

**DISASTER AND EMERGENCY PLANNING AND  
PREPAREDNESS IN THE JORDANIAN HOTEL  
INDUSTRY**

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# **DISASTER AND EMERGENCY PLANNING AND PREPAREDNESS IN JORDANIAN HOTEL INDUSTRY**

by

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## **DEDICATION**

I would like to dedicate this Ph.D. thesis to disaster and emergency communities, my father`s soul, my mother, my wife, my children, my supervisor, Professor Dr. Ahmad Puad Bin Mat Som, and to my Co-supervisor, Associate Professor Dr. Azizan Marzuki.

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## **LIST OF ABBREVIATIONS**

CCTV	Closed-Circuit Television
CID	Central Intelligence Department
CISD	Critical Incident Stress Debriefing
CMT	Crisis Management Team
CRM	Crew Resource Management
CRT	Crisis Response Team
DTP	Double Tourist Plan
EMAP	Emergency Management Accreditation Program
FEMA	Federal Emergency Management Agency
GAM	Greater Amman Municipality
GD CD	General Directorate of Civil Defence
GID	General Intelligence Department
HCCD	Higher Council of Civil Defence
IAEM	International Association of Emergency Managers
IHG	International Hotel Group
JHA	Jordan Hotel Association
JTB	Jordan Tourism Board
LPD	Loss Prevention Department
MOTA	Ministry of Tourism and Antiquities
MOH	Ministry of Health
MOI	Ministry of Interior
MPWH	Ministry of Public Works and Housing
NGO	Non-Governmental Organization
PPRR	Prevention, Planning, Response, Recovery



PSS	Plan Safety Standard
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UNISDR	United Nations International Strategy for Disaster Reduction
UNWTO	United Nations World Tourism Organization
USAID	United States Agency for International Development
WHO	World Health Organization

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# **PERANCANGAN DAN PERSEDIAAN KECEMASAN DAN DARURAT DALAM INDUSTRI HOTEL DI JORDAN**

## **ABSTRAK**

Sebagai sebuah industri yang dijalankan sepanjang tahun, industri hotel merupakan salah sebuah perniagaan yang amat terdedah kepada bencana dan darurat. Sejak beberapa dekad yang lepas, pelbagai jenis bencana dan darurat yang berlaku telah menjejaskan industri hotel global, dan memberikan impak yang berbahaya terhadap hotel-hotel dan perniagaan hospitaliti yang berkaitan. Walaubagaimanapun, keadaan darurat, sedikit sebanyak, boleh dielakkan atau kesannya boleh dikurangkan dan dicegah melalui pelaksanaan perancangan dan persediaan kecemasan yang berkesan bagi menghadapi bencana. Kajian ini bertujuan untuk mengkaji perancangan dan persediaan kecemasan dan darurat dalam industri hotel di Jordan, untuk mengkaji tahap persediaan untuk perancangan kecemasan dalam dan darurat industri hotel di Jordan, dan untuk menyiasat faktor-faktor dan halangan-halangan kepada perancangan kecemasan dan darurat yang efektif dalam industri hotel di Jordan. Kajian ini telah dijalankan melalui temu bual terhadap 36 orang responden dalam sektor perhotelan. Kaedah penyelidikan kualitatif berdasarkan persampelan “snowball” telah dijalankan. Keputusan kajian menunjukkan bahawa hotel-hotel di Jordan dan industri hospitaliti turut terjejas oleh bencana dasyat yang telah berlaku beberapa dekad yang lepas. Namun begitu, adalah amat memeranjatkan apabila didapati bahawa pengurusan bencana dan darurat, telah diabaikan oleh pihak-pihak yang berkepentingan di dalam industri ini. Kajian ini seterusnya menunjukkan

bahawa perancangan kecemasan untuk menghadapi bencana mempunyai peranan yang penting dalam pengurusan dan persediaan bencana yang efektif, dan hotel-hotel yang bersedia dengan baik sangat berjaya dalam menguruskan keadaan darurat. Walaubagaimanapun, sebahagian besar hotel yang lain tidak pernah bersedia untuk menghadapi keadaan darurat, dan ini kerana mereka tidak mampu dari segi kewangan dan infrastruktur ke arah menyediakan perancangan dan melatih kakitangan, dan tidak mampu untuk menanggung kos untuk melaksanakan aktiviti-aktiviti atau program dan pelan-pelan persediaan darurat. Kajian ini juga mendapati bahawa majoriti hotel-hotel bertaraf tiga dan empat bintang tidak bersedia untuk menghadapi bencana dan darurat yang mungkin berlaku pada masa hadapan. Dapatan dari kajian ini juga menunjukkan bahawa meskipun keadaan darurat menyebabkan trauma dan kesukaran kepada hotel-hotel ini, mereka pada masa yang sama mewujudkan semula satu kitaran hidup kejuruteraan. Hotel-hotel di Jordan telah menunjukkan tahap fleksibiliti yang tinggi terhadap perubahan baharu yang dibawa oleh keadaan darurat. Kebanyakan halangan terhadap perancangan dan persediaan untuk menghadapi keadaan darurat telah berjaya dikenalpasti seperti kekangan kewangan, kekurangan sokongan, bilangan kakitangan tidak mencukupi, kurang sokongan dan bantuan kerajaan, kekurangan maklumat dan kesedaran. Kajian ini juga menyarankan supaya hotel-hotel yang terlibat agar dapat diuruskan dengan baik dan bersiap sedia untuk menghadapi keadaan darurat, semua pihak yang berkepentingan perlu mengambil bahagian untuk menyingkirkan semua kekangan, halangan terhadap perancangan dan pengurusan kecemasan yang efektif seperti kesedaran, sokongan kewangan dan latihan dan latihan semula kakitangan. Selain itu, pengurus hotel di Jordan dan pihak yang berkepentingan disyorkan untuk

mewujudkan jadual perancangan dan persediaan kecemasan yang baik dan terperinci dan menggariskan butir-butir pelan pengurusan kolaboratif bagi kes-kes kecemasan.

# **DISASTER AND EMERGENCY PLANNING AND PREPAREDNESS IN THE JORDANIAN HOTEL INDUSTRY**

## **ABSTRACT**

As a year round industry, the hospitality industry is one of the most vulnerable businesses to disasters and emergencies. Since the last few decades, a wide range of disasters and emergencies affected the global hospitality industry, and created harmful impacts on hotels and related hospitality businesses, such as Amman bombing 2005, Arab spring revolutions, Iraqi war, and heavy snow. However, disasters and emergencies, to some extent, can be avoided or their impacts can be mitigated and prevented through practicing effective disaster and emergency planning and preparedness for disasters. This study attempts to study disaster and emergency planning and preparedness in the hotel industry in Jordan, to study the level of readiness for emergency planning in hotel industry in Jordan, and to investigate factors and barriers of effective disaster and emergency planning in hotel industry in Jordan. The study employed in-depth interviews of 36 respondents in the hotel sector. Qualitative research methodologies based on snowball sampling were conducted. The results show that Jordanian hotel industry was affected by many devastating emergencies and disasters in the last few decades. It is quite surprising that in emergency and disaster management, planning and preparedness were totally or partially overlooked by major players in the industry. The study further shows that emergency planning for disasters has an infinite role in effective disaster preparedness and management, and those hotels that prepared well were successful in managing disasters and emergencies. However, the majority of the other rated

hotels were never prepared for disasters and emergencies, and they were not capable financially and materially toward preparing and training the personnel, and unable to afford financing activities or disaster and emergency preparedness plans and programs. It was also discovered that the majority of three and four star hotels were unprepared for future disasters and emergencies. The findings also conclude that although emergencies brought about trauma and hardship in hotels, they are at the same time establishing a re-engineered life-cycle. Hotels in Jordan have manifested high level of flexibility to the new changes brought about by emergency incidents. Many disasters and emergency planning and preparedness barriers were identified such as financial constraints, lack of support, scarcity of personnel, lack of government support and assistance, lack of information and awareness. The study suggests that for hotels to be well managed and prepared adequately for emergency, all stakeholders should engage in removing all setbacks, barriers of effective disaster and emergency management and planning. It also suggested that Jordanian hotel managers and stakeholders should establish a well detailed emergency planning and preparedness schedule and outline details of the collaborative management plan for emergency cases.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

This thesis addresses key themes in the contemporary hospitality debates, particularly disaster management and how it is shaped by emergency planning and preparedness in the context of hotels in Jordan. The specific purpose of this study is to study the disaster and emergency planning and preparedness in Jordan hotel industry. This chapter is structured as follows: background of the study, problem statement, research objectives, and research questions. It explains the used methodology, scope of the study, significance of the study, definitions of the key terms, research process and finally, organization of the thesis.

### **1.2 Background of the Study**

The hospitality industry tends to be highly sensitive to the negative impacts of hazards such as natural disasters, clashes, conflict and terrorist attacks (Mansfeld, 1999). Henderson and Ng (2004) asserted that hospitality industry can be easily affected by the internal and external impacts. As a year round industry, the hospitality industry has a special vulnerability to hazards, including the inseparability between the guests and the employees as part of the product itself. These events are very hard to control and forecast (Gee and Gain, 1986), and they can affect even the well-prepared organizations (Lee and Harrald, 1999). Regarding several disasters and hazardous events affecting the hospitality industry, it has



become very important to be well-prepared and able to control the hazards (Peters and Pikkemaat, 2006). The hospitality industry could not develop its business in hazardous and dangerous destinations (Reisinger and Movondo, 2005). Emergency risk and vulnerability are very important to understand in order to develop measures of reduction and mitigation. Researchers argued that better understanding of the emergency management will help to mitigate the effects of disasters even if prevention is out of the question (Ritchie, 2008).

The history and progression of disaster and emergency management is very important to understand (Haddow and Bullock, 2006). The literature clarified that emergency management was developed for civil protection in the 1940s to protect people from the nuclear war during World War II. In 1950s, emergencies laws were developed and enhanced in response to hazards (Rubin, 2012). Disaster and emergency management moved toward becoming an occupation (Wilson & Oyola-Yemaiel, 2000) , and more professionalized (Drabek, 2007) . Furthermore, the evolution of disaster and emergency management guides the efforts to mitigate the effects of natural and human-made disasters (Alexander, 2002). In the 1980s, an integrated emergency management system (IEMS) was adopted by emergency managers to deal with all hazards, to control and manage disasters and integrate the stakeholder partnership in decision-making regardless of the hazard's location or size (Canton, 2007, Blanchard et al., 2007).

Moe and Pathranarakul (2006) proposed their disaster and emergency management model, which suggested an integrated approach including two strategies in disaster and emergency management: proactive and reactive. These strategies help the hospitality organizations to respond to disasters and integrate management, allowing mitigation, preparedness and disaster warning as a proactive approach. This integrated reactive and proactive approach will be suitable for the disaster and emergency planning. The model identified that the planned activities conducted before the disaster to minimize the effects of such events as a proactive approach, and the activities related to response and recovery in the post-disaster as a reactive approach (Moe and Pathranarakul, 2006). In these approaches, there are three components as mentioned by Preble (1997): First, the formulation phase which determines the future disaster management; second, the implementation phase which emphasizes the organizational structure to ensure the obtained planned results; third, the evaluation phase which focuses on the after-disaster feedback.

In hospitality organizations, potential emergencies could be avoided by using proactive emergency planning (Peters and Pikkemaat, 2006). Disaster and emergency planning should be applied and hotels should be prepared well before the disaster strikes; during the disaster, the emergency planning should be applied effectively, and rapid recovery to the normal stage should occur after the disaster (Yu et al., 2006). Recently, hospitality scholars have paid more attention to the term 'disaster and emergency planning'. Scholars (De Sausmarez, 2007, Drabek, 2007, Dynes, 1994, Kreps, 1991, Carlsen and Liburd, 2008, Chien and Law, 2003, Henderson, 2002, Israeli and Reichel, 2003, Malhotra and Venkatesh, 2009,

Paraskevas and Arendell, 2007, Pforr and Hosie, 2008) were amidst those who practiced emergency planning.

Exploring the literature also proposes that although numerous research has been done to investigate the impact of disasters and emergencies on organizations (Hartman and Mahesh, 2008), comparatively few studies have examined the disaster and emergency planning in hotels and how they can be prepared for the next disaster and mitigate the effect of such hazard. Studies have repeatedly been conducted in sciences other than hotels, such as social science, political science, medical science, economics and management, see for examples Simmons (2009); Veil et al. (2011); Wilson and Tiefenbacher (2012).

Not surprisingly, there was no particular study covering the role of disaster and emergency planning and preparedness within the Jordanian hospitality industry, with a lack of studies focused on disaster and emergency planning and preparedness for hotels (Cavanaugh et al., 2008, Pennington-Gray et al., 2011). Limited research was conducted to study the impact of natural and man-made disasters on the Jordanian hospitality industry, such as Weimann (2006) who mentioned the terrorist bombing of three Jordanian hotels in 2005, killing around 67 persons and wounding more than 150 others. His study concentrated on terrorist activities in general, using the internet in planning for terrorist activities, but there was no mention about the emergency planning and preparedness in the hotel industry. Ali and Ali (2010) argued that only a few studies has been conducted to explore whether the managers

have precautions to what should be done before, during and after emergencies. By using qualitative research, his study tries to illustrate the impact of disasters on the tourism industry and establish a strategic approach to crisis management.

Regarding the increasing number of disasters and emergencies and their impacts on the hospitality industry, hotel managers should prepare their organizations with a strategic and comprehensive manner. They have to apply the new models and patterns to overcome such impacts, pay more attention to the planning and reduction effort rather than response and recovery, and finally, reduce the disaster-linked events occurring with the hospitality open access system (Ritchie, 2008). Thus, disaster and emergency strategic planning and preparedness can be modified in response to several kinds of disasters, which will limit the precipitous decisions which could complicate the situation rather than solve it, creating a new disaster for the hospitality organization (Ritchie, 2008). Disaster and emergency planning should invent ways that disasters could be prevented, reduced, mitigated and prepared for. Disaster risk and vulnerability are very important to understand in order to develop measures of reduction and mitigation. While practicing emergency planning to mitigate the impact of disasters and emergencies more effectively is imperative, this study aims to study the disaster and emergency planning and preparedness in hotels in Jordan.

### **1.3 Problem Statement**

The hotel industry has a vulnerability and sensitivity to internal and external hazards (Santana, 2004). Mendoza et al. (2012) clarified that the hotel and hospitality industries repeatedly affected and coped with the natural and man-made disasters, resulting in a direct impact on the arrival numbers. Therefore, proactive preparedness should be done before the disaster takes place to improve operational capabilities and facilitate the emergency management response (Bumgarner, 2008).

Looking into emerging literature reveals that disaster and emergency planning in hotels has only come into reactive response since the last few decades. Ritchie (2008) asserted that, regarding the growth of disasters in recent years, more studies should be done on emergency preparation, and emergency action implementation, and the research should move toward emergency planning and reduction rather than emergency management. Researchers emphasized the importance of disaster frameworks to clarify the importance of emergency planning, prevention, reduction and readiness for such events (Faulkner, 2001, Heath, 1998, Ritchie, 2004, Smith, 2012).

Ritchie (2008) clarified that hospitality emergency planning and preparedness research for hazardous incidents (proactive response) should be executed rather than responding to this incident (reactive response). He noticed a growing number of reactive response research, with less consideration to the proactive disaster and emergency planning and preparedness in the hotel industry. Proactive research will

lead the efforts for a better understanding of hospitality emergency planning and development of appropriate strategies for the hospitality industry to simplify effective emergency planning and preparedness; then this planning and preparedness research can be linked with the research on response and recovery. Practitioners should give more attention to the mitigation and preparedness phases in all kinds of disasters (Drabek & McEntire, 2003) . However, there is a lack of education in emergency preparedness (Piotrowski, 2006), and probably to a certain degree, with this exception, emergency planning is not in the top consideration (Richardson, 1993). Besides that, organizations which have ignored their vulnerability to disasters, will be less prepared (Mitroff et al., 1987).

A considerably increased number of research in the literature devoted to global disasters such as: September 11 (Prideaux, 2004); the Bird Flu 2001 (Sperling and Biermann, 2009); Severe Acute Respiratory Syndrome (SARS) 2002-2003 in Southern China and Hong Kong (Kim et al., 2005) ; Bali bombing 2002 (Hitchcock and Darma Putra, 2005); Iraqi War 2003 (Copson, 2003); Tsunami 2004 (Chandrasekharan et al., 2008); Hurricane Katrina 2005 (Trotter and Fernandez, 2009); London Bombing 2005 (Lockey et al., 2005); Amman Bombing 2005 (Weimann, 2006); and Arab Revolution 2010 (Cordesman, 2011). Nevertheless, there is relatively a dearth of research focused on the importance of disaster and emergency planning and preparedness in hotel industry. Keown-McMullan (1997) asserted that emergency planning is still a new concept in the hospitality industry. Ritchie (2004) asserted that disasters cannot be stopped but can be limited.

Jordan has been known as a safe destination in the heart of the Middle East (JTB, 2011, Al-dalahmeh et al., 2014), with a total of 6.5 million arrivals in 2012 (MOTA, 2012a). These arrivals spent approximately 3.2 million nights in Amman hotels, and used 1.7 million beds in the five star hotels (MOTA, 2012b). But, Jordan is subjected to several types of disasters which could be classified as potential threats (Al-dalahmeh et al., 2014). According to The United Nations Development Programme (2010), Jordan is more vulnerable to natural disasters such as flash floods, earthquakes, and epidemics. and man-made disasters such as terrorist attacks, arsons, armed conflict, as well as mass population migrations (Momani and Alzaghal, 2009). These types of emergencies are worthy of attention. Therefore, an urgent need for establishing an early warning system in Jordan could benefit in preventing and mitigating the effect of emergencies, saving lives and assets.

Moreover, Jordan has been subjected to huge influxes of refugees from the revolt surrounding countries (Al-dalahmeh et al., 2014). Aloudat et al. (2007) conclude that the lack of proper knowledge about disaster warning systems will result in misinterpreting the message, cause an adverse results when the extreme event occurs. According to UNWTO (2013b), statistics show that the international tourist arrivals in the Middle East decreased by 5.4% in the year 2012, and 5.6% in the year 2011. Furthermore, a decrease was noticed in the international tourism receipts by 2.2% in the year 2012, and 14.4% in the year 2011, due to the impact of the Arab spring. For the same reason, Jordan received 3.96 million tourists in the year 2011, a decline of 5.9% from the year 2010. And it received 3.00 billion dollars in international tourist receipts, a decline of 8.3% from the year 2010. In contrast, the

occupancy rate for Amman hotels increased from 56.6% in the year 2011 up to 65.1% in the year 2012 (UNWTO, 2013a).

Jordanian hotels were negatively affected by serious political instability in the Middle East region since the year 2000 (Ali and Ali, 2010). Maditinos and Vassiliadis (2008) included that these terror acts have apparent negative impact on Jordanian hospitality industry. Sawalha et al. (2013) concluded that Jordanian hotels lack proactive planning and strategies that could be used to mitigate, prevent, and cope with emergencies. Their findings emphasized the great dependency on security department and security management, while many disaster and emergency planning and preparedness strategies are still not implemented.

Considering this gap and the scarce studies in the purpose of this study is to investigate the role of disaster and emergency planning and preparedness in the Jordanian hotel industry. It discusses whether hotel stakeholders and managers understand the importance of planning and preparedness for the disasters, and applies this understanding to prepare for the next hazardous event. Therefore, it is important to examine how hotel organizations involved in disaster and emergency planning for the next events, and the current levels of planning and preparedness among hospitality stakeholders to deal with future hazards is essential.



#### **1.4 Research Questions**

This research was conducted to study disaster and emergency planning and preparedness in hotel industry in Jordan. This study attempts to answer the following broad research questions, namely:

- a) How disasters and emergencies affect the Jordanian hotel industry?
- b) What is the level of readiness for disaster and emergency planning in the Jordanian hotel industry?
- c) What are factors and barriers of effective disaster and emergency planning in the Jordanian hotel industry?

#### **1.5 Research Objectives**

The main purpose of the research is to study disaster and emergency planning and preparedness in the Jordanian hotel industry. The objectives of this study are:

- a) To understand how disasters and emergencies affect the Jordanian hotel industry.
- b) To evaluate the level of readiness for disaster and emergency planning in the Jordanian hotel industry.
- c) To investigate factors and barriers of effective disaster and emergency planning in the Jordanian hotel industry.

In this thesis, the research questions will be answered in Chapter Four. The analysis and discussion of the findings are based on the literature review as discussed in Chapter Two.

## **1.6 Scope of the Study**

Jordan is a safe country but located in an unstable region in the Middle East, surrounded by the Palestinian - Israeli conflict, the Lebanon civil war (Nevo and Pappé, 1994, Draper, 2009, Haddadin, 2002), the Iraqi profile, the Syrian profile, the instability situation in Egypt, and other Middle Eastern revolution countries. The General Intelligence Department was established to frustrate terrorist activities and divestiture terror organizations planning to launch terrorist activities in Jordan such as: Mohammad Army (1989), Jund-el-Sham (2000), Jordanian Afghans (2001), and the attempt against Queen Alia International Airport (2006) (GID, 2013), the matters which make it vulnerable for disasters and emergencies.

This study is limited to hotels, focusing on hotels rated three stars and above and several governmental ministries and departments that are involved in hotels emergency planning policies by the law (MOTA, 2011a). They are guided with specific involvement in the disaster and emergency planning, whether by applying the law or providing training, advice and guidance. For examples, the Ministry of Tourism and Antiquities (MOTA), Jordan Hotel Association (JHA), The General Directorate of Jordan Civil Defence (GDGD), Higher Council of Civil Defence (HCCD), Ministry of Health (MOH), Ministry of Public Works and Housing (MPWH), Ministry of Interior (MOI), Greater Amman Municipality (GAM). Thus, individual stakeholders and hoteliers were included and considered within the scope of this study. Data were collected in Amman, the Capital of Jordan and Petra, the most famous attraction in Jordan and the second new world wonders (See Figure 1.1).

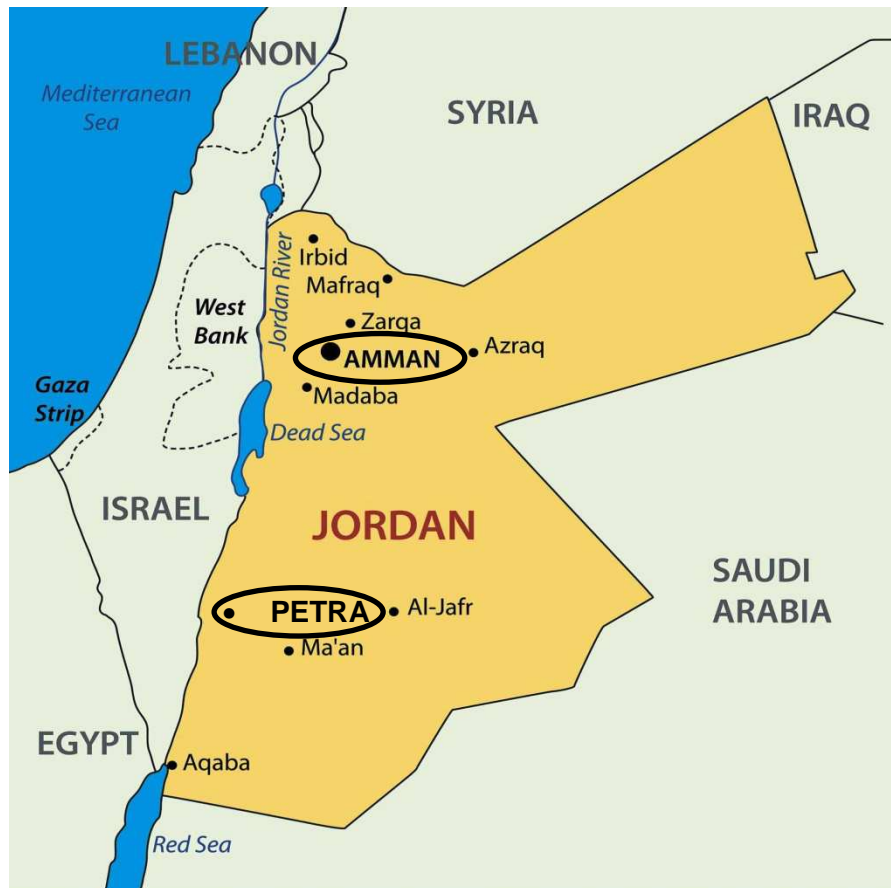


Plate 1.1 Case study Map. Source: [www.google.com](http://www.google.com), 2016

## 1.7 Significance of the Study

The hospitality industry is exposed to an ascending number of natural disasters and man-made crises (Faulkner, 2001, Ritchie, 2004) and studies focusing on disaster and emergency planning in the hotel industry are rare (Faulkner, 2001). Pearson and Clair (1998) asserted that crises and disasters cannot be preventable, but others can create and develop methods and frameworks to manage and mitigate the effect of such events; see for examples, Faulkner (2001), Fink (1986), (Roberts, 1994). The significance of this study includes its contribution to scholarly research and literature, its significance in improving practice and policy. This study attempts

to expand the literature on disaster and emergency planning and preparedness in the context of hotel industry which currently lacks working framework. The results of the study will help the stakeholders to pay more attention to the subject of disaster and emergency planning and preparedness, in order to deal with future disasters (Orchiston, 2012), and increase safety and security awareness between managers and owners (Chan and Lam, 2013).

## **1.8 Operational Definition**

In this section, operational terms and terminologies used in this thesis are defined as follows:

### *a) Emergency Planning*

Emergency Planning can be defined as the appropriate behaviour guide to solve a hazardous event based on assumptions and direction to effectively respond to such events (Dynes, 1994).

### *b) Emergency Preparedness*

Long-term strategy is necessary to manage and overcome effectively all types of hazards to minimize losses. This will require a regularly evaluated and monitored effective emergency plan, and trained conscious people and educated communities (WHO, 2007).

c) *Preparedness*

Preparedness can be defined in the case of emergency management as the state of alertness to respond to the hazard, disaster, or any emergency case (Haddow and Bullock, 2006).

d) *Emergency*

Any unexpected circumstances or state of affairs requiring an instant response (Craighead, 2003), due to scourge, natural, and man-made causes (WHO, 2007, UNISDR, 2004).

e) *Disaster*

As defined by Faulkner (2001), a disaster is a sudden event impacting hazard to the community, causing human death, and destroying properties and the surrounding environment. Also, it refers to a hospitality organization which is faced with unexpected phenomena with a limited control.

## **1.9 Research Process and Design**

As a written plan for a study, the research design addresses the researcher's intentions, the purpose and importance of the study, and a step by step plan to conduct the study. The research design is the arrangement of conditions for collecting and analysing data that aim to merge with research purpose, Kumar (2010). Hence, in this research, the research survey method engaged includes qualitative primary data through in-depth interviews and the data analysis and interpretation of the results of this study is done using "thematic analysis". The

target respondents are the hotel managers, both middle class and top class managers in major hotels in Jordan. Likewise, some of the permanent staffs of the various hotels. Several appointments and interviews are conducted to gather the necessary data for this research. Appointments are secured with the top management staffs first before the middle class management staffs, this is deliberately done so that the responds of the top management staffs can be verified with the middle management staffs as well as the supporting staffs. This is also done so that precise and detail data can be gathered for the purpose of originality of the research.

#### **1.10 Organization of Chapters**

This thesis consists of six chapters as outlined in Figure 1.2. The *first* chapter includes a general overview of the study, problem statement, research objectives, and significance of the study. A brief outline of the thesis is also presented. The *second* chapter is the literature review of existing concepts, theories, related studies on emergency planning and preparedness, and disaster management explaining their relation to hotel industry.

The *third* chapter discusses the research design and methodological decisions as the practical underpinnings which guide this work. This chapter also describes data collection procedures and analysis. Chapter *four* present empirical findings of the research according to the main themes, primarily in the context of disaster and emergency planning, preparedness in hotels. Emergent themes are included in this chapter.

Chapter *fifth* discusses the empirical findings in the related literature, and the last chapter (sixth) provides a summary and recommendations of the study. The contribution of this study to the existing body of knowledge, its limitations and recommendations for future research, are also discussed in this chapter.

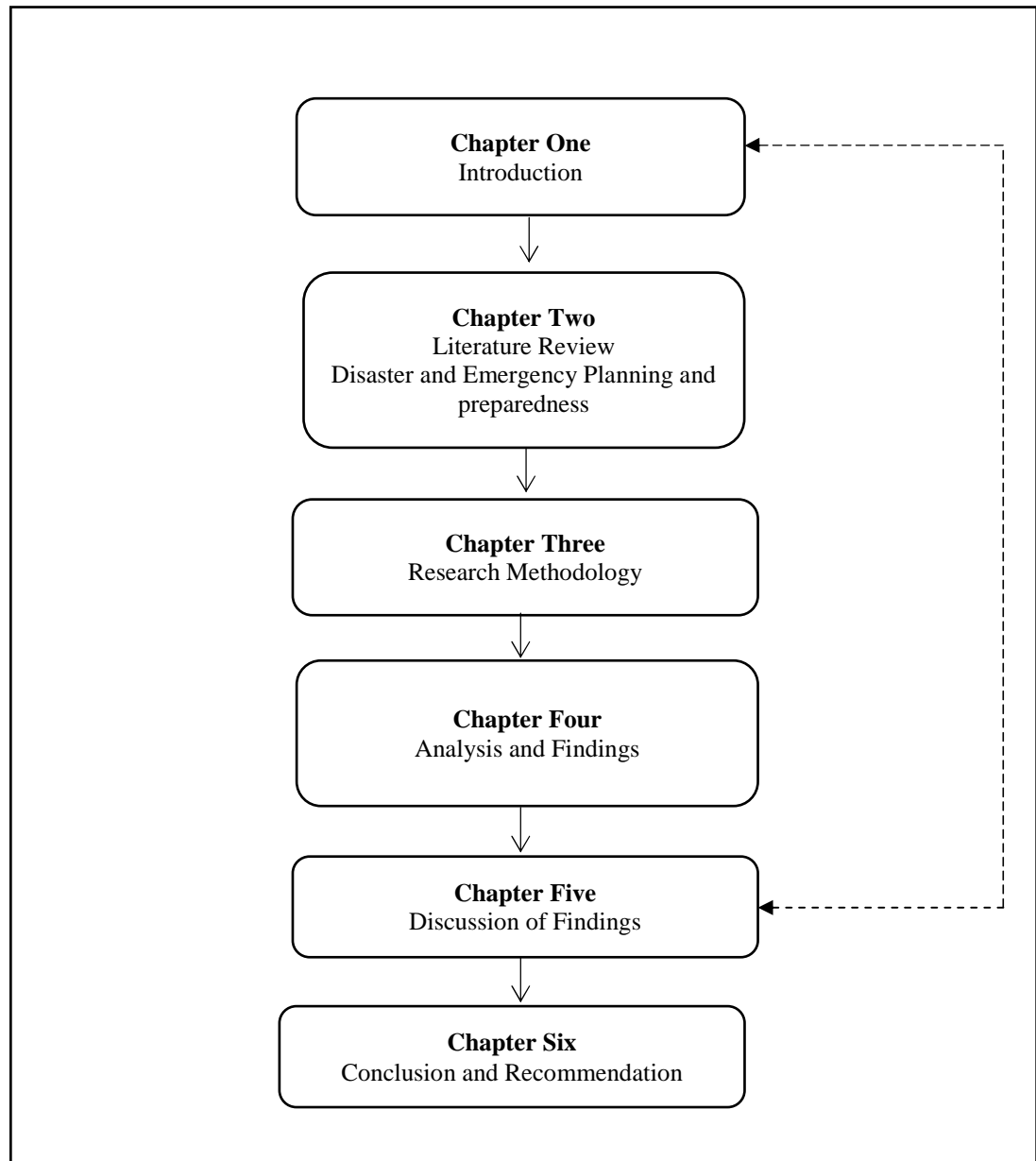


Figure 1.1. Outline of the thesis structure

### **1.11 Summary**

This Chapter discussed the disaster and emergency planning and preparedness in Jordan hotel industry. Having elaborated on the problem statement, research questions and research objectives, significance of the study and the scope of the study. Details of the operational definitions, research process and design and organization of chapters. It shows the focus of the study.



## **CHAPTER TWO**

### **DISASTER AND EMERGENCY PLANNING AND PREPAREDNESS IN HOTELS**

#### **2.1 Introduction**

This chapter discusses the evaluation and history of disaster management, typologies, models and processes of disasters, deals with emergency management, the concepts of planning and preparedness literature in addition to their application in the hotel industry. After an extensive literature review, this study notices limited amount of literature regarding disaster and emergency planning and preparedness related to hotels. An overview of the impacts of major disasters and emergencies on the country's hotel industry is being outlined, and this chapter ends with disaster and emergency management in Jordan.

#### **2.2 Definitions**

The term “disaster” is generally applied in many business studies including business, natural science, political, economy, technology, hospitality, etc. (Laws and Prideaux, 2006). Looking back into the origin of the word itself, the word disaster comes from the Latin term ‘*dis astro*’ or bad star, which denotes calamity blamed on the planet unfavourable position (Norris, 2006), and the term has been used in different sciences extensively with definite meaning. For example, mental health researchers who think that disasters are particular type of traumatic event, a category of trauma. Ecological researchers define it as an event caused by human with a great

effect on the earth (Drabek and Hoetmer, 1991). While geological researchers define it as an event caused by the deformation and movements of the earth crust (European Environmental Agency (EEA). 2007). From the technological scholars' point of view, disasters mean everything that can go wrong when system fails (Erikson, 1989). Since the sixteenth century, the term has become a major part of daily language in all areas as Richardson (1994) noted that the environment has been more crowded with more human settlement, pressure the urbanization, and great dependence on technology which creates the disaster opportunity in all human life.

The term “emergency” has been defined by Federal Emergency Management Agency (1983) as “an event that causes, or threatens to cause loss of life, which make the human suffer and damage the properties, disrupting the economic and social life. Unexpected emergencies need resources more than used in normal day-to-day emergencies occurred with routine responses, unusual emergencies require all governmental levels response”. Drabek (1996) describe an emergency as “an unexpected event which danger life and property which requires an immediate response using community resources and procedures.” He further stated that emergencies can be handled with local resources.

In their definitions of terms, FEMA (1990) defines the emergency as “any hurricane, tornado, storm, flood, high-water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, nuclear accident, or other natural and manmade catastrophe in any part”. A government assistance is needed to supplement the local authorities to save lives and properties and lessen the threats. Michigan Emergency Management Division

(1998) in USA defines it as “any event requiring increased coordination or response beyond the routine in order to save lives, protect properties, protect the public health and safety, or lessen or avert the threat of a disaster.” Oxford Canadian Dictionary (1998) in Pearce (2000), noted that emergency is more serious event than an incident, but less serious than a disaster (Ch2, P:2).

Faulkner (2001) differentiates disasters from crises by imputing the origins of disasters to factors outside the organizations’ control such as climate conditions, but crises as a product of institutional stresses and more controllable, asserted that both have common characteristics. He further refers disasters to situations where hospitality organizations experience unpredictable catastrophic changes with a limited control. Actually, it is not easy to identify certain events as disasters or crises regarding the difficulty of estimating the actual reasons causing damages. Climate change is one of the arguments to consider as disaster or crises, because it has a natural root cause, but at the same time the root based on human activities (Faulkner, 2001, Hall, 2010, Laws et al., 2007).

In the literature, there is some disagreement about disaster’s definition (See Table 2.3.). Quarantelli (1988) defines it as a “collective stress situation”, stressing human perception rather than the event impact magnitude. This definition defines the disaster from its catastrophic nature not as natural event, on the contrary of government concern and initiatives which define a disaster in terms of natural disasters (Murphy and Bayley, 1989). Disaster can be natural disaster, but some human made events such as terrorist bombing or Chernobyl reactor melt-down could

be considered as a disaster (Scott and Laws, 2005). As a negative catastrophic event, disaster could be managed by effective management techniques (Barton, 1994).

Carter (1991b) defines a disaster as any natural or human made event which suddenly or progressively affect the community which needs to take exceptional measures to respond to that event. While, Faulkner (2001) defines it as a sudden event impacting hazard to the community, causing death, and destroying properties and the surrounding environment. It also refers to a hospitality organization which is faced with unexpected phenomena with a limited control. Craighead (2003) in his study defines emergency as any unexpected circumstances or state of affairs requiring an instant response. In contrast, the definition of emergency management can be varied in response to the events, management style, and stakeholder willingness, and can be defined as the punctuality dealing with hazard and hazard avoidance (Haddow and Bullock, 2006).

Table 2.1. Disaster and Emergency Definitions

Term	Definition	Source
Disaster	A disaster results from an interaction between people and organizational mechanisms set up to control complex and ill structured risk problems.	(Turner and Pidgeon, 1978)
	A collective stress situation.	(Quarantelli, 1988)
	Any sudden, Random or great misfortune.	(Murphy and Bayley, 1989)
	A catastrophe either natural or man-made, quickly or slowly that heavily affects people, and necessitates a thorough response.	(Carter, 1991a)
	An unusual event, either natural or man-made, including events resulted from technological faults, which devitalizes the capability of affected communities, and causes massive destruction.	(Parker, 1992)
	A state where an organization or a tourist destination is faced with unpredictable changes over which it has little control.	(Faulkner, 2001)

	An unexpected calamity which can usually merely be responded to after the occurrence, either through proactive or reactive response.	(Prideaux, 2004)
	An extreme event with a natural, technological or social cause that has consequences in terms of casualties, destruction, damage and disruption.	(Perry and Quarantelli, 2004)
	An adverse impact that need to be faced using special measures for planning, coordinating and utilizing appropriate resources	(Alexander, 2003)
Emergency	An event has occurred that makes it impossible for an organization to conduct business as usual.	(Turoff et al., 2004)
	An imminent or actual event that threatens people, property or the environment and which requires a co-ordinate and rapid response.	(Alexander, 2005)
	Any natural and manmade catastrophes in any part need a government assistance to save lives and properties and lessen the threats.	(FEMA, 1990)
	Any event requiring increased coordination or response beyond the routine in order to save lives, protect properties, protect the public health and safety.	(Michigan Emergency Management Division, 1998)
	Emergency is more serious event than an incident, but less serious than a disaster.	(Pearce, 2000)

In a short term, disaster can be referred to as ill structured risk problems, stress situation, random or great misfortune, natural or man-made catastrophe, calamity or an advance calamity, while emergency can be expressed as an imminent or actual event that prevent a usual business activity, threaten people, property or the environment and that requires a coordinate and rapid response of the government.

### 2.3 The Evolution of Disasters

Disasters are not merely ornamental or interesting events that adorn our collective historical record these disruptions have served to guide and shape it. Theorists have even ventured to suggest that many of history's great civilizations, including the Mayans, the Norse, the Minoans, and the old Egyptian Empire, were ultimately brought to their knees not by their enemies but by the effects of floods, famines, earthquakes, tsunamis, El Nino events, and other widespread disasters (Fagan, 1999). From a modern perspective, each of the catastrophic events that has occurred as of late, including the December 26, 2004, earthquake and tsunami (over 230,000 killed), the 2005 Kashmir earthquake (80,000 killed), the 2008 Sichuan earthquake in China (68,000 killed), and the 2010 Haiti earthquake (perhaps as many as 200,000 killed) might seem anomalous, but these disastrous events are not close to record-breaking, or even unique, in the greater historical context (See Table 2.2).

Table 2.2. Selected Notable Disasters throughout History

Disaster	Year	Number Killed
Mediterranean earthquake (Egypt and Syria)	1201	1,100,000
Shaanzi earthquake (China)	1556	830,000
Calcutta typhoon (India)	1737	300,000
Caribbean hurricane (Martinique, St. Eustatius, Barbados)	1780	22,000
Tamboro volcano (Indonesia)	1815	80,000
Influenza epidemic (world)	1917	20,000,000
Yangtze River flood (China)	1931	3,000,000
Famine (Russia)	1932	5,000,000
Bangladesh cyclone (Bangladesh)	1970	300,000
Tangshan earthquake (China)	1976	655,000

Source: (Coppola, 2011)

### **2.3.1 The History of Disasters**

Referring to Faulkner (2001), “although the root cause of disasters is self-inflected though the problems caused by inept management structures and practices, disasters refer to situations where a destination, in the context of tourism, experiences unpredictable catastrophic changes over which it has little control” (p. 136). Faulkner further stated that it is very difficult to identify certain events as disasters regarding the difficulty of assessing the accurate reasons behind what actually causes damage.

Faulkner (2001) argued that disasters and crises are tremendously similar and the difference between them is only the root cause. The former represents situations where the cause of the problem are associated with on-going change and the failure to adapt to this, while the latter are triggered by sudden events over which is difficult to be controlled. The concepts and definitions of disasters have been presented in the literature, drawing the importance of differentiating the criteria for disasters comparing with other crises (Moreira, 2007). Disasters seem less frequent events, with external cause root, high impact, low predictability and controllability and in a short timeline. Comparing with crises which are known as an internal root cause, relatively low effects, high frequency of occurrence, high predictability, high controllability and a prolong timeline. See (Table 2.3).