

Business Continuity Management among Small Hotels in Nigeria

Dr. Aladejebi, Olufemi^{1*} and Dr. Oladimeji, Johnson Abiodun²

¹University of Lagos Business School University of Lagos, Akoka Lagos Nigeria

²Department of Finance University of Lagos, Akoka Lagos Nigeria

DOI: [10.36347/sjebm.2021.v08i08.003](https://doi.org/10.36347/sjebm.2021.v08i08.003)

| Received: 11.06.2021 | Accepted: 14.07.2021 | Published: 06.08.2021

*Corresponding author: Dr. Aladejebi, Olufemi

Abstract

Original Research Article

Disasters happen from time to time all over the world. Companies face man-made and natural disasters that threaten to interrupt main business activities. Many Small businesses do not open after a disaster. Business continuity management is used to help companies respond to any unprecedented event timely and effectively. The study's objective includes examining the preparation and readiness of small hotels for any potential disaster; examine the critical components of effective Business continuity management and the impact of disaster preparedness on business continuity. Data were collected from primary sources using a structured questionnaire. The target respondents were motels, guest houses, and one & two-star hotels in Lagos, Nigeria. Data were collected from 150 respondents, and only 140 were viable and analyzed using SPSS and Excel. The majority of the respondents were hotels, and most have been in business for over 5 years. The study shows that prevention strategies popularly put in place by these institutions were against fire, burglary, and local political instability. They seem to be laidback regarding risks such as floods, storms & lightning, and acts of terrorism. Risk assessment efforts were also seen to be directed towards risks such as fire, pandemic, and labour dispute/political instability. Risks such as a pandemic, acts of terrorism and flood, storm & lightning were seen not to receive much attention.

Keywords: Business continuity management, Business continuity plan, Disaster recovery plan, Chaos theory, theory of planned behavior, Hospitality sector, Small business.

Copyright © 2021 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

INTRODUCTION

There are many types of disasters around the world, Mohamed Shaluf (2007) categorized them into man-made, natural, and hybrid. Lee & Azlan (2018) further categorized natural disasters into six groups: hydrological, geophysical, metrological, biological, climatological, and extra-terrestrial. Any disaster, irrespective of the magnitude, will lead to some level of economic loss. (Lee & Azlan, 2018). Organizations are increasingly facing a versatile risk landscape, where man-made and natural disasters threaten to interrupt core business activities (Thamer & Alenezi, 2016).

Samson (Strong, 2010) considered Business Continuity Management (BCM) an integrated approach meant to help companies respond to any unprecedented event timely and effectively.

In 2009, the United Nations defined resilience as "the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner including through the preservation and restoration of its essential basic structures and

functions" (Dahlberg & Guay, 2015). Business continuity planning (BCP) refers to identifying and protecting critical business processes and compulsory resources to maintain the anticipated level of performance by preparing processes that enable survival in times of business disturbances (Sui, Junying, Stephen, 2010). BCP is the process through which organizations establish the capabilities necessary to protect their assets and continue key business processes after a disaster:-an unexpected business interruption caused by natural or man-made events occurs (Krell, 2006). Business continuity entails keeping main business activities running after an adverse event, with the human material and financial resources available at the time. (ILO, 2012). Business continuity management is an interdisciplinary peer mentoring methodology used to create a plan for the recovery of a business after disaster or disruption (Takehiro & Jingye, 2016).

The primary goal of BCM discipline is to prepare different reaction plans by which a firm may protect itself from both internal and external risks (Filipović, Krišto & Podrug, 2017). According to Filipović, Krišto & Podrug (2017), the probably oldest

recognized continuity plan is described in the Bible (Book of Genesis) when Noah built Ark for himself, his wife, sons, and wives for many animal species. The task for the survivors of the Ark was to continue life on earth. Noah's Ark itself is an example of a plan used to mitigate the effects of disaster (Flood) and to guarantee continuity of man and animals (Filipović et al., 2017). Like any other organization, hotels are confronted by the continuous risk of disruptions from factors beyond their control.

Business continuity management began from Disaster Recovery Planning (DRP) principles that started in the 1950s and 1960s when companies store backup media copies of their critical information, paper or electronic, at alternate sites (Bakar, 2015). Business continuity planning is a segment of business continuity management, while Business continuity planning involves allocating resources and time, decision making, and sequencing of activities. BCM encompasses disaster recovery, crisis management, business recovery, emergency management, incident management, contingency planning, and product recall (ILO, 2012). BCP is a process used to create and validate plans to maintain continuous operations before, during, and after a disaster or disturbing events (Yusrida & Apol, 2018). BCP is an essential part of BCM and is a process that can be used to minimize the negative impact of business interruptions caused by internal and external factors (Ali Asgary, 2011). Business continuity plan and business continuity management are used interchangeably in this article.

Statement of Problem

Disaster can lead to loss of lives, property destruction of equipment, standstill of business operations. According to the Insurance Information Institute, only 26% of SMEs have a disaster plan. Forty percent of SMEs never continue after a disaster, and 75% of SMEs do not have a disaster plan (Dushie, 2014). Inadequate information, lack of staff, perception of high cost, low priority, and apathy are responsible for the reasons why many firms fail to plan for a disaster (Dushie, 2014). Despite the increased organizational awareness of the benefits and impact of business continuity management, its adoption and implementation by organizations can still be found at an incipient level (Păunescu & Argatu, 2020). Statistics have revealed that about seventy-five percent of businesses without a BCP will fail within three years after a disaster or crisis strikes (Cook, 2015). Organizations are increasingly facing various types of disruptions that could occur individually or simultaneously (Sahebjamnia, Torabi.& Mansouri, 2014). Compared with many large firms with BCPs in place, SMEs often lack the time and money to invest in their BCPs (Wong, & Goh, 2015). SME disasters include utility failure, essential equipment, flooding/fire, regulatory/legal action, defective products, people issues such as resignations,

illness/maternity leave, bomb/terrorism threat, denial of access to premises (Wong, & Goh, 2015). Downtime period may affect revenue, branding customer loyalty, corporate reputation, regulatory compliance, and employee productivity (Bakar, 2015).

Research Objectives

The objective of this paper is to examine the critical components of an effective BCM and determine its essential functions, which are vital to maintaining the organization's essential business operations. Also, to assess the level of preparedness of SMEs for BCP after a disaster. For this purpose, a questionnaire-based survey has been conducted in Lagos, Nigeria, on SME hotels and guest houses. Multiple regression has been employed to analyze and discuss the results.

Conceptual Framework

Hotels can be classified in several ways in Nigeria, ranging from five-star hotels to traditional guesthouses, motels, luxury hotels, medium-class hotels, and small-sized hotels. For this study, only guesthouses, motels, and small size hotels are classified as:

One star Hotel

All rooms are equipped with a washbasin, at least one bathroom for every ten rooms, access to a public telephone, and breakfast service. Also, Guests can come and go at any time of the day or night.

Two Star Hotel

In addition to the one-star facilities, there is a public telephone or telephone booth where guests can speak in privacy, a bar or services counter for light refreshments, as well as a dining room where breakfast and other meals are usually served. The rooms may be equipped with a private bathroom, but this is not mandatory.

Theoretical Framework

Chaos Theory

It is difficult to predict the outcome of the behavior of firms and industries, mainly because there is a lack of theoretical tools (Levy, 1994). Chaos theory was initially developed concerning the physical sciences; Butler (1990) and Radzicki (1990), among others, have noted that over time, economic, social, and ecological systems also tend to be characterized by complex interactions and non-linear relationships that evolve dynamically (Levy, 1994). The theory is well accustomed to the modeling and study of unstable dynamical behaviours, it assists in detecting and extracting the deterministic constituents underlying the dynamical behavior, and as a consequence, it can be a powerful approach to examine dynamics that are highly sensitive to the aforementioned conditions and to spot chaos (Mangiarotti et al., 2020).

Chaos theory is a worldwide modeling technique (Mangiarotti et al., 2012). The theory is used as a modeling approach to model the Covid-19 epidemic in Asia (China, Japan & South Korea) and then produce situations for 14 other countries (Mangiarotti et al., 2020). The theory has led to an understanding of both the nonlinearity of the world in which we live and of the functional aspects of instability as a means for adapting to new situations. Disaster and emergencies typify the nonlinearity of human events; they produce three different types of behaviours: convergence to stability or equilibrium, stable oscillation, and chaos, and hence require management practices and fluid and dynamic strategies (Dushie, 2014).

The theory of Planned Behaviour

The theory of planned behavior (TPB) is an extension of the theory of reasoned action (Ajzen & Fishbein, 1980). A central factor in the TPB is the individual's intention to carry out a given behavior. Intentions are presumed to consider the motivational factors that influence behavior; they are signs of how serious people are offering to attempt and how much effort they are willing to put in and perform the behavior (Ajzen, 1991). The TPB has become one of the most commonly cited and influential models for predicting human social behavior (Ajzen, 1991). When the theory of planned behavior constructs is carefully assessed, they contain random measurement errors (Ajzen, 2011). In their study, Kor and Mullan (2011) showed that intentions are sometimes poor in predicting how people will behave even over relatively short periods. The theory of planned behavior (TPB) predicts an individual intends to engage in the behavior at a specific time and place. The TPB shows that individual behavior is driven by behavior intentions, where behavior intentions are a function of three determinants: an individual's attitude toward behavior, subjective norms, and perceived behavioral control (Ajzen, 1985). Behavioral intention represents a person's motivation in the sense of their conscious plan or decision to perform certain behavior (Conner & Armitage, 1998). Perceived behavior control increases when individuals perceive they have more resources and confidence (Ajzen, 2011).

What is Business Continuity Management?

"BCM is a full management process that identifies impacts that serves as a threat to a firm, and provides a framework for building resilience and the capacity for an efficient response that safeguards the interests of its major stakeholders, brand value-creating activities and reputation." Stakeholders are the employees, customers, investors, suppliers, and the communities in which an organization operates (Zaplata, 2016). According to International Standard ISO 22301 (2019), Business continuity can be defined as the organization's capability to continue delivering its products or services at acceptable predefined levels

following a disruptive event, either natural or deliberate. BCM is a holistic management method that identifies the possible risks and threats to an organization and the impact that those disruptions, if materialized, might have upon its business operations (Fishbacher-Smith, 2017). According to Hill and Burgess (2003), there are two approaches to BCM: the crisis management approach and the risk management approach. The crisis management approach concerns all organizational processes and the individuality of each organization, business interruptions that have social and technical characteristics, resilience can be built through procedures and processes, organizations can be responsible for their failures, and that a disaster can have an impact on stakeholders inside and outside the organization. The risk management approach is centered on the five A"s" of risk management: risk assessment, risk acceptance or rejection, risk avoidance, reduction or transfer, analysis of performance gaps, act to improve (Dahlberg & Guay, 2015).

BCM is a process that enterprises can implement to ensure a pre-setup plan of continuity of operations after a crisis strikes (ILO, 2012). BCP means developing a strategy focusing on prevention, preparation, response, and recovery for business disruptions such as disasters, crises, and other business disruptions (Bakar, Azbiya Yaacob & Udin, 2015). A business continuity plan is a process designed to assist organizations in identifying critical applications and endorsing policies, procedures, processes, and plans to ensure the continuation of these functions in case of a natural or human-made disaster. Business continuity management refers to the capability of an organization to continue the delivery of products or services at acceptable levels following a disruptive incident (Godfrey, 2019).

Risk identification and mitigation are essential elements for managing business continuity (Mcknight & Linnenluecke, 2016). Many organizations and companies are preparing a business continuity plan (BCP) to continue or resume the business operation even though it is affected by the outbreak of such incidents as natural disasters, accidents, and infectious diseases (Takehiro, & Jingye, 2016). In the process of BCP formulation, a business impact analysis (BIA) is conducted in the first place, where targets, activities, and impacts related to business continuity are clarified. Subsequent risks are identified then, systems and facilities on which restoration priorities should be placed are selected, and restoration procedures are designed (Takehiro, & Jingye, 2016).

BCM initiatives should be inclined towards critical business processes (Barlow, 2021). Business continuity is a vital management procedure that aims to maintain and rapidly recover an organization's major business functions in the case of serious incidents (Krell, 2006). BCM is a management process to ensure

critical business functions in an organization after a business interruption (Gallagher, 2009). BCP involves the identification of significant risks of business interruption (ii) development of a business continuity plan to reduce or mitigate the effect of the identified risk and (iii) train employees and test the plan to ensure that it is effective (Krell, 2006). ENISA (2010) approach to BCM involves selecting risk profiles, identifying critical Assets, selection control and implementation, and management.

Importance of Business Continuity Management/Planning

Business continuity planning minimizes long-term negative effects, assists in recovery from disruptions, and develops resiliency for future disruptions (Komgova, & Fejfar, 2013). BCP benefits include minimizing or preventing loss of customers, reducing loss of profits, prevention of increased costs, and helping to identify business opportunities despite disruption (Jorrigala, 2017). From the experience of the Bank of New York and Morgan Stanley, there is evidence that organizations that implement Business continuity planning recovered sooner than expected after the terrorist attacks of 11 September 2001 (Ernst-Jones, 2005; Elliott, Swartz, & Herbane, 2010). The BCM also helps an organization deliver its goods and services at the minimum time possible after a disaster (Alves & Gomes de Almeida, 2015). Companies that identify and manage risks and vulnerabilities properly and communicate the effectiveness of their efforts to their key stakeholders can boost financial performance and protect the value their businesses create, leading to gaining more competitive advantage (Mohamed Shaluf, 2007). BCM helps prevent, mitigate, respond to and recover from actual disruptions (Gupta, Starr, Farahani & Matinrad, 2016).

According to the previous research (Wong, 2009), the companies that implement BCM get an edge over their competitors in resiliency. BCM is vital to continuous business operations (Mwaiwa & Odiya, 2015). Disasters provide a significant boost to BCM by giving companies experiences to plan and be ready for any eventuality.

James (2014) notes that business continuity maintains and improves continuity of operations and service offering by ensuring and maintaining that the organization has in place an effective and efficient response to unexpected incidences or scenarios, which helps in minimizing and mitigating impact on the organization in terms of exposure to risks and unexpected occurrences through the provision of protective services, faster decision making and being in a position to identify any impacts of operational disruptions. Business continuity helps build customer confidence and loyalty as clients become confident about organizational products and services when they realize organizational capability, especially when other

organizations fail to deliver on their product offerings in times of uncertainty and disruptions (Childs & Dietrich, 2002). BCM encompasses both preventive and corrective methods and techniques to organizational risk management through business continuity and recovery planning. Elliott et al., (2010) note that organizational challenges can best be managed through proactive planning and preparation during times of unpredictable risk. As such, the senior management should be proactively involved. Zawya (2009) alludes to the need for a clear corporate culture suitable for managing and aiding in times of disaster and crises. Woodman and Hutchings (2010) note that all organizations, irrespective of their sizes, should design and implement BCM. Gallagher (2003) also noted that it is not only the large organizations that should be concerned with business continuity but even small organizations that equally have the pressure from both shareholders and customers to expand their business operations.

BCM provides a competitive advantage by identifying business exposures to threats and disruptions and strategically provides plans for effective prevention and recovery for the organization. Corporate image and reputation, shareholder confidence, uninterrupted supply chain, and customer confidence/loyalty are key elements in increasing competitive advantages while increasing market share (Elliot et al., 2010).

Firms that incorporate BCM in their strategic management could gain distinctive competencies over their competitors in terms of operational resilience, including swift retrieval of vital business functions at an agreed time while reducing the adverse impacts to their value and reputation (Bakar, 2015). BCM plays a very important role in ensuring an organization's survival ability and to remain competitive (Bakar, Azbiya Yaacob & Udin, 2015). BCM could play an essential role in optimizing organizational performance ((Bakar, Azbiya Yaacob & Udin, 2015). BCM enhances organizational performance (Sawalha, 2013).

BCM has a positive effect on several non-financial performance indicators like quality, effectiveness, efficiency, innovation, quality of work-life, and productivity (Sawalha, 2013). Senior management must take responsibility for BCM (Fischbacher-Smith, 2017; Järveläinen, 2013).

Challenges of Business Continuity Management

BCM has a weakness of not being holistic in approach when analyzing the organization and a lack of clear understanding of the responsibilities of the BCP (Königová, & Fejfar, 2013). Business continuity is still not widely understood among SMEs; many mistake it to emergency reaction or disaster recovery on information technology. Even those who have heard of business continuity may see no relevance to themselves (Wong,

& Goh, 2015). There are many obstacles to the execution of BCM by SMEs. They include a lack of appreciation of the importance of business continuity, the development processes involved, and the maintenance activities needed to sustain the program. Many SMEs see BCM as beyond their planning capacity, underestimation of the impact of BCM and that business can survive financially, and customers will accept lack of service during a period of disruption, lack of manpower, and inability to afford the time to put the BCP in place, some SMEs believe that they can manage disruptions when it happens. There is no need for preplanning, not prioritizing BCP, too expensive to implement, lack of experience sharing by BCM professionals outside large corporations, too complicated process, and no provision for step by step process (Wong, & Goh, 2015).

Content of Business Continuity Plan

The content of a typical BCP may include the following among others: the objectives of the document, Business disruption scenarios, plan distribution list, definition of key terms, list of potential risks (natural and man-made), risk assessment table, preventive control in place for the identified potential emergencies, business impact analysis (BIA), identification of the company critical business processes (department by department), incidence response plan consisting of plan activation incident response team, contact list of key staff (names, position, address, phone number), recovery plan, recovery action within the first two weeks depending on the incidents, and departments affected, list of critical suppliers, fire station, arrangement for hot sites/warm sites/cold sites, test, evaluation and update schedule of the BCP.

Importance of Small Business

SMEs are significant contributors to economies of the developed and developing countries in terms of contribution to the creation of employment, the Gross domestic product, wealth redistribution, check on rural-urban drift et al. (Zou et al., 2021). SMEs constitute 90% of the world's businesses and provide more than 50% employment (Zou et al., 2021). SMEs play a significant role in the growth and development of the economy of all countries (Maneesha, 2020). SMEs assist the larger economy of a country by retaining much of the money derived from the business in the same locality, bolstering big companies by producing components and accessories for them, and increasing people's purchasing power (Maneesha, 2020). SMEs function as a catalyst to the larger economy. SMEs are defined by indicators such as profits, market position, total capital, turnover, and the number of employees (Omogunloye & Ayeni, 2012).

According to Asikhia and Naidoo (2020), the MSMEs are the growth engine of any economy, contributing to its development, job creation, and export. The world Bank remarked that MSMEs

represent about 90% of businesses and more than 50% of employment worldwide. Formal SMEs contribute up to 40% of National income in emerging economies. The latest SMEDAN/NBS MSME survey shows Nigeria's SMEs contribute nearly 50% of the country's GDP and account for over 80% of employment. Nevertheless, the sector is not living up to expectations due to challenges that impact the nation's growth (Asikhia, & Naidoo, 2020). As of 2017, 41.5m MSMEs were registered in Nigeria, with Lagos state having the highest number of enterprises, while accommodation and food services accounted for 5.7% of all MSME businesses in Nigeria. (NBS/SMEDAN National Survey, 2017).

Hospitality Industry in Nigeria

The hospitality industry has come up in stages in Nigeria. The government began catering guest houses in the 1920s. In the 1950s, other catering guest houses across the country were established, which marked the start of what turned out to form the core of the formal hospitality industry in Nigeria in later years (Abomeh 2012). Abomeh (2012) further elucidated that hospitality businesses that started in the early years of Nigeria were set up and managed by the government and located at very important railway termini, seaports, or regional capitals, and important towns. The introduction of different institutions such as staff canteens, hotels, guest houses, and staff clubs form the most important developmental

Stage of the industry in Nigeria

Hospitality is a customer-driven industry. It consists of hotels, restaurants, travel, tourism et al. (Diminyi et al., 2020). The hotel industry has played a key role in diversifying Nigeria's economy (Diminyi et al., 2020). Customer retention is very important in the hospitality industry.

There is great importance attached to loyalty over the past few years, especially within the hospitality industry due to increased competition in the industry and recognizing that it is cheaper and profitable to retain customers than making new ones (Diminyi et al., 2020). The hospitality industry relies on regular and repeats visits for its survival (Diminyi et al., 2020). Hotels are generally classified by the quality of their standard and levels of services provided to their customer (Fittkau & Jockwer, 2008). Hotels are rated considering the grade from 1 star to in most cases, five stars and could be rated higher depending on the number of rooms, amenities, structure, and size (Hensens, 2015). Part of what affects a customer's perception and loyalty is BCM in place in business disruption.

Customers' emotional judgments about the hotel are what will determine whether they will return to get the services again or not (Chang, 2010).

The hospitality industry is the livewire of the tourism business. It has been recognized as one of the

key sectors that invigorate the economy's growth worldwide (Ladipo, Rahim, Oguntoyibo & Okikiola, 2016). A hotel is a hospitality setting built either by an individual or state or by the Federal Government to provide proper accommodation and other ancillary services to guests (Salami, 2008). Omogunloye and Ayeni (2012) aptly describe Lagos as one of the most regularly visited cities in Nigeria and Africa in general. This is because Lagos is the business capital of Nigeria and one of the most developed cities in Africa. The hotel industry in Lagos seems profitable, and its revenues and customer loyalty are dictated by the standards of hotels and geographical factors such as proximity to local and international airports and service centres, such as markets, restaurants, and social centers such as churches and mosques. According to the findings of Samson and Timothy (2014), the Nigerian hospitality industry has contributed significantly to the socio-economic growth of the nation. The hospitality industry has shown strength in human capital and structural growth (Ajake, 2015). The Nigerian tourism sector directly contributed N1.56 billion and 1.7 percent to the GDP (National Bureau of Statistics, 2015). It is predicted that the hospitality industry will cause a 2.4 percent growth in GDP by mid-2015 and will rise by 5.8 percent per annum in 10 years. According to Sanni (2009), there is a positive correlation between the

hospitality industry and the Nigerian economy. According to Omogunloye & Ayeni, 2012 hotels can be classified as follows using different criteria. Classification based on amenities, classification based on location, classification based on the size of the property, classification based on the kind of service, classification based on the length of stay, classification based on the theme, and classification based on the target market.

METHODOLOGY

Questionnaires designed to obtain information on Business Continuity Management for SMEs were distributed amongst motels, guest houses, and hotels (one and two-star) in Lagos, Nigeria. The questionnaire was divided into two main sections. Section A contains information about the respondents, while section B includes information on the study. One hundred and fifty (150) questionnaires were distributed; however, 140 viable questionnaires were analyzed. The questionnaire was formulated using a Likert scale ranging from Little Extent (1) to Great Extent (5) to provide information on the study.

RESULTS

Table-1: Characteristics of Respondents

Characteristic	Frequency	Percentage
Classification		
Guesthouse	30	21%
Hotel	91	65%
Motel	19	14%
Years In Business		
1 – 5	10	7%
6 – 10	66	47%
11 – 15	44	31%
16 – 20	14	10%
>20 years	2	1%
NAN	4	3%
Accommodation Units		
1 – 10	21	15%
11 – 20	49	35%
21 – 30	57	41%
31 – 40	10	7%
NAN	3	2%
Management Level		
Top Management	2	1%
Middle Management	24	17%
Lower Management	114	81%
Working Experience		
Less than five years	52	37%
6 – 10 years	77	55%
11 – 15 years	11	8%
> 15 years	0	0%
Total	140	100%

The table above shows the characteristics of the SME hotels/guest houses/motels interviewed in Lagos. Data were collected from 140 businesses in this category. The majority of them were hotels (65%), followed by Guesthouses (21%) and Motels (14%). The majority of the hospitality organizations (47%) had been in business for 6 to 10 years, 31% had been in business for 11 to 15 years, 10% had been in business for 16 to 20 years, 7% had been in business for 1 to 5 years, while only 1% had been in business for over 20 years. Regarding the number of accommodation units of

each organization, most (41%) had 21 to 30 accommodation units, 35% had 11 to 20 units, 15% had 1 to 10 units, while 7% had 31 to 40 units. Most of the respondents were of lower management level (81%), followed by middle management with 17% and top management with 1%. When asked their years of working experience, the majority (55%) said they had 6-10 years of work experience, followed by those with less than five years working experience (37%), those with 11 to 15 years experience (8%), while none of the respondents had greater than 15 years work experience.

Table-2: Potential Risks that can disrupt business

S/N	VARIABLE	MEAN	STD DEVIATION
	NATURAL:		
1	Flood	1.00	0.00
2	Storm & Lighting	1.09	0.36
3	Epidemic/Pandemic	3.32	1.06
	MAN-MADE		
1	Fire	3.88	0.57
2	Burglary	3.85	0.67
3	Utility outage	3.77	0.73
4	Hardware failure	3.67	0.75
5	Loss of key personnel	3.52	0.73
6	Internet failure	3.22	1.03
7	Acts of terrorism	1.40	0.99
8	Labour Disputes	3.51	1.00
9	Local Political Instability	3.84	0.59

The respondents were asked to rank the extent to which their organization has put in place prevention strategies against potential risks that can disrupt business. Results from analysis of their responses showed means ranging from 1.00 to 3.88 with a standard deviation between 0.00 and 1.06.

The variable "Fire" had the highest mean (3.88), followed by "Burglary" (3.85) and "Local political instability" (3.84). The variable "Flood" had the least mean (1.00), followed by "Storm & Lightning" (1.09) and "Acts of terrorism" (1.40).

Table-3: Risk Assessment: Impact

S/N	VARIABLE	MEAN	STD DEVIATION
1	Flood, storm & lightning	1.22	0.55
2	Pandemic	3.93	0.80
3	Fire	4.01	0.70
4	Hardware failure	3.84	0.87
5	Act of terrorism	1.16	0.63
6	Burglary	3.78	0.84
7	Utility Outage	3.80	0.83
8	Loss of key personnel	3.61	0.79
9	Internet failure	3.16	0.94
10	Labour disputes/Political Instability	4.01	0.48

The respondents were asked to rank how their organization has put in place risk assessment regarding potential risks that can disrupt the business. Results from analysis of their responses showed means ranging from 1.16 to 4.01 with a standard deviation between 0.48 and 0.94.

The variables "Fire" and "Labour disputes/Political Instability" had the highest means (4.01), followed by "Pandemic" (3.93). The variable "Acts of terrorism" had the least mean (1.16), followed by "Flood, Storm & Lightning" (1.22).

Table-4: Risk Assessment: Probability

S/N	VARIABLE	MEAN	STD DEVIATION
1	Flood, storm & lightning	1.05	0.22
2	Pandemic	3.20	1.02
3	Fire	2.80	0.97
4	Hardware failure	2.59	0.90
5	Act of terrorism	1.22	0.75
6	Burglary	2.70	1.00
7	Utility Outage	2.54	0.86
8	Loss of key personnel	2.49	0.64
9	Internet failure	2.46	0.76
10	Labour disputes/Political Instability	3.58	0.77

The respondents were asked to rank the extent to which their organization has put in place risk assessment regarding the probability of potential risks occurring. Results from analysis of their responses showed means ranging from 1.05 to 3.58 with a standard deviation between 0.22 and 1.02.

The variable "Labour disputes/Political Instability" had the highest mean (3.58), followed by "Pandemic" (3.20). The variable "Flood, Storm & Lightning" had the least mean (1.05), followed by "Acts of terrorism" (1.22).

Table-5: Prevention Strategies

S/N	VARIABLE	MEAN	STD DEVIATION
1	Defining detection and prevention and procedures	3.97	0.59
2	Training and empowering the employees on how to prevent and detect a crisis	3.96	0.65
3	Conducting vulnerability audits to identify possible operational weaknesses and threats	3.72	0.81
4	Investment in technology such as cybersecurity systems, biometric screening, and CCTV	3.26	1.02
5	Investment in physical infrastructures such as water, sprinklers, smoke detection machines, fire, and bulletproof doors	3.22	1.04
6	Investing in alternative working spaces	3.86	0.71

The respondents were asked to rank the extent to which their organization has put in place the prevention strategies as listed in Table 5 against potential risks. Their responses showed positive means ranging from 3.22 to 3.97 with a standard deviation between 0.59 and 1.04.

The statement "Defining detection and prevention procedures" had the highest mean (3.97), followed by "Training and empowering the employees on how to prevent and detect a crisis" (3.96). The statement "Investment in physical infrastructures such as water, sprinklers, smoke detection machines, fire, and bulletproof doors" had the least mean (3.22).

Table-6: Correctional Strategies

S/N	VARIABLE	MEAN	STD DEVIATION
1	Specification of necessary resources and response team capabilities to confront the crisis	3.89	0.68
2	Forming crisis teams with the required resources and defining the responsibilities of the participants	3.77	0.82
3	Confronting false social media publication by offering a verified explanation to the affected parties	3.86	0.87
4	Offering free goods and services to clients help in resolving poor service quality	3.94	0.66
5	Designing effective crisis communication and information systems	3.83	0.82
6	Restoration of services to customers	4.11	0.61
7	Information of customers	4.00	0.52
8	Information of key staff	4.14	0.59
9	Back up for data	3.95	0.58

The respondents were asked to rank the extent to which their organization has placed the correctional strategies as listed in Table 6. Their responses showed positive means ranging from 3.77 to 4.14 with a standard deviation between 0.52 and 0.87.

The statement "Information of key staff" had the highest mean (4.14), followed by "Restoration of services to customers" (4.11) and "Information of customers"(4.00). The statement "Forming crisis teams with the required resources and defining the participants' responsibilities" had the least mean (3.77).

DISCUSSION & CONCLUSION

The majority of the respondents were hotels, and most have been in business for over five years. In addition, the majority had more than ten accommodation units reflecting the business activity level of this population. The study shows that prevention strategies popularly put in place by these institutions were against fire, burglary, and local political instability. They seem to be laidback regarding risks such as floods, storms & lightning, and acts of terrorism.

Risk assessment efforts were also seen to be directed towards risks such as fire, pandemic, and labour dispute/political instability. Risks such as a pandemic, acts of terrorism and flood, storm & lightning were seen not to receive much attention.

The respondents' responses regarding strategies for business continuity showed that the businesses were more inclined to less monetary and informative methods.

The importance of BCM as a strategic tool for bailing organizations out of disaster cannot be overemphasized. SMEs need to overcome apathy to BCP. There is need to train staff on the concept. Senior management needs to take ownership of the BCP. Businesses need to prepare for the eventuality of disaster. SMEs need to carry out a risk assessment of their firms to assess areas of potential impacts in case of disaster. The BCM document should be made available to all-important staff of the organization.

REFERENCE

- Abomeh, O.S. (2012). Tourism and hospitality manpower and education in Nigeria. *Afro Asian Journal of Social Sciences*, 3(3),1-18. Retrieved from www.onlineresearchjournals.com
- Ajake, A.O. (2015). Assessing the impacts of hospitality industry in Enugu City, Nigeria. *American Journal of Tourism Management*, 4(3), 43-53.
- Ajzen, I (2011). The theory of planned behaviour. *Reactions and reflections. Psychology & Health*, 26(9) 1113-1127.
- Ajzen, I. (1985). From intentions to actions: A theory of planned behavior. In J. Kuhl & J. Beckman (Eds.), *Action-control: From cognition to behavior* (pp. 11–39). Heidelberg: Springer.
- Ajzen, I. (1991). The theory of planned behavior. *organizational behavior and human decision processes* 50, 179-211 university of Massachusetts at Amherst
- Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behavior*. Englewood-Cliffs, NJ: Prentice-Hall.
- Ali Asgary, A. S. (2011). *Modelling the Adaptation of Business Continuity Planning by Businesses Using Neural Network. Intelligent System in Accounting, Finance, and Management*, 89-104.
- Alves, D. D. C., & Gomes de Almeida, M. M. (2015). *Business Continuity Management (BCM) Applied to Transpetro's National Operational Control Center-CNCO. Procedia Computer Science*, 55, 431-440.
- Asikhia, O., & Naidoo, V. (2020). Assessment of the moderating effects of Nigerian market environment on the relationship between management success determinants and SMEs' performance. *Problems and Perspectives in Management*, 18(4), 388-401.
- Bakar, Z. A. (2015). Doctor of the moderating effect of information technology capability on the relationship between business continuity management factors and organizational performance. Thesis. Othman Yeop Abdullah Graduate School Of Business, Universiti Utara Malaysia, retrieved from www.etd.uum.edu.my
- Bakar, Z. A., Azbiya Yaacob, N. U S., & Udin, Z. M. (2015). *Business Continuity Management Factors and Organizational Performance: A study on the Moderating Role of it Capability. Journal of Management Info*, 2(3), 5-12.
- Barlow, G. (2021). *Project Risk Management. KPMG International Cooperative*. New Zealand. Retrieved from www.home.kpmg/NZ/en
- Butler, A. (1990). A methodological approach to chaos: Are economists missing the point? *Federal Reserve Bank of St. Louis*, 72(13), 36-48.
- Chang, T.Y., & Horng, S. C. (2010). Conceptualizing and measuring experience quality: The customer's perspective. *The Service Industries Journal*, 30(14), 2401-2419.
- Childs, D. & Dietrich, S. (2002). *Contingency Planning and Disaster Recovery: A Small Business Guide*; John Wiley and Sons.
- Cook, J. (2015). A six-stage business continuity and disaster recovery planning cycle. *SAM Advanced Management Journal*, 80(3), 22-33. Retrieved from www.proquest.com
- Conner, M., & Armitage, C. J. (1998). Extending the theory of planned behavior: A review and avenues for future research. *Journal of Applied Social Psychology*, 28(15), 1429-1464.
- Dahlberg, R. & Guay, F. (2015). *Creating Resilient SMEs, is business continuity management the answer? WIT Transactions on The Built Environment*. 975 - 984
- Diminyi, C. A., Deun, A. D., Ikara, I. I. Idam, A. O. Kpadji, O. L. & Anyanwu, D. E. (2020). *The effect of security challenges on guest loyalty: A study of selected hotels In Makurdi, Nigeria. International*

- Journal of Innovative Research and Advanced Studies, 7(10), 35-43. Retrieved from www.ijiras.com
- Dushie, D. Y. (2014). Business continuity planning: An empirical study of factors that hinder effective disaster preparedness of businesses. *Journal of Economics and Sustainable Development*, 5(27). Retrieved from www.iiste.org
 - Elliott, D., Swartz, E., & Herbane, B. (2010). *Business Continuity Management 2e: A Crisis Management Approach*: Routledge. Retrieved from www.routledge.com
 - ENISA. (2010). *It business continuity management. An approach for small medium-sized organizations*. European Network and Information Security Agency, ENISA Reports
 - Ernest-Jones, T. (2005). Business continuity strategy—the lifeline. *Network Security*, 2005(8), 5-9.
 - Filipović, D., Krišto, M., & Podrug, N. (2017). Impact of crisis situations on development of business continuity management in Croatia. *Journal of Contemporary Management Issues*, 99-122.
 - Fischbacher-Smith, D. (2017). When organisational effectiveness fails: Business continuity management and the paradox of performance. *Journal of Organizational Effectiveness: People and Performance*, 4, 89-107.
 - Fittkau, S., Jockwer, A. (2008). Quality rating in hotel community sites. In *Trends and Issues in Global Tourism*, 85-93. Springer Berlin Heidelberg
 - Hensens W. (2015). The future of hotel rating. *Journal of Tourism Futures*, 1, 69-73.
 - Hill, R., & Burgess, S. (2003). *Issues in Business Continuity Management*. Idea group publishing: USA. 287-289. doi: 10.1.1.684.7320
 - Gallagher, M (2009). *Business continuity management: building an effective incident management plan*, John Wiley & Sons
 - Gallagher, M. (2003). *Business continuity management*, Accountancy Ireland, 35(4), 15-16. Retrieved from www.pqm-online.com
 - Godfrey, L. L. (2019). *Small Business responses to reduce impacts from natural disasters*. Walden Dissertations and Doctoral Studies Collection. Retrieved from www.scholarworks.waldenu.edu
 - Gupta, S., Starr, M. K., Farahani, R. Z., & Matinrad, N. (2016). Disaster management from a POM perspective: Mapping a new domain. *Production and Operations Management*, 25 (10), 1611-1637.
 - ILO (International Labour Organization). (2012). *Multi-hazard business continuity management: guide for small and medium enterprises / International Labour Office, ILO Programme for Crisis Response and Reconstruction (ILO/CRISIS)*. Geneva. Retrieved from www.ilo.org
 - ISO (International Standard Organization). (2019). *Security and resilience. Business Continuity Management Systems – Requirements (ISO 22301:2019)*. Geneva, Switzerland.
 - Krell, E. (2006). *Business continuity management. Management accounting guideline*. The Society of Management Accountants of Canada and the American Institute of Certified Public Accountants. Retrieved from www.aicpa.org
 - James. S. (2014). The business continuity and resiliency. *Gaining corporate commitment for business continuity programs*, 3(1), 8-32.
 - Järveläinen, J. (2013). IT incidents and business impacts: Validating a framework for continuity management in information systems. *International Journal of Information Management*, 33(3), 583–590.
 - Jorrigala, V. D. (2017). *Business continuity and disaster recovery plan for information security. . Culminating Projects in Information Assurance*. 44. Saint Cloud State University Retrieved from repository.stcloudstate.edu
 - Königová, M., & Fejfar, J. (2013). Role of personnel planning in business continuity management. *International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering*, 7, 904-909. Retrieved from www.semanticscholar.org
 - Kor, K., & Mullan, B.A. (2011). Sleep hygiene behaviours: An application of the theory of planned behaviour and the investigation of perceived autonomy support, past behavior and response inhibition. *Psychology and Health*, 26, 1208-1224
 - Ladipo, P.K.A., Rahim, G. A, Oguntoyibo, C. A., & Okikiola, I. O. (2016). Market Orientation and business performance: A study of interrelationships and effects in small-sized hotels within Lagos State Metropolis. *Academic Journal of Economic Studies*, 2(4), 99-119. Retrieved from www.ideas.repec.org
 - Lee, L. K., & Azlan, A. (2018). Factors Leading to the Adoption of Business Continuity Management (BCM) in Malaysia. *Global Business and Management Research: An International Journal*, 10. 179-196. Retrieved from www.gbmjournal.com
 - Levy, D. (1994). *Chaos theory and strategy: Theory, application, and managerial implications*. *Strategic Management Journal*, 15. 167-178.
 - Mainzer, K. (1994). *Thinking in Complexity the Complex Dynamics of Matter, Mind, and Mankind*. Retrieved from www.philpapers.org
 - Mangiarotti, S, Peyre, M., Zhang, Y, Huc, M., Roger, F., & Kerr, Y. (2020). Chaos theory applied to the outbreak of Covid-19: an ancillary approach to decision-making in pandemic context. doi:10.1101/2020.04.02.20051441.
 - Mangiarotti, S., Coudret, R., Drapeau, L., & Jarlan, L. (2012), Polynomial search and global modeling: Two algorithms for modeling chaos. *Physical Review*, 86(4), 046205.
 - Maneesha, V. (2020). Small scale enterprises and their contribution to economic growth. *International Journal of Social Science and Economic Research*, 05(12), 3913-3920.
 - McKnight, B., & Linnenluecke, M. K. (2016). How firm responses to natural disasters strengthen community resilience: A stakeholder-based perspective. *Organization & Environment*, 29, 290-307.
 - Mohamed, Shaluf, I. (2007). *Disaster types. Disaster Prevention and Management: An International*

- Journal, 16(5), 704-717. Retrieved from www.emerald.com
- Mwaiwa, F. M., & Odiyo, W. O. (2015). The Strategic Effect of Crisis Management on Business Continuity Management in Corporate Organizations: A Case of Equity Bank, Kenya. *European Journal of Business and Management*, 7(5), 145-154. Retrieved from www.iiste.org
 - Nwokorie, E. C. (2016). Service recovery strategies and customer loyalty in selected hotels in Lagos State, Nigeria. *Net Journal of Business Management*, 4, 1-8. Retrieved from www.papers.ssrn.com
 - Omogunloye, O. G., & Ayeni O. O. (2012). Analysis of hotels in Lagos state with respect to other spatial data. *Research Journal in Engineering and Applied Sciences*, 1(6); 393-403. Retrieved from www.emergingresource.org
 - Păunescu, C., & Argatu, R. (2020). Critical functions in ensuring effective business continuity management. Evidence from Romanian companies. *Journal of Business Economics And Management*, 21(2), 497-520.
 - Radzicki, M. J. (1990). Institutional dynamics deterministic chaos, and self-organizing systems *Journal of Economic*, 24, 57-102.
 - Sahebjamnia, N., Torabi, S.A., & Mansouri, S.A. (2014). Integrated business continuity and disaster recovery planning: Towards organizational resiliency.
 - Sui, P.L., Junying, L., & Stephen, S. (2010). Business continuity management in large construction companies in Singapore, *Disaster Prevention Management*, 19(2), 219-232.
 - Takehiro, T., & Jingye, L. (2016). A practical process for introducing smart business continuity management of the smart city in Japan. *Procedia Engineering*, 146 288 -295.
 - Thamer A. H., & Alenezi, M. (2016). Business continuity management & disaster recovery capabilities in Saudi Arabia ICT Businesses. *International Journal of Hybrid Information Technology*, 9(11), 99-126.
 - Salami, R.A. (2008). Introduction to hospitality management. B.Sc. in hotel and catering course guide developed for the National Open University of Nigeria (NOUN). Retrieved from www.noun.edu.ng.
 - Samson, A.J., & Timothy, G. (2014). Effects of human resource training and development on productivity in the Nigerian hospitality industry. *International Journal of Public Administration and Management Research*, 2(2), 80-87. Retrieved from www.rcmss.com
 - Sanni, M.R. (2009). The influence of the economy on the hospitality industry in Nigeria," *Ethiopian Journal of Environmental Studies and Management*, 2, 29-32.
 - Sawalha, I. H. S. (2013). Organizational performance and business continuity management: a theoretical perspective and a case study. *Journal of Business Continuity & Emergency Planning*, 6(4), 360-73. Retrieved from www.ncbi.nlm.nih.gov
 - SMEDAN. (2017). Survey report on MSMEs in Nigeria. Abuja: SMEDAN. Retrieved from www.smedan.gov.ng
 - Strong, B. (2010). Creating meaningful business continuity management programme metrics. *Journal of business continuity and emergency planning*, 4(4), 360-7. Retrieved from <https://pubmed.ncbi.nlm.nih.gov>
 - Woodman, P., & Hutchings, P. (2010). Disruption & Resilience: The 2010 Business Continuity Management Survey. Chartered Management Institute, 3(2), 1-28. Retrieved from www.assets.publishing.service.gov.uk
 - Wong, J., & Goh, M. H. (2015). Business continuity management implementation for small and medium-sized enterprises. APEC Summit on Promoting SME Business Continuity Planning“Best Practices of SMEs’ Employment of Business Continuity Planning. Retrieved from www.continuitycentral.com
 - Wong, W.N.Z. (2009). The strategic skills of business continuity managers: putting business continuity management into corporate long-term planning. *Journal of Business Continuity & Emergency Planning*. Henry Stewart Publications, 4, 62-68. Retrieved from www.pubmed.ncbi.nlm.nih.gov
 - Yusrida, M., & Apol, P. S. (2018). A basic element of its business continuity plan: Systematic Review. *Jurnal Informatika*, 12, 17-23.
 - Zapłata, S. (2016). Business continuity management systems BS 25999-2 in Poland. *Empirical studies. Studia Oeconomica Posnaniensia*. 38-56.
 - Zawya, M. (2009). Nearly 70% of Region’s Businesses Lack Robust Business Continuity Planning; Press Release.
 - Zou, Z., Liu, Y., Ahmad, N., Sial, M.S., Badulescu, A., Zia-Ud-Din, M., & Badulescu, D. (2021). What Prompts Small and Medium Enterprises to Implement CSR? A Qualitative Insight from an Emerging Economy. *Sustainability*, 13(952).