourism industry.

- Chapter 3: Theoretical frameworks impact and overview of the government regulations on the tourism industry, empirical studies, and area analysis.
- Chapter 4: Research methodology.
- Chapter 5: Results and discussions.
- Chapter 6: Recommendations and conclusion for the sustainable tourist attraction sub-sector post the Covid-19 pandemic

The next chapter reviews the literature on the economic impact of the Covid-19 pandemic on the tourism industry, focusing on the tourist attraction sub-sector.

CHAPTER 2 A COMPREHENSIVE LITERATURE REVIEW

2.1 INTRODUCTION

The previous chapter already positioned the background of the study in the South African context, with a narrowed focus on the tourist attraction sub-sector in the geographical area of concern. It is noteworthy to describe tourism as “an amalgamation of different goods and services,” although scholars such as Mason (2003) and Tailon (2014) confirm “an unavailability of single uniformity” to explain the concept. Rather, tourism is explained based on heterogeneous disciplines and areas of interest in various sectors (Leiper, 2000a), hence it is viewed as multi-faceted (Lickorish & Jenkins, 1997).

Robinson (1976) as well as Selemon and Alemken (2019) identify the six fundamentals that enhance tourist participation in various subsectors that include better conditions on cultural customs, climate, background, facilities, accessibility, venue, and historical aspects. Globally, tourism is perceived as a tool to reach levels of economic growth, through the extent to which it reduces socio-economic concerns such as the rising poverty and unemployment levels in developing countries (Hawkins & Mann, 2007: 349; Zuo & Huang, 2017: 1).

Moreover, the Covid-19 pandemic has negatively influenced the fulfilment of the so-called SDGs, i.e. Sustainable Development Goals for developing and developed nations (Dube et al., 2020; Martín-Blanco et al., 2022). However, tourism is viewed as an industry vulnerable to threatening events, such as the Covid-19 pandemic (Pike et al., 2021). There are serious concerns vis-à-vis the consequences of the Covid-19 pandemic on several nations in the global south. This includes South Africa, as one of the nations that depends economically on the contribution of tourism (Baum & Hai, 2020). In South Africa, the economic implications of the Covid-19 pandemic on the tourist attractions were publicised subsequent to the declaration of the national state of disaster, and the hard lockdown regulations were strict compared to other countries (Rogan & Skinner, 2020: 5).

This chapter comprehensively reviews the literature of the pandemic as a “crisis” for tourism, with the aim to attain the theoretical objectives and mandates of the study. Firstly, this includes an ephemeral conceptualization of “crisis”, as well as its various forms in the tourism context. Secondly, the emerging Covid-19 pandemic and tourism literature are examined to demonstrate its impact and management. This is achievable through the essential values, institutions and perspectives that tourism scholars and the industry can adopt to reset and improve the shortcomings of future studies are addressed. Thirdly, the chapter continues to highlight the extent

to which the risk perceptions will implicate the travel decision-making of tourists post the Covid-19 pandemic. Thereafter, as the study goal is related to achieving a sustainable as well as resilient tourism recovery, the monetary significance played through tourist attractions, crisis management and resiliency are explained. Lastly, to improve tourism research and criticism, the chapter outlines the obstructions regarding the chaotic and transforming policy regulations and shortcomings of the implemented government interventions.

2.2 CONCEPTUAL CONTEXT OF CRISIS

According to Independent Panel for Pandemic Preparedness and Response (2021) the emergence of different crises on attacking the tourism industry will continue to be an unprepared threat (UT), through the extent of their impact on the systems and structures (Liu et al., 2016). The concept “crisis” is explained as any general factor that causes a consequential impact on a particular phenomenon (UNWTO, 2014). In the tourism industry, the unforeseen threats that have an impact on the tourism attractions are considered a crisis, which as a result hamper the industry’s potential to attract tourists to a destination (UNWTO, 2011). Additionally, a crisis is a circumstance that limits the consistent day-to-day operations of a sector (PATA, 2003).

Scholars such as Carballo et al. (2017) and Wolff et al. (2019) view a crisis such as the Covid-19 pandemic as a harmful factor that causes risks in the tourism industry, and limited support for tourism management. Crisis management is another key element that should not be neglected, in order to mitigate the everlasting consequences that affect the tourists and the industry. The element of management remains significant, and it requires the government, tourism attractions, businesses, and other relevant tourism stakeholders to explore different approaches aimed at crisis preparedness and industry recovery.

Lemonakis and Zairis (2019) view crisis as an event that hampers the capacity of an organisational system, and it is associated with complexities to discover mechanisms that are appropriate, while decision-making is pressured due to time constraints. This emphasises the crisis as a threat that impacts on a large scale, although it is understood as a low probability event (Coombs, 2007). Polyzos et al. (2021) argue that a crisis affects the reputation and financial nature of an organisation, ultimately influencing the employees, community, the economy, and the industry.

In relation to the aim of the study, the pandemic is an “organisational crisis”, which is a state viewed by the tourism stakeholders as unforeseen, robust and theoretically harmful to the organisational objectives (Bundy et al., 2017). It is evident that the organisational crisis is

transformational, and it causes harm to the government system, citizens, organisation and the industry.

Recently, studies have demonstrated two broad types of crises based on the management in the tourism industry. Firstly, there are crises like natural disasters, pandemics such as Covid-19, and unexpected global economic shocks over which the government and other tourism stakeholders have little control. Secondly, there are crises that are under their control, like the enforcement of government regulations and laws, the control of corruption, and decision-making (Lemonakis & Zairis, 2019).

Concurrently, a disaster is also unpredicted, escalating the level of emergencies that require urgent government intervention (Rosselló et al., 2020), as the shortage of these interventions worsen the implications (Santana, 2004). Faulkner (2001) differentiates between a crisis and a disaster concept based on the internal and external factors of a problem.

For instance, an event is considered a crisis when a system fails due to mismanagement in a sector, while a disaster is associated with natural externalities that causes the sector failure. It is significant to review the four different forms of crisis in the tourism literature, specifically pandemics, terrorism, political antagonism, and instability, as well as natural disasters, to demonstrate their influence on the tourist attraction sub-sector and the tourism industry.

2.2.1 Pandemics

An existing disclaimer by Talisun et al. (2020) is that the burden of pandemics, diseases and epidemics on the citizens' health and livelihood is not overlooked. Any medical condition of concern that causes major harm to human beings is referred to as a "disease," regardless of origin. Correspondingly, an epidemic is an unforeseen growth of disease cases, while a pandemic is an epidemic that can impact a majority of humans across the globe. Several studies confirmed that pandemics such as Ebola, Severe Acute Respiratory Syndrome (SARS) and Middle East Respiratory Syndrome (MERS) have had a significant impact on the tourism industry, and this has caused economic failure in the tourist attraction sub-sector (Sifolo & Sifolo, 2015; Gössling et al., 2020; Chen et al., 2021). Another concern is related to transportation as a sub-sector that accelerated the spread of the coronavirus, thus resulting in economic implications (Gössling et al., 2020). Moreover, scholars such as McKercher (1999), Faulkner (2001), and Lemonakis and Zairis (2019) reiterate that the primary challenges to the potential recovery of tourism are the long-lasting implications of disasters and crises. The level of any crisis changes, as Laws and Prideaux (2017) maintain that a crisis can emerge in a local sphere, and then strengthen the impact towards a global

scale, consisting of regional and national effects that lead to significant harm to the tourism industry. Referring to the tourism landscape, it is then evident that crisis is a state of affairs that has a negative influence on the regular operations of tourism stakeholders, destroying the reputation of iconic tourist attractions, threatening tourists' perceptions, and reduced visits and expenditure, resulting in an economic downturn in the local community, employees, and income, where this impacts the sustainability of the tourist attraction sub-sector (Sönmez et al., 1999).

2.2.2 Terrorism

Norris et al. (2003) reflect on the contribution that studies provided on various descriptions of the concept of terrorism. In order to avoid vagueness, Radić and Dragicevic (2018) explain terrorism as planned political violence, that attacks citizens with the aim to influence and gain power. Therefore, based on the backdrop of tourism, the concept is viewed as violence that causes fear to tourists, consequentially affecting the tourism movement, infrastructure, and the entire industry and tourism businesses (Corbet et al., 2019; Ukaeje, 2022). The impact of terrorism on tourists' attractions and tourism infrastructure is acknowledged in the literature (David & Louck, 2010). Tourists tend to overlook their security and protection (Tarlow, 2014; Mansfeld, 2006). Guttman et al. (2021) suggest that this develops self-protective tendencies and risk perceptions. Regardless of tourist active participation, terrorism damages the reputation of the attractions site (Tarlow, 2014; Liu & Pratt, 2017). However, the consequences of terrorism last for only a short period, as tourism businesses recover timeously (Baker, 2014). Scholars such as Mansfeld (1999) and Frey et al. (2007) claim that the tourism capability to recover from such impacts is influenced by the quantity of existing tourist attractions, and resilience as well as sustainability of the industry to control a crisis.

2.2.3 Political Antagonism and Instability

Hall and O'Sullivan (1996) suggest that there is close relationship between terrorism and political instability (also known as imbalance), and in developing countries these forms of crisis lead to political antagonism (also referred as political conflicts and war) (Sönmez, 1998). This negatively affects the number of tourists, thus causing reduced tourism activities and benefits (Fletcher & Morakabati, 2008). Yap and Saha (2013) argue on the fact that the consequences of political antagonism on the tourism industry are less, in comparison to that of political instability. The truism is that the political instability has discouraged international tourist arrivals (Hunter, 2019).

Moreover, Temkin (2018) contends that this is caused by public turmoil that also negatively influences multiple sub-sectors contributing to the economy. For instance, the Garden Route

District Municipality was damaged by violent community protests on service delivery, caused by political instability in Plettenberg Bay, Western Cape (Van Diemen, 2019). These resulted in the complete closure of the N2 road for 5 days, regardless that 59 culprits were arrested for unlawful acts (Van Diemen, 2019). This resulted in the decline of international tourist arrivals at tourist attractions located in the municipality, thus impacting the tourism industry.

Consequently, this resulted in damage to the tourism infrastructure and the economy, and also compromised the safety of tourists, and their confidence (Goerzig, 2019). For instance, due to political revolution and security unrests in North Africa, a major decline in the tourism industry took place caused by reduced number of tourist visits (Ali et al., 2012).

According to Ali et al. (2012) this is also caused by increasing insecurity and tension. Additionally, the political antagonism, as well as the instability, resulted in economic damage to several tourist attractions such as cultural sites, historic monuments, and iconic museums; it also tampered with the livelihood of citizens benefiting from tourism (Timothy, 2019). These difficulties resulted in reductions in the tourism contribution, especially for nations that depend economically either on the tourist attraction sub-sector or the tourism industry (Ali et al., 2012).

2.2.4 Natural Disasters

Since natural disasters have an influence on tourists' movement, and cause challenging conditions to the impacted regions (Sönmez et al., 1999; Kim et al., 2005), it is evident that tourism is a weak industry vulnerable to natural disasters (Huan et al., 2004; Becken et al., 2015). It is difficult to predict a natural disaster, which leads to reduced time to protect tourists (Huan et al., 2004). Natural disasters have a catastrophic direct or indirect impact on the tourism industry (Rosselló et al., 2020). Studies have shown trends and patterns on the decrease of tourists' visits from major natural disasters (Huan et al., 2004; Rosselló et al., 2020). Wendell (2018) provides an instance in 2015 at Cape Town city (Western Cape Province), where there was a water drought disaster that resulted in cancellations, reduced tourism activities, and loss of revenue for local establishments and the economy. Regardless of the major shortcomings in tourism participation, natural disasters remain a treat to tourists and the industry, and are considered risks that are part of human life that has to be controlled and expected (Rosselló et al., 2020). Moreover, due to damage to the economic infrastructure aimed to benefit both tourists and citizens (Huan et al., 2004), the number of tourists and revenue decreases, thus threatening the sustainability of the tourism industry.

In the time of crisis, the consequences echo around the tourism structure entirely (McKercher, 1999; Faulkner, 2001), thus government interventions and other tourism authorities are mandated

to control the implications affecting the industry. The aforementioned conceptualised crisis demonstrates the influence of a pandemic on the tourism industry, and this requires urgent countermeasures to reduce the scope of the damaging implications (UNWTO, 2011). In this study, the main focus is in relation to the coronavirus that exacerbated financial challenges, particularly from the perspective of the tourist attraction sub-sector.

Reflection of previous pandemics' consequences led to economic loss that exceeded the power of local government, thus requiring government and international support (CRED, 2009). This suggested a need for this study to explore and make available a thorough comprehension that demonstrates the extent of how the Covid-19 pandemic has economically debilitated the tourism industry, particularly the tourist attraction sub-sector. Following is a review section of the emerging literature on the Covid-19 pandemic, tourist attraction sub-sector and the tourism industry.

2.3 EMERGING PANDEMIC AND TOURISM LITERATURE

It has been acknowledged that the tourism industry is highly vulnerable to consequences caused by natural disasters and international crises such as the pandemic (Laws et al., 2007; Ritchie, 2009; Hall, 2010; Butler, 2017; Lenggogeni et al., 2019; Ritchie & Jiang, 2019). Since the 2008 international economic crisis, the emergence of the pandemic has constituted an impediment to the tourism industry. Based on the primary investigator's viewpoint, it is questionable whether it brought about "the most profound financial downturn since the Great Depression" (Cheer, 2020). The Covid-19 pandemic is distinctive to measure, although institutes a mixture of financial crisis, natural disasters, socio-political crisis and tourist industry demand crisis (Zenker & Kock, 2020).

2.3.1 Pandemic Literature

The emergence of the pandemic has been named a "black swan" event, and compared to the power of World War II, in terms of economic threats to various sectors and social existence (Nicola et al., 2020). Certainly, after the 2008 economic and 9/11 crises, the OECD (2020) confirms the 2020 pandemic as the third greatest social and financial threat event of the 21st century (Hamidah et al., 2020).

Regardless of the economic impact, the pandemic also threatens the social nature of the tourism industry (Butcher, 2020; Hamidah et al., 2020; Huijbens, 2020; Qiu et al., 2020). Indeed, the pandemic has negatively impacted the two main factors that the industry depends on, namely sociability and mobility factors. For instance, the social distancing measures implemented reduced

the satisfaction of a holiday at some particular tourist attraction, to the extent that many tourists decided to stay home (Butcher, 2020).

As stressed by Butcher (2020) and Dube et al. (2020), as well as Gursoy and Chi (2020), the tourism industry, including the attraction sub-sector, truly faced major socio-economic consequences due to the Covid-19 pandemic. The pandemic is considered the worst economic threat of modern times for the tourism industry (Assaf & Scuderi, 2020). According to Corbisiero and La Rocca (2020), the establishment of the international tourism system and structure transformed to “non-tourism instead of over-tourism” in a short space of time.

It is no overstatement to emphasise that tourism is in a period of significant transformation, similar to that during the Great Depression and global warfare (Higgins-Desbiolles, 2020a). The Covid-19 pandemic has led to fast-paced financial shutdowns, resulting in UTs for accommodation and tourism businesses (Dube et al., 2020; Gursoy & Chi, 2020). Also, the Covid-19 pandemic is considered the most severe international health, humanitarian, and economic crisis (Stonelake, 2020). For instance, an estimated 75 million international tourism industry employment opportunities were affected (Zenker & Kock, 2020), and tourism businesses and attractions, as well as entertainment and sporting events, were the first to close due to imposed lockdown measures (Thomas & Laesser, 2020).

This has remained an important global and domestic tourism shutdown; however, it is viewed as an unfortunate casualty of the crisis, as the Covid-19 pandemic demonstrates a breaking point in the tourism tradition and history (Higgins-Desbiolles, 2020a). The Covid-19 pandemic has not only hindered the growth of tourism, but also the international relationship architecture of the industry and related mobility serves to provide a direction for movement of such pathogens (Bianchi, 2020).

Within a short space of time before the worldwide lockdown, primary investigators collaborated in major arguments regarding tourism underdevelopment, over-tourism, and the influence on tourism stakeholders to avoid travel, in order to address the climate implications (Novelli, 2020; Smith, 2020d). The implemented pandemic lockdowns, border closures, and stay-at-home restrictions threatened the industry, and fundamentally transformed the narrative to focus on the implications of under-tourism that affect human livelihoods (Russo, 2020). The Covid-19 pandemic has not only caused a crisis in the global landscape for tourism sub-sectors such as attractions, but also changed consumers' preferences and market demands that the tourism supply chain and business frameworks had fulfilled prior to the pandemic (Gössling et al., 2020).

Due to this crisis, there were endeavours to form a new relationship between capitalism and tourism (Cave & Dredge, 2020). Higgins-Desboilles (2020b) argues that the industry operated on free market capitalism associated with community, private-public goods, and power during the pre-pandemic. Sigala (2020) views the pandemic as a crisis of economic community originating in the development paradigm.

Moreover, numerous tourism scholars consider “the Covid-19 pandemic as a transformative opportunity for the industry and resetting tourism studies” (Bianchi, 2020; Brouder, 2020; Carr, 2020; Cheer, 2020; Gössling et al., 2020; Gretzel et al., 2020; Hall et al., 2020; Lew et al., 2020; Rogerson & Baum, 2020; Sigala, 2020). As an exemplar, the neoliberal globalization is related to economic imbalance, environmental damage, and high rates of international travel, Goffman (2020: 48) states that the crisis stimulates the localisation opportunities.

Moreover, the pandemic challenged stakeholders to change tourism, both internally and externally, thus re-focusing by considering the local areas only as destinations providing security and safety (Tomassini & Carvagnaro, 2020). Therefore, Lapointe (2020) proposes that another essential transformation is enhancing tourism capacity to host local stakeholders for survival purposes, in the case of reduced tourist arrivals. Similarly, Romagosa (2020) also indicates opportunities for sustainable tourism.

According to Carr (2020) the crisis stimulated an opportunity to shape the economy through accelerating government regulations, and the UTs revealed that the pandemic is not only distinctive but consequential for the long-term transformation in the tourism industry (Sigala, 2020), as Prayag (2020) maintains that it is important to transform and reset the tourism research and the industry. The investigative endeavours into the Covid-19 pandemic and tourism will be outdated, and possibilities are that scholars’ research on these variables will be conducted only for historical purposes (Tourism Research Network, 2020).

2.3.2 Tourism Literature

The tourism economy will re-emerge post-pandemic; however, the normality of the industry remains challenged. For instance, tourism stakeholders tend to engage the technological advancements such as attending virtual museum exhibitions (Abuelenain, 2022); as a result, impacting attractions and other associated sub-sectors in the industry. There is a potential possibility for transforming and restoring tourism through mitigating mechanisms; however sustainable recovery will differ from one destination to another, as well as sub-sector to sub-sector.

In the short term, the speed of the sustainable recovery of the industry will move concurrently with the speed of international financial recovery post-pandemic (Prideaux et al., 2020).

By contrast, Prideaux et al. (2020) confirm that “the long-term recovery changes to carbon-neutral economic production structures and implements new paradigms purposely for future sustainable industry recovery.” Also, Gössling et al. (2020) suggest that recovery of tourist attractions should emerge from domestic markets, then community tourism markets afterwards, while other scholars highlight the significance of visiting friends and relatives (VFR) tourism as an essential mechanism to ensure industry recovery (Backer & Ritchie, 2017; Rogerson and Baum, 2020).

Therefore, it is important to consider improving tourist safety, to ensure timeous acceleration of tourist participation in the attraction sub-sector (Turnšek et al., 2020). This safety recommendation is essential to tourism sub-sectors to retain tourists and other industry role players. Hence, the influence of the Covid-19 pandemic on tourism participation, including sub-sectors such as accommodation (hotel and guest houses), food services, tourist attractions and entertainment, are discussed in the following section.

2.3.2.1 Tourist Participation

The crisis negatively impacted the tourism industry due to reduced tourist arrivals and expenditure at particular destinations (Rasoolimanesh et al., 2021). Many governments implemented policies and regulations to mitigate the pandemic, including implementing restrictions on travel, especially for non-essential services offered through tourism sub-sectors (Lee et al., 2021). Due to the Covid-19 pandemic, many governments around the globe introduced a policy which restricted tourist travel.

Multiple tourism scholars such as Gössling et al. (2020) and Dube (2021), as well as Rogerson and Rogerson (2021) provided the status quo, that international travel remained temporarily closed, and airport services faced reduction of tourist arrivals as well as revenue loss due to travel cancellations and refunds. The airline sector slowly recovered from the pandemic (IATA, 2021). However, Rogerson and Rogerson (2021) state that tourists have their own choices and perceptions, regardless of travel restrictions, to visit a destination. Scholars maintains that the tourists’ perspective on their health and safety remain a concern (Gössling et al., 2020; Wen et al., 2020; Rogerson & Rogerson, 2021). This is exclusively after the emergence of this so called “UTs” (IPPPR, 2021), i.e. the Covid-19 pandemic that reduced the level of tourist arrivals in South Africa.

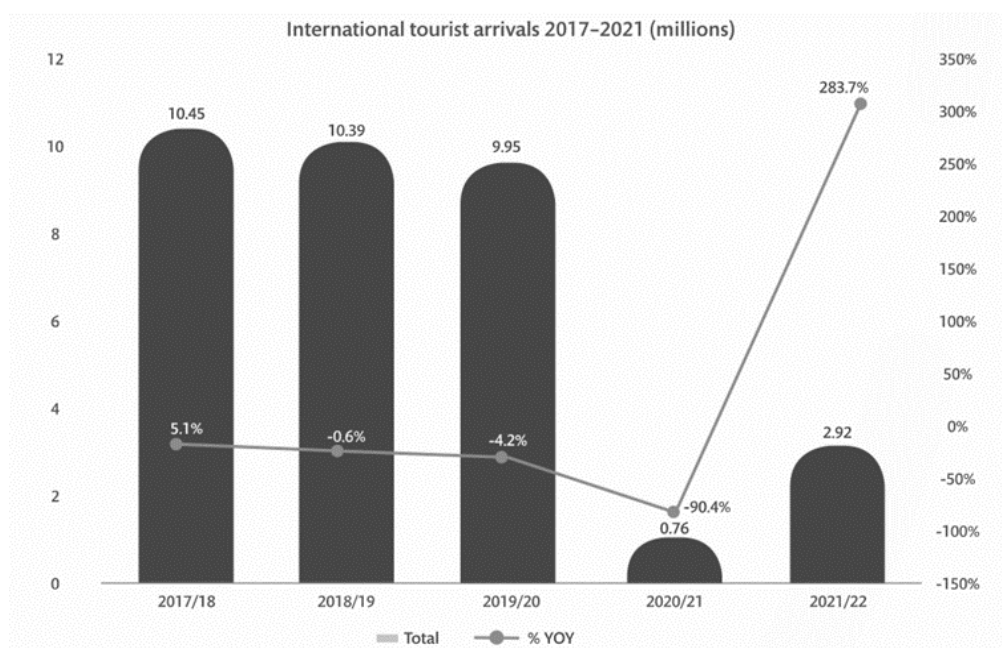


Figure 2-1: International tourist arrivals in South Africa

Source: SAT (2022)

As shown in figure 2.1 above, the trends of number of tourists wishing to visit South Africa reached 2.92 million in 2021/22, associated with a 283.7% increase in the previous financial year. The performance for 2021/22 was at 29.3% above 2019/20 trends. The emergence of the pandemic had a negative influence on tourist arrivals in April 2020. Several scholars argue that South Africa is a safe tourism gateway, resulting from the high level of international tourist participation before the pandemic (Rogerson & Visser, 2004; Hammett, 2014; Visser & Marais, 2021).

2.3.2.2 Accommodation

Visser and Marais (2021) classify the term “accommodation” as a tourism sub-sector that accommodates visitors and stimulates other prospects related to employment and so forth. The implemented government non-pharmaceutical interventions (NPIs), such as reduced mobility, social and physical prohibitions, adversely impacted tourism. Although this intervention allowed a shutdown of tourism activities to mitigate the spread of the virus, Ozili and Arun (2020) maintain that this impacts the supply chain of visitors to hotel and guest house facilities. Scholars state that the pandemic severely transformed the accommodation sector (Mensah, 2020; Kenny & Dutt, 2021; Ramuni, 2021).

Some accommodation businesses operated during the pandemic; however, such establishments experienced financial loss due to reduced numbers of consumers and safety management costs

(Xiang et al., 2022: 1). According to Sucheran (2021), the pandemic threatened 96% of hotel and guest houses in South Africa, and 75% of these establishments faced a financial decline. The hospitality industry is interconnected with tourism sub-sectors. For this reason, the lack of hotel and guest house bookings influenced the food services sub-sector. In the City of Tshwane, there was an observed decrease in the utilisation of food services. For instance, regular tourism study subjects reduced or entirely stopped visiting various food establishments during the lockdown, as scholars explain that this had a negative influence on sales as well as dining customs (Panzone et al., 2021; Genov et al., 2022). According to Njomane and Telukdarie (2022), the overall decline of food service preferences resulted in a low demand and increased food wastage during the Covid-19 pandemic.

2.3.2.3 Food Services

Tourism scholars such as Dube et al. (2020), Song (2021), as well as Visser and Marais (2021) acknowledge the vulnerability of the food services sub-sector to disasters and crises. The SMMEs in food services lack the capacity to operate in the long term; however, such services contribute positively to the economy (Madeira et al., 2021). Previously, this sub-sector survived other crises, but the pandemic challenged the capacity of the sub-sector to protect the livelihood of the stakeholders who depended on its economic activities (Byrd et al., 2022).

Also, Madeira et al. (2021: 2) forecast that tourism stakeholders would lose employment opportunities because of food services operations failure. Many SMMEs in the food services temporarily shut down due to the implemented government regulations such as travel restrictions and lockdown measures (Elshaer, 2021; Xu et al., 2022). Food services owners criticized the enforcement of government regulations such as social distancing (Gunay & Kurtulmus, 2021: 3), as this led to failure of small-scale food services during the pandemic (Edwards, 2020; Tucker & Yu, 2020).

Currently, tourism businesses are adapting to various mechanisms, such as restructuring and downsizing, that adversely impact the livelihoods of workers (Gössling et al, 2020; Alonso et al., 2022). Such mechanisms include retrenchments, financial loss, and cost reductions (Dube et al., 2020). The aforementioned indicates the overall impact of the Covid-19 pandemic, particularly the economic side of the food services were certainly implicated negatively. This condition is also associated with the tourist attraction sub-sector as an important element of the tourism industry that has also been compromised.

2.3.2.4 Attractions

Globally, more than 1.5 billion tourists were visiting various destinations, and this made it impossible to predict the failure of attractions and the economy (Behsudi, 2020: 38). Conversely, the tourism industry has faced the epicentre of chaos due to the pandemic, and these included destinations impacted across countries. According to Bremner (2020), more than 65 million domestic visits to attraction sites such as museums were lost due to the pandemic, and this study is reliant on findings from national museums based in the City of Tshwane. Therefore, regardless of economic wastage that is regularly endured by the iconic tourism establishments, the tourist attractions and entertainment persist in playing a key role in sustaining tourism businesses post the Covid-19 pandemic.

2.3.2.5 Entertainment

Many nations throughout the world rely heavily on the entertainment tourism sub-sector for their economic growth (Oxford Economics, 2018: 1). The pandemic has negatively influenced the bookings of entertainment events such as conferences, exhibitions, weddings, trade and music shows, among others (Ozili & Arun, 2020: 14). This forced various entertainment businesses to depend on government financial support for recovery.

The social distancing government regulations implemented have also worsened the impact of the Covid-19 pandemic on the entertainment as well as events-based businesses, as freelance workers in this sub-sector were retrenched, with little or no financial remuneration (The Guardian, 2020: 1). The unemployment rate increased in the entertainment sub-sector, including uncertainties about receiving financial government support, as it was viewed to contribute less to the economy compared to other tourism sub-sectors (Statista, 2020: 1).

In relation to the discussed sub-sectors in the tourism industry, it is clear that the pandemic has led to subsequent reductions in the industry, and this has influenced the tourism contribution to the economy. Tourism scholars such as Assaf and Scuderi (2020), Karabulut et al. (2020), as well as Dolnicar and Zare (2020) refer to the Covid-19 pandemic as the tourism industry's greatest threat of all time. In contrast, Fotiadis et al. (2021: 2) maintain that thorough understanding regarding the impact of the pandemic enhance the potential of tourism stakeholders to explore appropriate decision-making mechanisms, and as a result stimulate businesses capacity to overcome UTs that threaten financial sustainability and recovery. Additionally, epidemic outbreaks are not only health threats, but are also economic threats that require financial, demand, and supply-side interventions to ensure sustainable recovery.

2.3.3 Transforming Studies Implications

From an economic viewpoint, exploratory Covid-19 impact studies on the tourism industry are significant as a remedy to reduce casualties, which are associated with improved response mechanisms (Sigala, 2020). Conversely, Barrios (2017) argues that studies focusing on the impact and characteristics of the pandemic rather than its structural origin led to difficulties to recognise the consequences which the pandemic found.

Exploring the origin of the pandemic has the potential to deviate from the scope and boundaries of the tourism studies (Barrios, 2017), hence, the latter highlights and transforms the tourism industry structures and implications that enabled the spread of the pandemic, globally. Regrettably, it has been emphasised that economists explain the pandemic as a natural circumstance originating and emerging externally in the economic system (Nowlin, 2017).

Nonetheless, acknowledging the pandemic as an exogenous phenomenon that is not associated with socioeconomic values and structures tends to escalate and perpetuate the origins of the pandemic, and to put pressure on transformational system and processes. The pandemic is a crisis of the economised community that originates around the development paradigm (Otsch, 2020), and is also associated with external factors such as globalisation, urbanisation, modern capitalism, and climate change (Allen et al., 2017).

2.3.4 Contributing Development Paradigms

The nature of tourism stimulates connection of stakeholders around the world and this has abruptly changed the environmental capacity, decision-making and policy formulation thus the development paradigms are viewed as a major contributor to the impact of the pandemic (Sigala, 2020). In future, the emergence of pandemics would continue, as a result of environmental changes, thus showing the vicious circle relationship between socioeconomic systems, physics, and biology (WEF, 2019).

Additionally, the crisis in the economic system has shaped and guided the pandemic response and sustainability recovery mechanisms of businesses, organisations, government and other tourism stakeholders. This results in complexities to manage the effect of future pandemics on the tourism industry, as focus is on the consequences instead of the origins.

For instance, the economic priorities for sustaining businesses, tourism attractions, employment and industry recovery in the LED have influenced government regulations and interventions such

as tourism economic support and employee tax rebates, as well as ease of restrictive measures for re-opening tourism industry with the compromise of economy stability and human livelihoods.

As national, provincial, and local governments endeavour to reduce economic losses, attempts are also made to locate tourism literature that can improve the pandemic approach to ensure tourism resiliency and sustainable recovery based on the existing development paradigms and business models. Arguments are constructed on the exchange between economic gains and losses at the expense of ethical principles, morals, and human rights; by contrast, there is a lack of evidence to rationalise the suitability of this exchange and the implemented approach (Sigala, 2020).

2.3.5 Transforming institutional perspectives and systems

Generally, concepts such as education, research, political and socio-economic systems are interdependent, and have framed the structure on how tourism scholars investigate, understand, respond to and recover from the effects of the pandemic (Gössling et al., 2020). Subsequently, studies on the pandemic were transformed, from the health perspective to an economic crisis, resulting in financial pressure that impacted the industry's competitiveness.

It is possible to prepare for the impacts arising from the pandemic, depending on the pandemic tourism studies to take responsibility for managing a resilient and sustainable future (Sigala, 2020). Additionally, scholars should not only emphasise the significance of the pandemic tourism literature, but should also encounter development paradigms and perspectives to transform tourism (Loannides & Gyimóthy, 2020; Gössling et al., 2020; Hall et al., 2020; Higgins-Desbiolles, 2020a).

This encounter can be achieved, as Brodbeck (2019) suggests that pandemic and tourism studies need to challenge the epistemological and ontological perspectives that support science and development paradigms, and also transform systems and strategies that harm the sustainability of tourism evolution (Higgins-Desbiolles, 2020a). Therefore, to enhance change in the socioeconomic system, the study should not only support tourism views, but should encourage tourism stakeholders to be innovative and strategic against the pandemic.

For instance, at the macro-management level, pandemic tourism literature has to rethink, unthink and then rethink perspectives, including globalisation as an inflexible factor; neoliberal capitalism as a decision-making source, and development as a forward-thinking and growth approach (Higgins-Desbiolles, 2020a). The pandemic is fast-tracking the normality of community and

governance, previously questioned as discriminatory on privacy, constitution and human rights (Zysman, 2006)

2.3.6 Development of Technology and Digitisation

It is important to consider technology as a major mechanism to mitigate the pandemic and recover the tourism industry and economy. Regardless of limited control to stop technological developments, the digitisation purposes and interpretations have to be transformed and challenged. According to Zuboff (2015), technology developments are formed through institutional logics that are effective to manage the pandemic.

Pandemic and tourism studies have to explore and improve literature, using technology's capacity to gather information useful to control human behaviour such as that of employees, and tourist behaviour, purposely to generate income and market competitiveness (Zuboff, 2015; Constantiou & Kallinikos, 2015). Moreover, Hall et al. (2017) maintain that technology advances remain an enabler of transformation and innovation to ensure tourism resilience and sustainability.

The pandemic has boosted the inclusion of technology to the recovery of the tourism industry, where it supports current paradigms using digital services such as artificial intelligence and robotics. Also, these technology advances should be re-shaped and re-imagined in accordance with the impacts of the pandemic on the community, economy, and tourism industry.

At a micro-level, pandemic tourism studies have to challenge the extent to which tourism is viewed as a way to escape an unpleasant life, associated with justifications about tourists travelling away from home to enjoy life in other countries, as well as businesses commercialising communities, and tourist attractions satisfying the tourists' needs to stimulate economic development. These kinds of perspectives have escalated during the pandemic and compromised the tourism industry.

Therefore, pandemic tourism studies have to motivate tourism stakeholders to transform and reset innovative perspectives and behaviours, to enhance tourism development by protecting tourism resources. Studies maintain that tourism should not be perceived as one way to self-gratification and economic growth, rather as a personal lifestyle and economic investment in the long term.

2.3.7 Supporting methodology in the literature

Generally, it is important for studies on the pandemic and tourism to focus not only on mitigating the pandemic, but to also to form research questions, methodology and results to guide tourism stakeholders. Application of the theoretical frameworks and lenses of holistic disciplines has the

potential to guide the study. Due to the need for urgent research processes and results, pandemic tourism studies also need to improve new study approaches, such as paradox methodology, as an effective tool to inform and support the literature (Schad et al., 2016; Cameron & Quinn, 1988).

It is a metatheory that provides a robust lens to enhance existing theories, as it provides understanding of constructs, relationships and dynamics to study organisational paradoxes in a paradoxical form (Cameron & Quinn, 1988). Integrating paradox methodology into pandemic tourism study is unavoidable, as the impact of the pandemic has discovered existing paradoxes, and also produced new ones, which are paramount in the literature due to the following reasons (adapted from Schad et al., 2016):

- The pandemic can be transformative and positive, in the case of interruptions to the socio-economic system, to explore and understand structural debates and paradoxes.
- Paradoxes develop, as current organisations and sectors become broadened and difficult, the emergence and impact of pandemics and tourism are an indication of interconnection and multifaceted systems.
- Paradox is also known as a robust metatheory instrument that has the capacity to challenge theoretical perspectives, and to enhance connected debates encouraging innovative theoretical frameworks.
- Paradox reveals and opposes existing pre-assumptions that confine the primary investigator.
- Paradox assists in improving and generating new ideas, through the debates that allow for validated findings, thus resulting in creativity.

There is a lack of paradox studies on tourism. However, the applicability and relevance highlight exploring macro-level tourism and attraction management challenges, business operations, and tourism demand (Williams & Ponsford, 2009; Sigala et al., 2004; Mawby, 2000). Nevertheless, as both the current and post-pandemic period developed new paradoxes in tourism, it is important for tourism scholars to implement a paradox lens. For instance, the impact of pandemic regulations such as lockdown and social distancing has increased the use of technology for both businesses and tourists.

However, persistent paradoxes are assessing the usefulness of technology strategies, as well as determining whether they are diffusers, fertilisers, or cures of the pandemic. The pandemic encouraged emergence of various paradoxes that are relevant at the three tourism management

levels, namely micro-, meso- and macro-, thus pandemic tourism studies can explore and investigate with the purpose of transforming and improving literature.

2.4 THE PANDEMIC RISK AND TOURIST DECISION-MAKING

A person's view of the uncertainty and injurious implications of buying a good or service is known as perceived risk (Reisinger & Mavondo, 2005). According to Adam (2015) and Liu et al. (2016), these perceived risks are associated with visitor's views of potential negative consequences resulting from participating in travel and tourist attractions activities.

Several scholars such as Reisinger and Mavondo (2005), Qi et al. (2009), Fuchs and Reichel (2011), and Olya and Ansi (2018), as well as Wolff et al. (2019), reiterated that these negative perceptions are classified into eight different typologies such as psychological, physical, health, financial, equipment, satisfaction, social, and time limitations. Research by Cui et al. (2016) that investigated the impact of perceived risk on tourism found it as a multi-dimensional paradigm.

For example, climate change, food safety, socio-psychological and financial risks affect global tourists' decision-making (Fuchs & Reichel, 2011), as Adam (2015) and Kim et al. (2019) stress that other perceptions and risks are associated with tourism and travel. Therefore, studies have proved that perceived risks are multi-dimensional, as well as based on distinctive paradigms (Liu et al., 2016; Carballo et al., 2017; Wolff et al., 2019). In a nutshell, risk is simply regarded as a primary fear or concern by the visitors (Kozak et al., 2007). In relation to the visitors' concerns, various tourist attractions in the City of Tshwane were impacted. During times when the Covid-19 pandemic was at the peak phase, many domestic and international tourists cancelled their travel plans as a way to avoid infection by the virus (Mamirkulova et al., 2020).

2.4.1 Classification of perceived pandemic risks

The aforementioned highlights that the three risk classifications – psychological, health and social risks – are the most relevant for tourist participating in tourism activities in the future, post-pandemic. In essence, psychological risk in the tourism context is associated with the travel and attractions experience not being satisfactory for tourist personality, taste, fashion, and preferences (Adam, 2015). Secondly, health risk is related to possible threats that affect the health and wellbeing of the visitors at a time their tourism participation (Olya & Ansi, 2018).

This study focuses less on the health aspect of the Covid-19 pandemic; however, it is important to demonstrate its relationship with tourism, as Huang et al. (2020) establish that the health risk remains vital in the decision-making aspects of tourism stakeholders. Though psychological and

health risks are related to the pandemic, the extent of the pandemic may also worsen the social risk.

This form of social risk is associated with how tourist social groups tend to make decisions and choices on visiting attractions (Wang, 2017). Previous research by Adam (2015) and Kim et al. (2019) discovered the causal impact of psychology and social risk, whereas the health risk (Liu et al., 2013) affects the decision-making processes of the tourists. This implies the referred notion of risk perceptions as multi-dimensional, as well as vulnerable to both internal and external crises. For this reason, that the tourist decision-making process is complex; to allow less effort, Chen (2016) outlines four phases of the decision-making process, namely:

- “The pre-decision phase;
- post-decision and pre-purchase phase;
- post-purchase phase; and
- pre-consumption and post-consumption phase”

Pointing out its relevance to the study, the highlighted health risk perceptions have the potential to affect the tourism industry in conjunction with the first two phases of the decision-making process. For instance, the perceived risk caused by the pandemic has control over and an effect on the decisions, based on the particular attractions and destinations that tourists choose to visit, associated with the post-decision phase of tempering tourists’ decisions on payments on travel, as well as tourism goods and services.

Scholars such as Akhoondnejad (2015) underpin this perspective to some degree, classifying the pre-travel as the first of the three phases where recognized health risk to tourism emerges. Likewise, the extent to which health concerns influence tourists’ information-seeking tendencies, awareness, and decision-making phases of behaviour was found by Chien et al. (2017).

2.4.2 Tourists’ Decision-Making

The most important decisions taken by tourists rely heavily on factors such as location, reason, behaviour, duration and financial capacity required to visit a particular destination. The tourism businesses are dependent on and invest in knowledge to understand the tourist decisions; however, the main concerns are the trends about where tourist travel, which refer to preferences and choice of destination and tourist attractions.

It is possible for tourists to initially decide on a visit to a particular destination, and thereafter determine the form of experience they prefer to participate in at the time of the visit. According to

Obenour et al. (2005), the tourists' psychological knowledge related to a specific place, plays a significant role in selecting a destination, which considers factors such as interests, beliefs and behaviours regardless of being influenced by the psychological and public reputation of the tourist attraction destination.

Tourism stakeholders such as tourists are influenced by both needs and wants, as well the attractions' attributes in order to plan a particular visit (Dan, 1981), hence, Zhou (2005) maintains that tourist attractions' attributes play a key role in enabling a destination to attract more tourists. Woodside and Lysonski (1989) established a general framework of the destination choice process that acknowledges the major importance of preference and perceptions. As demonstrated in figure 2.2, the tourist attraction destination selected for a visit remains the outcome of a series of internal and external decisions, developing from the original stated destination, where preferences and travel to a particular attraction are planned.

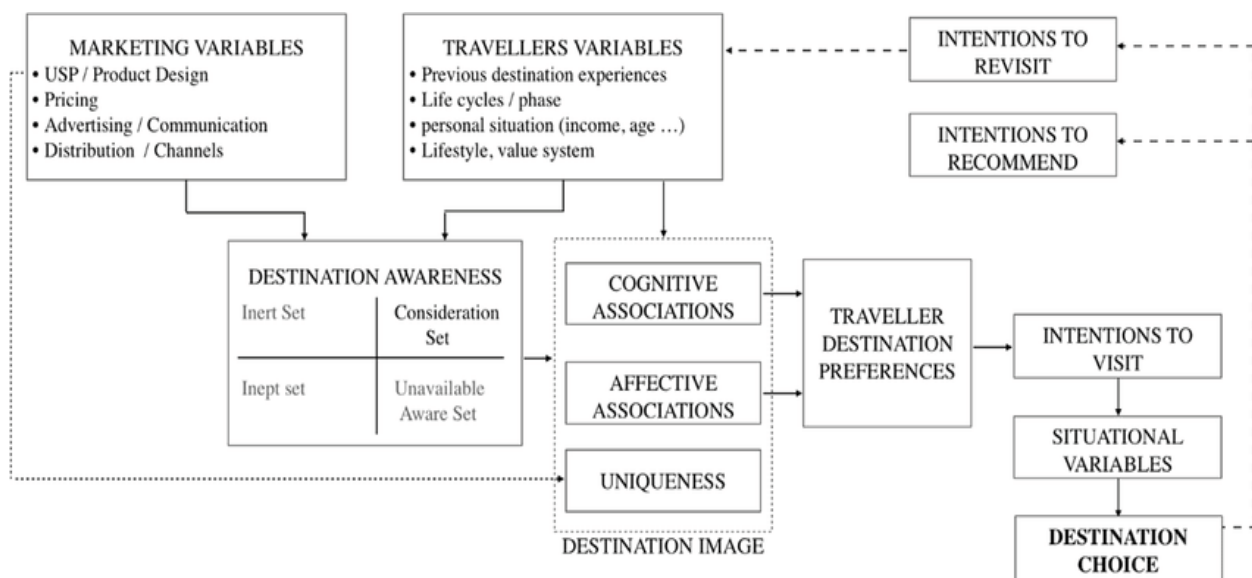


Figure 2-2: Woodside and Lysonski's General Model of Destination Choice

Source: Woodside and Lysonski (1989)

Focusing on the nature of the model, it is important to acknowledge the five key elements that are based on the visitor's decision-making, viz. where to visit, whether to visit, what to do, when to visit, how much to spend, and how long to stay (Nuraeni, Arru & Novani, 2015). The model illustrates how the visitors carry out decisions in terms of destination choice, i.e. where to visit. In most instances, visitors may decide to visit a specific tourism destination, and then have the form of the experiences, (taking into consideration their preferences, beliefs and values), they wish to explore during their stay. One of the factors influencing the selection process is related to the

psychological image that tourism consumers have of a particular location, strengthened by the public reputation of the area (Obenour, Langfelder, & Groves, 2005). Literature has also reiterated that visitors are influenced by the qualities of the destinations, as well as their needs and wants (Dan, 1981). The model proclaims the significance of perceptions and preferences, as it demonstrates the extent to which destinations' qualities are essential in favour of attracting tourists (Zhou, 2005), even during events such as the Covid-19 pandemic. Moreover, the model proposes that a "preference for a particular visit is the outcome of a series of explicit and implicit decisions which progress from an initial state of destination reputation and awareness conditions from which particular destination preferences arise and a travel intention" is encouraged (Woodside & Lysonski, 1989).

2.4.3 Tourist Travel Behaviour

The acknowledged risk as a multi-faceted and complex paradigm has different consequences for tourist decision-making, whereby one or more risk level has the potential to change a tourist's perspective of a particular attraction and decision to visit (Reisinger & Mavondo, 2005; Carballo et al., 2017; Karl & Schmude, 2017).

Studies by Law (2006), Fuchs and Reichel (2011), Chien et al. (2017), and Wang (2017), as well as Huang et al. (2020), have shown that crises have a largely harmful impact on the tourist attractions as a result of risks. Tourists tend to change plans, or destinations, and cancel travel during a time of risk (Roselius, 1971; Osland et al., 2017). Consequently, tourist safety concerns lead to a noticeable influence on their preferences and decisions (Novellia et al., 2018). For example, as Leggat et al. (2010) indicate, in 2009 the influenza virus outbreak led to a 4% decline in global tourist arrivals in China.

Commonly, previous studies have demonstrated that perceived risks are harmful to tourists' travel plans (Kim et al., 2019; Novellia et al., 2018), as well as risks related to tourist attractions that are vulnerable to international shocks. Moreover, studies also demonstrated the hindering consequences of pandemics and disasters on global tourism (Cooper, 2005; Law, 2006; Qi et al., 2009; Novellia et al., 2018) which will encourage a tourist avoidance response and threaten domestic tourism.

The pandemic remains an unforeseen international crisis, further impacting on the tourism industry. It is evident that the acknowledged risk remains an important multi-faceted and complex paradigm for tourism, therefore the detrimental effects of the pandemic provide a need for urgent academic intervention to investigate future tourists' behaviour. From an inquiry into the literature,

it is practical to conclude that the negative impact has the capacity to escalate the vulnerability of the international tourism industry post-pandemic, so it is vital to impose the recovery of the tourism industry in the medium term as a matter of urgency.

2.5 FUTURE OF TOURISM AND SUSTAINABLE RECOVERY

According to traditional knowledge, the type, extent, and magnitude of the Covid-19 pandemic will determine how speedily the tourism industry recovers (Ritchie & Jiang, 2019). It is clear that the industry's recovery approach from the Covid-19 pandemic's consequences focuses on reducing the health and socio-psychological risks, as well as the impacts on the visitors' behaviour. This necessitates a study on emergency intervention in the current Covid-19 pandemic versus tourism industry. Global tourism perceives a multi-dimensional difficulty from both the tourism demand factors, such as socio-psychological and health risks, as well as tourism supply factors, such as financial deficit, unemployment, business failure, and employee salary reduction.

Therefore, a comprehensive multi-stakeholder approach is required for the tourism industry's sustainable recovery in order to control the elements that influence supply and demand factors. Furthermore, the government's capacity to regulate the objective as well as subjective aspects of different tourist attractions and destinations can be used to evaluate how well the Covid-19 pandemic has dampened the tourism industry, as confirmed by Cui et al. (2016).

The objective factors are related to the assessment, while travel to tourist attractions is related to harmful impacts (Rahman et al., 2021). The pandemic is associated with a health impact that hampers the sub-sector, which can be mitigated by government and immigration interventions. Conversely, the subjective factors are related to negative emotions by tourism stakeholders and interventions such as media image and domestic tourism, as well as marketing, to influence tourist perspectives (Rahman et al., 2021).

2.5.1 Governance

According to Becken and Hughey's (2013) viewpoint "a multi-stakeholder approach is paramount to establish an integrated tourism and government relationship, to ensure eradication of threatening impact on the industry." Scholars acknowledge the extent of the capacity that the government has to enhance human, economic, and technical resources in exchange for the industry's recovery (Ritchie & Jiang, 2019). For example, government interventions are important to reduce the negative financial consequences as a result of the Covid-19 pandemic, and such support includes

provision of economic incentives, reduced taxes for tourism businesses, reduced loan rates, and subsidies (Ritchie & Jiang, 2019).

Moreover, government authorities can process attraction marketing through use of public diplomacy interventions to improve global communication platforms, transform confidence of the tourists, and recover the reputation of attractions (Cooper, 2005; Gu & Wall, 2006; Carlsen & Hughes, 2008). Regardless of this, government authority holds a vital function that relates to effective mitigation of the Covid-19 pandemic, and to restore economic activities.

For example, the public administration of Spain has established “a four-pillar tourism industry recovery plan that aim to investigate, formulate and implement the socio-sanitary conditions to improve the tourist attractions’ safety” (OECD, 2020). This intervention can be adapted to various countries, and demonstrates the importance of government spheres in eradicating the threatening impact of the crisis.

2.5.2 Immigration

In order to reduce the transmission of the coronavirus, government authorities around the world enforced stringent regulations to prevent both inbound and outward travel (Yanga et al., 2020; Cahyanto et al., 2016). These strict regulations include isolating tourists upon arrival, and travel prohibitions (Folayan & Brown, 2015; Mackenzie, 2014). According to Fragomen (2020), more than 90% of the international population were prohibited to travel, by suspension of inbound and outbound travel, including visa processes (Fragomen, 2020).

Globally, at least 156 national governments managing tourist attractions had established border prohibitions (UNWTO, 2020), thus tourism policy measures on travel restrictions have the potential to boost tourist confidence and ensure safety (OECD, 2020). Therefore, the first important step depends on the preparedness of governments to ease strict immigration regulations to facilitate tourism activity efficiently post-pandemic.

2.5.3 Media Profile

Certainly, what is found is a connection between risk perceptions related to the Covid-19 pandemic and an escalation of information investigations on social media (Huynh, 2020). Other scholars confirm this relationship, synthesizing that the more the perceived risk, the higher the chances that tourists seek information to satisfy their consumption of tourism activities (Fuchs & Reichel, 2011; Swarbrooke & Horner, 2007).

Dunwoody and Griffin (2015) maintain that an intentional information seeking process encourages the “analytical cognitive technique of decision-making.” Therefore, the tourist attractions media platforms such as news, movies, documentaries, and internet websites are important cues that tourists require to inform their absolute decisions and choices (Fuchs & Reichel, 2011; Chew & Jahari, 2014; Kapu & Richards, 2016; Zhai et al., 2019). Jonas et al. (2011) point out the truism of the tourist attractions media profiles are likely to eradicate any possible and perceived risks.

2.5.4 Marketing

According to Campiranon and Scott (2014) “marketing serves as a pandemic management mechanism that is essential to the sustainable recovery of the tourism industry.” The Covid-19 pandemic has impacted many communication processes, resulting in negative implications for risk perceptions; subsequently, marketing redresses this problem of tourist behaviour by enhancing information awareness, education, collaboration, and mutual trust (Aliperti & Cruzs, 2019).

2.5.5 Domestic tourism

The threatening implications of the crisis are less at the time tourists contemplate domestic tourism, in comparison to global tourism (Wolff & Larsen, 2016). Also, Wolff et al. (2019) refer to such considerations as “home is safer than away bias.” This emphasises a pressing call for tourism academic practitioners and stakeholders to consider cultivating domestic – i.e. local tourism – as a short-term measure, as another way to achieve medium term recovery of the industry. This subjective tourism intervention is significant to stimulate domestic tourism, and also to ensure domestic and global tourist safety, consequently eradicating subjective factors that affect socio-psychology risk.

The aforementioned highlights the need for tourism research to be adaptive and prepared for crises such as pandemics and any other external events that threaten the sustainability of tourist attractions and stakeholders. It is the responsibility of scholars in the industry to address existing inconsistencies and loopholes amongst scientific practices and theories. The Covid-19 pandemic’s socio-economic tampering with this industry, remain as UTs that led to long-term challenges in the tourism industry.

2.6 ECONOMIC CONTRIBUTIONS OF TOURIST ATTRACTIONS

Tourist attractions play a significant role in destination planning and maintenance. However, this particular tourism sub-sector has been examined less thoroughly in contrast with other tourism sub-sectors such as accommodation and transportation (Wang et al., 2022). Leask (2010)

maintains that this is a major limitation that has long been acknowledged; however, there are fewer improvements aimed at addressing this information gap post-pandemic. Consequently, this emphasises a need for more sub-sector specific research (Navarro-Ruiz & McKercher, 2020).

Scholars endeavoured to classify tourist attractions (Garrod et al., 2006), assess the attractiveness factors (Mijnheer & Gamble, 2019), highlight shortcomings of effective management, and evaluate progress in the direction of sustainable objectives (Bakiewicz et al., 2017; Piera et al., 2017). Studies have also been undertaken on the limitations of the economic impact in relation to the attractions sub-sector (Leask et al., 2013). Nevertheless, these limitations have been considered from the viewpoint of pricing mechanism, revenue, and investments growth (Leask, 2016).

Currently, there is no single research that has investigated and explored the economic impact of tourist attractions in a time of crisis or disaster (Frost, 2003; Frost & Laing, 2018; Henderson, 1999). According to Frost (2003), there are two factors that explain the shortage of research related to the economic part of tourist attractions business operations. The first reason is that tourist attractions are a diverse sub-sector embodying businesses of various structures, sizes, and specialisms (Leask, 2010).

In a time of crisis and disaster, it is impossible to compare the economic impact of heritage attractions, such as museums, with the economic impact of natural and entertainment environments, such as national and theme parks. It is paramount to consider suitable adjustments at a time of implementing cross-sectoral economic benchmarks of particular attractions. One more reason is in relation to the confidentiality of financial issues (Frost, 2003).

Leask et al. (2013) state that tourist attractions authorities, such as executive managers and owners, avoid disclosing the financial performance of their businesses, to ensure reputation management and foster a competitive advantage. This form of unwillingness occurs within tourist attraction businesses that are in a state of poor economic performance and business turbulence. Businesses are willing to provide information related to development, instead of to failure (Frost, 2003).

In light of the discussion aforementioned, there is a lack of collaboration between tourism industry stakeholders and scholars on information related to the financial nature of tourist attraction businesses; as a result, this obstructs the literature on the rational economic capability of the sub-sector. Moreover, this hinders the formulation and implementation of appropriate management frameworks that have the potential to stimulate the economic performance of the sub-sector during the pandemic.

Consequently, in order to recover the attraction sub-sector and the tourism industry, it is significant to enable knowledge co-creation amongst tourism stakeholders and scholars on the factors of financial resiliency, to ensure business and industry sustainability post-pandemic.

2.6.1 Crisis Management

Previously, many mechanisms, processes and theoretical frameworks have been established to mitigate the impact of crises (Koehl, 2011). Beirman and Van Walbeek (2011) identify the six phases of crisis management, namely:

- Prior identification of risks and disasters before their emergence
- Effective examination of risk implications, classification, and priority
- Implementing effective interventions to mitigate the risk implications
- Monitoring effectiveness of the implemented plan
- Reviewing and assessing plans based on feedback sourced from monitoring
- Stakeholder participation and collaboration in monitoring adjustments related to the risks

Additionally, Faulkner (2001) also indicates the main framework used, consisting of the six phases for comprehensive understanding, investigation, and management of crisis. This framework suggests that crisis management starts at the pre-event phase, which includes implemented contingency plans to prepare for and prevent crisis emergence, based on existing literature. In a case where the crisis occurs, then it enters the prodromal phase of the crisis, where mechanisms are implemented to mitigate the crisis through a contingency plan.

Thirdly is the emergency phase; protective measures and decisions are implemented during the course of the crisis to protect stakeholders and resources. Subsequently, the intermediate phase follows, where short-term needs of the vulnerable individuals are managed with thorough communication to address the long-term needs. Following is the recovery phase, where specific long-term sectoral needs, such as developing infrastructure, facilities improvement, and tourist attractions, are managed in a thorough, robust, and effective approach.

Finally, the resolution phase, which consolidates various decisions taken during the crisis and further examines and maintains the contingency plans for long-term purposes. Conversely, the aforementioned frameworks initiated by Faulkner (2001) are advanced and comprehensive to

mitigate the crisis; however, through the phases outlined, there are possible difficulties to follow these phases during UTs such as a pandemic in the tourism industry.

2.6.2 Resilience in tourism

Generally, the concept of resilience refers to the potential capacity of a system to manage threats and developments, while maintaining the main structure, identity, functions, and feedbacks (Prayag, 2018; Sisneros-Kidd et al., 2019). Hall et al. (2018) state that resilience is stimulated through unprepared and gradual change. In contrast to crisis management, the resilience approach provides an effective perspective to understand the sustainability and recovery of the system during crisis (Prayag, 2018).

This is due to the reason that from a resilience perspective, a system can self-organise, as opposed to a crisis management approach (Carpenter et al., 2001). Therefore, Prayag (2018) concludes that tourism scholars should focus more on resilience than on crisis in future, as a result a resilient system enhances the potential to not only mitigate the impact but also adapt to changes leading from the crisis.

In the tourism context, resilience studies have mostly focused on major crises and disasters, and have been investigated from various viewpoints such as economic resilience (Lew, 2014), business resilience (Orchiston et al., 2016) and social resilience (Sharifi, 2016). Various indicators have been provided through literature to determine and assess the resilience of tourism destinations and attractions to disasters (Cutter et al., 2010; Lew, 2014). Conversely, Sharifi (2016) argues that these indicators require a multi-dimensional approach and need to consider the limitations of industry and communities to mitigate and control risks.

Subsequently, it is argued that further exploration and investigation are required to benchmark the economic impact of the crisis on tourist attractions. This disagreement is supported by the long-existing structure of the business performance principle, which recommends that the effective administration of an issue is possible only at the time the specific extent of an issue is known (Kennerley & Neely, 2003).

In the context of the pandemic's effect on the tourism industry, this structure suggests that the current and future implications of negative situations such as a pandemic on the businesses' performance should be thoroughly explored, examined, and benchmarked. Clearly, the benchmarks of economic impact forced on tourist attractions due to the pandemic enable tourism stakeholders to assign relevant tools to ensure business sustainability. These benchmarks will

further allocate to the tourist attractions sub-sector the possibility to assess the progress in the direction of the tourist attractions recovery.

2.6.3 Tourist Attractions Management

Tourist attractions are vulnerable to crises, common to other sub-sectors in the tourism industry. Various management frameworks and interventions have been formulated and implemented to assist tourism stakeholders in mitigating the impact of the pandemic, and to ensure recovery of businesses and the tourism sub-sector (Becken et al., 2014; Faulkner, 2001; Ritchie, 2004). However, it is noticeable that tourist attractions, as a tourism sub-sector, have not been included in these interventions.

This highlights a major limitation in the business perspective, as well as the research perspective, leading to a shortage of specific management interventions that have the potential to sustain and prepare tourist attractions at a time of crisis. Common to other tourism sub-sectors, Jiang and Ritchie (2017) state that the possibility of tourist attractions recovering post-pandemic is dependent on a joint tourism stakeholder effort.

Specifically for owners and managers of tourism establishments, it is paramount to understand the consequential extent, and other threats, related to various forms of crises, and also provide relevant mechanisms to overcome their emergence (Jiang et al., 2019). It is the responsibility of the government tourism authority to enable sustainability through provision of financial support, in a case where the extent of the imposed impact on the tourist attractions is considered to be excessive (Nguyen et al., 2017).

Filimonau and De Coteau (2020) state that in order to set benchmarks for sub-sector recovery, scholars have to conduct cutting-edge studies that investigate a specific assessment of possible and actual economic consequences resulting from the pandemic. Evidently, there is a lack of literature in relation to assessing the fundamentals of effective recovery post-Covid-19 pandemic for tourist attractions from the viewpoint of multi-stakeholder relationship. Wang et al. (2022) confirm that the tourist attractions sub-sector is overlooked; moreover, there is no single systematic benchmarking research that has been conducted to examine and explore the economic impact inflicted by current and previous crisis on this tourism sub-sector.

2.7 OVERVIEW OF SOUTH AFRICAN GOVERNMENT INTERVENTIONS

In South Africa, the tourism industry sub-sectors such as attractions and accommodation temporarily closed their business operations due to the implemented government regulations

(Anderson, 2020). For instance, the largest hospitality and tourist attraction group, known as Tsogo Sun, temporarily closed more than 36 accommodation facilities across the country. Additionally, Sun International also closed down the accommodation and casino resorts, including luxury accommodations, in Johannesburg and Cape Town.

Essentially, the only accommodations facilities operating during the lockdown regulations were ones servicing current guests, or tourists travelling to home countries, or those accommodating the essential services workforce (Anderson, 2020; Smith, 2020b). Through recommendations by the World Health Organisation (WHO), these accommodation facilities implemented strict health and safety regulations (Thompson, 2020).

Numerous engagements took place between Department of Tourism and Department of Health, together with the accommodation industry, for provision of available rooms to serve as quarantine sites (Republic of South Africa, 2020a). Various sites were assessed in relation to the capacity to perform as quarantine facilities (Ngqakamba, 2020). Therefore, this shows that the tourism industry and accommodation sub-sectors are interdependent, as the complexity to explore and comprehend the economic impact of Covid-19 pandemic on the tourist attraction sub-sector is a concern, although the accommodation sub-sector was exempted.

2.7.1 Tourism Support Measures and Recovery Planning

On the 23 April 2020, the lockdown regulations were withdrawn in South Africa, as a long-term planning response to the pandemic (The Presidency, 2020). The government framework was implemented on economic activities which were classified according to levels of alert for a risk-adjusted strategy. During the trajectory of policy development, an examination was conducted of the threats and possible management of the crisis across sectors of the economy, and the following are the seven evaluated criteria factors:

- Number of workers able to work hybrid
- Proportion of workers aged over 50 years
- Proportion of workers in metropolitan areas (High level of Virus)
- Possibilities to implement social distancing measures
- Facilities to enable screening of workers, including isolation
- Number of workers on public transport
- Number of workers travelling across provinces

The tourism, restaurant, and accommodation industries were classified high risk, against the automotive and finance industries classified as low risk. The risk-adjusted strategy provided a particular government alert level, and it broadened the possibilities of a geographically heterogeneous mechanism across provinces (The Presidency, 2020).

The national government shifted away from a one-size-fits-all approach; rather, as the metropolitan areas were declared to be at highest risk of infection, the provincial authorities had the power to determine an alert level for a particular district (Karrim, 2020). The “Trade and Industry Policy Secretariat (TIPS)” amended a national strategy related to the Covid-19 pandemic, and criticized the policy approach on district restrictions, as it maintained the risks with government avoiding renewing restrictions on economic activities through guidelines from scientific advisor (TIPS, 2020).

Additionally, the management of government economic policies on the crisis should be enforced by economic and social scientists instead of epidemiologists and other medical advisors (TIPS, 2020). It is notable that some regulations were not compulsory, as the implemented lockdown regulations were not based on science and were difficult to measure (Karrim & Evans, 2020).

Similar to the government interventions implemented across countries (Laesser, 2020), the South African government also introduced social relief measures to mitigate the impact of the crisis in the tourism industry. The national government launched a debatable R200 million Tourism Relief Fund as particular support intervention to enhance sustainable and resilient tourism recovery (Department of Tourism, 2020; Republic of South Africa, 2020b). These support interventions were provided on the eligibility of accommodation, travel, tourism, and other relevant services (Department of Tourism, 2020).

Moreover, the funding support was guided by the “Tourism Broad-based Black Economic Empowerment (B-BBEE)” mainly to assist previously-disadvantaged tourism SMMEs, including disabled tourism business owners (Kubayi-Ngubane, 2020a), although these businesses were required to prove the extent to which the crisis impacted their business operations (Cronje, 2020).

Abrahams (2019) points out that the provision of funds is associated with the government’s empowerment interventions for change in the racial perspective of tourism industry stakeholders (Abrahams, 2019). The fairness of these interventions by Department of Tourism was questioned, as it excluded tourism businesses owned by minority groups, as due to budgetary constraints, only the majority groups were prioritized (Khumalo, 2020).

Regardless of financial support, South African Tourism announced an establishment of the Tourism Sector Recovery Plan (TSRP) to strengthen the weakness of a tourism industry that was vulnerable pre-1994; at that time, apartheid excluded the country from global tourism (Rogerson & Visser, 2004). A detailed information related to this recovery plan is a key project that the primary investigator has attempted to discuss in the latter chapters, as part of the recommendations.

South African Tourism stated that the industry's recovery will be achieved through stimulation of domestic tourism and business travel (Smith, 2020c). However, this assertion overlooks the potential of VFR travel to stimulate the local tourism economy, regardless. Backer and Ritchie (2017) view it as an essential element to recovery post-pandemic. The government's main focus for recovery planning is to strengthen the industry transformation, as the crisis is viewed as an opportunity to provide tourism support to township and rural regions (Kubayi-Ngubane, 2020b:1). At the time, more than 1.5 million tourism stakeholders faced a business shutdown and loss of employment, thus triggering an attack on government for its flip-flopping pandemic regulations (Naidoo, 2020).

Nonetheless, the Covid-19 pandemic reduced the economic activities in the hospitality and tourism industry (Stonelake, 2020). The South African government enforced regulations to contain and prevent the spread of the coronavirus, through "flattening the contagion curve" (Stonelake, 2020). Consequently, these governmental interventions halted the tourist movement, including to attractions, food services, and accommodation facilities (Nyanda, 2020). Notably, tourism usually takes place where the industry views a specific location as a potential investment (Sotiris & Theodore, 2019). In South Africa, the revenues generated through tourist attraction participation has the potential to stimulate a positive economic impact (Gössling et al., 2020). There is an urge to investigate the impact of the Covid-19 pandemic on various components in food security, socio-economic issues, businesses, the economy, and global macroeconomics (Erokhin & Gao, 2020). Nonetheless, South Africa is one of the nation states in which the tourist attractions sub-sector has been drastically debilitated by the government regulations (InSession, 2020). Moreover, literature has shown that the Covid-19 pandemic has not only impacted the lives of individuals, but also influenced their psychological stability (Cao et al., 2020). Disregarding that the Covid-19 pandemic has negatively affected health, social, and human aspects, this study focuses only on exploring the economic impact.

2.8 CHAPTER SUMMARY

Conclusions drawn from the literature review provided a deeper understanding of the dimensions of the “crisis”, especially the impact of the Covid-19 pandemic on travel and tourism. As part of the concluding remarks for this chapter, certainly the Covid-19 pandemic had a catastrophic impact on the tourism industry and the surrounding sub-sectors. It is one of the crises in history that has transformed the size and quality, as well as the context of the South African tourism industry (Hall et al., 2020; Sigala, 2020). The Covid-19 pandemic has had a variety of social, psychological, and economic impacts on those involved in the tourism industry, including tourism workforce, businesses, residents, communities, tourists, and scholars that foster tourism education.

Subsequently, the trajectory for sustainable recovery is set to be slow for tourism study subjects; however, thorough and appropriate government interventions have the capacity to ensure that these study subjects survive and prosper post-pandemic. It is the responsibility of the national government to redress the shortcomings of the interventions implemented during the pandemic, with the aim to benefit tourism study subjects who depend on tourism economic activities. In the global context, the implications of the government regulations were alarming (Rogerson, 2005), hence Baum et al. (2020) are concerned with the vulnerability and hindered employment opportunities.

Therefore, the local economy destinations that are dependent on micro-level tourism remain negatively impacted in the long run, as a result of the closure caused by the crisis and government regulations (Rogerson & Rogerson, 2020a). This chapter encourages tourism scholars to view the pandemic as an opportunity to transform perspectives in order to reform the future study agenda and manage the frontiers of the tourism industry. Colombo et al. (2016) also confirm that the pandemic has enhanced the role of technology in innovation and transformation.

Moreover, it is the responsibility of scholars to address the literature gap linked to both tourism practice and theory, hence this chapter has demonstrated the significance of managing the risk perceptions that affect tourist decision-making in short and medium term. This will contribute to the mushrooming body of knowledge regarding future pandemics that threaten the tourism industry. The emergence of crises such as the pandemic challenges the sustainability of the tourism sub-sectors and businesses. Consequently, the mismanagement of this particular threat hinders economic development and employment opportunities. Through this chapter, the theoretical objectives highlighted in the previous chapter have been fulfilled. Therefore, for this reason, the next chapter address the theories that have the potential to broaden an understanding of the Covid-19 pandemic’s impact on tourism.

CHAPTER 3 THEORETICAL FRAMEWORKS

3.1 INTRODUCTION

The previous chapter comprehensively reviewed the literature on the Covid-19 pandemic as a “crisis” for the South African tourism industry, with the aim to achieve the theoretical objectives of the study. Nevertheless, the discipline of geography is classified as multifaceted, and has encouraged a developing interest concerning the chaotic and economic implications of previous crises, as Pine and McKercher (2004), Zeng et al. (2005), Yang and Nair (2014), Maphanga and Henama (2019), as well as Gössling et al. (2020), advocate the influence of the Covid-19 pandemic on the tourism industry.

Beyond the tourism economy, the pandemic has triggered a global economic crisis, which in turn, will influence the recovery of tourism. The tourism industry contributes to the economy in various ways, as countries worldwide benefit economically through tourism activities (Ritchie, 2004). However, countries are pressured to implement decisions as a matter of urgency.

It is essential for the tourism stakeholders, as well as the government authority, to understand the economic impact of the Covid-19 pandemic, in order to allow the implementation of proper mechanisms to mitigate the threatening factors that influence the tourism systems (Ritchie, 2004). The following highlights six theoretical frameworks on crisis management; namely the systems theory, protection motivation theory, resilience loop, crisis life cycle, chaos, as well as Keynesian theory. Regardless of their existence, Speakman and Sharpley (2012) advocate that the tourism industry has been unwilling to apply these particular frameworks.

In order to rationalise this reluctance, scholars such as McKercher (1999), Faulkner (2000), Speakman and Sharpley (2012), as well as Boukas and Ziakas (2014) concur this is due to the theoretical frameworks’ incapacity to respond to the impacts of Covid-19 that affected the tourist attractions’ experiences. They also propose linear and deterministic structures that struggle to justify chaotic, dynamic and complex systems in the tourism domain. In relation to the aforementioned, this chapter briefly discusses the shortcomings of four theoretical frameworks to demonstrate how a crisis can be controlled, which can aid tourism recovery. There follows a discussion of the chaos and Keynesian theories as the two suitable frameworks to explore the economic impact of the Covid-19 pandemic on the tourism industry, where focus on tourist attractions is maintained. Furthermore, the chapter entails an abridged discussion relating to a

regional analysis, comprised of the overview and location of the city, as well as the case study area.

3.2 THE EMERGING SCHOOL OF THOUGHT

Currently, there are emerging debates concerning the Covid-19 pandemic and tourism. Saarinen and Wall-Reinius (2021) outline the two different point of views, namely resilience and readjustment view, and both emphasise serious implications that nations across the world endure as a result of the Covid-19 pandemic, though they vary on the basis of what should follow after the pandemic. Firstly, a resilience view emphasises that the tourism industry is capable of managing and surviving historical shocks that occurred previously, such as natural disasters, epidemics and economic crises (Saarinen & Wall-Reinius, 2021: 145).

This view is mostly adopted by national policy makers, including South African tourism institutions, for instance the Department of Tourism. This adoption is mainly because of the invaluable emphasis it instils in the industry to return to pre-crisis growth trajectories. Alternatively, a readjustment view calls for the tourism scholars to re-think the trajectories that led to the noticeable developments and contributions in the previous years, and also reflecting on the trajectories that led to the Covid-19 pandemic (Saarinen & Wall-Reinius, 2021: 146).

Therefore, scholars state that this view is a turning point for the industry due to transformations that can change the mobility and tourism settings in future (Higgins-Desbiolles, 2020a; Sigala, 2020). Moreover, Covid-19 can also serve as an open-door opportunity to re-envision the economy, and as result foster improvements in government interventions (Carr, 2020: 30), to appropriately respond to threatening events such as the Covid-19 pandemic that impact the activities contributing to the economy.

3.3 VARIOUS CRISIS MANAGEMENT THEORIES

It is proven that the pandemic is heterogeneous and unique; therefore, the impact of any particular crisis is subject to change depending on factors such as duration, magnitude, and environmental landscape (Jaques, 2007).

Although crisis management is a holistic and integrated mechanism that depends on other multidirectional and unprepared mechanisms, it remains a non-deliberate intervention at the time of the pandemic (Jaques, 2007).

Conversely, it is highlighted that the existing theoretical mechanisms on crisis management are unable to provide practical interventions and recommendations that can mitigate potential threats faced by the tourism industry (Speakman & Sharpley, 2012: 67). This is the main shortcoming, and the following section highlights the shortcomings of the four existing crisis management theoretical models, namely the systems theory, protection motivation theory, the resilience loop, and the crisis life cycle, as ways to explain the main aforementioned shortcomings.

3.3.1 General Systems theory

The shortcomings of the systems theory have emerged in various disciplines. Mainly, the theory has been applied in a "one-size-fits-all" manner to various sectors, without thoroughly examining the requirements of a particular sector (Searight & Merkel, 1991). Moreover, in the discipline of academics, the essential application of systems theory has also been criticized due to the inability to enable autonomy of thinking and hinder the responsibility for information (Searight & Merkel, 1991).

These limitations demonstrate the prerequisite for a more contextualised and comprehensive specific application of systems theory, which is difficult to adopt for the objective of exploring the impact of Covid-19 on the tourism industry. There is no single developer of general systems theory; however, there is an academic agreement that one of the leaders in the spread of the theory was a biologist, Ludwig von Bertalanffy (1901–1972).

Bertalanffy (1967: 69) viewed a system as a complex state of elements in a standing position of interaction. Generally, there are ideologies that support systems, regardless of the nature of complexities between elements. The keyword of this theory is "system," which scholars explain as a collection of components that interrelate to fulfil a particular objective in accordance with an enforced set of rules, logic, principles, and values, with the aim to describe the totality or functionality of a whole (Abbagnano, 1999: 909; Beni, 2001: 23).

As systems theory is holistic, Leslie (2000) maintain that the holistic view is essential in the tourism system, as it encompasses the various main components of tourism activities and sub-sectors, irrespective that tourism is viewed a business industry or an academic field of study. There is a distinction between systems and systems thinking theory. The former is new and continues to develop, while the latter is a trajectory of observing components as well as innovative ideas (Leiper, 2000b).

General systems theory is interdisciplinary, universal and can be used for various kinds of systems such as living organisms, the economy, and the tourism industry (Bertalanffy, 1968) as it allows each system to be studied as a whole or divided parts to enhance the study's knowledge and outcome. The main advantage of this theory is the ability to comprehensively clarify complex situations in a system (Leiper, 1995). However, through Phillips' (1969) observations, the following highlights the five reasons that the general systems theory is not suitable for the study:

- The system theorists overlook and neglect the history of their theoretical frameworks
- The inability to explain the system concept and other fundamentals of the system
- Emerging system theory vagueness due to information system inclusion and applicability not explained precisely
- The limitations of concerns regarding mechanistic and analytic systems approach
- The limitations of general systems theory to apply scientific disciplines

3.3.2 Protection motivation theory

According to Sjoberg (2000) and Donaldson and Ferreira (2007), as well as Donaldson and McKay (2018), there are various factors that interfere with the tourist's decision to visit an attraction or destination, such as cultural background, judgements, opinions, experiences, and affiliations. As different forms of crisis are highlighted in the previous chapter, the protection motivation theory, proposed by Rogers in 1975, aims to describe the cognitive assessment of a circumstance to which the protective motivation evolves at a time of possible risks.

Concurrently the intentions and motivations are that the proposed mechanisms are suitable to mitigate the negative implications of the particular risk (Rogers, 1975). Some of the major shortcomings of this theory is that it only acts

- when a particular threat is to take place;
- there are severe consequences;
- there is a limited control over the threat.

Crises such as the pandemic occur unprepared, while most tourism crisis management theoretical frameworks struggle to hypothesise that these crises are transformative, complex, chaotic, and possesses unpredictable outcomes (Speakman & Sharpley, 2012: 70). This shows that a one-size-fits-all approach will not be suitable because of the scope and time changes of an event

(McKercher, 1999), as crises recover and threaten differently. Hence, Zeng et al. (2005) emphasise that it is inadvisable to merge various forms of threats to a single theoretical framework.

3.3.3 Resilience loop system

The consistency and rigorousness of UTs implications on the tourism industry have been progressing over the years, thus Taiban et al. (2020) emphasise an urgent obligation to implement resilient tourism systems. Disregarding that the tourism industry is vulnerable to threats of various crises such as the pandemic, Sigala (2020) maintains that the tourism industry has increasingly been resilient to recover to normality from such crises as well as outbreaks.

The word ‘resilience’ is derived from the Latin word “resilire” that means to recoil or leap back. Holling (1973) is considered the father of resilience, and explains it as an assessment of continuing systems and their capacity to manage transformation and threats, while sustaining the interactions of individuals with variables and situations. This study aims for sustainable recovery for the tourism industry; therefore, resilience is an important model to estimate, reduce, and recover from threatening events (Pelling, 2003).

Some scholars such as Cochrane (2010) and Orchiston et al. (2016) have applied resilience theoretical frameworks to tourism literature. However, McKercher (1999) as well as Speakman and Sharpley (2012) claim that this framework is cyclical, prognostic, and lacks the capacity to differentiate systems difficulties due to inability to separate the pre- and post-pandemic stages. In some instances, the model can be unstable on the form of implication – i.e. economic – that this study aims to explore.

3.3.4 Crisis life cycle

The crisis life cycle model was founded by Faulkner (2001), as he maintains that “crisis management is vital for tourism systems” due to changing and transformative crises. The efforts of the tourism industry and other related government institutions play a major role in managing the consequences of the pandemic, and common threats in the future.

There are different stages in various crises (Lemonakis & Zairis, 2019), hence this model purposely ensures that emerging crises are addressed, with the aim to reduce the associated risks in the long term (Jaques, 2007: 148). This model is prominent in crisis management, and this has resulted in the development of various theoretical frameworks and models that encourage and enhance the utilization of crisis life stages to separate the pre- and post-pandemic eras (Ritchie, 2004).

By contrast, other scholars argue that the consequences of a crisis are different and unique, thus rationalise the fact that management and sustainable recovery of the tourism industry does not need a set of remedial interventions in order to achieve a normality that was changed by the pandemic (Laws & Prideaux, 2005; Scott, Laws & Prideaux, 2008; Speakman & Sharpley, 2012).

The model has the potential to mitigate the pandemic at the destination level (Faulkner, 2001); however, due to the unforeseen, chaotic and dynamic landscape of the pandemic; as well as inclusion of the proposed crisis life phases, there are possible complexities and non-feasibility to explore the economic impact of the pandemic on the tourism industry.

A tourism system overcomes a deterministic model, associated to the fact that it is subject to change factors such as dynamism, complexity, vulnerability, and chaos (McKercher, 1999; Speakman & Sharpley, 2012). Various theoretical frameworks that aim to manage crises such as the Covid-19 pandemic struggle to acknowledge these factors – i.e. dynamism, complexity, vulnerability and chaos – that limits the tourism industry, as they focus more on providing corrective mechanisms only to mitigate the consequential effects of the crisis.

Additionally, one of the main limitations of the aforementioned crisis management frameworks is their unidimensional mechanism that possesses a lack of theoretical foundations and understanding in a complex system (Schroeder & Pennington-Gray, 2016), such as the tourism industry facing a financial threat due to the pandemic. This is the major reason that justifies chaos and Keynesian theory as a suitable crisis management framework to achieve the theoretical objectives of the study highlighted in the first chapter.

3.4 CHAOS THEORY

Tourism scholars such as Rindrasih et al. (2019), Aldao et al. (2021) and Park et al. (2022) highlight that UTs which result in chaos and severe impacts on tourist attractions continue to escalate globally. McKercher (1999) refers to the word “chaos” as the conditions where there is no direction. Thus, to apply the context to the study, it can be concluded that chaos take place at the time a system is dislocated from its normal form caused by UTs (Russell & Faulkner, 2004: 557) such as the pandemic.

Various scholars such as Russell and Faulkner (1999), Sellnow et al. (2002), and Zahra and Ryan (2007), as well as Speakman and Sharpley (2012) contend that chaos theory provides a pathway to research chaotic nature and other complex systems, including the tourism industry. Although the chaos theory is dynamic and vulnerable to change, including recent events (Russell, 2006:

110), it has shown that there is little control to stop the occurrence of unpredicted circumstances in future (Faulkner & Valeiro, 1995: 33).

Russell (2006) and Cummins (2020) codify the developer and the father of chaos theory to be Henri Poincare. This philosopher reformed some of the solar system's orbits, by adding other components to the Newtonian equation, as he was inquisitive of predictability and linearity aspects. Additionally, Russell and Faulkner (1999), as well as Speakman and Sharpley (2012) also emphasise that Poincare's outcome, that these systems can be reduced to components, has criticised Newton's view of a predictable linear relationship with regard to components.

In contrast to Poincare's view, it is impossible to shorten chaotic systems to components, as "the whole is larger than the quantity of the parts and that systems, organisations and industries such as tourism are vigorous, transformative, synergistic and multifaceted" (Zahra & Ryan, 2007: 855). Consequently, scholars such as McKercher (1999), as well as Russell and Faulkner (1999), approve that chaos theory is able to describe the non-linear complexity of a particular sector. Also, it acknowledges the extent of systems complexity, unpredictability, and vigorousness, being transformative and chaotic (Speakman & Sharpley, 2012: 68).

Moreover, Zamoum and Gorpe (2018) confirm that "chaos theory is a crisis management model that explains the behaviour patterns of multifaceted systems as well as unpredicted implications". Hence, it is viewed as a crisis management theoretical framework that offers comprehensive paradigms and paradoxes to probe the transforming circumstances that impact the non-equilibrium system, and also targets reforms that intensifies chaos and other negative circumstances in those systems (Scott, Laws & Prideaux, 2008).

According to Russell and Faulkner (2004: 557) there are "six elements of chaos theory, namely butterfly effect, lock-in effect, edge of chaos, bifurcation, self-organization, and strange attractors." These elements play a significant role in broadening knowledge of the extent to which crisis complexity, such as the Covid-19 pandemic and tourism economic implications, can be mitigated. These elements, in conjunction with further information to manage crisis through non-equilibrium systems, are explained.

3.4.1 The butterfly effect

According to Sellnow et al. (2002) and Russell (2006), "the butterfly effect was developed in 1963 by a weather forecaster, Edward Lorenz, who endeavoured to explore trends, predictability and consistency in complex climate frameworks." During the experiment on the flow of fluids,

Lorenzo found that the line joining the movement trends showed similar features to the open wings of a butterfly. According to Russell (2006), a similar study with different inputs was conducted using a computer; however, results were completely heterogeneous.

In this context, the butterfly is theorised and symbolised to the potential ability of little triggers to create chaos, regardless of size (Russell, 2006:111; Correani & Garofalo, 2008). Therefore, this emphasises that small changes that occur unpredicted have the capability to cause negative results in future. The incapacity to thoroughly explore, investigate and assess the impact of crises further tightens the complexities of the circumstances, as it takes only few threatening events to experience severe reforms to destinations (Boukas & Ziakas, 2014) such as tourist attractions.

For instance, the Covid-19 virus was found in the sprawling capital of central China's Hubei province, known as Wuhan. As the virus mushroomed out to other nations across the globe, it is noticeable that it has changed and affected the tourism frameworks and attraction businesses due to the government regulations implemented such as a hard lockdown. Within the tourism setting, the pandemic implications show features of this theoretical framework that emerged rapidly, and impacted international tourism frameworks due to the travel limitations and prohibition of "social gatherings" (McKercher, 1999; Ozili & Arun, 2020).

3.4.2 The lock-in Effect

Scholars such as McKercher (1999), and Russell and Faulkner (2004), as well as Speakman and Sharpley (2012) infer that those previous inventions during chaotic and complex systems can result in structural consequences, regardless that these particular interventions and mechanisms implemented are ineffective, as "lock-in effect" viewpoints. This validates the reason that consequences of previous events exist currently (McKercher, 1999: 420), thus emphasises that some negative events that occurred previously may be used for the benefit of the current events, such as the Covid-19 crisis.

For instance, the "non-pharmaceutical interventions (NPIs)" that were beneficial during pandemics such as Ebola, SARS and MERS (Sifolo & Sifolo, 2015; Gössling et al., 2020; Chen et al., 2021), were also used during Covid-19 era (WHO, 2003; WHO, 2020a). Therefore, pointing out the behavioural patterns of tourists discussed in the previous chapter, the lock-in effect is stimulated through the "brand loyalty" or "our family has always gone there" principle developed by McKercher (1999).

The constant number of tourist visits to a destination is influenced by the long-lasting mutual relationships (McKercher, 1999; Tsai, 2012), such as good customer service or experience. It is pivotal for tourist attraction businesses to maintain a good image and reputation for tourist experiences (De Nisco et al., 2015). This can assist to reduce threatening situations that influence tourist visits during times of Covid-19; hence this theoretical framework, i.e. “lock-in effect” of previous circumstances, serves an invaluable factor to manage emerging and future crises.

3.4.3 The edge of chaos

The edge of chaos implies the state in which any negative threat to a system has the potential to directly or indirectly result in a crisis (Speakman & Sharpley, 2012: 70). There is a possibility that this is due to the limited control over the emergence of the unpredicted triggering events that impact the system such as tourism industry.

In an attempt to manage the unmanageable, McKercher (1999) states that various organisations often experience the management constraints over negative circumstances that threaten the day-to-day operations of the organisation. On the other hand, the chaos theoretical framework maintains that this threatening state of system unsteadiness plays a key role to encourage further changes to take place in complex, dynamic, and chaotic systems (Boukas & Ziakas, 2014).

Scholars oppose that steadiness can be influenced unexpectedly, whilst unsteadiness is inherent to those complex, dynamic and chaotic systems (McKercher 1999; Speakman & Sharpley, 2012). To return to normal activities in the tourism industry, it is recommended that systems be capacitated for radical reforms at the time of stability. Russell and Faulkner (2004), as well as Russell (2006) refer to this as a “point of tenuous equilibrium.”

3.4.4 The bifurcation

The term “bifurcation” refers to a concerning state where transformations that develop in reaction to a chaotic nature can possibly result in a system failure or recovery (Paraskevas, 2006), whilst other scholars explain bifurcation as the equilibrium points of transformation where critical elements of a system such as status, direction, and structure are negatively implicated (Sellnow et al., 2002: 271).

Thus, from the aforementioned point of explanations, it is inferred that bifurcation is the state of unprepared failure or recovery circumstances that has an impact on system stability. However, Sellnow et al. (2002) emphasise the significance to be mindful that any particular system is vulnerable to experience a state of bifurcation, regardless of existing order, certainty and stability.

Faulkner (2001) also states that systems are prone to disequilibrium, complexity, and chaos, thus no system possesses the capability for protection from UTs such as the Covid-19 crisis. This was evidently shown during the Covid-19 era, where most tourist attractions and businesses faced a period of bifurcation resulting from the implemented government regulation constraints.

Subsequently, various systems such as the tourism industry and other economically interconnected industries become robust and competitive when system structures tackle transformations (Faulkner, 2001). For example, instead of reducing the number of tourist visits during Covid-19, the tourism businesses endeavoured to adopt the health and safety measures changes, and this in turn strengthened the sustainability of day-to-day business operations (Rogerson & Rogerson, 2022).

Therefore, it is the responsibility of national government (including provincial and local spheres), international tourism institutions, and other tourism stakeholders to respond to changes induced from the crisis, as this is the central determinant of the bifurcation emergence in the tourism system (Speakman & Sharpley, 2012).

3.4.5 The self-organisation

The implications of bifurcation that occur when stability, certainty and order are maintained from a haphazard, chaotic, and complex stage implies “self-organisation” (Sellnow et al., 2002). There is a chaotic and complex connection between components of order and disruption (Sellnow et al., 2002), though the tourism system relies on order to ensure stability, feasibility, and sustainability (McKercher, 1999). For instance, during complex and chaotic tourism systems, tourism stakeholders such as tourist attractions and business owners can adopt self-organising strategies (McKercher, 1999) during a time of crisis to satisfy the needs of tourists.

Scholars such as McKercher (1999), as well as Lemonakis and Zairis (2019) stress that their various strategies that tourism systems and stakeholders can implement as a way to organise and manage dilemmas, as new protocols, norms and structures encourage other new forms to the system that are more complex (Sellnow et al., 2002: 272). Subsequently, self-organisation changes the objectives, operations, and guidelines of the system, as Lemonakis and Zairis (2019) concur that self-organisation enhances system effectiveness and efficiency. Therefore, through the self-organisation element, chaos theory aims to achieve system stability, order, synergy, and management (Speakman & Sharpley, 2012), regardless of the turbulence induced by crises (Boukas & Ziakas, 2014).

3.4.6 The strange attractors

Strange attractors refer to motivation factors, such as common mission, values, codes, mechanisms and fundamentals, that enable a synergy of individuals to fulfil common objectives (Zahra & Ryan, 2007). Other scholars confirm that these motivation factors (known as strange attractors) allow for recovery of a system to normality regardless of chaotic circumstances. As tourists are prepared to return to normal tourism activities in accordance with safety and protection perspectives after the Covid-19 crisis (Rogers, 1975), this demonstrates that businesses and other tourism stakeholders can also turn into strange attractors.

Strange attractiveness can be encouraged through joint relationships and converting strategies in which the system can function to fulfil common objectives (Speakman & Sharpley, 2012). McKercher (1999) maintains that the chaos theoretical framework developed continues to function because tourism is multi-dimensional, as various factors influence the system, while the connection amongst components remains constant.

3.5 MANAGEMENT OF PREVIOUS OUTBREAKS

The entire tourism system suffered an unforeseen transformation as a result of the Covid-19 pandemic; this shows that the Covid-19 pandemic is the “butterfly effect.” For instance, the virus was found in “China, at a place called Wuhan,” and it spread to other nations, prompting the adoption of common practices as part of control, regardless that such restriction-of-movement orders (MROs), lockdown, and other government regulation were enforced on heterogeneous timeframes.

Chaos and Keynesian theory have been applied to various outbreaks that emerged previously, such as Ebola, Severe Acute Respiratory Syndrome (SARS) and Middle East Respiratory Syndrome (MERS), and it has been evident that there were similar adoptions of measures and responses during the Covid-19 era. For instance, during the SARS outbreak, experts enforced different measures; however, the traditional medical mechanisms became invaluable to manage individuals and the spread of the syndrome (Bocking, 2003; Meyers et al., 2005), and this implies the lock-in effect explained by chaos theory.

Moreover, scholars such as Speakman and Sharpley (2012), Benavides et al. (2017), Keyes and Benavides. (2018) and Novelli et al. (2018) state that chaos theory ensured protection of tourists’ safety as well as resilient and sustainable recovery of the tourism industry during the Ebola crisis. The rapid spread led to chaos in society and the medical industries, and this resulted in reduced

global tourist arrivals (Novelli et al., 2018). Rittichainuwat and Chakraborty (2009) show that times of uncertainty influence levels of confidence and fear as a result of the difficulties of managing crises.

Crises are complex and chaotic as they emerge with non-linear patterns (Boukas & Ziakas, 2014), and some countries worldwide still experience the negative economic consequences of the Covid-19 crisis. For instance, the high level of deaths from the pandemic escalated emotional and psychological damage, thus fostering an immediate obligation to study the context in which the pandemic emerged, as there is currently no single approach to manage the crisis.

Purposely to prove the effectiveness and benefits of the lock-in effect at this phase, the experience and knowledge gained from the existence and management of previous health crises, such as Ebola, SARS, MERS and other viruses, serves as a guide to understand various mechanisms that can be adopted to contain the spread of Covid-19. Zahra and Ryan (2007) state that this instilled fundamentals of hope, interdependence, and stability, hence McKercher (1999) and Russell and Faulkner (2004) emphasise that these fundamentals can be fulfilled through system complexity and chaotic circumstances.

According to Correani and Garofalo (2008) tourists' movements are dynamic as it is difficult to study their common patterns. Chaos theory serves as an enabling mechanism that assists business owners to deal with limitations caused by the management authority, with the intention to keep up a stable system by the use of enforcements planned to manage transformation (Russell & Faulkner, 1999: 413). Tourism can grow and retain tourist participation, regardless that the industry has reformed tremendously as a result of the crisis (Sönmez, 1998). Moreover, businesses can self-organise and enforce strange attractors, such reduced cost of production, to enhance competitive advantage (McKercher, 1999).

Chaos theory can play a significant role to enhance understanding of tourist travel decisions and behaviour (Chen & Noriega, 2004; Speakman & Sharpley, 2012), as safety issues (Reisinger & Mavondo, 2005), and other risk perceptions tend to be the main concern that affect the intention to travel (Sönmez, 1998; Cui et al., 2016), which results in a reduced number of visitors (Donaldson & Ferreira, 2007; Batra, 2008) to particular tourist attractions.

Scholars such as Donaldson and Ferreira (2007), Kozak et al. (2007), Laws and Prideaux. (2017), and Rosselló et al. (2020) claim the following aspects as the three main forces that justify the reason behind the reduced number of visitors post-crisis era to various tourism destinations.

- First is the consequential effect of chaos resulted from the UTs, which has the potential to influence the destination capacity from attracting and hosting tourism activities in the future.
- Following is the visitors' tendency to overlook unsafe destinations due to previous crisis experiences, vulnerability, and reputation.
- Last are the difficulties faced by comfortability and risks associated with visits to destinations that are damaged by UTs.

It is noticeable that health security is one of the main forces that various tourism stakeholders depend on to understand the risk reputation of any tourist attractions prior to participation in various tourism activities (Alluri, 2009). Scholars such as Brown et al. (2016) and Nicolaides et al. (2019) perceive travel as one of the tourism activities that increase the spread of the emerging viruses, thus impact the tourism system worldwide (Hall, 2006).

The Covid-19 pandemic reflected similar responses and measures to previous pandemics, as SARS also reduced travel and social gathering to ensure health and safety mandates (WHO, 2003) as part of crisis management regulations. Subsequently, this butterfly effect demonstrates how travelling and tourists are contributors to the spread of the virus (Booth et al. 2003; Donnelly et al., 2003) that chaos theory aims to control.

In the literature review (previously discussed in chapter 2), several scholars such as Huang and Min (2002), McKercher and Chon (2004), Ritchie (2004), Higgins (2005), Cheung and Law (2006), Yang et al. (2013), Benavides et al. (2017), Keyes and Benavides (2018), Novelli et al. (2018), Tsaur et al. (2018), and Gray and Mishtal (2019), as well as Maphanga and Henama (2019) have decisively established tourism as an industry that is completely vulnerable to different “crises”, which can include disasters or even the Covid-19 pandemic.

The study focus has no interest in disasters, regardless that chaos theory is also effective and useful to mitigate the impacts induced by disasters. Although both UTs, “crisis and disaster” are associated with risk mitigation in the system, Faulkner (2001) noticed an indirect dissimilarity between both threats. Reddy et al. (2020) supplemented that a crisis is internal, predictable, and possible to manage, while a disaster is external and unpredictable.

The tourism system is dynamic, non-linear, and complex through the highlights in the chaos paradigms and paradoxes (McKercher, 1999; Russell & Faulkner, 2004). Therefore, chaos theory proposes some substitute perspectives (Faulkner, 2000) to explore the impact of Covid-19 on the attractions sub-sector, in the setting of a single threat that has the potential to cause long-term

impacts on the tourism system. Moreover, as aforementioned that socio-economic issues are the main impacts of the pandemic on tourism workers, the following is a discussion through the Keynesian theoretical framework to demonstrate the Covid-19 pandemic's implications, with a detailed demonstration on how issues such as unemployment, retrenchments, and business shutdowns have also been induced in the tourism industry.

3.6 KEYNESIAN THEORY

Covid-19 has caused an economic impact that will affect the tourism industry in the long term (Wang et al., 2020). Abbass et al. (2022) reiterate that those impacts will devastate other interdependent economic systems (Abbass et al., 2022). Hence, Ali (2020) views the imbalance of demand and supply factors as a significant contributor to the economic crisis, comparable to previous world wars. Subsequently, the economic impact of Covid-19 on the tourism industry has enabled the philosophy of a British economist known as John Maynard Keynes to come back to life.

Subsequently, according to Ritchie (2004), during an economic crisis, a three-stage management framework is essential, which comprises the following characteristics:

- “Proactive scanning and planning
- Implementation of strategies
- Evaluation and refinement of strategies.”

Moreover, Prideaux (2009) also proposes another three-stage framework which has the same essential features that can be adopted to restore the economy as a result of the Covid-19 pandemic. Thus includes the following characteristics;

- “a pre-crisis stage
- a crisis stage
- a crisis recovery stage”,

in relation to state intervention in the economy. This study is also based on the Keynesian theory which was formed purposely to achieve a sustainable economic recovery during an economic crisis that occurred in 1929, known as The Great Depression (Namani, 2022). During that economic crisis, the existing theoretical frameworks were inadequate to recommend the appropriate public policy strategies to stimulate economic productivity and employment stability. Regardless that this Keynesian theory was formulated in the 1930s after the Great Depression, this theoretical

framework is useful to explore and explain economic implications faced by the tourism industry due to the Covid-19 pandemic.

Therefore, through implementation of a modern financial strategy, Chohan (2020) emphasises that an economic shutdown can be restored. This study explores the economic impact of Covid-19 on the tourism industry using the chaos as well as the Keynesian theory, strengthened by the aggregate demand and aggregate supply, related with theoretical and logical principles (Gali, 2008; Fornaro & Wolf, 2020; Lorenzoni, 2009), through use of monetary and fiscal policy.

According to Keynesian theory “Covid-19 has led to a situation where the supply and demand for goods and services have temporarily stopped” (Abbass et al., 2022). It is evident that Covid-19 has caused a reduction in demand for tourism goods and services. Moreover, scholars emphasise the extent to which the pandemic has impacted countries worldwide, leading them to the edge of economic recession (Fornaro & Wolf, 2020; Lorenzoni, 2009). Before the emergence of Covid-19, the tourism industry was a large global economic contributor (Begum, 2014).

In the late 2019, there has been a gradual decline of international tourists’ movement, and the tourism and travel industry shutdown led to a loss of 10.4% of GDP, resulting in 319 million workers facing job losses (Ozdemir, 2020). Conversely, the industry is vulnerable to redundancy, and due to the long-lasting economic and social implications of Covid-19, it will take long to restore the employment opportunities. The pandemic has devastated South African tourism; and Azzopardi et al. (2020) allude that this threatens an activity contributing to the economy.

In the tourism domain, the economic impact of the Covid-19 pandemic is unknown. Thus, it is essential for the government policy-makers to develop an effective macroeconomic policy intervention (McKibbin & Fernando, 2020). Subsequently, Gopinath (2020) advises government authorities to adopt fiscal and monetary policies until a return of economic normalcy.

3.6.1 Impact of the Covid-19 pandemic on tourism demand

The new Keynesian model has been applied to various studies as a standard economic theory (Gali, 2008). The Keynesian theory explains the word “aggregate demand” to the positive growth factors such as government spending, consumption, foreign revenues through tourists, and employment (Kilic & Marin, 2020). The Keynesian theory states that an economic recession is triggered by aggregate demand shock. The relevance of this theory includes, for instance, that on March 23, 2020, the South African government announced a complete lockdown, predicted to run for 21 days, as the first adopted approach to contain the spread of the virus (InSession, 2020).

After the enforcement, tourism businesses and other industries such as hotels, museums, restaurants, entertainment, national borders as well as the aviation industry, were temporarily closed. It is clear that this situation has negatively affected the aggregate demand of tourist attractions, due to decreased domestic and international tourist activities. Evidently, the pandemic has led to a decline in productivity, as most tourist attractions in the city of Tshwane were shut down. Regardless that the government regulated operations based on particular measures, businesses in the tourism industry struggled to operate due to low demand. Therefore, due to these government regulations, i.e. social distancing and complete lockdown, various tourism businesses had to retrench a number of workers in order to reduce production costs (Nicola, 2020).

3.6.2 Impact of Covid-19 pandemic on tourism supply

The emergence of the Covid-19 pandemic has negatively impacted the tourism industry, and the domestic and international economy. Predominantly, the pandemic has also influenced the supply side of the tourism attraction sector, thus resulting in various tourism businesses encountering financial challenges such as loss of income. South Africa is a developing country, therefore SMMEs in the tourism industry play a significant role in stimulating tourism activities.

Covid-19 has escalated the fiscal vulnerability of these SMMEs, accompanied by reduced operations and resources due to the implemented government regulations to curb the spread of the virus. Moreover, in comparison to their counterparts, i.e. large tourism businesses, the vulnerability of the SMMEs to the impact of the Covid-19 crisis is high (Baker et al., 2020). The UTs threats due to earthquakes, floods, and epidemics (Huan et al., 2004; Rosselló et al., 2020) have a negative impact on the supply side of the tourism economic activities.

The implemented government regulations on tourism businesses, i.e. the hard lockdown, led to catastrophic economic conditions, as businesses were operating with a reduced supply of workers, productivity, tourism demand, and restrictions on tourist travel (Sharif, 2020). The aforementioned emphasises that the pandemic has resulted in a supply-side shock in the city of Tshwane, as the implemented government regulations influenced the production of the tourism goods and services. For instance, with a reduced number of tourists within a particular tourist attraction or hotel, retaining the previously existing workforce can be costly, and this results in retrenchments. Furthermore, Keynes states that this is also stimulated by the inability of the aggregate supply to cover the production expenses.

From the Keynesian perspective, supply shocks, which refer to UTs that influence the provision of a goods or services and leads to changes in prices (Tarver, 2022), play a critical role during

macroeconomic volatility caused by the pandemic. A negative supply shock increases the financial burden, while a positive supply shock reduces the financial burden (Tarver, 2022). According to Guerrieri et al. (2020), the economic shocks that are associated with the pandemic include shutdowns, reduced working hours, retrenchments, and business failure. Keynesian economic shocks also decrease the demand for tourism attractions during the pandemic. For instance, at the time businesses retrench their workforce during a crisis, a supply shock is formed, thus causing a multiplier effect that has the potential to negatively affect the tourism industry and economic growth (Luca & Martin, 2020).

Various scholars have proposed recommendations related to mitigating the Covid-19 pandemic's economic impact, some of which are an emergency loan for SMMEs (Hamilton & Veuger, 2020), insurance policy remunerations for workers and businesses' loss of revenue (Saez & Zucman, 2020), as well as opportunities for voluntary layoffs and worker payroll retention (Dube, 2020). The Keynesian theory emphasises that both citizens and the economy are unpredictable, hence it is important for government policy-makers to intervene to ensure stability and control.

Previously, the world has faced pandemics that were more catastrophic than Covid-19 for the tourism sector. For instance, in 1918, the United States faced a great influenza pandemic, and this resulted in jobs losses (Burgan, 2002) due to businesses failure. The economic impact of the Covid-19 crisis differs from that of the Great Depression (Namani, 2022); however, the urgency of the state intervention can be constructed similarly for both crises to recover the tourism industry for economic benefit.

The Keynesian theory proved the capacity it has for determining the extent of an economic crisis. For instance, during the Great Depression productivity and wages increased, also the automobile and other economic industries had a positive financial gain (Namani, 2022); however, only Keynes had forecasted the emergence of socio-economic issues such as unemployment, retrenchments, and business shutdowns.

The classic economic perspective argues that an economic crisis can be recovered from automatically through flexible wages, thus the socio-economic issues such as job losses are impossible. Unfortunately, during the Great Depression, the supply of goods and services was greater than the demand, resulting in increases in production that businesses were unable to maintain, thus triggering the emergence of an economic crisis (Mankiw, 2014).

In contrast to the classical economic view, that an economy can recover on its own, Keynesian theory opposed that it is impossible for an economy to recover automatically; rather government

intervention is important. Therefore, this study flows in favour of this Keynesian view, hence it suggests government intervention as a main tool to achieve a sustainable and resilient recovery of the tourism industry. The classical economic perspective suggests that supply determines demand, while Keynes argues the opposite. Moreover, Keynes believed that during an economic crisis, only government intervention through monetary and fiscal policies can recover from the economic impacts through government spending (Mankiw, 2014).

Keynesian theory argues that the economy is driven by aggregate demand that is determined through household, government and businesses expenditure. The theory also states that the market has no self-sustaining strategies that result in full employment (Mokoena, 2020). Purposely to achieve the economic stability and employment opportunities affected by the pandemic on the contributing tourism industry, government intervention through the aforementioned policies is essential. Conversely, during unemployment, individuals spend less, thus reducing demand for tourism goods and services; as a result, the attractions businesses reduce production, and shutdown (Tyukavkin et al., 2014).

The government has to create employment opportunities, so tourism stakeholders, such as tourists, will demand tourism services, self-confidence will be stimulated, and the economy will recover. For instance, the Hoover Dam that was built in Nevada as a stimulus package attracted a large number of tourists and as a result increased employment opportunities and an economic gain in the United States (Flanders, 2012). However, regardless that the tourism industry recovery is dependent mainly on government spending, Spencer (1975) maintains that an increase in financial government support results in economic debt and bankruptcy.

At times when governments implemented the Keynesian theory to manage the economic severity of the crisis (Béland et al., 2021), the transition formed “a reorientation of economic policy with a development of a new policy paradigm.” Instead of a complete shift away from neoliberalism, Wood et al. (2022) argue that the Keynesian theory can be a short-term theoretical framework to manage the economic crisis post-Covid-19, while preserving some of the neoliberal economic interventions for future use (Hay, 2012). For instance, reducing social welfare such as unemployment grants (Hay, 2004) for retrenched tourism workers is a long-term shift away from neoliberal policy implementation (Saad-Filho, 2020).

Nonetheless, providing a snapshot background of the previous crises, particularly the Ebola virus, as the only outbreak that had less impact on the South African tourism industry (NICD, 2019), it is significant to note that in 1976, the Ebola virus was first identified in the Democratic Republic

of Congo (DRC). Since then, the Ebola virus has surged occasionally, from an unknown animal that carried it and infected people in western African countries (Baron et al., 2000). Other large outbreaks of Ebola were reported across the border of Gabon, whereas smaller outbreaks were reported across countries such as Uganda and South Africa (Baron et al., 2000). There has been no suspected case of Ebola from neighbouring countries in South Africa (NICD, 2019). As a result of globalisation, the Ebola virus changed from being a single harm, to a collective harm to the vulnerable individuals. Hence, Serrao (2014) viewed the Ebola virus as a “humanitarian crisis of tragic proportions that extends beyond affected countries borders.” Although the Ebola virus did not impact the South African state, including the tourism industry, as part of disaster and contingency planning, the executive authorities were certain that South Africa is capable of managing and containing the virus in case it reaches close to the shores (Mapumulo, 2014).

3.7 REGIONAL ANALYSIS OF THE CITY OF TSHWANE

3.7.1 Brief Overview and Location

The main purpose of the local government as well as provincial and national governments is to deliver basic services to the public (Sanderson, 2001; Binns & Nel, 2002; Phago, 2009). In South Africa, municipalities are classified based on the three different categories of local governments, namely;

- Category A consists of metropolitan municipal entities;
- Category B consists a combination of local municipalities (often referred to as district municipalities;
- Category C are local municipalities, and are considered the smallest local sphere of government.

According to the Municipal Demarcation Board, in line with Section 4 of the Local Government Municipal Structures (Act 117 of 1998), the City of Tshwane metropolitan municipality falls under category A (Phago, 2009; Breetzke, 2010). The city was established on the 5th December 2000, through incorporation of different municipalities and councils. In 2008, the Government Gazette integrated the city of Tshwane through the three districts, Bronkhorstspuit, Metsweding and Cullinan, leading to the city becoming the third largest metropolitan municipality area in terms of land mass and population size in the world (Binns & Nel, 2002; Breetzke & Horn, 2006; Aigbavboa & Thwala, 2013), after New York and Tokyo. Moreover, the city is governed by the

executive mayor as the centre of the authority system, including a ward participatory system in line with the regulations of section 2(g) Determination of Types of Municipalities (Act 1 of 2000).

The city comprises 105 wards, 210 councillors and a population of approximately 3,275,000 (StatsSA, 2016a). Also, it is divided into 7 regions covering 6 368km² of Gauteng's 19 055km² (Bouckaert & Peters 2002; Breetzke & Horn 2006), making up more than 30 per cent of Gauteng province's area. It is also referred as the “Jacaranda City” due to the beautiful purple coverage by over 70 000 Jacaranda trees, as another form of tourist attraction during the blossom season.



Figure 3-1: The city of Tshwane metropolitan municipality

Source: (StatsSA) 2016b

In the Gauteng province, the city of Tshwane metropolitan municipality (CTMM) borders three other provinces, namely; North West in the west, Limpopo in the north and Mpumalanga province in the east. The connection of these provinces is enabled through the national routes and corridors as shown in figure 3.1 above.

3.7.2 Historical background

In the early 1600s, the area around the city was established and occupied by the Ndebele people. The area was governed from the kraal of Ndebele Khosi Musi and also a throne known as “eMhlangeni,” an area he named after his father Mhlanga, currently known as Mohlakeng (Randfontein). During the era known as “Mfecane or Difeqane” in 1820 to 1832, there was a conflict among the black people in Southern Africa, thus allowing an opportunity for the Afrikaners to occupy the land in 1840.

In 1855, a leader of the Voortrekkers, Marthinus Pretorius, who named the city after his father Andries Pretorius, decided to occupy the banks of the Apies River (Monkeys River), and referred

to it as the new capital of the South African Republic. These surroundings used to be the prison areas of African chiefs and kings of Africa, including Ndebele Khosi Nyabela and Pedi Kgosi Mampuru. The city is home to headquarter of governmental departments at national level, surrounded by approximately 135 embassies.

Moreover, it is also home to Freedom Park “which marks heroes of the African Liberation movements,” the Voortrekker Monument “which marks the inland migration of the Afrikaners” and the National Cultural History Museum “which celebrates the African culture.” It embodies the administrative capital of South Africa, where the country’s architectural masterpiece known as the Union Buildings is situated.

This iconic masterpiece was designed, constructed and completed by Herbert Baker in 1913. It is located at Meintjieskop, on a hillock position that overlooks the capital city. Historically, the Union Buildings have hosted significant activities such as a march by Afrikaner women that occurred in 1915 to request a revision of imprisonment conditions for the citizens who protested against the state’s judgement to participate in the First World War.

In the year 1956, about 20 000 women, including the great leaders such as Lilian Ngoyi, Helen Joseph, Sophie Williams and Rahima Moosa, protested against apartheid policies, and embarked on a procession to the Union Buildings to deliver a memorandum to the then minister, Hans Strijdom.

3.7.3 Spatial profile

The PDAs note the City of Tshwane, in accordance with the Spatial Structuring Matrix, are classified based on nodes and corridors with different priorities. There are three classifications of the nodes that are viewed as priority development regions, namely; the CBD, the Metropolitan, and the underserviced townships. Historically, the city of Tshwane has been developed in the locality of Pretoria, hence the prioritised areas are the western and CBD areas. As shown in figure 3.2 the city of Tshwane is systematically divided into seven regions, namely;

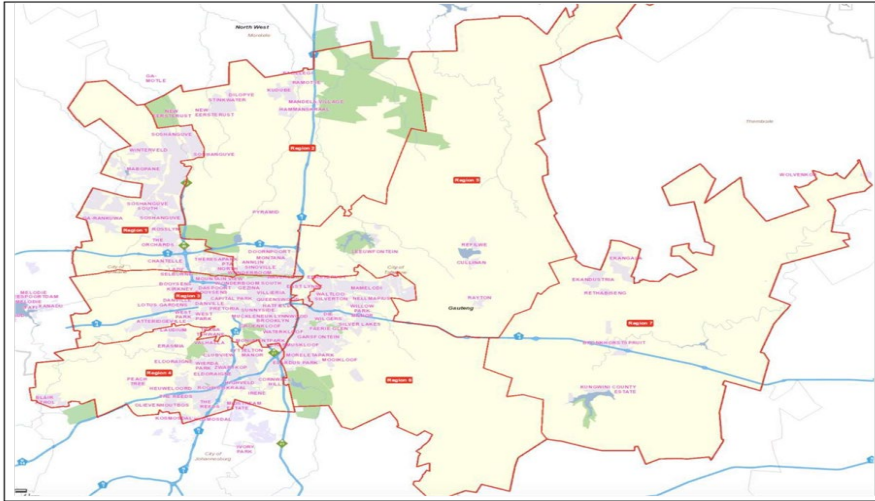


Figure 3-2: The City of Tshwane Regional Division

Source: (StatsSA) 2016a

- First region: located in the western side and consists of the former Bophuthatswana areas of Mabopane and Winterveld, as well as the townships of Soshanguve and Garankuwa, established for labour reserve purposes.
- Second region: located in the northern side which features agricultural holdings, including areas such as Stinkwater and Hammanskraal townships, and the third commercial airport of the Gauteng province known as Wonderboom airport.
- Third region: is the core area of the city, where Pretoria CBD, Brooklyn and Waterkloof suburbs are located, including educational institutions such as the University of Pretoria (UP), University of South Africa (UNISA) and other academic institutions.
- Fourth region: located as a growth point that connects Johannesburg with the Centurion suburbs and the Olievenhoutbosch (previously known as Verwoerdsburg town).
- Fifth region: located around Cullinan as farming and mining dominating areas, including Refilwe township. This region is commonly known for tourist attractions, and potential and natural reservations.
- Sixth region: the region is bordered by high class property development areas, namely; Silver Lakes and Mooi Kloof, as well as middle income areas of Moreleta Park and smallholdings which consist of horse stables.

- Seventh region: serves as the gateway to Mpumalanga, housing farmland, and is located in the Bronkhorstspuit town, which also has tourist attraction potential.

3.7.4 The Case Study Areas

A case study is conceptualised as a “common parlance,” which comprehensively documents a specific event or a circumstance on the basis of a socio-political framework (Leavy, 2014:2). According to the Gauteng Provincial Command Council (2020) during Covid-19, the city of Tshwane was identified as a third hotspot municipality, after the cities of Ekurhuleni and Johannesburg.

There is a plethora of regions which have been identified by the provincial government as areas of serious concern for both the city and tourism, hence this study selected one of the affected tourism agencies that have been economically implicated during Covid-19, located within the city of Tshwane metropolitan municipality. According to Rogerson et al. (2021), the Covid-19 pandemic has demonstrated imbalanced geographical implications within South Africa.

However, the country’s geographic focus on the health and safety of the citizens, as well as the economic uncertainty, has been overlooked, given the focus of the Covid-19 interventions in the provincial and national spheres of government (Turok & Visagie, 2021:1). The government regulations, i.e. lockdown have fundamentally been ‘place-blind’ based on simplicity factors; however, this resulted in unforeseen negative social and economic impacts on specific geographical areas and local municipalities (Rogerson et al., 2021).

The economic impact of these government regulations has been visible, as is evident through their spatial impacts on the tourism industry. In South Africa, the tourism dependency of various municipalities on the consequences of Covid-19 can be studied through the lens of tourism’s contribution to the Gross Domestic Product (GDP). It plays an essential role as a local economy indicator that allows an assessment of a particular area’s vulnerability to the impacts of Covid-19 on tourism activities (Rogerson & Rogerson, 2020).

Concerning the economically developed urban areas, for instance the City of Tshwane metropolitan area, it is possible that the city has an improved resilience and sustainability to the threatening local economic challenges as a result of Covid-19. Consistently, the local areas that are highly dependent on tourism activities are the most vulnerable and at risk of these consequences (Rogerson & Rogerson, 2020a). In South Africa, there is a plethora of local municipalities that are heavily vulnerable and dependent on tourism, as shown in the figure 3.3.

These areas consist of a large number of small urban areas that are historic tourist destinations known for leisure tourism. For instance, Bela-Bela emerged as the most tourism-dependent local area in South Africa.

Correspondingly, the Cape Town metropolitan area, Stellenbosch, Polokwane, and the City of Tshwane, as well as Mbombela, are the most vulnerable city destinations (Rogerson & Rogerson, 2021b).

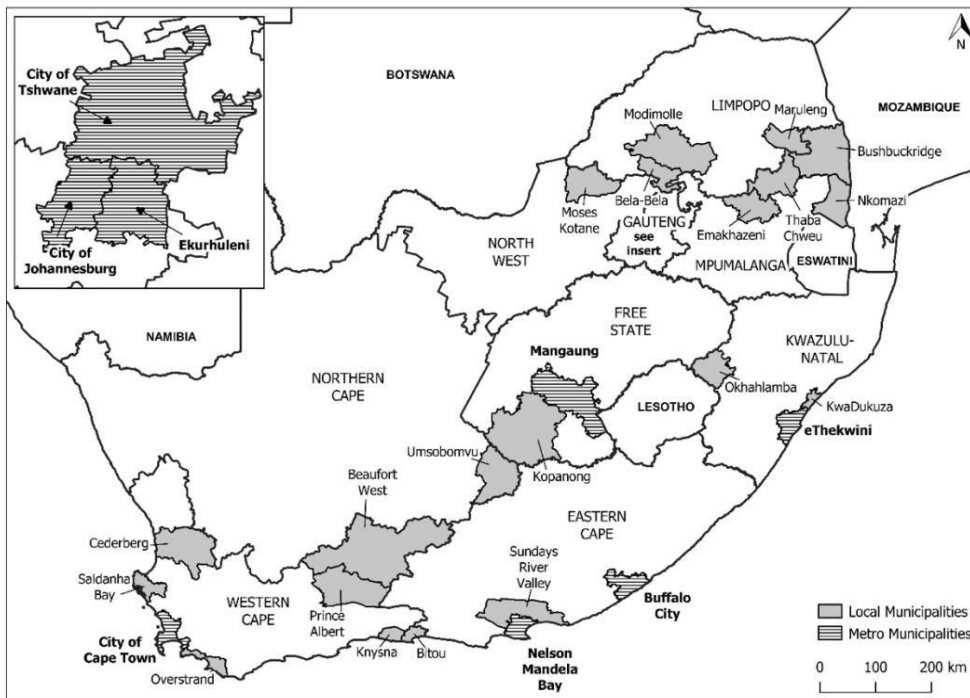


Figure 3-3: South Africa's 20 most tourism-dependent local governments

Source: Rogerson & Rogerson, 2021b

The criteria for selecting a case study were based on tourism contribution, dependency, and vulnerability. The potential case study is at the Ditsong Museums of South Africa, which are located in the city of Tshwane. Apart from the theoretical frameworks, the latter section provided a summary to the tourism economy of DMSA which have been selected for conducting semi-structured interviews. This case study area provides a broad spectrum of tourism activities, thus encouraging exploratory studies to emerge in relation to the impacts of Covid-19, organisational strategies, challenges, and future recommendations.

3.8 CHAPTER SUMMARY

This chapter explained the shortcomings of the crisis management theories, as well as demonstrating the complex nature and scholars' contributions on the issues around the impact of

the Covid-19 pandemic on the tourism industry. The applicability of each theory was examined based on the inherent shortcomings; hence both the chaos and Keynesian theories have been viewed as the appropriate theoretical frameworks to explore the variable's economic impact. The Covid-19 pandemic did not induce complete disorder in the tourism industry. The tourism industry has been resilient and sustainable after previous crises; therefore, this emphasises the possibility of recovery, and also return to normalcy of economic activities.

Therefore, chaos theory has assisted in understanding the extent to which systems are dynamic, complex, and chaotic based on the important principles governing structures, while the Keynesian theory emphasised the monetary and fiscal policies that the government should use to ensure a proper and resilient intervention to restore the demand and supply tourism factors influenced by the pandemic and the government regulations. These theories have the potential to enable the sustainable function of the tourism systems, regardless of the economic impact resulting from the pandemic.

This chapter also briefly discussed the approach of how previous outbreaks such as Ebola, SARS and MERS were managed. Thus, through the selected theories, the tourism industry can also adopt other effective approaches towards fulfilment of the sustainable industry recovery post-Covid-19. This chapter addressed the question of how the Covid-19 pandemic economically impacted tourist attractions, and also reached the targeted objective of recommending interventions through use of government policies.

The following chapter discusses the methodology selected for the study.

CHAPTER 4 RESEARCH METHODOLOGY

4.1 INTRODUCTION

The previous chapter mentioned several theoretical frameworks for tourism recovery, both locally and globally. It also included the two most suitable frameworks, namely chaos and Keynesian theory, to explore the economic impact of the Covid-19 pandemic on the tourism industry in South Africa. In these modern times, research has provided scientific and non-scientific elements in various studies. In my opinion, the Covid-19 pandemic has ambushed the tourism industry including individuals that are dependent on the tourism economic contributions; this has enabled extraction of information through the study subjects, methods, and procedures. According to Rajasekar (2006:2), reflection on various activities has pressured changes to emerge due to new processes, circumstances, and impediments that need thorough strategies for control.

Research is explained as an art of conducting a particular systematic investigation (Kothari, 2004:1) or experimentation. Research has the capacity to provide new mechanisms, methods, techniques and theoretical frameworks to enhance comprehension and management of the day-to-day challenges (Rajasekar et al., 2006:1). Commonly, research methodology is essential, through the guidelines of applicable procedures that a particular scholar has to follow, in order to conduct a study.

Comprehensively, this chapter entails the research methodology that is used in the study to explore the impact of the Covid-19 pandemic on the tourism industry, with a single iconic tourist attraction located in the city of Tshwane as a case study. This chapter entails the description of the research methodology in terms of the research philosophy, design, and the qualitative approach that is applicable in the study.

4.2 THE RESEARCH PHILOSOPHY (THEORETICAL PERSPECTIVE)

The preceding chapter provided a summary of the tourism economy of the case study area selected for conducting semi-structured interviews. Clearly, the case study area has provided a broad spectrum of tourism activities, thus encouraging exploratory studies to emerge in relation to the impacts of Covid-19, organisational strategies, challenges, and future recommendations. Therefore, this rationalises the establishment of a theoretical perspective, i.e. research philosophy, for the study.

Research is a systematic investigation that enables theoretical frameworks to be implemented; hence it is significant for scholars to highlight the methodological approaches of their study. Therefore, it is important for a study to be conducted within a research paradigm, and this discussion will follow in a later section. Briefly, there are three perspectives of the research process that inform one another, as shown in Figure 4.1.

Orlikowski and Baroudi (1991:7) advocate that the ontology perspective maintains the scholar's view of being independent from reality or subjective assumptions, that the reality exists due to their scientific contributions.

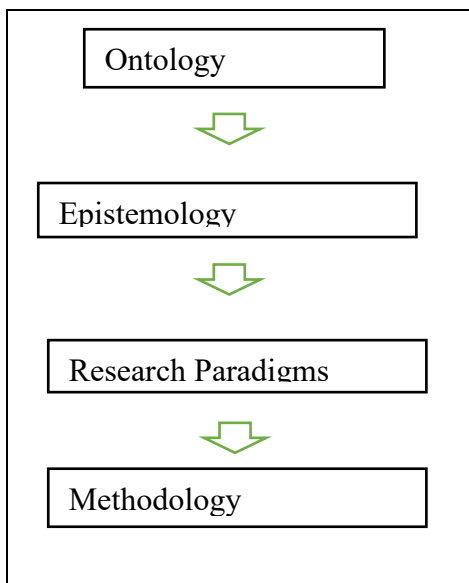


Figure 4-1: The Basic Perspectives of the Research Process

Source: Sobh and Perry (2005:1194)

Kivunja and Kuyini (2017) reiterate that the ontology perspective implies the nature of reality, wherein scholars acknowledge the existence of the subjective realities that are socially constructed in their interactions with the study subjects. Conversely, the epistemology perspective implies the theory and creation of knowledge (Crotty, 1998:8), where the scholar forms meaning through investigation, thinking, and analysis of the information gained from the subjects (Giddings & Grant, 2006).

It maintains the view that knowledge is dependent on personal experiences that are relevant to the subjective practices (Cohen et al., 2013:116). Furthermore, Crotty (1998) outlines the three types of epistemology perspective, i.e. objectivism, constructionism and subjectivism. Firstly, objectivism often views that reality occurs without an influence of any consciousness, together

with the perspective that “in reality social entities exist externally to social actors” (Saunders et al., 2009:110).

Then, constructionism implies the meaning that exist through existence of human interactions with realities. Lastly, subjectivism implies the meaning gained from anything but the object from which it is viewed. In this type of epistemology perspective, an object provides no contribution to the meaning provided by the study subject (Crotty, 1998).

There is a relationship between scholar and reality. For this reason, Grix (2004:58) views ontology and epistemology as perspectives from which various research is constructed. As Dammak (2015:2) also emphasises, research methodology can be guided through the ontological and epistemological views. There is an emerging debate between scholars, concerning the appropriate order to follow based on these perspectives (Mack, 2010:6).

In other terms, there is uncertainty whether to commence research in either the methodological, epistemological, or ontological element. Nonetheless, Grix (2004:68) advises scholars to begin identifying the possible study connections, the ontological view, afterwards creating a link with what is already known about the topic, the epistemological view. Later, take action on how the study is going to be conducted, the methodological view.

4.2.1 The Research Paradigms

In general terms, a paradigm is described as a worldview framework of beliefs, values and methods that allows scholars to interpret the significance of a particular study (Donmoyer, 2008). Research paradigms are unique, as scholars select their preferred methods purposely for collecting and analysing data (Donmoyer, 2008). Moreover, Bogdan and Biklan (1982:30) regard research paradigm as views, concepts, and theoretical frameworks that guide a scholar’s research and thinking capacity, hence Guba and Lincoln (1994:105) complement their representation capacity to position the scholar’s research analysis.

There are four main research paradigms in the literature, namely realism, constructivism, critical theory, and positivism (Denzin & Lincoln, 2006; Giddings & Grant, 2006).

- Firstly, the realism paradigm constitutes the scholar’s view that there is a ‘real-world’ to uncover, regardless that the world is incorrectly understood (Healy & Perry, 2000:118), as the reality to be discovered exists independently of them (Pring, 2000:58). It is important to investigate the consensual reality of an economic system to ensure a thorough understanding on how humankind mutually functions dependently on each other (Sobh & Perry, 2005:1200).

In the realism paradigm, Outhwaite (1983:332) states that scholars gain expertise through theoretical reasoning and experimentation. Thus, study methods such as semi-structured interviews and case studies are relevant in the research processes (Krauss, 2005:762). Fundamentally, Healy and Perry (2000:123) conclude the main purpose of research in the realism paradigm is to “emerge a multitude of answers spreading over different contexts and philosophical perspective.”

- Secondly, constructivism, also known as the interpretivist paradigm, constitutes the scholar’s view that the meaning of their study refers to a certain belief system that belong to a particular context (Healy & Perry, 2000:120). As the name of this paradigm implies “constructivism”, albeit it highlights the scholar’s ability to construct meaning. In most cases, scholars that form part of the constructivism paradigm consider themselves as subjects in the research context (Edge & Richards, 1998:336). Hence, Mack (2010:8) indicates their reluctance to delineate, but rather endeavour to only understand the study subject. In this paradigm, results of the study are connected to the world based on the individual’s perspective, which, as a result, leads to countless realities (Sobh & Perry, 2005:1195) and intellectuals (Mack, 2010:8) that are constructed. One of the main features of the constructivism paradigm is the possibility of the research to be a subject discovered internally, only through direct participation of individuals. Hence, it is recommended that any particular research should not be objectively discovered externally (Mack, 2010:8).
- Thirdly, the critical theory, also known as the radical paradigm, relates to social realities that integrate the historical systems, hence scholars in this paradigm endeavour to reconstruct and criticise social, cultural, political, gender, ethnicity, and economic values (Healy & Perry, 2000:119). The application of critical theory was imposed as a result of emerging concerns that social inequality is overlooked by educational research (Mack, 2010:9), as it focuses more on the technicality, reasonableness, and logic of the research designs. Consequently, scholars in this paradigm endeavour to transform the social reality wherein study subjects exist (Sobh & Perry, 2005:1195). Hence, the assumptions escalate that scholars in this paradigm are action-oriented, whilst the need for discovery of information is inconsiderable (Edge & Richards, 1998:341). According to Mack (2010:9), scholars are expected to include and analyse the political and economic fundamentals where developing syllabus, education, and expertise are established. Both the primary investigators and study subjects participate in the research process (Dammak, 2015:9). Therefore, there are possibilities that the subjects assist with structure of the questions, data collection, and analysis of the research (Dammak, 2015:9).

- Finally, positivism, also known as the scientific paradigm, stresses the view that the independent facts concerning an understood reality can be studied through the quantitative approach (Healy & Perry, 2000:119). For this reason, scholars are independent of the study in order to improve the contemporary knowledge through observations and measurement tools (Krauss, 2005:759). Mack (2010:6) also reiterates that they are perceived as independent observers of an unbiased world through use of regularities to conclude estimations and scientific techniques for analysis of the social reality. In essence, their major perspective evolves around the establishment of a cause-and-effect relationship (Dammak, 2015:2). Moreover, scholars in this paradigm utilise deductive reasoning to assess the suggested theories (Krauss, 2005:760). Positivism is the most-used paradigm in business research (Sobh & Perry, 2005:1196), and it focuses attention on numerical data and statistical analysis processes (Mack, 2010:6; Dammak, 2015:4).

The main aim of this study is to explore the economic impact of Covid-19 on the tourism industry in the city of Tshwane through use of qualitative methods, namely, case studies, observations, and semi-structured and focus group interviews. For this reason, constructivism is an appropriate paradigm to ensure the philosophical strengthening of the study. Also the primary investigator will interact directly with the study subjects within the tourism industry of the DMSA, as one of the selected case studies located in the city of Tshwane.

Particularly for primary investigators, it is important to navigate towards the purpose of the study through the established methodological perspective. It is the responsibility of the primary investigator to select the suitable methodology to conduct their study. This statement, through the academic guide of Krauss (2005:761), is that the selection of any particular methodology is based on the objective of the study, instead of the primary investigator's commitment to any specific research paradigm.

4.3 THE RESEARCH DESIGN

According to Leedy (1997:195), a research design is classified as a study plan that guides the overall process to collect the study data, where it also serves as a framework to choose subjects, research entities, and data collection procedures, purposely to address the research questions (MacMillan & Schumacher, 2001:166). Undoubtedly, a good research design is necessary in order to provide the study results that are subject to credibility. Durrheim (2004:29) advocates that a research design is a strategic framework that has potential to establish a link between research questions, as well as execution or implementation of the applicable study approaches.

The research design is an essential part of any particular study, as it focuses on transforming study questions into projects. Robson (2002) emphasises that it is significant in terms of recommending the suitable research processes and elements, i.e. research method, strategy and sampling. Figure 4.2 outlines the elements of the research design.

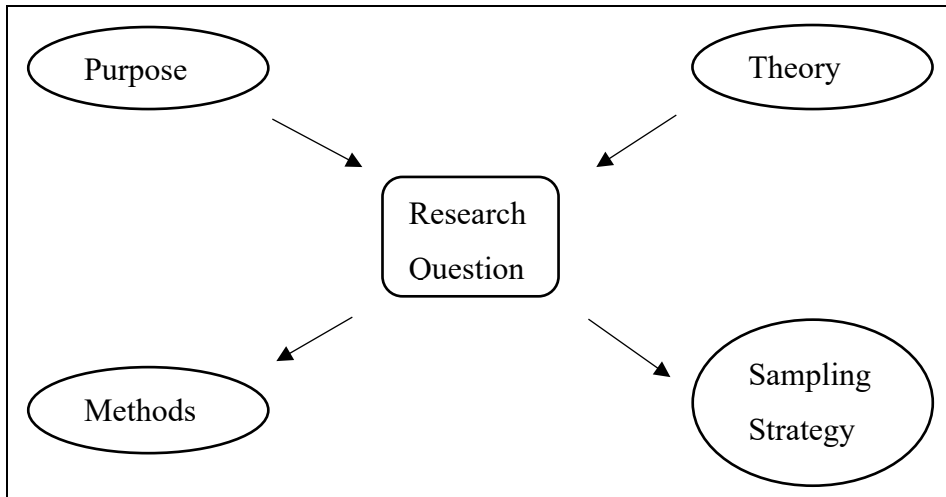


Figure 4-2: A Framework for the Research Design

Source: Robson (2002:82)

The suitability of a research design is dependent on the purpose of a study. For this reason, there are four kinds of research design, namely emancipatory (Robson, 2002), explanatory, descriptive, and exploratory study (Saunders et al., 2009).

- Emancipatory is one of the least used research designs that enhance opportunities and endeavours to play a part in the social interaction. Robson (2002) also considers it a flexible design for any specific research.
- According to Robson (2002), explanatory research implies a flexible and constant research design that aim to describe a study circumstance or an issue. Thus, scholars reiterate that this research design studies the connection between variables of a particular phenomenon, with an academic endeavour to maintain causal connections between those variables (Robson, 2002; Saunders et al., 2009).
- Other scholars refer to explanatory research as “a research design of a hypothesis testing” (Sekaran, 2003). These hypotheses tests are mainly conducted to describe the nature of the particular connections, while distinguishing the dependent and independent variables, in order to determine the results (Sekaran, 2003).

- A descriptive research design highlights an in-depth outline of the study phenomenon, as various areas of interest based on individuals, cases, and events (Sekaran, 2003). This is one of the research designs that obliges scholars to collect a significant amount of information to fulfil the theoretical objectives of their study. Robson (2002) also confirms descriptive research as a flexible and constant research design that aims to determine and explain the characteristics of the variables, i.e. individuals, cases, or events, of a particular study. The descriptive research is regarded a prototype of an exploratory research design, as Saunders et al. (2009) rationalise the significance to have a thorough understanding and viewpoint of a phenomenon prior to conducting an exploratory study (Saunders et al., 2009).
- Finally, exploratory research focuses mainly on investigating existing events, discovery through questions, examining phenomena, and developing new knowledge and hypotheses in the literature for future research. Like the aforementioned designs, exploratory research is the third that Robson (2002) considers flexible, and a constant research design. The conduct of exploratory research emerges when there is a lack of information in the literature about a particular phenomenon. For instance, the main study explores the impact of Covid-19 on the tourism industry, which confirms the case of an insufficient literature and related study not having been conducted. Hence, Sekaran (2003) emphasises that it enhances a thorough comprehension of a specific issue being studied, since there is a lack of, or only little research conducted in the common area of interest. Therefore, to enhance the usefulness of the exploratory study, it is fundamental to describe and understand a research problem through use of the three approaches, i.e. literature review, experts, and focus group interviews (Saunders et al., 2009). The following section provides an abridged overview of the three research approaches, then follows the applicable approach chosen.

4.4 THE RESEARCH APPROACHES OVERVIEW

The process of conducting any particular study does not constitute an order of the research procedure, rather an application of the relevant research approaches. According to Wei (2010:17), the main aim of the research approaches is to analyse and record the study data. Referring to the applicability to the theoretical perspectives, i.e. research philosophy, it is essential to choose a research approach that is relevant to the research paradigms, this applicability depends on the nature of the questions, objectives, and limitations of a specific study. There are three classifications of a study method, i.e. quantitative, qualitative and mixed method (Tashakkori & Teddlie, 2003; Williams, 2007:65; Saunders et al., 2009).

In order to assess theories, the quantitative method involves the use of numerical and large samples. The focus on this study method is to address the questions relating to who, how, and where (Harrison & Reily, 2011:7; Creswell, 2012:13). Distinctively, the qualitative method involves the use of words and their meanings to establish theories (Sobh & Perry, 2005:1194). The focus on this study method is to address the questions relating to how and why (Harrison & Reily, 2011:7), whereas various studies raise a concern on the necessity for both the human factor as well as the objective information being accessible in research (Miles & Huberman, 1994:42). This particular concern encourages the need to construct a mixed method, which constitutes an amalgamated use of quantitative and qualitative method in solitary research (Borrego et al., 2009:57).

The aforementioned discussion entailed a brief background of the three methods of research. However, the selected research method should be a blueprint for the study questions and objectives (Johnson & Onwueghuzie, 2004:16). Therefore, with the primary aim to fulfil the objectives of this study and address the theoretical gaps in the literature, a qualitative method is used to explore the economic impact of Covid-19 on the tourism industry. The following section is a detailed discussion of the qualitative method as a suitable research method for this study.

4.4.1 The Qualitative Approach

In essence, the research strategy constitutes a systematic plan that guides the primary investigator to address the study questions, achieve the theoretical objectives, collect data, and consider the limitations of the study (Ababneh, 2020). There are various strategies of qualitative research, namely, experiments, case studies, grounded theory, ethnography, action research, observations, focus groups, interviews, oral history, and archival studies (Saunders et al., 2003), as well as surveys, including questionnaires and conversational analysis (Borrego et al., 2009:55). The primary investigator selected the applicable data collection strategies, in accordance with the nature and requirements of a qualitative study. Nonetheless, it is unnecessary to compare these strategies, as no one is better than another (Saunders et al., 2009).

In an attempt to address a research gap, it possible for the primary investigator to struggle to identify the variables and elements to explore the problem of the study (Creswell, 2012:16). This statement also strengthens the qualitative method applicability for this study. The interviews, consisting of three forms, namely structured, semi-structured and unstructured, are the most-used data collection method in qualitative research (Punch, 2009:144). Thus Dammak (2015:7) emphasises the primary investigator's responsibility to select a form of interview in accordance

with the research questions, objectives, and contribution of their study. There are developing views that the main purpose of a qualitative method is to acknowledge the dynamics of the human element through the perspectives of the primary investigators and study subjects (Krauss, 2005:764). As a result, scholars using this study method tend to adopt constructive mechanisms to understand their experiences (Denzin & Lincoln, 2008:29), through use of the aforementioned research strategies. Subsequently, it should be known that qualitative scholars tend to avoid expressing their own viewpoints, due to their dependence on the transfer of knowledge and experience from both the primary investigators and the study subjects (Krauss, 2005:764). Historically, before the 20th century, the quantitative method was the only method available to conduct a study, mainly because it accommodated the basic perspectives of the research process (Onwuegbuzie & Leech, 2007:266). Afterwards, many scholars began to acknowledge and conduct their studies through use of the qualitative method (Onwuegbuzie & Leech, 2007:266). The following section explains the two qualitative data collection strategies that were applied in the study.

4.4.2 Case Study

The main focus of this exploratory study is to address the research problem highlighted in the first chapter; thus, a case study approach was used in the study. Briefly, various scholars contend that a case study is a study approach inquiry that is empirical in nature, in which it studies the emerging issues in a real-life context (Auriacombe & Webb, 2006:599; Yin, 2012:4; Corbin & Strauss, 2015:12).

Also, it is a detailed investigation that underpins a large gamut of philosophy based on the complexity, dynamism, and uniqueness of certain project study as “an in-depth exploration from multiple perspectives of the complexity and uniqueness of a particular project, policy institution or a structure in a real-life event” (Leavy, 2014:2).

Furthermore, it is stated in the literature that they have the potential to provide sound and meaningful information to the social sciences of a specific case (Yin, 2012:49). In any particular study, the adopted case studies approach can encourage a comprehensive contextual examination of reduced number of conditions and events, on the basis of their underlying linkages.

4.4.3 Semi-Structured Interviews

The qualitative section of the study was dependent on the use of the semi-structured interviews with twenty-five study subjects, i.e. key local stakeholders in the tourist attractions located in the

City of Tshwane. An interview is understood as a talk, and talking is induced naturally (Griffie, 2005:36). Semi-structured interviews are conducted through interaction with subjects, and encourage emergence of other relevant topics to fulfil the objectives of the study (Jansen, 2007).

As highlighted earlier, this form of interview encourages a detailed discussion that is relevant within the scope of the study topic, thus the primary investigator is responsible for navigating the interview in accordance with the study subject's responses (Oun & Bach, 2014:254). Concerning the nature of the interviews, the primary investigator will only interview the specified number of study subjects. Smith (1987:174) also enunciates that a study can gain useful information regardless of the quantity of subjects.

The main aim of the interviews was to explore and gain understanding of the economic impacts that came as a result of the Covid-19 pandemic, with a single target being one of the sub-systems of the tourism industry. As the interviews provide an individual interaction, the interviews will also encourage the study subjects to provide their perceived recommendations on how the tourism industry in the city of Tshwane can recover through resilience and sustainability mechanisms.

Therefore, with an attempt to achieve the study objectives, the interview questions were open-ended, thus enhancing study subjects to discuss the topic on the basis of their own conceptions, perspectives, and experiences, while the primary investigator had no influence to limit the provided responses (Creswell, 2012:218). Additionally, the following are the two abridged benefits of the using the open-ended interviews:

- Firstly, this type of interview allows an extraction of data that is theoretically significant to certain circumstances that are analytical, i.e. impossible to identify through a human eye or directly observation.
- Secondly, the study subjects are allowed to respond based on their in-depth personal information, which leads to the quality of the data collected based on their individual perspective (Creswell, 2012:218).

The interviews will be offered in a hybrid format, and this means that the study subject has an option to select either online (using Microsoft Teams) or face-to-face interaction. Before the interviews, the primary investigator made necessary arrangements confirming the date and time with the study subjects, to ensure that study subjects selected interview formats that were suitable for them, while considering factors such as cost, convenience, comfort, and building accessibility (especially for physically disadvantaged study subjects).

Although semi-structured interviews will be audio or video recorded; however, it is practical that the interviewer takes written notes with the interviewee's permission. Study subjects are voluntarily expected to engage with the primary investigator to fulfil the objectives of the study, by responding to questions that are asked during the interview. The interview will take approximately 30 minutes, and this is a one-time participation that the primary investigator does not intend to follow up, or ask additional tasks from the study subjects.

Rather the only follow-ups will be on questions within the timeframe of the interview. Although the primary investigator intends not to lead or bias the interview, some answers from the subjects may need to be probed further. Also, the study subjects will be allowed to withdraw entirely from participating in the study or responding to any questions during the interview at any time. Moreover, the data collected will be anonymously identified. No personal details of the subject will be written or recorded in the consent form or elsewhere, to ensure that no information can identify the subject.

The primary investigator will document the informed consent that will also clarify the data collection procedure and will be available for review prior to the interview if requested. The informed consent form will be written in a language that is understood by the subjects, as the primary investigator will ensure that the subjects have a full understanding of the study, and attend to any study-related enquiries from the study subjects. For this reason, the appointment of a translator will not be needed during the interviews. The subject will be given sufficient time to consider participation, and confidentiality will be protected, as no personal details of the study subject will be disclosed in any form before or after dissemination of the findings.

4.5 CHAPTER SUMMARY

During the early phase of conducting a study, a primary investigator undertakes an extensive learning process in order to collect primary information to enhance knowledge. Krauss (2005:764) emphasises that the qualitative approach is one of the study approaches that has the potential to advance new knowledge, methods, and extent of meaning. This implies the approach has the capability to facilitate learning trajectories, at the time theoretical perspectives are reformed during the process. This chapter included an overview of the selected research methodology and the approach of the study; thus, an attempt is made to describe the data collection procedure followed, targeted population, and so forth.

There are three forms of research methodology approaches, and each one is grounded in a particular research paradigm. Clearly, the qualitative approach is based on the interpretivist

paradigm, as it is concerned with exploring the meaning of a social phenomenon (instead of measuring a social phenomenon), and new information is extracted, collected and analysed in an objective and unbiased manner.

In essence, a clear understanding of the paradigm's orientation can serve as a guide to properly conduct the study. For this reason, connecting this research philosophy can aid the primary investigator to thoroughly demonstrate the theoretical perspectives and roots of the study. Subsequently, the study will use the qualitative approach to explore the economic impact of the Covid-19 pandemic on the tourism industry in the City of Tshwane.

Furthermore, a detailed qualitative analysis was highlighted, through the use of two data collection techniques, namely, case study and semi-structured interviews, to gain a deeper understanding that pertains to the problem statement. In conclusion, this chapter entailed the application of the methodologies discussed above to explore the economic impact of Covid-19 on the tourism industry, while the main focus is to achieve a sustainable recovery, particularly on tourist attractions as a tourism sub-sector. The next chapter presents and discusses the study results, gained from the semi-structured interviews.

CHAPTER 5 RESULTS AND DISCUSSION

5.1 INTRODUCTION

The previous chapter motivated the methodological applicability nature of the qualitative approach. According to Boeije (2010:94), the study analysis involves the process of segmenting and reassembling the research data, purposely to convert to the study results. The primary investigator has a responsibility to gather data through use of thematic content analysis to address the problem statement of the study, and subsequently, to achieve the objectives of the study, the chapter presents the results of this exploratory study, with the underpinning framework of the previous chapters.

The empirical study was to explore the impact of the Covid-19 pandemic on the tourism industry, in order to ensure a sustainable and resilient economic recovery in the City of Tshwane. In this chapter, the findings are presented through data gained from subjects of the study. Discussion is made to either validate or invalidate the study results, as they will be analysed relative to the existing literature on the concerned crisis and the industry. Names of the study subjects were not identified, mainly to protect their identity and maintain confidentiality.

The engagement between the primary investigator and the study subjects was purposely conducted through semi-structured interviews to address the following research questions:

- What is the economic impact of the Covid-19 pandemic on the tourism industry, focusing on the tourist attraction sub-sector in the City of Tshwane?
- What is the relationship between the tourist attraction sub-sector, economy, and the tourism industry? Is there a possibility that the tourist attraction sub-sector would contribute positively to the economy post the Covid-19 pandemic?
- What is the impact of the government regulations on the tourism industry as the implemented measures to mitigate the spread of the Covid-19 pandemic in the City of Tshwane?
- What interventions can be adopted to sustain the tourist attraction sub-sector post the Covid-19 pandemic? Thus, what recommendations through government mechanisms and approaches can be implemented to mitigate the current and future economic loss in the tourism industry?

5.2 HIGHLIGHTS OF THE EMPIRICAL RESEARCH STRUCTURE

Generally, at this time, a particular phenomenon is little known. It has been proven that research allows for investigation of new facts, knowledge, ideals, and conclusions (Zarah, 2017). This study was conducted for exploratory purposes emanating from the Covid-19 pandemic and the tourism industry. Specifically, the main objective was outlined to establish the sustainable and resilient recovery prospects of tourist attractions in the city of Tshwane. As the research questions are indicated above, the semi-structured interview questions were asked to the study subjects in a manner that was easily understood.

The questions are related to topics such as background experience, impact on tourist dynamics, economic impact, community and stakeholder viewpoints, government interventions and regulations, as well as future outlook and economic recovery strategies that could inform future crisis management for tourist attractions in the tourism industry. Thus, questions related to these topics are prominent throughout this chapter. Although empiricism depends on a greater extent of the universal experience (Naidoo, 2005), the semi-structured interviews are essential to verify the subject matter through the study subjects' views, experience and observation.

For this reason, inclusion of the interviews conducted as the data collection technique has reinforced the empirical nature of the study. The fourth chapter clearly proves the suitability of the qualitative approach for this study. The approach enabled expansiveness, as it allowed a thorough processing of the research study subjects' feedback. In this instance, studies through hermeneutics can also assist towards establishing a holistic view of a particular phenomenon (Kinsella, 2006). It is significant to comprehend the relationship between major variables of this study, including selection of interview study subjects from tourism establishments such as DMSA (case study), NDT, CTMM, PAM, and GTA. As a kick-start, the primary investigator displays the interview study subjects, as shown in table 5.1.

Table 5-1: Classification of the study subjects

Organisation	Code Category	Designation	Years of Experience
CTMM	P1	Acting Divisional Head: Tourism	22 years
GTA	P2	Gauteng Tourism Manager	18 years
DMSA	P3	Local Resident (Employed)	2 years
CTMM	P4	Director: Domestic Tourism	21 years
DMSA	P5	Local Resident (Employed)	5 years
DMSA	P6	Museum Education Officer	7 years
PAM	P7	Functional Head	27 years
NDT	P8	Director: Monitoring and Evaluation	30 years
CTMM	P9	Tour Operator / Board Member	15 years
DMSA	P10	Chief Financial Officer	24 years
NDT	P11	Deputy Director: Strategy Development	18 years
NDT	P12	Deputy Director: Policy Development and Regulations	22 years
PAT	P13	Museum Culture and Education Officer	26 years

Source: Author (2025)

A total number of thirteen study subjects were invited and participated in the interview sessions, as the primary investigator also had the responsibility of asking the interview questions. At first, the primary investigator intended to interview approximately twenty study subjects, including the Tshwane Tourism Association (TTA) and executives of various tourist attractions. Unfortunately, there were factors that led to inaccessibility of these targeted study subjects, such as time and seniority challenges. These challenges were mostly prominent throughout the study, as study subjects who hold senior positions were highly swamped with their work commitments.

Nonetheless, the primary investigator was flexible when conducting interviews, in order to accommodate the time availability of the study subjects. A consent form was signed, thus assuring that the study subjects are aware of the study objectives, including the fulfilment of the ethical considerations such as anonymity, confidentiality, and privacy. Certainly, most of the study subjects were comfortable around the use of Microsoft Teams application to audio record the interview sessions. Upon a successful collection of data, the interview sessions were recorded as well as transcription of the study subject's responses.

The data analysis process involves transformation of research data into meaning (Babbie & Mouton, 2010). Neuman (2011: 246) describes the data analysis process as collection,

categorising, coding, conversion, presentation, and validation of the collected data. Braun and Clarke (2006) contend that thematic content analysis is highly dependent on the use of a six-phase framework to conduct any applicable study (shown in the table below). In order to achieve the study objectives, the primary investigator has collected data through online and physical semi-structured interviews, in accordance with thematic content analysis. The secondary data extracted from the literature is interpreted with the results of the study.

Table 5-2: Six-phase guide for study conducting a thematic content analysis

Steps in a research study
Familiarizing with the study data
Creating initial codes and/or themes
Discovery of study themes
Reviewing themes
Describing themes
Reporting the results

Source: Braun and Clarke (2006)

Briefly, the study subjects were identified from different tourism establishments, namely DMSA (case study), NDT, CTMM, PAM and GTA. Then, a sample set of open-ended questions were developed, and then answered by the study subjects during the interview sessions. It is important to emphasise that the questions were developed and structured in accordance with the level of knowledge, skills, and educational background of the tourism study subjects. Subsequently, the following section indicates the questions asked during the interviews with the study subjects, as their responses are also discussed. Additionally, demonstration and the data analysis were completed through use of tables and charts, mainly to improve the comprehension, layout, and simplified reading of the study results.

5.3 THE STUDY SUBJECTS IN THE INTERVIEW PROCESS

This study aimed at exploring the economic impact of the Covid-19 pandemic on the tourism industry, to achieve the overall recovery of tourist attractions in the City of Tshwane. A specific number of targeted study subjects were acknowledged and carefully chosen, mainly for the interview purposes. As a result, the primary investigator applied a purposive sampling method to explore opinions, perceptions, and experiences from a group of tourism study subjects from different tourism establishments (tourism workforce and experts employed at DMSA, NDT, CTMM, PAM and GTA).

Thus, interviews were conducted with the currently serving government and non-governmental workforce with comprehensive knowledge, skills, and expertise of the tourism industry and the City of Tshwane. This resulted in ease of collecting primary data to address the research questions and statement of the problem. The primary investigator conducted an in-depth interview with each study subject to solicit their intensive perspectives, thus there was less necessity for focus group interviews.

Fortunately, the use of this form of interview enabled the study subject comfortability, in comparison to the scenery of the rejected focus group interview methodology. Table 5.1 above profiles the governmental and non-governmental workforce who participated in the interview sessions conducted with the primary investigator. It should be emphasised that these are currently-employed study subjects at the coalface of tourism activities that were impacted by the Covid-19 pandemic. The table is formulated to ensure that order, simplicity and neatness is maintained, in the process of presenting and discussing interview study results.

As shown in table 5.1, a large number of study subjects are employed at DMSA (Ditsong Museums of South Africa). An obvious rationale of this outcome is that DMSA is the chosen case study tourist attraction establishment located in the City of Tshwane. Subsequently, the following is a highlight of the interview questions that were asked of the study subjects. Also, the section is associated with a discussion of the study subjects-related responses to those interview questions.

5.3.1 Experiential Background on the Covid-19 Pandemic Era

How has your experience been at the organisation post the Covid-19 pandemic?

The interview question aimed at establishing the experience that the study subject has faced, in both the personal and organisational setting since the emergence of the Covid-19 pandemic. It is essential to note that individuals who participated in this study had an intensive corporate knowledge and experience in their professional settings and the tourism industry. The study subject's responses were consistent, though different in terms of describing their experiences endured during the Covid-19 pandemic. In maintaining a good flow and connection of the different views, the primary investigator took note of repetitive statements and summarised these as the results of the entire study.

The study subjects' experiences show that the tourism industry has faced unforeseen challenges during the Covid-19 pandemic. The findings also emphasise the extent to which the Covid-19 pandemic has triggered a shift in reconstruction issues in the related tourism sub-sectors such as

marketing and cultural establishments in the City of Tshwane. These issues include tourism businesses resetting, operational tampering, psychological, emotional and economic impact, as well as response strategies to the pandemic.

The experiences have revealed that the tourism industry is heavily dependent on human movement and cultural exchange. It is clear that the tourism industry also operates from a close human connection. However, the Covid-19 pandemic has led to an uncomfortable sense of fear and uncertainty, related to human loss of life, and psychological and emotional damage that forced tourism stagnation during the implemented governmental restrictive measures.

Covid-19 pandemic was scary. It was challenging because we had to suddenly learn how to do things differently. While dealing with the various losses that came with Covid-19, in terms of financial loss and loss of life in our families and employees. Because nobody had any clear answers, it was even probably more challenging. Because there would be long stretches of time where there was uncertainty about what do we do and how do we do it, even though we were really functioning along the guidelines of the various lockdown levels, but still operationally it was a challenge (P1).

Tourism sub-sectors such as attractions, transport, tours, and hospitality were negatively affected due to loss of life and government regulations implemented during the pandemic. Further than emotional challenges, tourism businesses suffered also with psychological challenges, and this hindered the recovery of new entrants in the tourism space.

It was fear for loss of life. It was especially when we started seeing on social media, the government digging graves and hiring the Caterpillars. People were not being allowed to bury and send off their loved ones as it has been their custom and a tradition through the course of life. It impacted badly on us, and had a psychological impact (P2).

The operations of the tourism businesses were severely impacted, due to coercion to comply with the travel and lockdown regulations. It is important to note that post the Covid-19 pandemic, the level of recovery of those tourism establishments is sluggish, as there is a high number of businesses who shutdown, in comparison to businesses opening. This encouraged an urgent need to reset their operations and marketing techniques.

But if you compare the number of the businesses that closed down to the one that are open. The one that are opened have been way less, compared to the ones that have closed down (P4).

Moreover, tourist attractions such as museums were forced to cancel planned events, implement short-term shutdowns, and adapt to technological advancements such as social media. This adaptation has been essential to keeping up with the pace of the Covid-19 pandemic, especially being heavily dependent on physical interaction of the visitors. This shift has showed an emerging importance of technology and digital application, as it is ongoing for the majority of tourist attractions in the city of Tshwane.

During lockdown period, we saw that social media will be of great help to keep people in the loop of what's happening with the museums. Afterwards, we learned a lot, especially on how to promote the museums better and that has helped us up to now (P7)

Regardless that the Covid-19 pandemic has debilitated tourist attractions, it has also influenced the operations of government establishments such as the National Department of Tourism (NDP).

With the Department of Tourism during COVID, there were times when we were not coming to work. We're working virtually. Then as time passes, the regulations were relaxed and we started coming on certain days (P8).

Before the emergence of the Covid-19 pandemic, it has been found that the working environment was active. For health and safety purposes during the Covid-19 pandemic, a shift was evident towards a work-from-home basis, digitisation, and social distancing. Consequently, the change in the social dynamics was evident, where tourist attractions struggled to maintain some interactions with the tourism stakeholders.

Covid-19 pandemic forced us to put masks, and engage less with other people for safety purposes. The Covid-19 virus was deadly at that time (P5)

The tourism industry, including the sub-sectors suffered a great loss due to financial constraints such as budget cuts, as funds were allocated to pandemic-related needs. The government intervened with the aim to provide support through Covid-19 relief funds. However, it was unable to address the economic leakages that were sustained by the industry.

We were expected to report for duty and administer some Covid-19 Relief Funds. At that time, the NDT, the Minister and the political office bearers have made a commitment that the government must come in and assist. Business people must start applying for funding, as some form of interventions that can keep businesses afloat (P2)

Regardless of the challenging experiences that the study subjects explained, the tourism industry has demonstrated sustainability and resilience for the recovery. As the lockdown restrictions were eased, then tourism activities, such as visitor travelling, gained momentum. Evidently, there is a slow recovery, in the regard that some tourist attractions were able to adapt to the new normal in a timeous manner, while some tourism establishments were not able to restore their operations.

Certainly, most tourism establishments in the city of Tshwane were dependent on international tourism, hence the recovery was hindered due to the hard lockdowns and lack of confidence in local tourism. However, the Covid-19 pandemic has encouraged the tourist attractions to advance their innovation and marketing mechanisms. For instance, for the domestic tourism that was neglected, tourism businesses, i.e. museums and tour guides, used local tourism to mitigate the economic implications of the pandemic.

The results have showed that the Covid-19 pandemic has critically transformed the individual, professional, and organisational experiences. It has influenced the work dynamics, emotional wellbeing, and economic sustainability. Though the tourism industry has faced unforeseen threats, a sustainable and resilient recovery is underway. The shift to technological advancement, marketing changes, and domestic tourism are the necessary strategies to achieve tourism recovery.

5.3.2 Impact on Tourist Dynamics

How did the Dynamics and Demographics of Tourists Change as a Result of the Covid-19 Pandemic?

In accordance to observations of the study subjects, there was a tremendous decline of tourism and travelling activities. This is due to the decreased level of international and domestic tourist arrivals.

Oh, the numbers have changed drastically, both during and post Covid-19 pandemic. For example, more than 50% of our numbers have changed. We could receive a number of 200 visitors a month. Then after Covid-19 pandemic, we might receive 50 or less than 100 people, in a sense that people no longer see fit to come and visit the museum (P6).

In relation to the tourist arrivals, one of the study subjects provided an update post the Covid-19 pandemic

For the most part, the biggest percentage, I would say everything has returned to normal (P13).

There are several tourist attractions that have faced a little increase after reopening of their establishments and activities at the city of Tshwane, due to local tourists' willingness to utilise

local travel and staycations. It is important to note that this changing pattern was unable to remunerate the economic leakages endured by the loss of international tourism, as the level of recovery was sluggish. Therefore, the demographics and dynamics of tourists forced a shift of the tourist attractions to consider domestic tourism instead of international tourism.

It is difficult to sugar-coat the severity of the effect of the Covid-19 pandemic on the tourist demographics, regardless of a possible “complete return to normality” on tourism activities. For instance, international tourists, i.e. the white community, were previously dominating most tourist attractions, some tourism establishments in the City of Tshwane observed a shortage of visits from these particular ethnic groups. Similarly, the tourist demographics have also diminished in the black ethnic group and youth participation from before the pandemic.

Historically, our clientele has been mostly the white community and international visitors. There had been a steady increase amongst the blacks and younger generation before the pandemic, but those gains have been lost post the pandemic (P10).

The study subjects proclaimed that tourism demographics are not the same as before the pandemic. However, the year 2024 showed a positive increase and continuous improvement in the tourism activities. Additionally, the existing shift of tourist behaviour and preferences is acknowledged. This is perceived from the way in which tourists, either international or domestic, prefer travelling to tourism destinations that are environmentally friendly. Some of the tourist attractions had the privilege to benefit from the emerging staycations trends. One of the study subjects provide a statement of one of the tourism establishments that was operating during the course of the pandemic

Some people that prefer Safari, they still drive out of the city to go to places such as Dinokeng game reserve which is about 67 kilometres outside of Pretoria during the COVID-19 period. While the tourism industry struggled, they did not suffer much because there were people travelling to spend time in the game reserves (P4).

Can you describe any observed changes regarding the tourists’ behaviour or preferences post the Covid-19 pandemic?

In relation to the changes of the tourist preferences and behaviour patterns, it became clear how the concerns pertaining to health and hygiene were essential to the tourists, specifically the international tourists. Regardless that the lockdown restrictions have currently eased, it is noted that these tourists are willing to participate in tourism activities such as travelling and visiting

attractions such as exhibitions, though they commit to more risk avoidance considerations. For instance, some tourists are still dependent on the use of sanitary masks and social distancing practices, even though the pandemic no longer exists.

As a tour guide, I work directly with clients. You would find tourists who are coming from countries that were not seriously affected by Covid-19 and they still want to exercise the issue of wearing masks. They really want to visit the country, but they are still sensitive to the pandemic (P9).

Surprisingly, there is a growing level of preference towards outdoor activities and reduced gatherings. This reveals the fact that tourists are now careful when participating in activities of the industry, hence they choose to visit attractions that control social distancing from large visits, and also comfortability in terms of safety purposes. Clearly, this is another reason that justifies the declining rate of tourists' preferences and participation in entertainment tourism, such as outdoor events. Rather, there is a surging increase of preferences for indoor tourism activities such as museums and exhibitions, and other cultural or natural-based practices.

Nevertheless, it is impractical to overlook how several tourists are motivated after the pandemic. One of the main elements that maximised the international tourists is the freedom of movement that came after the extinction of the pandemic. The emotional factors such as positivity and excitement between the visitors and tourism establishments across the world, were triggered by the freedom to travel and explore new tourist attractions.

Have there been any strategies implemented to ensure visitor safety and retention post the Covid-19 pandemic?

The results have pointed out the three major strategies implemented to address the aforementioned question, namely health regulations, retention, and trust, as well as partnership. Firstly, an enforcement of safety measures was a necessity during the pandemic. It became evident that multiple tourism establishments are persisting in prioritising the hygiene precautions, i.e. sanitation. For instance, various tourist attractions have invested heavily in cleaning protocols such as ensuring availability of sanitisers, screening devices, and temporary sanitary masks for sensitive visitors. Despite that the government regulations are no longer applicable; some facilities continue to attempt such common practices to ensure visitor safety and retention. Other safety measures include maintenance of occupancy rates, building ventilators, and educational awareness practices. Secondly, the nature in which tourist attractions have maintained trust with their visitors has contributed to continuous safety compliance. As a result, visitor retention is encouraged

immediately when there is a sense of comfortability induced from availability of the critical hygiene standards. Also, technology and digital advancement continue to play a vital role in enhancing visibility and communication of the tourist attractions with their stakeholders, through tools such as social media, the internet and other connectivity platforms.

Strategies that we are using would be to be visible enough on social media. Making sure that our website is active all the time. People can get contacts from our website and be able to communicate with us through other channels such as WhatsApp.

Thus, through initiatives such as the ones mentioned by the study subjects, it becomes practical for the tourism establishments to keep their visitors informed about the safety requirements and tourism services. Finally, there some are tourist attractions that are engaging through the stakeholder partnerships for credibility and long-term compliance purposes to the international standards. For instance, tourist attractions known as La Luonde have joined reputational establishments, i.e. the South African Tourism Services Association (SATSA) to develop their credibility as an emerging tours and transfers business located in the City of Tshwane. Consequently, this advances the possibility of a continuous participation of international study subjects through tourists' fares on tours and transfers. Then, further collaborations such as the World Travel Market (WTM) Africa boost exposure and the opportunity for future tourist bookings beneficial to restore the pandemic financial losses. This also motivates the sub-sector contribution to the South African economic growth, through long-term partnerships to restore and sustain the tourism industry in the geographical area. Table 5.3 shows other strategies implemented by the CTMM to ensure visitor safety and retention.

Table 5-3: CTMM Implemented Strategies for Visitor Safety and Retention

Strategies	Implications
Digitisation	The Covid-19 pandemic encouraged the use of technological and digital platforms. Purposely to improve communication with visitors, the City of Tshwane tourism industry invested heavily in digital marketing tools such as launching a tourism website called “discovertshwane.com”.
Virtual Tourism	Due to the digital transformation, virtual tourism emerged to allow contactless visits. Tourists were able to experience the city attractions from the comfort of their home, especially during the travel restrictions.
Domestic Tourism	Previously, the domestic market was overlooked, as focus was more on the international market.

Strategies	Implications
	As part of the strategy, the focus shifted to local tourism as the only market that was active during the pandemic. The digital initiatives improved accessibility and affordability of the surrounding attractions.
Incentivizing Tourism Visits	As part of the strategy to boost repetitive visits, the city exploited technology through provision of free or discounted incentives. For instance, the January campaign was known for cost-cutting in the specific month when most visitors had exhausted their cash.
Communication	The main aim was not only to influence tourist arrivals, but rather to also maintain communication. Leveraging on digital platforms encouraged engagement between potential visitors on temporary standby until the time of travel, and confidence was restored.

Source: StatsSA (2021)

During the interview session, one of the study subjects employed at GTA further indicated two related strategies that the establishment has implemented to improve the technical and communication infrastructure, as well as ensuring visitor safety and retention.

One was a noteworthy infrastructural investment of building a smart city near the Lanseria International Airport that is situated to the northwest of Johannesburg, South Africa. Then, followed by the empowerment of Local Tourism Organisations (LTOs) through initiatives, such as allowing the existing VICs services to be directly managed by the local businesses and community members (P2).

Figure 5.1 further shows the positive and negative impacts of the Covid-19 pandemic, in relation to the strategies that were implemented.

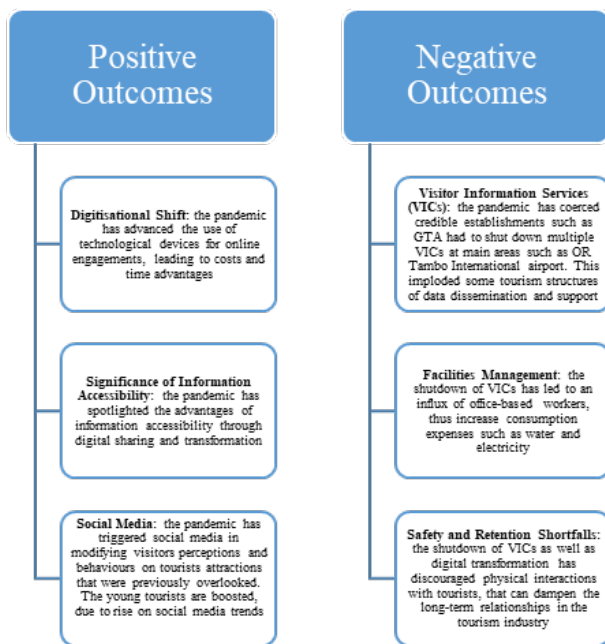


Figure 5-1: Positive and Negative Outcomes of the Covid-19 Pandemic

Source: StatsSA (2021)

As shown in figure 5.1 above, the Covid-19 pandemic had a deep impact on tourist dynamics, demographics, behaviours, and preferences, as well as enforced mechanisms for health, safety and retention. Although the tourism recovery is underway and sluggish, the results proclaim that the tourism numbers are low in comparison to before the pandemic. The international and local tourists are sensitive and more concerned about their personal health and safety. These motivated a shift and transformation of various tourist attractions to prioritise eco-friendly and outdoor tourism activities. Currently, the tourism industry endeavours to spotlight the effective mechanisms for restoring trust and confidence between the tourism study subjects and stakeholders.

5.3.3 Economic Impact

The majority of the study subjects across several tourism and government establishments, i.e. CTMM, GTA and NDT, proclaimed that the Covid-19 pandemic had a negative economic impact on operations of their organisation and the entire tourism industry. The pandemic has also imploded the revenue base of the tourism businesses that were temporarily closed, due to income reduction. Some tourist attractions survived the tragedy, but then there are the long-term revenue challenges they endured during the post Covid-19 period.

As focus was on the tourist attractions sub-sector, it is notable that most organisations faced a decline of revenues; this was led by reduced tourist arrivals, booking cancellations, or businesses

shutdown. In the City of Tshwane, the main sources of revenue that were affected for most tourist attractions included the entrance fees, entertainment bookings, exhibitions, tour guiding services, or external donations. The pandemic has also worsened the socio-economic challenges, such as unemployment.

This shows the extent of how some tourism businesses continue the struggle to attract and retain tourist arrivals to their establishment. This reflects the change of the tourism behaviours and preferences on fulfilling the basic human needs, instead of tourism and entertainment activities. This shift also reduces tourism activities in the long-term, thus discouraging the employment opportunities of the industry.

Reflecting on the scenario of DMSA tourist attraction as a case study, the following is the economic impact led by the pandemic.

The negative impact of the Covid-19 pandemic continues to hinder the DMSA, as they struggle to attract the number of visitors expected to come to the museums and attend events. Since the onset of Covid-19 pandemic, there has been a decline in sources of revenue. Primarily, the government provides approximately 94 per cent of revenue to the establishment.

The pandemic resulted to a cut of grants amounting to R4 500 000 million, and for the past two years the infrastructure investments grant was withdrawn, totalling R14 036 375 million. Moreover, sources of revenue also declined drastically from R10.2m in the year 2020, to only R3.3m in the year 2021. This started to increase slowly in 2022 rising to R5.2m and R7.7m in 2023. In 2024 the own revenue is R8.2m which is still below the revenue that was generated 4 years ago, before the Covid-19 pandemic.

The main sources of revenue include government grants, facility rentals, entrance fees, and bank deposit interests. Subsequently, the establishment received only limited cost containment measures throughout, as some enforced a moratorium on filling of vacant positions, others enforced restrictions on increasing the remuneration of employees.

The damaging implications of the crisis forced our establishment not to provide salary increases to employees for two years. Resultantly, the vacancy rate also increased, as vacancies remained unoccupied. However, as the economy started picking up, salary increases were offered to employees, at 4.5% in 2023 and 4.2% in 2024, which are still far below the inflation rate. The moratorium on filling of vacancies was lifted in September 2024 and recruitment processes have resumed (P10).

Redirecting the focus towards government structures, it is essential to delineate that the Covid-19 pandemic did not only have a negative economic impact on the tourism sub-systems and industry, but also on the municipality and governmental departments. Because the Covid-19 pandemic was chaotic, it was unable to directly hinder the NDT dependency on the National Treasury as its primary revenue source.

However, there were limitations such as budget cuts related to the socio-economic burdens of the country. Similarly, the CTMM experienced major economic downfalls that were associated with tourism financial losses and the entire economy. Also, the pandemic had less influence on the employment setting of the municipality, but more on the employment benefits. Here are some financial challenges that the municipality faced due to the pandemic:

- During government lockdown regulations, the municipality lost approximately 42 billion Rand during Level 5, and loss of 26 billion Rand during Level 4.
- Most tourism businesses were closed; hence the municipality was unable to collect revenues from tourism-dependent sources such as service fees and levies.
- Consequently, the remuneration benefits of the municipality's workforce were affected, leading to reduced wages and other financial incentives.

Reverting to the economic impact of the Covid-19 pandemic on employment levels and staffing at various tourist attractions, most study subjects indicated that employment was halted across the industry, as tourism sub-sectors such as accommodation and tourist attractions were closed down, leading to reduced working hours or retrenchments of casual workers. Conversely, the government establishments were able to manage the employment levels, as no jobs were lost.

However, financial constraints resulted in delays on occupation of vacant employment positions. Another emerging challenge was “staffing pressure”, where some tourism establishments forced workers to carry out the work duties of unoccupied vacancies, due to delays and shortage of manpower. Nonetheless, mechanisms were implemented to manage the aforementioned economic challenges. For instance, many tourism businesses received government support, and enforced cost-reducing measures such as freezing of vacancies. Regardless of these enforcements, the economic consequences endured by the tourism industry were severe, as budgetary constraints continue to hamper strategic planning.

5.3.4 Community and Stakeholder Perspectives

How have the local residents been implicated by the emergence of the Covid-19 pandemic on the tourism activities?

The emergence of the Covid-19 pandemic hindered not only the tourism activities, but also impacted the local communities of the City of Tshwane. Certainly, some major effects related to livelihoods, and the shutdown of local businesses and township tourism events. The local residents, especially in townships such as Mabopane, Soshanguve, Mamelodi, Atteridgeville, Tembisa and Hamanskraal, were severely impacted by the halt of tourism activities. These townships are known as hosts for cultural events such as jazz music sessions, football games being viewed in local taverns, and other local tourism services.

Unfortunately, the Covid-19 pandemic emerged, leading to loss of local income in the informal economy. The reduced demographics of tourist arrivals had a negative impact on the financial capacity of SMMEs in the township. The visitors who are willing to explore the township experience in the city of Tshwane do contribute to the local economy, for instance, visitors' intentions to attend local events or purchase goods and services from the street vendors contribute a share of income to specific local businesses.

Owners, managers or operators could no longer arrange the township events for that matter. It has broken down the value chain (P2).

Consequently, these directly affected the community's livelihoods and worsen the existing local issues such as unemployment or poverty. Another challenge that local residents endured the psychological impact, as these pertain to the loss of life of family members. This is a significant social consequence that demonstrates that the pandemic not only had an economic impact, but also the related social and psychological impacts.

What has been the tourism stakeholder's response (such as workforce, SMMEs and local government) to the challenges posed by the Covid-19 pandemic?

Many SMMEs in the tourism and hotel industry had to adapt in response to the pandemic. For instance, some tourism businesses did not survive the financial crisis, leading to a permanent business failure, whereas others were involved in other employment opportunities, as a substitute for a temporary stoppage of tourism activities. The CTMM played a pivotal role towards ensuring that the tourism establishments adhered to the enforced regulations of the pandemic, though the

study subjects proclaimed they had shortcomings as it was effortless for some SMMEs to overlook the implemented regulations.

Another study subject stated that “From governance point of view. Issues of bylaws in the authority responses, somehow there were lot of loopholes” (P2).

The government interventions were necessary to support the SMMEs; however, many study subjects emphasised that the local government support was lacking, as compared to the national government support. Consequently, it damaged the stakeholder relationship between surrounding businesses and the municipality. Regardless of the existing challenges, such as the slow recovery of local tourism or breakdown of stakeholder interactions, the shifts towards enhancing domestic tourism remain a necessity.

Prominently, the local communities endured negative consequences of the pandemic. Their responses were different, as some managed to survive whereas some failed. It is important to navigate the tourism sustainability and resilience of the local community, and encourage alternative models that reduce excessive dependence on the economic contributions of the tourism industry.

5.3.5 Government Interventions and Regulations

Are there any operational challenges the organisation has encountered due to the enforced government regulations during the Covid-19 pandemic?

Commonly, the study subjects advocated that the implemented government regulations aimed at curbing the virus led to major operational implications, especially for tourism establishments. Some of those burdens included the health and safety adherence, and travel, as well as other limitations detailed underneath:

- **Communication Disadvantages:** the government regulations such as the travel restrictions, coerced excessive dependency on technological devices, thus negatively affect the critical interactions amongst tourism stakeholders. One of the study subjects provided the following instance *“there was a lot of operational limitations that we had to face as an organisation. We were expected to submit a report on how we are supporting local tourism businesses. The challenge was access to communicate that I cannot travel, therefore I must rely on using the phone to present the report”* (P2).

- **Regulations Complexities:** in some instances, the government regulations were difficult to manage in the local area. The CTMM had to rely on other components such as the municipal police department in order to achieve regulatory management and compliance.
- **Time and Financial Constraints:** the continuous escalation of government regulations resulted to a low provision of the PPEs as one of the health requirements. This caused a delay and inability to adhere to other government enforcements, thus triggering change in tourist behaviours and preferences. Additionally, many study subjects indicated the costs related to ensuring adherence with Covid-19 pandemic protocols.

Are there any benefits the organisation has received due to the enforced government regulations post Covid-19 pandemic?

Although operational challenges imploded multiple tourist attractions, study subjects indicated some of the long-term advantages of those regulations, as detailed underneath:

- **Encouraged Stakeholder Collaboration:** the element of work relationships between the spheres of government and tourism establishment. It has been revealed that Covid-19 pandemic has influenced these tourism stakeholders to work closely with each other, thus minimising issues such as ‘redtapeism.’ One of the study subjects claims the following *“Stakeholders need to have a good relationships and cooperation, like we currently have with the Department of Home Affairs, Department of Transport and South African Police Service, as well as the private sector and communities, it becomes easy to deal with crisis. So, collaboration and stakeholder relations are very important for resilience (P11).”*
- **Digital Advancement:** the government regulations were stringent on the budget reductions; however, it transformed the CTMM’s technological application to service delivery mandates.
- **Health and Safety:** the implemented government regulations played a critical role in various tourist attractions, as it protected the health and safety of the tourism study subjects. One of the study subjects emphasised the following disclaimer *“Thanks to the regulations that were imposed on us. We could not interact with people because of we would not know who was infected by Covid-19. Through the regulations that were implemented, I believe that at least it helped us to sustain the pandemic” (P6).*
- **Visitor Confidence:** Regardless of the little advantages of the government regulations, the study findings showed that the willingness of tourist attractions’ compliance with health

requirements has led to domestic and international tourists being more confident, thus increasing arrivals to tourism destinations.

What types of government financial support or stimulus packages have the organisation received throughout the Covid-19 pandemic era?

The following is variety of governmental intervention, purposely to provide support across the tourist attractions.

- Stimulus Packages: various tourist attractions were received; for instance, the Tourism Relief Fund (TRF) amounted to R50 000, whereas other tourist establishments received regular financial support through associated national governmental departments.
- Bailouts: some tourist attractions also received bailouts from government, especially during the initial phase of the Covid-19 pandemic.
- Municipal Rates Subsidies: the CTMM also collaborated with local tourism establishments to negotiate for cost reduction measures such as discounts and subsidies for municipal levies. This reduced the financial burdens on many tourist attractions, especially in relation to the historical debts.

How effective have these governmental interventions been in achieving the tourism resilience and sustainability post the Covid-19 pandemic?

In accordance with the findings of the study, it is possible to proclaim that the effectiveness of the government interventions towards achieving the tourism resilience and sustainability was heterogeneous. Multiple study subjects assessed the government interventions as insufficient. Although the initiatives towards enabling tourist businesses endurance on economic implications was applauded, but there was a lack of support for sustainable and resilient recovery in the long term.

One of the study subjects confirmed this by stating the following “There was a support from the National Department of Tourism (NDT), but it was nothing compared to the loss, and what the company would have generated. It was difficult, so there is little that the government did (P9)”.

By contrast, one of the study subjects from the NDT argued that “at least the financial assistance ensured that some of the tourism enterprises do not close down” (P8).

However, it is important to acknowledge that those interventions contributed only a short-term support, instead of a long-term support necessary for business survival.

5.3.6 Future Outlook and Economic Recovery Strategies

Looking ahead, what are the main priorities for the organisation in terms of recovery and rebuilding tourism activities?

There are two main priorities set for recovering and rebuilding the tourism industry and sub-sectors, namely employment protection as well as business compliance and government support accessibility. Firstly, one of the priorities mentioned across study subjects is alleviating the possibility of business shutdowns and job losses. Thus, enhanced demand for tourism activities and rebuilding stakeholder collaboration such as public-private partnerships (PPPs) is needed. Lastly, several tourism businesses did not receive the governmental support, i.e. support grants, due to non-adherence to the administrative requirements. Guaranteeing adherence of the related establishments is another long-term priority. These set of priorities aims to aid tourist attractions' preparedness to handle unforeseen circumstances such as the Covid-19 pandemic.

Are there any long-term changes or adaptations that you anticipate will continue post the Covid-19 pandemic?

As pointed out by several study subjects, table 5.4 below summarises the adaptations that are forecasted to continue, post Covid-19.

Table 5-4: The Forecasted Adaptations During Post Covid-19 Pandemic

Long-term Adaptations
Remote Working: various tourist attractions, including government establishments, have shifted towards working remotely. This adaptation will continue to stimulate interactions with the visitors, post the Covid-19 pandemic.
Virtual Tourism: another adaptation is an advancement of tourism experiences, thus allowing visitors to participate in the preferred activities from comfort of their homes, as a substitute for physical visits.
Health and Safety: several study subjects noted the significance of maintaining quality health and safety standards of the tourism attractions. These adaptations continue unrelated to the pandemic, rather as a mechanism to ensure sustainability and resilience in the long term.
Product Diversification: the tourism stakeholders have also shifted focus to supporting differentiation of the tourism goods and services, in order to attract tourist arrivals.

Source: Author (2025)

Based on the aforementioned findings, stakeholder collaboration is key to achieving tourism recovery. The pandemic has expedited an urgent need for protection of employment opportunities,

thus emphasising that the support should not only be for the tourist attractions, but also for the local community's livelihoods. It has also expedited certain transformations related to virtual tourism, remote work, and other technological advancements. Similarly, these adaptations serve as theoretical and pragmatic lenses of how tourism will be explored and improved in the long term.

Considering the future, tourism recovery mechanisms have to strengthen creativity with sustainability. Furthermore, one study subject from the NDT revealed that *"We did not have a crisis management plan. The strategy was developed as a response to the pandemic. The lesson is that we need effectiveness. The effective management of crisis requires active and timely communication, when industry players and consumers ensure coherent responses to build trust and address post crisis uncertainty (P12).*

In order to survive UTs in future, tourist attractions should be capacitated to adopt technological shifts, health and safety regulations, and product diversification.

5.4 CHAPTER SUMMARY

The chapter presented and discussed results of the study, which were examined to enable the establishment of the recommendations and conclusions. These were also formed from the secondary data, as well as the case study and overall results gained via the semi-structured interviews. The final chapter provides some comprehensive recommendations that have the potential to enable a sustainable and resilient future of this industry, i.e. tourism, after the Covid-19 pandemic. The results of the study confirmed that the Covid-19 pandemic had a negative economic impact on the tourist attraction sub-sector and the entire industry.

CHAPTER 6 RECOMMENDATIONS AND CONCLUSION

6.1 INTRODUCTION

The preceding chapter presented and discussed the study results, through data gained from subjects of the study. The results were also analysed relatively to the existing literature that focused on the Covid-19 pandemic as well as the tourism industry. Historically, global tourism has faced major challenges, and pressured for reforms that turned a significant economic crisis towards the improvement of the industry. Also, the emergence of the Covid-19 pandemic has further worsened the economic conditions of the tourism industry, resulting in a complete stoppage of tourism activities and resetting the day-to-day operational strategies. In particular, this study explored the economic impact of the Covid-19 pandemic on the tourism industry, with the aim to achieve sustainable recovery for the economically impacted tourist attractions in the City of Tshwane.

Therefore, this final chapter includes an overview of the previous chapters, as well as a realization of the study objectives. Afterwards, the primary investigator attempts to provide post-pandemic outlook recommendations to navigate the tourism economic recovery, in relation to the economic consequences that the tourism industry has endured, in conjunction with the last empirical objective highlighted in Chapter 1. Then follows a discussion of the limitations, suggestions for future research, and concluding remarks in relation to the entire study.

6.2 OVERVIEW OF THE STUDY CHAPTERS

The following section briefly highlights an overview for each chapter of the dissertation:

Chapter 1: Orientation and background of the research

- The chapter discussed the orientation and background of the problem statement, a preliminary literature review and theoretical framework, study questions and objectives, methodology, significance, and limitations, as well as the ethical considerations of the study.

Chapter 2: Comprehensive Literature Review

- The chapter explored the economic impacts of the Covid-19 pandemic on a specific tourism sub-sector, as the focus is on the South African context, compared to other countries. Firstly, it reviewed the literature to achieve the theoretical objectives of the study, through conceptualization of the Covid-19 pandemic as a crisis in the tourism context. Secondly, the emerging pandemic and tourism literature was studied to demonstrate the impact and

management of the pandemic through inclusion of various tourism stakeholders. Lastly, the chapter further highlights the risk perceptions, crisis management, transforming policy regulations, and shortcomings of the implemented government interventions post the Covid-19 pandemic.

Chapter 3: The Theoretical Frameworks

- In order to respond to the impacts of Covid-19 that affected the tourist attractions sub-sector, this chapter discussed the six theoretical frameworks of crisis management. Then followed a discussion of chaos theory and Keynesian theory as the two suitable frameworks to explore the economic impact of the Covid-19 pandemic on the tourism industry. It further discussed the approach of how the tourism industry was able to manage previous outbreaks. The chapter achieved the study objective related to exploring the extent to which the concerned crisis has economically debilitated the tourist attraction sub-sector, as it also targeted the objective of recommending government interventions.

Chapter 4: Regional analysis and Research methodology

- This chapter discussed the qualitative approach as the research methodology used to explore the impact of the Covid-19 pandemic on the tourism industry, through semi-structured interviews and a case study, to bring a deeper understanding of the study problem. It entails the discussion of the regional analysis, comprises an overview and the location of the city, as well as the case study area. Furthermore, it entails the description of the research methodology in terms of the research philosophy, design, and the qualitative approach that is applicable in the study, while the main focus is to achieve a sustainable recovery, particularly in the tourist attraction as a tourism sub-sector.

Chapter 5: Results and discussions

- The chapter presented the results of the study gained from secondary sources and the primary sources through the semi-structured interviews. Moreover, it also discussed the meaning of the results in line with the study objectives. The primary investigator explored the “economic impact of Covid-19 pandemic on the tourist attraction sub-sector and the tourism industry,” and the results were extracted from study subjects within the City of Tshwane.

Chapter 6: Recommendations and Conclusion

- This is the final chapter that has attempted to present an overview of the dissertation through each chapter, while also examining fulfilment of the four study objectives. It has explained the

recommendations proposed by the primary investigator to navigate the tourism economic recovery in relation to the economic consequences that the tourism industry has endured, in conjunction with the last empirical objective highlighted in Chapter 1. Finally, it has encompassed other sections pertaining to the limitations, suggestions for future research, and the conclusion of the dissertation.

6.3 REALIZATION OF THE STUDY OBJECTIVES

In a review of the entire study, it is practical to confirm that each of the study objectives are achieved. The first objective was to investigate the economic impact of the Covid-19 pandemic on the tourism industry, thus, exploring the effects of the pandemic on tourist attractions sub-sector at the city of Tshwane was achieved in the fifth chapter. The second objective was to determine the relationship between the tourist attraction sub-sector, the economy, and the tourism industry, thus demonstrating the contributions of the sub-sector on the economy was achieved in the second chapter.

The third objective was to assess the impact of the government regulations on the tourism industry, thus to determine the effectiveness of the adopted regulations on the industry. In this regard, a case study approach was undertaken, as completed in the fourth chapter, and further advocated in the fifth chapter. The final objective was to suggest and provide various government interventions and a sound management structure to be implemented to mitigate the economic consequences due to the Covid-19 pandemic, with the aim of enabling recovery and planning for long term resiliency and a sustainable tourism industry. Simultaneously, in this regard, this present chapter has fulfilled the final objective of the study.

6.4 TOURISM INDUSTRY RECOVERY RECOMMENDATIONS

6.4.1 The Economic Tourism Recovery

Globally, the Covid-19 pandemic has coerced changes that compromised economic developments, as it implicated the essential activities of the tourism industry, and this led to operational transformations and resetting (Rahman et al., 2021). This section aims to explore various mechanisms that have the potential to fulfil a sustainable and resilient tourism industry recovery. Therefore, the latter systematic and theoretical approaches can be adopted to recover tourist attractions that have been economically hindered by the Covid-19 pandemic in the city of Tshwane. Specifically, approaches relating to health and safety, technological application and advancement, as well as tourism stakeholder collaboration, are dominating, as they aim to restore

confidence and economic activities (Giaoutzi & Nijkamp, 2020). Unquestionably, the recovery of the tourism sub-sectors and the entire industry depends heavily on the enforcement of systematic and robust mechanisms. During the time of the Covid-19 pandemic, one of the forms of tourism, i.e. local tourism, was encouraged due to the enforced restrictive travel measures that hindered global tourism and travel (UNWTO, 2020). Many countries across the world, including South Africa, encouraged initiatives such as domestic tourism in order to allow tourism stakeholders to experience tourism in their home countries, leading to an economic benefit to the local tourist attraction sites and other tourism-dependent businesses (Rogerson et al., 2021).

6.4.2 Navigating Recovery Post Covid-19

One of the main endeavours of the tourism domain was to regain tourism trust and confidence through enforcement of sustainable health and safety measures (Spencer & Tarlow, 2021). Moreover, the Covid-19 pandemic response has quickened the use of digital technologies in the tourism industry (Wang et al., 2021), as various tourist establishments adopted the use of contactless technology to avoid human contact and curb the spread of the virus (Pillai et al., 2021). These include, for example, the international tourists' use of electronic airport check-in, passports, and virtual visit to particular tourism destinations (Almeida et al., 2022). During the Covid-19 pandemic, the use of such form of electronic components has played a significant role in fast-tracking information sharing to numerous tourism study subjects (Răzvan & Sabou, 2012), thus promoting economic activities. However, to achieve this outcome for future crises, stakeholder collaboration, including government and private sector is essential. Also, this form of collaboration has to aim for sustainable tourism that has capacity to reduce the industry's vulnerability to long-lasting damage of crises such as disasters and pandemics. In the context of tourist attractions and the entire industry, it is important to note that the economic stability of the tourism industry has not only recently been affected by the Covid-19 pandemic, but also the previous crises have negatively contributed towards the industry's failure. Therefore, in the context of tourist attractions, practical mechanisms such as widening of tourist services, robust infrastructure that is crisis-proof, health and safety precautions, technology and digitisation as well as stakeholder collaboration are critical to ensure sustainable and resilient recovery.

6.4.3 The Sustainable Tourism Industry

Regardless that another form of tourism, known as sustainable tourism, is only now prominent as a result of the emergence of Covid-19, it remains a fundamental mechanism for the tourism industry. It is also important to note that this form of tourism is accompanied by other contributing

mechanisms such as eco-tourism, community involvement, and tourist travel (GSTC, 2023), as they both economically support local tourism. Another factor that accelerated the dominance of sustainable tourism was the rising issues regarding the environment, and the need for better travel, tourism, and leisure experiences (OECD, 2021).

This form of tourism aims to reduce the unforeseen threats that impact tourism operations through developmental practices such as conservation, and waste and energy management (Sin & Minca, 2014). For future pandemics, the tourism industry has to be able to survive the economic tragedy, where tourist attractions have to adopt such developmental practices without economic loss (OECD, 2021). Sustainable tourism allows the opportunity for the local community to participate in the decision-making processes (Mihalic, 2016) through training, team-building, and capacity interventions, that creates chances for financial benefits (Bowitz & Ibenholt, 2008). Concerning the community involvement, sustainable tourism has not only improved the living standard in the area of concern, but also promotes the sense of ownership and care for the tourist attractions (Imon, 2017). For instance, the extent to which the local communities are involved and also feel the power of ownership of the tourist attractions, can provide the City of Tshwane residents a manual to effectively manage future disasters and pandemics. Additionally, it has provided an enormous economic contribution during the economic downturns of previous pandemics (Mihalic, 2016), through development of local businesses, support for SMMEs, and provision of employment possibilities (Bowitz & Ibenholt, 2008). Consequently, the application of sustainable tourism can advance the tourism industry's capacity to act as a cornerstone of recovery, as well as a catalyst for positive transformation, adoption, and resetting, with less concern for any emerging pandemic.

6.4.4 Application of Technology and Digital Platforms

The use of technology has always been prominent in the tourism industry. Although tourism participation was reduced during the Covid-19 pandemic, the electronic components such as contactless tourism, virtual reality (VR), and information machineries can be adopted during such pandemics in tourism establishments (Stipanuk, 1993), thus boosting tourism's reputation, experience, and effective management of activities. As government regulations such as a hard lockdown were implemented, the use of technology and digitisation reduced the need for direct human contact (Buhalis et al., 2019), and this curbed the spread of the virus. The main advantage of a VR component is that it allows tourism study subjects to visit different tourist attractions without moving out of their home (Verkerk, 2021). This ensures that necessary information about the services of particular tourism destinations is known. Also, the information machineries, such as artificial intelligence, have expedited a paradoxical transformation in the tourism industry, as

tourist attractions are able to acquire invaluable information concerning tourists' travel dynamics, behaviours, fashion, and preferences (Bowen & Whalen, 2017). This adoption can also be made by governments and other related tourism stakeholders to understand the future needs of tourism, especially about various concerns such as health and safety. It is impossible to achieve economic recovery of the tourism industry without encouraging support for technological and digitisation applications. The technology advancements can further promote effective communication and stakeholder collaboration, which is essential for the tourism industry (Cyranoski, 2019). Pioneering the future, the primary investigator recommends the use of technology and digitisation to tackle other upcoming circumstances, such as the Covid-19 pandemic, that can negatively impact the economic stability of the tourism industry.

6.4.5 Establishing Resilience through Collaborative Partnerships

The previous chapters have reiterated that tourism is a multifaceted industry that exists through communication, collaboration, and connection with various stakeholders. This emphasises the necessity for cohesive mechanisms, to maintain continuity and restoration of tourism activities in times of unforeseen circumstances. Crisis management mechanisms can be easily adopted, especially when tourism stakeholders are willing to participate in collaborative partnerships with each other (Novelli, 2023).

This form of partnership has the capacity to promote the sustainability and resiliency of the tourism industry, thus mitigating the negative impact of crises and disasters (Kumaraswamy et al., 2015). The collaborative partnerships do not only protect the environmental nature of the tourism establishments, but also improve a strong policy implementation framework that can stimulate economic and social components (Wanner et al., 2020).

One of the factors that can promote tourism resilience is the allocation of resources, where collaborative partnerships are responsible for managing the expertise that tourism stakeholders should possess to mitigate mutual challenges (Grant, 2004). There is an urgent need for collaboration between academic scholars, the private sector, local communities and government concerning the necessity for a mutual partnership. This will promote an effective adoption of mechanisms and encourage innovative transformations attempting to reduce the consequences faced by the tourism industry (UNWTO, 2020).

The aforementioned section has highlighted that the nature of sustainable tourism is highly dependent on collaborative partnerships. Therefore, the application of collaborative mechanisms produces tourism resilience, as it also reduces negative threats that influence the industry. In case

of another Covid-19 pandemic, collaborative partnerships remain one of the systematic mechanisms that should not be overlooked.

6.4.6 Improvements in Local Community

The notion of empowering the local communities has been acknowledged as one of the areas of interest. The increasing preference for enjoyable tourism experiences is advocating the need for local participation (Robinson, 1999). Tourism stakeholders such as tourists have developed the tendency to participate in the various engagements that are meaningful with the local communities in a particular geographical area (Leiper, 1995).

The local community empowerment is a mechanism that aims to provide adequate education and training facilities, resources, and power in order to encourage smooth management towards achieving the objectives of the tourism industry (Li & Hunter, 2015). This mechanism can also stimulate the economic benefits that were compromised by the Covid-19 pandemic; thus, it can also assist in the restoration of the tourism activities (Townsend et al., 2020). For instance, the participation of the local citizens in tourism activities may attract economic advantages for the city of Tshwane. During the post Covid-19 era, it is important to focus on encouraging the involvement and empowerment of the local community in multiple components of the tourism industry.

The aforementioned recommendations have the potential to enable a sustainable and resilient future of the tourism industry post Covid-19, as it provides effective opportunities to attain transformative developments (The International Ecotourism Society, 2019). The main objective of the study, of exploring the impact of the Covid-19 pandemic on the tourism industry, has attempted to achieve a sustainable and resilient recovery, and application of theoretical frameworks and methodologies post the Covid-19 pandemic. Moreover, through adoption of these mechanisms, then the tourism industry will be able to advance a future that will not only recover from the uncertain threats such as the Covid-19 pandemic, but also institute a robust connection with all tourism stakeholders, including the citizens and the planet (Staiff & Bushell, 2004).

6.5 LIMITATIONS OF THE STUDY

Certainly, this is one amongst the few studies undertaken in the South African context, particularly on the tourist attractions in the City of Tshwane. An observed limitation of the study revolves around the lack of secondary data on the Covid-19 pandemic, for exploratory purposes. As a result, the application of the pandemic's economic impact on the tourism industry had to be explored in the context of previous crises. Another limitation of the study was the actual size of the tourism

establishments approached in the City of Tshwane, as only thirteen study subjects were interviewed.

The contributing factors were pertinent to time constraints and the burden of exploring experiences of the study subjects post the pandemic. It is important to acknowledge that a large sample would have strengthened the nature of the study. The semi-structured interviews were purposely conducted to obtain a broad spectrum of perspectives from various tourism establishments and stakeholders. The direction and root of the study objectives could be strengthened by exploring the economic impact of the pandemic, through cross-comparison with various disciplines around the tourism industry, or maximising the number of study subjects and tourist attractions.

6.6 CONTRIBUTION TO KNOWLEDGE

The interpretations through epistemological views were provided, based on the fundamentals of the impact of Covid-19 on the tourism industry. Indeed, crises such as the Covid-19 pandemic is a menace, certainly to economic contributing industries such as tourism. However, the difficulty of managing UTs requires rigorous exploratory studies. This study achieved the theoretical objectives, as the relevant theories were applied in accordance with public management as well as the governance discipline. Although the two theories, namely chaos theory and Keynesian theory are already established, the study constructed it to the discipline, thus contributing to the knowledge based on the applicable phenomenon. Clearly, the study was dependent on the involvement of only thirteen interview subjects. The main purpose was to explore the economic impact of the Covid-19 pandemic on the tourism industry. It revealed several recommendations that served as yardsticks to achieve a sustainable and resilient recovery of the tourism industry in the City of Tshwane, including the tourist attraction sub-sector that had been overlooked. There are various aspects that highlight the extent to how the study contributes to the body of research knowledge. Firstly, in comparison to the impact of the Covid-19 pandemic on different tourism sub-sectors, the study revealed the tourist attractions' shift and transformation's, namely before, during, and after the Covid-19 pandemic. For this reason, it is possible to position this study as a "research manual" that can be used across the globe, to prepare the tourism establishments, such as vulnerable tourist attractions, for future crises and disasters, common to the Covid-19 pandemic. Secondly, regardless that it caused a global tourism standstill due to the enforcement of government regulations, there is a lesson to be extracted in this case, that shows how the tourism industry and sub-sectors are unable to function in silos. Hence, this study recommended stakeholder collaboration in the industry, to ensure a timeous response to future crises. Thirdly, there have been plethora of studies that explored the impact of Covid-19 pandemic on the tourism

industry, but the focus of this study is unique, as it investigated the impact specifically on the economic side. The results of the study, backed up by the secondary data, have contributed to the knowledge that will allow the tourism industry to completely return to normal, in order to revive the economic benefits that were compromised by the Covid-19 pandemic. Lastly, this study has established an urgent need for a paradigm and paradoxical shift to aid the tourism industry's recovery relating to the economic consequences. The constructivism paradigm was applicable to ensure the philosophical strengthening of the study, particularly for the benefit of tourism economics. This philosophical shift includes rethinking tourist attractions, government interventions, and sustainable as well as resilient scholarly and professional practices to establish recovery and preparedness for future crises.

6.7 SUGGESTIONS FOR FUTURE STUDIES

The study provided only an abridged snapshot of how the Covid-19 pandemic has impacted the tourism industry economically, focusing on tourist attraction sub-sector, through participation of only thirteen study subjects. Therefore, suggestions for future related studies could also involve the following topics:

- An exploration into how international tourism has been structured or should be structured to endure future pandemics that are mostly UTs.
- Literature storage based on the lessons learned throughout the Covid-19 pandemic era, to enable preparedness through establishment of applicable mechanisms to effectively address future threats of the Covid-19 pandemic.
- An investigation around the possible alignment of tourism attractions to establish a common contingency plan to strengthen the crisis management frameworks.
- The critical role that the tourist attractions and the tourism industry play towards ensuring future crises preparedness, interventions, and recovery through stakeholder collaborations.

6.8 CONCLUSION

The Covid-19 pandemic has completely transformed the research roadmap for tourism scholars (Persson-Fischer & Liu, 2021; Sharma et al., 2021), including tourism scholars of the African continent (Rogerson & Baum, 2020). Also, Saarinen and Wall-Reinius (2021) indicate that the Covid-19 pandemic has unveiled the significance of tourism for individuals, businesses and local communities. Consequently, the Covid-19 pandemic continues to have catastrophic impacts on the

tourism industry, as forecasted to crucially change the future tourism agenda (Sinha & Nair, 2020; Kowalska & Niezgoda, 2020; Gössling et al., 2021). Currently, there is a global proof that consumer demand, as well as the nature and trends of local tourism in North America, Europe, and Australia, has shifted (Wen et al., 2020). Standing to be corrected, it is possible that in the unknown future, some other changes might appear in several tourism establishments such as the tourism attractions in South Africa. Zenker and Kock (2020) stress that the long-lasting impact of the Covid-19 pandemic on the tourism identity reassured stakeholders that the tourism returns to normal is valued. Certainly, economically based impacts of this prominent crisis were different across establishments in the industry, hence Sigala (2020:1) viewed “tourism demand as highly heterogeneous.” Several tourism establishments and tourist attractions in the City of Tshwane, as well as across the world, have gone back to the old normal, regardless that some endured the negative economic impacts in the long term. In order to understand the economic impact of the Covid-19 pandemic on the tourism industry, particularly on the global South, Woyo (2021) advises that the domestic tourism demand be linked to the economic performance of a country. In essence, the Covid-19 pandemic has worsened the tourism industry and economic impacts across various governments. It is concluded that the presentation and discussion of the study results has explored the economic impact of the Covid-19 pandemic on the tourism industry. The study has provided the foundations of a literature for a sustainable and resilient tourism recovery in the city of Tshwane, particularly in the tourist attraction sub-sector.

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APPENDICES

APPENDIX A: ETHICS APPROVAL LETTER OF STUDY



Private Bag X1290, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Fax: 018 299-4910
Web: <http://www.nwu.ac.za>

**Basic and Social Sciences Research Ethics
Committee (BaSSREC)**

**Faculty of Humanities Ethics Office for Research,
Training and Support**
Tel: 018 285 2457

Email: Erhabor.Idemudia@nwu.ac.za

Senate Committee for Research Ethics
Tel: 016 103 4446
Email: Feziwe.Mseleni@nwu.ac.za

4 July 2024

ETHICS APPROVAL LETTER OF STUDY

Based on approval by the **Basic and Social Sciences Research Ethics Committee (BaSSREC)** on **03/07/2024**, the Basic and Social Sciences Research Ethics Committee hereby **approves** your study as indicated below. This implies that the North-West University Senate Committee for Research Ethics (NWU-SERC) grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the study may be initiated, using the ethics number below.

Study title: THE IMPACT OF COVID-19 ON THE TOURISM INDUSTRY: AN EXPLORATORY STUDY FOR SUSTAINABLE RECOVERY IN THE CITY OF TSHWANE

Study Leader/Supervisor (Principal Investigator)/Researcher: Prof. M.T. Lukamba

Student/Research Team: J. Mokele (29090326)

Ethics number:

N	W	U	-	0	0	9	7	1	-	2	4	-	A	7
Institution				Study Number						Year			Status	

Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation

Application Type: Single Study

Commencement date: 03/07/2024

Risk: **Low risk**

Expiry date: 03/07/2025

Approval of the study is initially provided for a year, after which continuation of the study is dependent on receipt and review of the annual (or as otherwise stipulated) monitoring report and the concomitant issuing of a letter of continuation.

Special in process conditions of the research for approval (if applicable):

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, the following general terms and conditions will apply:

- *The study leader/supervisor (principal investigator)/researcher must report in the prescribed format to the BaSSREC:*
 - *annually (or as otherwise requested) on the monitoring of the study, whereby a letter of continuation will be provided, and upon completion of the study; and*
 - *without any delay in case of any adverse event or incident (or any matter that interrupts sound ethical principles) during the course of the study.*

- The approval applies strictly to the proposal as stipulated in the application form. Should any amendments to the proposal be deemed necessary during the course of the study, the study leader/researcher must apply for approval of these amendments at the BaSSREC, prior to implementation. Should there be any deviations from the study proposal without the necessary approval of such amendments, the ethics approval is immediately and automatically forfeited.
- Annually a number of studies may be randomly selected for an external audit.
- The date of approval indicates the first date that the study may be started.
- In the interest of ethical responsibility, the NWU-SCRE and BaSSREC reserves the right to:
 - request access to any information or data at any time during the course or after completion of the study;
 - to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process;
 - withdraw or postpone approval if:
 - any unethical principles or practices of the study are revealed or suspected;
 - it becomes apparent that any relevant information was withheld from the BaSSREC or that information has been false or misrepresented;
 - submission of the annual (or otherwise stipulated) monitoring report, the required amendments, or reporting of adverse events or incidents was not done in a timely manner and accurately; and / or
 - new institutional rules, national legislation or international conventions deem it necessary.
- BaSSREC can be contacted for further information or any report templates via BaSSREC-Admin@nwu.ac.za.

The BaSSREC would like to remain at your service as scientist and researcher, and wishes you well with your study. Please do not hesitate to contact the BaSSREC or the NWU-SCRE for any further enquiries or requests for assistance.

Yours sincerely



Prof. E. Idemudia

Chairperson NWU Basic and Social Sciences Research Ethics Committee

APPENDIX B: LETTER OF PERMISSION FROM DITSONG MUSEUMS OF SOUTH AFRICA



25 March 2024

School of Government Studies
Department of Public Management and Administration
North-West University
PO Box 1174
Vanderbijlpark
South Africa
1900.

Attention: Junior Mokele,

RE: REQUEST TO CONDUCT RESEARCH AT DITSONG MUSEUMS OF SOUTH AFRICA

DITSONG Museums of South Africa (DMSA) has considered your request for access to our institution to conduct your master's research.

I hereby grant permission for you to access DMSA to do research to complete your thesis entitled "Impact of COVID-19 on the Tourism Industry: an exploratory study for a sustainable recovery in the City of Tshwane".

Kindly note that DMSA would also request a copy of your complete thesis for our records.

Wishing you the best with your project.

Kind regards,

Dr Moleboheng Mohapi
Acting Chief Executive Officer

DITSONG: Museums of South Africa
Incorporating
DITSONG National Museum of Natural History, DITSONG National Museum of Cultural History, DITSONG National Museum of Military History
DITSONG Kruger Museum, DITSONG Pioneer Museum, DITSONG Sammy Marks Museum, DITSONG Willem Prinsloo Agricultural Museum, DITSONG Tswaing Meteorite Crater
Members of the Council: Adv. M. J. Ralefatsane (Chairperson), Ms. Z. Dlamini, Ms. C. Fani, Mr. M. Masooa, Dr. A. Mdlety, Ms. Z. Ngcibi, Dr. DHD Ngobese, Mr. HH Nkanyane, Mr. G. Ontong
Acting CEO: Dr. M. Mohapi

APPENDIX C: LETTER OF PERMISSION FROM NATIONAL DEPARTMENT OF TOURISM



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA

Tourism House, 17 Trevenna Street, Sunnyside. Private Bag X424, PRETORIA 0001
Telephone: (+ 27) 12 444 6000 Fax: (+ 27) 12 444 7000. Call Center: 0860 121 929

Ref: 3/7/4/R
Enquiries: R Thobejane
Tel: 012 444 6131
E-mail: rthobejane@tourism.gov.za

Mr J Mokele
Department of Tourism

Dear Mr Mokele

LETTER OF APPROVAL FROM THE DEPARTMENT OF TOURISM TO CONDUCT RESEARCH STUDY.

This letter serves to indicate that approval is hereby granted to Mr Mokele to proceed with the research in respect of the study topic of "Impact of COVID-19 on the Tourism Industry, an exploratory study for a sustainable recovery in the city of Tshwane".

The approval is granted for you to use departmental information and subject to supervision by Directorate: Policy Planning Strategy. The research may only be conducted in a manner that will not disturb the official operational duties.

The Department of Tourism wishes you well on this important undertaking and looks forward to hear the outcomes and findings of your research study.

Should you need more clarity on the above, please do not hesitate to contact Ms Ramatsimela Thobejane, Tel (012) 444 6131 or email rthobejane@tourism.gov.za

Thank you in advance for your cooperation.

Yours Sincerely

Director-General

Letter signed by: Ms R Thobejane

Designation: Director: Human Resource Utilisation & Employee Health & Wellness

Date: 27/11/2024

Tourism House, 17 Trevenna Street, Sunnyside. Private Bag X 424, PRETORIA, 0001
Tel (+ 2712) 444 6000 Fax (+ 2712) 444 7000. Call Center: 0860 121 929

APPENDIX D: LETTER OF PERMISSION FROM CITY OF TSHWANE METROPOLITAN MUNICIPALITY



City Strategy and Organizational Performance

Room AOE 044 | Ground Floor, West Wing, Block D | Tshwane House | 320 Madiba Street | Pretoria | 0002
PO Box 440 | Pretoria | 0001
Tel: 012 358 2182
Email: ThabisaMb.gov.za | www.tshwane.gov.za | www.facebook.com/CityOfTshwane

My ref: **Research Permission/ Mokele**
Contact person: **Pearl Maponya**
Section/Unit: **Knowledge Management**

Tel: 012 358 4559
Email: PearlMap3@tshwane.gov.za
Date: 28 October 2024

Mr Junior Mokele
PO Box 1174
Vanderbijlpark
South Africa
1900

Dear Mr Mokele,

RE: IMPACT OF COVID-19 ON THE TOURISM INDUSTRY: AN EXPLORATORY STUDY FOR A SUSTAINABLE RECOVERY IN THE CITY OF TSHWANE

Permission is hereby granted to Mr Junior Mokele, Master of Arts in Public Management and Governance Degree candidate at the University of North-West (NWU), to conduct research in the City of Tshwane Metropolitan Municipality.

It is noted that one of the research objectives is to investigate the economic impact of pandemic on the tourism industry, thus, to explore the effects of the pandemic on the attraction sector at the City of Tshwane. The City of Tshwane further notes that all ethical aspects of the research will be covered within the provisions of NWU Research Ethics Policy. You will be required to sign a confidentiality agreement form with the City of Tshwane prior to conducting research.

Collection of data will only be permitted when the Research Ethics Approval is presented to the City of Tshwane. Failure to comply with this requirement, the signed permission letter will be treated as null and void.

Relevant information required for the purpose of the research project will be made available as per applicable laws and regulations. The City of Tshwane is not liable to cover the costs of the research. Upon completion of the research study, it would be appreciated that the findings in the form of a report and or presentation be shared with CoT.

Yours faithfully,

PEARL MAPONYA (Ms.)
DIRECTOR: KNOWLEDGE MANAGEMENT

APPENDIX E: SEMI-STRUCTURED INTERVIEW QUESTIONS (SAMPLE)

SEMI-STRUCTURED INTERVIEW QUESTIONS

Biographical Information

- Title:
- Name and Surname:
- Designation:
- Years of experience:
- Date:
- How would you rate your knowledge, skills and experience on the tourism industry?
(tick one)
(Excellent / Good / Average / Poor)

1. Background

- How has your experience been at the organisation post Covid-19 pandemic?

2. Impact on Tourists Dynamics

- How did the dynamics and demographics of tourists change as a result of Covid-19 pandemic?
- Can you describe any observed changes regarding the tourists behaviour or preferences post Covid-19 pandemic?
- Have there been any strategies implemented to ensure visitor safety and retention post Covid-19 pandemic?

3. Economic Impact

- Did the Covid-19 pandemic have an economic impact on the organisation and the tourism industry? (Yes or No)

- In your own view, was the economic impact of the Covid-19 pandemic negative or positive on the tourism industry (Elaborate your response)
- What were the primary sources of revenue for the organisation before the Covid-19 pandemic?
- Since the onset of Covid-19 pandemic, how has the revenue generation at the organisation been affected? Provide specific examples
- Are there any financial challenges that the organisation has faced due to the Covid-19 pandemic? (Give a highlight of those challenges if there are any)
- How has the economic impact of Covid-19 pandemic affected employment levels and staffing at the organisation?
- Have there been any mechanisms implemented to manage the aforementioned challenges?

4. Community and Stakeholder Perspectives

- Reflecting on entirety of the City of Tshwane, how have the local residents been implicated by the emergence of Covid-19 pandemic on the tourism activities
- What has been the response from the tourism stakeholders (such as workforce, SMMEs and local government) to the challenges posed by the Covid-19 pandemic?

5. Government Interventions and Regulations

- Are there any operational challenges the organisation has encountered due to the enforced government regulations during Covid-19 pandemic?
- Are there any benefits the organisation has received due to the enforced government regulations post Covid-19 pandemic?
- What types of government financial support or stimulus packages have the organisation receive throughout the Covid-19 pandemic era?

- How effective have these governmental interventions been in achieving the tourism resilience and sustainability post Covid-19 pandemic?

6. Future Outlook and Economic Recovery Strategies

- Looking ahead, what are the main priorities for the organisation in terms of recovery and rebuilding tourism activities?
- Are there any long-term changes or adaptations that you anticipate will continue post Covid-19 pandemic?

7. Reflection and Lessons Learned

- Based on your experiences throughout the existence of Covid-19 pandemic, what lessons have you learned that could inform future crisis management strategies for tourist attractions in the tourism industry?
- Is there any relevant information you would like to highlight about the organisation, Covid-19 pandemic or the tourism industry?

APPENDIX F: PROOF OF EDITING CERTIFICATE

House 367

Hex River Lifestyle Estate

Waterkloof East Ext 12

Rustenburg 0299

19/05/2025

This is to certify that the dissertation entitled

**THE IMPACT OF COVID-19 ON THE TOURISM INDUSTRY: AN
EXPLORATORY STUDY FOR SUSTAINABLE RECOVERY IN THE CITY OF
TSHWANE**

Submitted by **J MOKELE**

orcid.org/0000-0002-2706-4624

For the degree of **MASTER OF ARTS**
(PUBLIC MANAGEMENT AND GOVERNANCE)

At the **NORTH-WEST UNIVERSITY**

Has been edited for language by

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