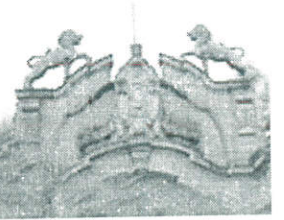
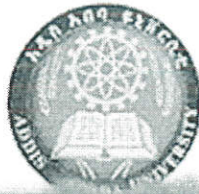


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ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**COMPARATIVE ASSESSMENT OF THE MANAGEMENT OF GLOBAL
HOTEL AND GHION HOTEL**

BY: BUZEYE ZEGEYE

ADVISOR: MEHERET AYENEW, PhD

JUNE 2010

ADDIS ABABA



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PUBLIC ADMINISTRATION AND DEVELOPMENT MANAGEMENT

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Abbreviations

H/K House keeping

F/O Front Office

FBS Food and Beverage Service

FBP Food and Beverage Production

ABSTRACT

The hotel industry has a long colorful history beginning with inns, and lodges, and evolving into the hospitality industry. A tremendous change in the industry of tourism in the world brought many changes in the field of hotel business. The objective of the research is to assess and compare the management of Ghion Hotel (public owned) and Global Hotel (private owned), and to identify which hotel's management is better. The researcher collected both primary and secondary data from the respected sources and to make these data more vibrant and reliable the researcher used a triangulation system. Hence, questionnaires, interview and personal observation and different documents were used as data collection. Findings indicate the autocratic nature of the leaders, top down decision making, managers relationships with some employees and frequently changing hotel policies were some problems that de-motivating employees in both hotels, but the number is higher in Ghion Hotel. This may have a direct impact on the productivity of the hotel. Hence, the hotel management system should make several benefits and facilities that motivate employees at work.

CHAPTER ONE

1. Introduction

The hotel industry has a long colorful history beginning with inns, and lodges, and evolving into the hospitality industry (Michael L.Kasavana and Richard M. Brooks, 2001:123). A tremendous change in the industry of tourism in the world brought many changes in the field of hotel business. This means, the expansion and development of travel has contributed a lot for the development of hotel industry. Along with expansion and development of these industries in the world, there has been increasingly expanded and developed in Ethiopia too.

Hotels are many things. They are businesses in a very competitive industry, and this affects how they need to be managed. Some hotels are magnificent works of architecture, true landmarks in their community, but the service they provide are more important to most guests. Hotels are labor intensive business where many employees provide service to many guests, and the service provided are a very personal nature. (Eddystone C. Nebel, 1991:143)

Many different services must be performed in a hotel in order to satisfy guest needs. Failure to provide even a seemingly inconsequential service, or failure to maintain the standards of the service that are provided, can often result in a dissatisfied or, just as bad, an indifferent guest(*ibid*).

Today's, service providing companies are facing their toughest competition. As competition become more important and complex, with all the benefits it might bring for competent companies.

In an era of increased competition, the importance of achieving high levels of performance in service delivery and customer satisfaction has gained the attention of researchers and practitioners. This is especially the case in the service sector, where many companies are focusing upon service excellent improvement issues in order to drive high levels of customer satisfaction and loyalty. When dealing with people, as the old song says, "Letting things mean a lot." That is all the important when providing people with personal things, such as

beds, bathrooms, and food. Further more, hotels need the cooperation of a large and diverse group of people to do it (R.K.Malhotra, 2002 and Eddystone C. Nebel, 1991: 124).

Service delivery performance has become the new lifeline to business success in the nineties, but managers have really understood the implications of committing to the service of the customers. This approach requires rethinking basic assumptions about how we do business. It means providing the customer with the best that can be offered and building success based on image that attempt to manipulate consumers' taste (Franco D'Egidio, 1990).

2. Brief Background of the Study Areas

2.1. Ghion Hotel

Ghion Hotel Addis Ababa is a four star hotel owned by the government. It has important arena in Ethiopian hotel industry. Its foundation goes back to the regime of Emperor Haile Selasse I. As per the profile of the hotel indicates, in 1937 Emperor Haile Selasse I, gave an order to be constructed a palace which has a shape of living house for his son Leul Sahle Selasse in Felwuha area and the now Ghion hotel was constructed. Latter, it was decided to serve as guest house and was called as Ghion Imperial Hotel. Until 1962, the hotel was managed by the foreigners and directed by Board. In 1967, different hotels came under the administration of Ghion hotel.

After this hotel got the name of Ghion Hotel, different hotels both in Addis Ababa and out side Addis Ababa opened and became under the administration of Ghion Hotel. Accordingly, the following hotels were administered under this hotel.

- Etege Tayitu Hotel
- Kokob Food House
- Rendevu Cafeteria
- Embuway Mesk Recreation
- National Hotel
- Liyu Kibeb

- Dahlak Paradise
- Bahr Dar: Tana Ghion Hotel and Baher Dar Ghion Hotel
- Gonder: Goha hotel, Terara hotel, Quara hotel, Fogera Hotel and Wanzaye Felwuha
- Wollo : Konbolcha Gishen Hotel, Bati Qersa Hotel, Dessie Ambasel Hotel, Sebat Weyra Hotel and Roha Hotel
- Tigrai: Abreha Kastel Hotel, Yeha Hotel and Turink Hotel brought under the administration of Ghion Hotel.

Due to privatization policy of the government, many of these hotels were transferred to a private ownership and currently the hotel has only four branches. The hotel has four main bars and restaurants, which provide both national and foreign food and beverage services, 195 guest rooms that are located at different views ranges in different status and seven conference halls. With regarding to recreation facilities, the hotel has Olympic size swimming pool which have many customers, wedding garden which is over sized and it used for different wedding ceremony and music concert, different business centers, beauty salons, wider parking place, children games, fitness centers and other facilities. Currently, there are about 440 permanent staffs (Ghion Hotel Profile, 2007).

2.2. Global Hotel

Among private four star hotels that flourished in Addis Ababa Global Hotel is the one. The Hotel opened its doors, in 1993 E.C. It is located in the center of Addis Ababa at Debrezeit road, only six kilometers away from Bole International Airport. The Hotel is owned by three individuals and directed by Board.

The Hotel has 50 different guest rooms, restaurant, bar, café, nine different size and shape halls which could serve for wedding ceremony, meetings, workshops and anniversary celebration and parking space. There are 116 permanent staffs working in different departments (Global Hotel Profile, 2009).

3. Statement of the Problems

Though a great emphasis is given for the expansion of hotel industry since the early time, many service related problems are still seen.

In today's Hotel business, either private or public owned Hotels have much serious management problems though, perhaps, the degree of hurdle is different. The management of both Hotels is hardly working towards their employee satisfaction. This was seen when the employees were very much delayed both in taking order from the guests who are waiting for their order and, even long wait for the delivery of the order. The other major problems often observed were lack of Hotel service ethics.

These include but are not limited to throwing the food in front of the guest who, of course, is referred to, as 'guest is the king'. They also insult the guest, cheat the guest or failure to give the change back, chewing gum while serving the guests, licking finger into the nose while serving, touching hair and other bodies, etc. Other problems observed are

- Poor coordination among the departments of the Hotels,
- A condition of rejecting or ignoring the lower staff ideas, comments and suggestions,
- Failure to provide proper training, even, orientation whenever new employee is hired,
- Problems of non-merit based employees selection practices,
- Employees are careless in minimizing losses which are caused by poor food and beverage control
- Lack of personal hygiene and sanitary condition which guests are frequently complaining about;

4. Objective of the Study

The researcher had two objectives in this research: The first was the general objective and the second was the specific objectives. The general objective of the study was to assess the management practices in these two Hotels by paying due emphasis to some particular aspects (employee selection criteria, food and beverage control system, employees' work motivation,

employee training, performance appraisal, personal hygiene, service practices, and compensation etc) and to draw possible conclusion as well as to come with a sound recommendation.

The following questions were answered the specific objectives of the research.

- ✓ Which hotel's workers have more motivation to work (job satisfaction)?
- ✓ Which hotel is practicing better customer serving procedures?
- ✓ Which hotel's workers better in maintaining their personal grooming?
- ✓ Which hotel's compensation practice is more attractive?
- ✓ Which hotel provides proper training to their staffs?
- ✓ What employee selection criteria each hotel is applying?
- ✓ In which hotel is better performance evaluation system practiced?

5. Justification and Significance of the study

Although different studies have been conducted to assess the management of both private owned and public owned Hotels, still the problem of the management of Hotels are not completely assessed and documented for each sectors of the Hotel industry. Thus, this study was conducted with the intention that the result obtained from this study will be important inputs for the future efforts and to have important influence in the management of Hotel .It may help the concerned Hotels to evaluate their service and to bring changes. This study perhaps useful for Hotels to learn about their service strategies to satisfy and retain their customers for life and may learn about their strengths and weaknesses on handling their customers.

6. Limitation

In conducting this research, some hurdles were faced. Unwillingness of the staffs to show the employees' document, problems to get any written materials relevant to the study, shortage of time, and finance were the most problems the researcher faced. Besides, due to the case nature of the research, generalization could not possible. However, irreversible endeavor was

made to solve these problems to the extent possible by contacting the hotel key source and handling all the activities as per the schedule.

7. Organization of the Paper

The study consists of the following main parts; the first chapter deals with the introduction, background, the statement of problems, objectives of the study, significance and justification, scope and limitation, organization of the paper and definitions of operational terms. The second chapter deals with methodology. Chapter three is concerned with conceptual and analytical framework of the research. Discussion and result is presented in chapter four and finally, conclusion and recommendation have been presented in the last chapter.

8. Definition of Operational Terms

Leadership: is the process of influencing people to perform willingly in ways that lead to the accomplishments an organization's goals.

Hygiene: is an application of sanitary principles for the preservation of health.

Personal Hygiene: refers to the cleanliness of a person's body

Real Leader: is concerned with enabling process by which people may develop their full potential, encourages followers to see no distance between themselves and the leader; they encourage followers to become leaders

Product Testing: is a series of test panel evaluations the particular product to be used.

Yield Test: is yield obtainable from all the major commodities used.

House keeping: is a department in hotel, responsible for the maintenance and cleanliness of the hotel premises.

Front Office: is a department where guest first meet during their arrivals.

Food and Beverage Production: is a department, which is responsible for the preparation of food and beverage in the hotel.

Food and Beverage Service: is a department in a hotel, which mainly engaged in serving the customers.

Purchase Specification: A purchase specification is a concise description of an item of food, which helps the [hotel] to communicate with supplier.

Volume Forecasting: is a method of predicting the number of customers using the catering facilities on the specific day and of predicting as accurate as possible what items they will eat and drink

Pre-costing: is a method of controlling food and beverage costs in advance of the preparation and service stages.

Standard Recipe: is a formula of food and beverage, which describes the portion cost, portion size, method of preparation and ingredients of the food and beverage.

Menu: is a paper, which consists of list of different food and beverages.

Waiter: is a one working in a hotel and responsible in serving the guest.

Head Waiter: is a person working in a hotel that has the duties of welcoming the guests in the restaurant, briefing the waiters and some times take an order from the guest.

Reception: is the one who is working in the front office department and responsible for guest registration, establishing method of payment and assigns the guest to the room.

Star: star refers to the rank in which hotels are classified their standards and there are different initiations providing the star.

Hotel: is an establishment where accommodation and food and beverage service is offered for the travelers or peoples who are away their home.

Merit Principle is a principle, **which states employee appointment**, and service should be only based on work experience, education and physical fitness.

CHAPTER TWO

2.1. Methodologies of the Study

2.1.1. Research Methods

Methodology is a philosophy or general principle, which guides a study. Research methodology generally relies on qualitative and quantitative research. Qualitative research helps to undertake in depth study through exploring attitude, behaviors and experience by using such methods or data collection instruments as focus group, interview through structured, semi-structured, and non-participatory personal observation. This provides information, which can be best described in words, describing situation, events, people, interactions and observed behaviors etc. On the other hand, quantitative research generates statistics and produces numerical data (Goode And Hatt, 1981).

Thus, descriptive survey was employed to undergo the study. It was employed because the researcher aimed to describe the observable characteristics of the Hotels.

2.2. The Study Population and Sampling Technique

Naturally, the management of Hotel is complex. Therefore, in order to assess the Hotel management practice it requires in-depth investigation from various actors. Ghion Hotel from public owned and Global Hotel from private owned purposely selected to investigate and compare the management practice. These Hotels are selected based on the fact that sufficient document availability, the researcher has worked and apprenticeship exposure in the Hotels.

Hence, observing various problems related to management during preliminary assessment. In the process of assessing the management practice of these two selected Hotels, the study was focused only on some selected management aspects; food and beverage control mechanisms, human resource issues (selection, training, compensation and motivation), service delivery practices, personal hygiene and related issues for comparison reason. Because investigating all the management aspects of each Hotel is very much time consuming and, even in some cases not suitable for comparison.

The study population includes managers, personnel and other employees (officer workers). There are 304 permanent employees (non-managerial) in different departments (74 in house keeping, 32 front office, 90 food and beverage service, 78 food and beverage preparation and 30 general services) in Ghion Hotel whereas 101 employees (excluding department heads and other personnel) in different departments (28 house keeping, 15 front office, 17 food and beverage service, 21 food and beverage preparation and 20 general service) in Global Hotel that has been taken into account for the sample of the study.

Thus, the researcher used strata and simple random sampling to select the respondents from both Hotels. The employees were grouped into different departments. Then select the respondents from each department using simple random sampling technique. Therefore, 18 respondents from house keeping, 4 from front office, 20 from food and beverage preparation, 27 from food and beverage service and 3 from general service department of Ghion Hotel.

On the other hand, 8 from house keeping, 2 from front office, 3 from food and beverage service, 4 from food and beverage preparation and 4 from general service departments of Global Hotel were included in the study as respondents. Based on this selection, the ratio approach of each department was used. Here, the selected respondents represent 30% of the total employee in both Hotels.

Accordingly, 72 respondents from Ghion Hotel and 21 respondents from Global Hotel have been selected. Beyond 100 questionnaires, which ask the employees' opinion, were distributed. 93 questionnaires were effectively collected. In addition to this, six department managers (house keeping manager, front office manager, human resource personnel, the food and beverage service manager, the food and beverage preparation manager and general service manager) from each Hotel and the managers of each Hotel again selected and interviewed. In addition to this, 10 guests from each hotel interviewed

Global Hotel Staffs Sample Size

No.	Departments/category	Total employees in the department	Randomly selected sample size from each category
1	H/K	28	8(27.72%)
2	F/O	15	2(12.85%)
3	FBS	17	3(16.83%)
4	FBP	21	4(19.80)
5	General Service	20	4(19.80%)
	Total	101	21(100%)

Ghion Hotel Sample Size

No.	Departments	Total employees in the department	Randomly selected sample size from each category
1	H/K	74	18(24.34%)
2	F/O	32	4(10.52%)
3	FBP	78	20(25.66%)
4	FBS	90	27(29.61%)
5	General service	30	3(9.87%)
	Total	304	72(100%)

2.3. Data Source

The researcher employed both primary and secondary source of data. Primary source of data were used, to the employee of the Hotels, different Hotel officials and the guest of each Hotel for elicited their opinions and idea. On the other hand, for the sake of secondary data, the Hotel manuals and different work format were referred for further triangulation of the data sources. In addition to this, to makes the study more reliable and valid.

2.4. Data Collecting Instruments

For the sake of data collection, the researcher employed questionnaires, interview and observation. Open-ended and closed-ended questionnaires were used to collect ideas, opinions, perception and facts of employee's selection criteria, employee training and performance appraisal, compensation, motivation practice, hotel leadership practicing in the hotel.

On the other hand, some key informants were interviewed on the service quality, sanitary condition of the hotel and service interest etc. Exhaustive and a very series personal observation were made on personal hygiene and service practice in both Hotels.

2.5. Data Presentation and Analysis

Data were collected through questionnaires, presented in Table. The collected data through primary and secondary sources were analyzed using qualitative approach based on theories, principles and other findings. The analyzed data presented using table and percentage.

CHAPTER THREE

3. Literature Review

This chapter deals with the conceptual framework that applied in the analysis part. Different theories, and principles and approached which are very important for the analysis of the study.

3.1. Overview of Hotel

Eddystone C. Nebel (1991:8-12) refers to hotels as city within a city. The larger hotel gets, the more awesome they become. According to Eddystone, hotels resemble a small city. Like a city, people live, eat, exercise, entertain, work and play, get married, have children, get sick, and die in the hotel. To him, most of the services that must be provided to citizens of a city must be provided to guest in a hotel.

In large hotel one might easily find butchers, bakers and barbers, doctors and nurses, electricians, carpenters, plasters and painters, computer experts and accountants, machinists and masons, tennis pros, and life guards, detectives and horticulturists, maids and dish washers, chefs and bar tenders, salesmen and secretaries, engineers and elevator operators.

Eddystone similitude hotels with great ship in that both have a need to be self-sufficient; both must provide basic human services to larger numbers of people. A large hotel may be the best place to ride out a hurricane. So like a ship, part of glamour and excitement of hotels relates to the complexity of its operations and diversity of talents and skills of the people they must employ in order to fulfill their mission. As to Eddystone explanation, hotels are complex multidimensional organization that takes a lot of managing. Hotels provide the people who manage them with a never ending variety of challenges.

3. 2. Service and People in Hotel

According to Eddystone C. Nebel (1991:28), what has become clear is that service can be a powerful competitive strategy that goods-producing companies can use to differentiate themselves from their competition. To him, hotel provides both a product and service. Hotels vary from architecturally modest functional economy to some of the most spectacular structures

built by a society. Great hotels, like others great structures, are in away symbol of a society that produce them.

All hotels whether great or modest, reflect the purpose and function they were designed to perform. He regarded, a physical product in the possession of a consumer, is used without the need for continued participation on the part of the business that provides the product. A fountain pen, clothing, furniture, smile household tools, food and houses are examples of product that have a very small service component associated with them (the physical aspects of a hotel do, of course, contribute to its ability to proved service.

A hotel's central location is a convenience to its guests; specious, comfortable rooms are important to a good night's rest; attractive lobbies and public areas add to the ambiance of the building; efficient elevators save time. These physical features are all part of the "service" that hotels provide. However, the physical product, no matter how expensive or beautiful is incapable of providing for the needs of its guests without the ongoing and active participation of the hotel's staff (ibid).

The term "service" is defined as a helpful act; being useful to other. Personal service involves people doing things for other people. The bell person who carries luggage to a guest's room has performed a helpful act, but the guest's evaluation of the service may depend as much on the bell person's attitude as on the act of delivering the luggage. A waiter's personality, as well as skill, plays a role in a customer's are doing experience.

One person's idea of fast service will differ from another's. One's own standard of fast or courteous service will differ from another's. One's own standard of fast or courteous service will often vary depending on a variety of factors. Taste, state of mind, and experiences all bear on service evaluation. Because service is subjective, service is evaluated subjectively. It is important to remember also that the kind of services a hotel provides is quite personal in nature.

Putting a new set of tires on the family car is an important service, but few customers are that concerned about the mechanic's friendly attitude during the process. It is quite different in hotels. Because hotels provide a home away from home, the degree of hospitality required when delivering service much greater.

Debra J. MacNelli (1994:5- 25) argued the following service practice should be applied to satisfy the customers

- A pleasant and friendly relationship with customers
- A positive and helpful attitude
- A staff should be professional
- An apology for any delay
- A quick resolution to the problems
- A sincere thanks
- Smile sincerely
- Take a genuine interest in serving customer
- Treat the customers with greater respect

On other hand, he gave ten sources of complaints:

- Promise not delivered;
- Service that was rude and ineffective;
- Conflicting messages from the employees;
- Feelings of being victimized by the operation;
- Misinformation from the employee;
- Delays and long waits;
- Lack of communication between parties in dispute;
- Wrong treatment;
- Inferior product;
- Feelings of being dismissed by the personnel;
- Business integrity or honesty that was questionable;

According to the Debra (1994:154) explanation in his book "Customer service excellence" 96% of compliant customers will never make those complaints known to the business. Some of them probably focus on the possibility that customers will take their business elsewhere, quietly, and quiet likely, permanently and 91% of them were dissatisfied customers will never return to the business. And showed that, these dissatisfied customers will tell at least for 10 people about the badness of that organization where as satisfied customers will only tell for 4 peoples about the good service of the organization. In addition, he argued that the

cost of attracting new customers might be six times greater than retaining the existing customers.

3. 3. Hotel Staffing System

According to Mullen (1985) cited in Eddystone (1991:159), staffing is one of hotel's most important management functions. To him, staffing is the major ongoing function in all hotels because of the relatively high rate of employee and management turnover. The hotel staffing system begins with job design where the requirements of each of a hotel's many different jobs must be thought-out.

Next, employees must be selected for each of these jobs through a process of recruitment, screening, hiring, and placement. He argued that hiring the right employees is critically important for hotels because they are more than service business. They are hospitality service businesses. This literally means the friendly reception of guest is much more than just efficient service.

PSCAC (2001) developed the merit principle of employee selection. To these groups, merit means a system in which the appointment and condition of service of an employee are determined solely at his own merit-which includes his educational and technical qualifications, personal capacity and physical fitness.

3. 4. Training

Training is the systematic development of an employee's ability to carry out a task or job and is an essential aspect of hotel and catering industry (J. David, 2005:123). According to Yigremew Adal lecture note (2007) training is any process by which the aptitudes, skills and abilities of employees to perform specific jobs increased. It is the act of increasing the knowledge and skills of an employee for doing a particular job.

According to Atkinson, Branch and LaHatte (1987) cited in Eddystone C. Nebel (1991:166) employee training and development concentrate on training techniques without fully explaining what a business is trying to accomplish. To them, the first thing to understand about training is that it is not responsibility solely of a hotel's personnel department rather, outstanding hotels, all departments are involved in training.

The second thing to understand is that employee training plays a vital role in implementing a hotel's strategic plan with regard to customer service. It is through training that employees learn how to improve customer service; periodic pep talks just do not work.

Philip Kotler, John Bowen and James Makens (1999:137) argued that training seeks to address a number of issues in hotels. One issue relates to improve specific job skills that employees need to learn in order to perform their jobs. Making beds, waiting tables, checking-in guests, and cooking several types of foods all requires certain technical skill that must be bought to employees. To them, the most effective training techniques will depend on the particular job and skill requirements.

Training may take place off the job in class room setting, through programmed instruction, or on job where trainees learn by actual performing job related tasks, or through the combination of all these methods. The job's complexity, variety, and the extent to which training techniques (that is the front desk clerks who must learn a computerized check-in system) are all factors that affect which training techniques will be effective. To be effective, employees must receive information regularly about their company.

The company's history, current business, and its mission statement and vision are important for employees to know. Many hotels developed a training program for new employees that begin with an orientation designed to instill pride in the history, culture, and stature of the hotel.

The purpose of orientation process is to create an inspiring atmosphere and build a solid work commitment that helps reduced turnover. To be effective, however, a hotel's high performance employees must consider their training duties as a reward for outstanding performance and not just extra work. At most basic level, organizational skills include teaching employees what a hotel values and shaping each employee's values to be in conformity with the hotel (ibid).

3. 5. Training Need Identifications

According to Yigremew Adal lecture note (2007), training can be conducted for reasons of change in technology, change in working method, change in product, realization of

inadequacy in performance, labor shortage, need for reducing waste and increasing efficiency, need for minimizing accidents, and promotion of employees. He explains the source of training needs as new hires, promotion, transfer, appraisal, career planning, quality control records, grievance, new positions, reports, new technology and products, changes in standards, and others. Selecting proper individuals for training is very important decision for both the organization and the individuals.

Training is expensive and it is important to the organization so that the right people are chosen. Essential data for selection should be available from personnel records, from appraisal reports, from supervisor's recommendations, from personnel request or application. It is important that individuals are motivated, interested and capable of learning. Age, level of intelligence and ability, emotional state, maturity, education and experience are all important considerations in choosing trainees (Ibid).

3. 6. Performance Appraisal

As Longen Cker cited in Samuel (2006:120) around the world, organizations are taking steps to meet the challenges of ever changing market place. The role of human resource management is one area in which many organizations are focusing in making the organization more productive, cost effective, and customer service oriented.

According to Jockson and Mathis cited in Samuel (2006:123) explanation performance appraisal provides employees with recognition for their work efforts. The power of social recognition as an incentive has been long noted the existence of an appraisal program indicates an employee that the organization is genuinely interested in their individual performance and development.

Performance appraisal is important for two basic reasons;(1) it" completes the circuit" in that it is the ultimate test of hotels staffing process, and (2) it provides each employee, and the hotel, with valuable evidence of how well he/she is performing(Arnold,1989 cited in Eddystone,1991:169).

According to Mondy et al.(1996:243) performance appraisal provides an excellent opportunity –perhaps the best that will ever occur–for a supervisor and subordinate to

recognize and agree upon individual training need for training more pressing and relevant by the linking it clearly to performance outcomes and future career aspiration.

Appraisal can be used to monitor the success of the organization's recruitment and induction practices. For example, how well are the employees performing who were hired in the past two years? (It) can also be used to monitor the effectiveness of the changes in recruitment strategies. By following the yearly data related to new hire, it is possible to assess whether the general quality of the work force is improving, staying steady, or declining (ibid).

The two traditional approaches to employee evaluation are the trait and the behavior method. The trait approach has manager rate employees on trait though to be indicative of good performance such as accuracy, dependability, speed, cooperativeness, and friendliness. Each employee is given some kind of score or rated along a scale for each trait. Behavioral approach tends to be less biased in that it reports what employees actually do and it also gives employee feedback relative to the kinds of behavior the organization deems desirable (Herlong, 1989 cited in Eddystone, 1991:172).

As Nemeroff and Wexley cited in Samuel (2006:234) employees likely to feel more satisfied with their appraisal result if they have the chance to talk freely and discuss their performance. It is also more likely that such employees will be better able to meet future performance goals.

3. 7. Compensation

Robert L. Mathis and John H. Jackson (1997:382) explain compensation is a fundamental in balancing human resource costs with the ability to attract and keep employees. As to them, by providing compensation, most employers attempt to provide fair remuneration for the knowledge, skills, and abilities of their employees. According to their explanation, compensation can be tangible and intangible.

Tangible (financial compensation) there are two general types: direct and indirect. With the direct type of compensation, the actual tangible benefits are provided by the employer. The most common forms of direct compensation are pay and incentive. They regarded pay as the basic compensation an employee receive, usually as wage or salary and incentive as compensation that rewards an employee for efforts beyond normal performance expectation.

In other way they state, indirect compensation as employees receives the tangible value of the rewards without receiving the actual cash. For instance, health insurance, Vacation pay, or retirement pension (cafeteria service, transportation and house allowance). According to their explanation, compensation should be equity, which means all employees should be treated fairly. The organization must provide compensation that is seen as equitable in relation to the compensation provided employees performing similar jobs in the organization.

3. 8. Personal Hygiene

Norman G. Marriot (1999:124) defined hygiene as an application of sanitary principles for the preservation of health. In addition, personal hygiene refers to the cleanliness of a person's body.

According to S. Roday (1999:220) personal hygiene is necessary for everybody but more so for the food handler because the health and well-being of hundreds of people is in his or her hands. A careless food handler could be responsible for the spread of an epidemic. He argued that, it is the duty of every caterer to ensure that personal hygiene is a habit for all food handlers.

The first and most important rule for personal hygiene is to keep the hands clean and frequent washing will help to remove personal bacteria and other picked up from food or equipment so that they cannot reach prepared foods.

The hands should be washed with plenty of soap and warm water and preferably rinsed in running water. Nails should be kept short, unvarnished and scrupulously clean. Soap that can be dispensed from a fixed container either in a liquid or finally fluked has advantages over soap in tablet form which passes from hand to hand and may accumulate a scum and curd after use, thereby trapping bacteria.

The continuous roller towel system, which provides a portion of clean towel for each person, is vastly superior to the communal roller towel. The use of communal towels should be discontinued; they have been known to transfer infection from one person to another. It is almost impossible, even in the smallest establishment, to ensure that the hands are dried on a previously unsoiled portion of a roller towel, except by making extravagant demands, on the laundering services.

It is important, to remember that foods should not be touched with the bare hands. Food handlers can transmit bacteria causing illness. In food, humans are the major source of food contamination; their hands, breath, hair, and perspiration contaminate food, as can their unguarded coughs and sneezes, which can transmit microorganisms capable of causing illness. Personal hygiene is used to describe an application of sanitary principles for the preservation of health (Norman G. Marriott, 1999:234).

3.9. Interpersonal Skills in Serving the Customers

According to Dennis Lillicrap and John Cousins (2006: 180), interpersonal skills in food and beverage service center on the interaction between the customer and the food and beverage service staff. This has implication for the way customers are treated. They stated the following as interpersonal skills to specific point of service (food and Beverage service areas).

- ❖ Showing customer to their table
- ❖ Seating customer
- ❖ Handling menus/wine lists to customers
- ❖ Opening and placing a napkin
- ❖ Offering water: say, for example, "Excuse me Sir/Madam, May I offer you a bread roll?"
- ❖ Serving and clearing: always say, "Excuse me" before serving or clearing and "Thank you" after you finished with each customer.

On the other hand, interpersonal skills in front office area consist of the following.

- ❖ Smiling and well coming the customers
- ❖ Sitting or standing up straight when speaking through telephone
- ❖ Producing medium sound/ avoiding extreme of sounds
- ❖ Showing the customers a helpful attitude when ever speaking both in phone and on face -to-face (Kassavana Michael L. and Richard M.Brooks, 2001:234).

3.10. Leadership in Hotels

According to Eddystone C. Nebel, (1991:232) leadership is the process of influencing people to willingly perform in ways that lead to the accomplishments an organization's goals. For

him, this kind of leadership will result self-motivated employees who choose to perform “up to their abilities”.

According to Rathi Narayan (2007:254), leadership is an abstract quality in human beings to induce others to do whatever they are protected to do with zeal and confidence. To him leadership has the following ingredients:

- ❖ Ability to use power effectively in responsible manner.
- ❖ Ability to comprehend those human beings has different motivation forces at different times.
- ❖ Ability to inspire
- ❖ Ability to act in manner that will develop a climate conducive to responding to and among motivation. He gave the following as leader of trait:
- ❖ Physical and constitutional factors
- ❖ Intelligence
- ❖ Self-confidence
- ❖ Will(initiative, persistence, ambition)
- ❖ Dominance
- ❖ Gentility, enthusiasm, alertness

The real leader is concerned with enabling process by which people may develop their full potential. Real leader encourages followers to see no distance between themselves and the leader; they encourage followers to become leaders (ibid).

Tom PETERS cited in Tony Simmonds (1995:237) lists ten points for the achievement of flexibility by empowering people:

- ❖ Involve everyone in every thing.
- ❖ Use self-managing teams.
- ❖ Listen, celebrate and recognize.
- ❖ Spend time lavishly on recruitment.
- ❖ Train and retrain.
- ❖ Provide incentive pay for every one.
- ❖ Provide an employment guarantee.
- ❖ Simplify and/or reduce structure.

- ❖ Preconceive the middle-manager's role as facilitator.
- ❖ Eliminate bureaucratic rules and humiliating conditions.

An authoritarian leader is someone who uses his or her power to enforce obedience, to control, to command, and to make decisions. Everyone has been on the receiving end of authoritarian leadership. When the chef decides on all food-preparation methods by himself, he is engaged in the authoritarian behavior. Participative leadership, on the other hand, involves both leader and follower in the process of joint decision making. At the extreme, decisions can be made democratically based on group consensus (Eddystone C. Nebel, 1991:240).

3. 10. 1. Food and Beverage Controlling System in Hotel

According to Bernards Davis et al. (1998:241) effective control system and procedures consists of three broad issues: planning, operational and management control after the event.

3. 10.2. The Planning Phase

As per their suggestions, it is difficult to run an effective catering operation without having firstly defined the basic policies. Policies are predetermined guidelines, laid down by the senior management of an organization in which outline such matters as the market or segment of the market that is being aimed at, how it is to be catered for and the level of profitability/subsidy to be achieved. Policies in general are particular to individual companies and establishments. Under this phase, they included three basic policies, which need to be considered:

- I. **The financial policy**-will determine the level of profitability, subsidy or cost limits to be expected from the business as a whole and the contribution to the total profit, subsidy or cost limit that is expected from each unit, and then from departments within them. This involves the setting of targets for the business as a whole as well as each unit and the department within them. Thus, the financial policy for a large hotel will set a profit targets for the hotel, and department profit targets for the accommodation and catering as well as other departments. The financial policy for the catering department will set the overall target for the department itself, which will further divided in to targets for the various restaurants, bars and function facilities.

- II. **The marketing policy**-will identify the broad market the operation is intended to serve and the particular segment(s) of the market upon which it intends to concentrate. It should also identify the immediate and future consumer requirements on a continuous basis in order to maintain and improve its business performance.
- III. **The catering policy**- which is normally evolved from the financial and marketing policies, will define the main objective of operating the food and beverage facilities and describe the methods by which such objectives are to be achieved. It will usually include the following:

3.10.3. The Operational Phase

Having defined the policies then it is necessary to outline how they are to be interpreted into the day to day control activities of the catering operations. According to Bernard Davis et al. (1998:241) the operation control is categorized in five main stages of the control cycle.

3.10.3.1. Purchasing

- A. **Product testing** to identify the quality and quantity of the product as a result of a series of test panel evaluations the particular product to be used. The quality of the product should be identified for better waste minimization.
- B. **Yield test**-to identifies as a result of tests the yield obtainable from all the major commodities used. According to Richard Kotas and Bernard Davis (1973:123) the objective of yield testing is, to discover the respective yields of the whole range of commodities available for and one purpose, and so to determine the unit costs concerned. It is only on the basis of yield testing that one may compile the necessary purchase specification.
- C. **Purchase specification**- A purchase specification is a concise description of an item of food, which helps the hotel to communicate with supplier. As to them, a set of specification by itself will not be much help. It is necessary to ensure that the specifications are used-not only by the buying office but also by the goods-received office. Knowledge of how to write specifications for the desired quality is essential. After the use has been determined the food buyer must then determine the specifications for each quality of food desired define in detail the specification of each standard and proceed to locate a product that will meet these standards. According to him, specifications may be considered accurate word picture or a

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definition of a product. It must be define enough so that there will be no misunderstanding as to the item required. Specification should be brief and simple but complete. Name of the product, quantity, size or type of unit or container, federal grade or brand, unit on which price will be quote.

D. Method of buying- which is stated by Richard Kotas and Berard Davis (1966:35) and Bernard et al. (1998:234) the method of buying must be considered. It is clear that there is no single best method of buying for all type of foods. Hence in relation to each group of commodities one must decide whether to purchase by contract or in the open market; whether or not to invite suppliers to tender.

E. Clerical procedure-It is necessary to decide who originates, sanction and places purchased order.

3.10.3.2. Receiving

There are three main points to be considered.

- a. **Quantity inspection-**a person must be nominated to be responsible for physical counting and weighing goods and checking that he the quantity and size items in the delivery matches the purchase order.
- b. **Quality inspection-**This is particularly important with perishable foods where inspection may be by a senior chef. A head cellar man may inspect beverages. Whenever possible the items should be checked against the appropriate purchase specifications.
- c. **Clerical procedure-**this is very important aspect as all necessary documentation must follow a set procedure.

3.10.3.3. Storing and Issuing Food and Beverages

According to West Brooks et al. (1966:276) the proper storage of food and beverage immediately after it has been received and checked is an important factor in the prevention and control of loss. Adequate space for suitable storage of the types of food selected should be provided in locations convenience to receiving and preparation areas. However, both dry and refrigerated storage are necessary in any food service. Storage areas must be clean and orderly placed.

As described by Bernard Davis et al. (1998:243) the main objective of food store is to ensure that an adequate supply of foods for the immediate needs of the establishment are available at all times. Foods when accepted at the receiving department are categorized as perishable and non-perishable items.

The perishable items go straight to the kitchens, where they would be store in either refrigerators or cold rooms depending on the items. Perishable foods going direct to the kitchen are often referred to as being on direct charge in that they will usually be used within one or three days of delivery by the kitchen. The non-perishable items, for example canned foods go to a food store where they are unpacked, checked for any damage and placed on racking.

3.10. 3. 4. Preparing

This is critical stage in the control cycle, in particular for food. There are points to be considered.

I. **Volume forecasting-** a method of predicting the number of customers using the catering facilities on the specific day and also of predicting as accurate as possible what items they will eat and drink.

II. **Pre-costing-**a method of controlling food and beverage costs in advance of the preparation and service stages. It is done by preparing standard recipes for all foods and beverage items and also by using portion control methods such as ladles, scales, optics and standard glass ware. Bernard Davis et al . (1998:243) state standard recipe as a written schedule for producing a particular menu. Item, specifying the name and quantity of the item to be used produced the constituent ingredients necessary for its production. The use of *standard recipes* by an establishment has a number of advantages.

- Accurate food costing can be determined for particular dishes and from this the cost per portion may be calculated.
- They are an aid to purchasing and internal requisitioning. By taking into account the following day's production forecast requirements the head chef is able to use standard recipes to calculate the quantities of food stuffs he/she will require the following day.

- They may be used as a basis for compiling standard portion size, which, if used in conjunction with standard recipes and standard yield, will together with for the basis of a very effective production control system.

As described by Dennis Lillicrap et al. (2003) the development of *standard yield* by an establishment has a number of advantages:

- ❖ Determine the most appropriate and advantageous size or weight to buy a particular commodity.
- ❖ They assist in determining the raw material requirements for the production levels anticipated from the production forecasts, and therefore act as an aid in the purchasing of the establishment's food stuff.
- ❖ They act as safeguard against pilferages/ wastage occurring in the kitchen as the actual and potential yields can be compared and this acts as measurement of the efficiency of the production department.

3.11. Motivation and Work

According to Stephen P. Robbins cited in Abreham H/Mariam (2006:60) motivation is defined as the processes that account for an individual's intensity, direction, and persistence of effort towards attaining goal. According to McFarland cited in Rothi Narayan (2007:193) motivation refers to the way in which urges, drives, desires, aspirations, striving or needs direct control or explain the behavior of human beings.

A motivated person is one who senses a need, sets a goal to fulfill it, and then takes action to accomplish the goal, thus fulfilling the need. Motivation and positive action go hand in hand. Needs result in goals, followed by actions, and then by comparison of results with original needs. When needs is satisfied, motivation (and action) will cause. If a need continues, action continues.

As manager in the hotel business one of the challenges will be to develop a staff or employees and executives who are motivated to accomplish the goals of the hotel. In an ideal world each employee will be motivated to willingly work towards accomplish these goals. However, people set goals on order to accomplish individual needs. Thus, to better

understand how to motivate employees understand individual needs (Eddystone C. Nebel, 1991:25).

3.11.1. A Need Hierarchy

One of the best known explanations of human motivation is provided by Abraham Maslow (1954) cited in Eddystone (1991:184). Maslow believes that people attempted to satisfy an ascending category of needs. His five categories of human needs, starting with the most basic are: (1) Physiological need like food, shelter, and the basic bodily needs; (2) security the need to feel protected, safe, and stable; (3) social/affiliation the need to love, social interaction, and a feeling of belonging; (4) esteem the need to feel that others recognize and respect one's accomplishment and self worth, and (5) self actualization the need to be the best one can be, to reach one's potential through action.

These needs are arranged in a hierarchy because Maslow believed that a person satisfied lower order needs such as food, shelter, and some level of basic security, one's motivation toward those needs would diminish and be refocused toward accomplishing higher order needs.

Unmet physiological and safety needs, as anyone down on his luck will attest, are extremely motivating. Thus considerations of pay, fringe benefits, and job security are obviously important and motivating to satisfy these lower order needs. However, once a worker has satisfied these lower order needs through some minimum levels of job performances they cause to be motivators for greater job related efforts. If an employee is to bring forth more than the minimum level of effort required keeping a job, management must appeal to higher order needs (Goll, 1989 cited in Eddystone, 1991:183).

There are numerous ways in which hotels can fulfill a person's social or affiliation needs. The way in which jobs and work groups are organized can either enhance or diminish social interaction. Extracurricular activities may foster a feeling of being part of a team. Formal and informal groups form naturally in all organizations. He feels that understand the need for group interaction can build strong group cultures where individuals identify with the organization, have a feeling of belonging, and consequently, are motivated to willingly act in ways that tester organizational goal (Eddystone C. Nobel, 1991:193).

While people are social animals and need a sense of belonging, they also like to be single out as individuals. It is nice for the entire unit to win a safety award; it is also fun to be individually honored for no lost-time accidents during the past year. Every one wants to be a winner! Management; job is to provide the proper climate, incentives, and rewards so that people can think of themselves as winners. Give people a chance to be a winner and their natural need for self-actualization will motivate them to achieve (Ibid).

Maslow felt that people's ultimate need is achievement for its own sake: Self-actualization. The self-actualization need often expresses itself as much as in the striving as in the accomplishment. In other words, the game and the effort are as important and satisfying as the achievement itself. That is great news for hotels. It means that if management structures its goals, policies, and rewards properly, it can expect certain members of the organization to respond to the challenge because it is fun to try to be the best (Eddystone C. Nebal, 1991:184).

Maslow's idea of self-actualization can also be thought of as a need to achieve. The need to achieve is a need to finish things successfully or to get things done. People with this need spend a lot of time thinking about how to improve a situation or how to do the job better. Some people seem to have the need to achieve from the day they are born. Others appear to lack it. People with high achievement needs are the results oriented people of the world. They are extremely conscious of time; it seems to move faster for them than for other people because they are so concerned about getting things done.

Achievement oriented people like to set goals for themselves that are moderately difficult but attainable, enjoy the process of doing and accomplishing things, seek responsibility, and must have feedback to validate that they are accomplishing what they set out to do. While they may do not shun monetary rewards, it is the doing and the achieving that turns them on the most. Some researchers McClelland (1962) cited in Eddystone (1991:182), believe that the achievement drive is not an inherited trait but rather something that results from non-authoritarian, warm, and encouraging parents who set moderately high but attainable goals for their children.

Achievement training holds the promise of improving the performance of both managers and employees. It is easy to understand how the need for achievement can be beaten out of someone who has tried many times and failed or whose background negatively influenced this trait. Teaching employees how to become achievers (winners) can make the difference between workers who are clock-watchers and workers who are actively trying to accomplish something (Eddystone C. Nebel, 1991:186).

Frederick Herzberg (1968) cited in Eddystone C. Nebel (1991:187) did exactly that, and what he found was rather interesting. The things that people reported as causing job satisfaction included achievement, recognition, the work itself, responsibility, advancement, and personal growth.

On the other hand, the things that workers reported as dissatisfying include company policy and administration, supervision, relations with superiors, working conditions, pay, and fringe benefits. Herzberg designated satisfiers as motivators while he named dissatisfiers hygiene factors. He felt that if an organization could provide employees with the opportunity to experience satisfiers this would result in motivated employees.

Low pay, poor working conditions, and unreasonable work rules can cause workers to be dissatisfied and are not to be neglected. According to Herzberg, good pay, decent working conditions, and reasonable work rules only remove dissatisfaction. People come to expect hygiene factors and, therefore, take them for granted on the other hand, if management can structure an environment in which employee's experience, satisfiers on the job this will result in motivated workers.

3.11.2. An Expectancy Theory of Motivation

Think of a motivated worker as one who willingly exerts effort on the job. In other words, motivation means willingness to try. Nevertheless, trying does not necessarily mean succeeding so there is a relationship between effort and performance that affects a person's willingness to try. When a person focuses the chances are quite low that increased effort will result in improved performance there will be little motivation to increase effort.

Suppose an employee is trying hard, but performance is low. This might be caused by (1) lack of proper direction, (2) a problem of ability, or (3) an organization as absolute impediment to performance. Green (1972) cited in Eddystone C. Nebel (1991:191), leadership failure: workers must know what is expected of them and what constitutes successful performance.

The relationship between effort and performance depends on a number of intervening variables, most of which are controlled by management. Badly managed hotels inadvertently build obstacles to worker performance efforts. They control intervening variables in such a way as to help employees believe that additional effort will lead to desired performance outcomes. Improved performance should lead to additional rewards.

A person will be motivated to greater effort based on the degree of satisfaction that is derived from rewards. In the work environment a person may receive two kinds of rewards: extrinsic and intrinsic. Extrinsic rewards include money, fringe benefits, and job security, working conditions, status symbols, praise and recognition.

These are the kinds of rewards that can be manipulated directly by the organization itself. Intrinsic rewards, on the other hand, include enjoyment of the work itself and a sense of accomplishment, achievement and responsibility—the kind of rewards about which Herzberg spoke. One of the nice things about the expectancy theory of motivation is that it makes clear just where and how managers can intervene in the motivational process.

Management can help see to it that employee effort results in improved performance through good supervision, placement, training, and facilitation practices. Without these basics the link between effort and performance is broken and additional effort will, of course, cease.

Nobody exerts much effort if he or she thinks it is useless; employees will also lose motivation for extra effort if the performance-rewards linkage is flawed. This can happen when the relationship between performance and rewards is unclear, bringing into doubt that rewards will be forthcoming if performance improves. A policy that rewards outstanding performance and average performance in the same manner may demotivate the employees.

3.11.3. Equity as Part of the Motivation Process

Nebel (1976:198) found that employees' satisfaction with wages was really not different from workers in other industries earning considerably more. As he states, the reason is that people tend to base their satisfaction with pay in relative rather than absolute basis.

College professor do not compare their pay with those of investment bankers any more than hotel front desk clerks compare their wages to plumbers. Rather, it seems that people have a well-formed idea of the relationship between the rewards from their job and what they put into it. This can be thought of as ratio comparing job outcomes (O) to job inputs (I), that is, O/I ratio.

According to Adams (1975:198), to determine relative satisfaction, people compare their ratio to some "other" person. This other person may be an actual coworker; someone working in other firm, a composite of what the worker feels is a reference group, or even a comparison with his or her own past outcome input (O/I) ratios. Job outcomes include things such as pay, status, security, praise, working conditions, and promotional opportunities; in other words, both intrinsic and extrinsic rewards. Job inputs are what workers bring to the job, including such things as effort, experience, education, and intelligence.

Equity theory points out that employee continually compare their job outcomes and inputs with that of others. This comparison results in feelings that they are being treated fairly or unfairly relative to how other people are treated. Feelings of fairness may be motivating and spur a worker to greater efforts to increase job outcomes, but, the opposite (unfavorable) result (in workers) to restrict inputs, that is they can become less productive in order to remedy a perceived imbalance (ibid).

CHAPTER FOUR

4. Data Discussion and Findings

The objective of the study was to assess and compare the management Global Hotel and Ghion Hotel.

Accordingly, the data obtained in the field were presented and analyzed in this chapter. This chapter consists of three major sections with regard to data gathering techniques. The first section deals with employees' opinions gathered through questionnaires, the second section is dealt with the opinions of different department managers, personnel and the hotel manager of both Ghion Hotel and Global Hotel and the last and the third section deals with data gathered through personal observations, the interview of the key respondent from the guests and financial data obtained from the finance report of the Hotel.

4.1. Section One

In the process of identifying the employees' once idea, different questions were designed and distributed and collected. Accordingly the collected data presented and analyzed as follows.

4.1.1. Background of the Employees

In this section, it was not necessary to find other background information for the sake of this study, but the researcher thought that educational background may be essential, so that it is discussed as follows.

Table 1: Educational Background of the Respondents Table

Questions	Responses	Ghion Hotel Respondents		Global Hotel Respondents	
		Frequency	Percentage (%)	Frequency	Percentage (%)
Please indicate your education background?	• Grade 1-12	-	-	3	14.28
	• 12 complete	14	15.44	3	14.28
	• Certificate	35	46.61	12	57.14
	• Diploma	23	37.94	3	14.28
	• First degree	-	-	-	-
	• MSc/MA	-	-	-	-
	• PhD	-	-	-	-
	Total	72	100%	21	100%

Source: Field Survey: 2010

Table 1 above shows that the current education status of the two Hotels and it is indicated that most of the employees are certificate holders. It makes 46.61 percent of employees and 57.14 percent of employees of the total respondents of Ghion and Global Hotel respectively. About 37.94 percent in Ghion Hotel and 14.28 percent of employees in Global Hotel hold diploma, 15.44 percent of employees in Ghion Hotel and 14.28 percent of employees in Global Hotel completed 12 grade and 14.28 percent employees out of the total respondents in Global Hotel did not complete grade 12.

As observed from the above table, employees holding certificate in Global Hotel among the total respondents are larger than Ghion Hotel. Among the total respondents there is no employee indicating grade 12 incomplete in Ghion Hotel, but there are 14.28 percent of the grade 12 incomplete employees in Global Hotel. Similarly, employees holding diploma in Ghion Hotel are greater than Ghion Hotel.

This indicates that, even though the literature did not show that what type or level of education the employees should have to work or attend at the different department of the hotel operation, the education level of the employees in Ghion Hotel is better than Global Hotel. This may have its own merit and demerit on smooth running of the hotel operations as well as the profitability of the hotel.

4.1.2. Training Related

In this sub-topic, orientation practices and training provision experience in each hotel was identified and the result is discussed as follows.

Table 2: Provision of Orientation for Newly Hired Employees

Questions	Responses	Ghion Hotel Respondents		Global Hotel Respondents	
		Frequency	Percentage (%)	Frequency	Percentage (%)
Have you given an orientation when you first hired in this hotel?	Yes	68	94.44	11	52.38
	No	4	5.56	10	47.62
	Total	72	100%	21	100%

Source: Field Survey: 2010

According to the above table 94.44 percent of employees among the total respondents in Ghion Hotel responded that they were oriented when they hired to the hotel and only 5.56 percent of the employees did not get orientation, and 52.38 percent of the employees among the total respondents in Global Hotel received orientation and 47.62 percent did not receive orientation.

It is possible to understand that, Ghion Hotel has a custom to orient the newly hired employees, because nearly all employees received orientation. In contrary, nearly a half percent 47.62% employees in Global Hotel did not get orientation when they were hired to the hotel. This implies that there is large number of employees in Global Hotel starting their job without getting relevant and appropriate information, which the orientation may consists of and this is inconsistent with the advantage of giving orientation for the newly hired employees.

For instance, many hotels developed a training program for new employees that begin with an orientation designed to instill pride in the history, culture, and stature of the hotel and the purpose of orientation process is to create an inspiring atmosphere and build a solid work commitment that helps reduced turnover (Philip Kotler, John Bowen and James Makens, 1999:137).

Finally, this may lead one to ask the question why Global Hotel did not preferring to give orientation to the whole employees during their first date of their job.

Table 3: Provision of Training for Employees

Questions	Response	Ghion Hotel Respondents		Global Hotel Respondents	
		Frequency	Percentage (%)	Frequency	Percentage (%)
Have you been taken any training program since you come to this hotel?	Yes	40	55.56	8	38.10
	No	32	44.44	13	61.90
	Total	72	100%	21	100%

Source: Field Survey: 2010

As can be seen from above table, 55.56 percent of respondents in Ghion Hotel have taken training and 44.44 percent of the respondents did not attend any training program where as 38.10 percent of the respondents in Global Hotel attended the training, 61.90 percent did not.

This figure implies that, Ghion Hotel is better than Global Hotel in improving its employee's performance, skills, knowledge, abilities and attitudes than Global Hotel. On the other hand, a small effort was exerted in Global Hotel with this aspect and the hotel's incumbents are not doing well in training the employees.

Hence, the activity with regard to employee training of Global Hotel is inconsistent or disagrees with the ideal thinking of training, which states that training seeks to address a number of issues in hotels, such that to improve specific job skills that employees need to learn in order to perform their jobs and to be effective. Employees must receive information regularly about their company, the company's history, current business, and its mission statement and vision are important for employees to know (Philip Kotler, John Bowen and James Makens, 1999:137).

Finally, one may raise questions why this hotel did not give training to all hotel employees and what will be the impact of this on the hotel's operation?

4.1.3. Employee Selection Criteria

This part is concerned with what employee selection criteria; the hotels are using and which hotel is better in doing so.

Table 4: Employee selection criteria

Questions	Responses	Ghion Hotel Respondents		Global Hotel Respondents	
		Frequency	Percentage (%)	Frequency	Percentage (%)
<ul style="list-style-type: none"> According to your opinion, employee selection criteria is based on (you can choose more than one) 	Personal relativity	14	19.44	2	9.52
	Education qualification only	-	-	-	-
	Experiance only	-	-	-	-
	Political membership	1	1.39	-	-
	Education qualification and work experience	57	79.17	19	90.48
	Total		72	100	21

Source: Field Survey: 2010

As per the above table, 79.17 percent of the total respondents in Ghion Hotel indicated that the selection depends on the employees' educational qualification and work experience and where as the total respondents in Global Hotel goes to 90.48 percent. On the other hand, 19.44 percent and 1.38 percent of the total respondents in Ghion Hotel responded selection criteria depends on personal relativism and partisanship respectively, where as 9.52 percent of the total respondents replied that selection is depends on personal relativism.

The figure indicates there is the application of merit principle of employee selection in both hotels and this entirely agrees with the principles of merit, which argues employee selection should be based on education qualification, work experience and physical fitness (PSCAC, 2001). However, Global Hotel is better than Ghion Hotel in this aspect based on the above information.

This even further justified by observing some senior incumbents' files in both hotel and the researcher identified that most of them were hired in the hotel without having any educational qualification and work experience and they are currently learning in different fields, however the most office holders in Global Hotel are degree holders and even they were graduated in hotel management and employee selection in Global Hotel is almost consistent with the principles of merit.

Generally, the employee selection criteria practiced in both hotels is educational qualification and work experience, however, personal relativism and political membership is also taken as employee selection criteria in Ghion Hotel, and personal relativism is also practiced in Global Hotel. Hence, we cannot say employee selection of these hotels is entirely depends on merit principle, but in relative term Global Hotel is better than Ghion Hotel.

4.1.4. Evaluation Practice

Employee performance evaluation practices may consist of conducting employees' work performance and informing them of their result. Therefore, such points are discussed as follows.

Table 5: Employee Work Performance Evaluation

Questions	Responses	Ghion Hotel Respondents		Global Hotel Respondents	
		Frequency	Percentage (%)	Frequency	Percentage (%)
Have your work performance been evaluated since you hired in this hotel?	Yes	62	86.11	19	90.48
	No	10	15.89	2	9.52
	Total	72	100%	21	100%

Source: Field Survey; 2010

The above table shows that 86.11 percent of the total respondents' was evaluated their work performance and 90.48 percent of the total respondents' work performance evaluated in Ghion and Global hotel respectively. On the other hand, 15.89 percent of the respondents in Ghion hotel indicated "No", where as 9.52 percent in Global Hotel.

This figure indicates that even though there is slight difference in number between Ghion and Global Hotel respondents, it assures that both hotels evaluate their employees' work performance was for different purpose. Hence, the management practice of both hotels with this aspect can be said relatively similar.

Moreover, their work is agreeing the ideal thought of human resources, which argues performance appraisal provides employees with recognition for their work efforts (Jockson and Mathis cited in Samuel, 2006:123). According to Mondy et al. (1996:243), performance appraisal provides an excellent opportunity –perhaps the best that will ever occur–for a supervisor and subordinate to recognize and agree upon individual training need for training more pressing and relevant by the linking it clearly to performance outcomes and future career aspiration.

Table 6: Informing Evaluation Result for Employees

Questions	Responses	Ghion Hotel Respondents		Global Hotel Respondents	
		Frequency	Percentage (%)	Frequency	Percentage (%)
Have you been told the evaluation result after the evaluation?	Yes	66	91.67	14	66.67
	No	6	8.53	7	35.33
	Total	72	100%	21	100%
If yes, what is the advantage of it?	It help me to work hard	30	45.45	6	42.89
	It help me to know my performance	26	39.40	4	28.57
	Those do not answer	10	15.15	4	28.57
	Total	66	100%	14	100%

Source: Field Survey: 2010

Table 6 above shows that, 91.67 percent of the total respondents of Ghion Hotel indicated that they have the opportunity to see their evaluation result and of these 45.45 percent argued that seeing their result helps them to work hard, 39.40 percent said, it helps them to know their work performance and 15.15 percent did not indicate the advantage of seeing their result. On the contrary, 8.53 percent of the total respondents replied that they did not ever see their evaluation result.

On the other hand, out of the total respondents of Global Hotel, 66.67 percent of the respondents replied that they are told their evaluation result and 42.89 percent of these stated its advantage as a feedback to work hard, 28.57 percent replied as it helps to know their performance and 28.57 percent did not indicate. On the other hand, 35.33 percent of the respondents replied that they did not see or told their evaluation result.

From this figure one can understand that, Ghion Hotel is better than Global Hotel in informing evaluation result for the employees. Every employee should know his/her evaluation result because it has several merits. For instance, as Nemeroff and Wexley cited in Samuel (2006:234), employees likely to feel more satisfied with their appraisal result if they have the chance to talk freely and discuss their performance.

It is also more likely that such employees will be better able to meet future performance goals. Hence, the opinion taken from the employees of Global Hotel indicates that there is a weakness in the management or human resource personnel in telling and discussing their result freely, so that this may have different influence on the achievement of the hotel's goal.

4.1.5. Motivational Practice

This part discusses employees' idea related to their satisfaction at work, type of compensation or fringe benefit they get, employee work promotions, fair distribution of payment which can be factors for employee motivation or hygiene factor.

Table 7: Employees Satisfaction at Job

Questions	Responses	Ghion Hotel Respondents		Global Hotel Respondents	
		Frequency	Percentage (%)	Frequency	Percentage (%)
Are you satisfied at your work?	Yes	60	85.33	16	76.19
	No	12	16.67	5	25.81
	Total	72	100%	21	100%
If your answer is no, please indicate the reason	No reward	3	25	1	20
	Frequently changing rules and regulations, low salary	3	25	1	20
	No clear job descriptions	2	16.67	1	20
	Those did not indicate the reason	4	33.33	2	40
	Total	12	100	5	100%

Source: Field Survey: 2010

Table above implies that most employees in both hotels are satisfied with their respective hotels. On the other hand, there are 16.67 percent and 25.81 percent of employees of the total respondents were not satisfied both in Ghion and Global Hotel respectively. The reasons for their dissatisfaction were absence of reward, frequently changing rules and regulations of the hotel, low salary and lack of clear job description in both hotels.

Finally, both hotels satisfaction activity is consistent with Frederick Herzberg(1968) cited in Eddystne C. Nebel (1991:187) thinking, which states good pay, decent working conditions, and reasonable work rule only remove dissatisfaction. .

To conclude, even though most employees among those respondents in both hotels were satisfied, the percentage of satisfied employees in Ghion Hotel is larger than Global Hotel. Hence, Ghion Hotel is better than Global Hotel in satisfying its employees. There are also

respondents who are not satisfied due to frequently changing hotel's policy, low salary and lack of reward in both hotels.

Table 8: Employee Compensation or Benefit

Questions	Responses	Ghion Hotel Respondents		Global Hotel Respondents	
		Frequency	Percentage (%)	Frequency	Percentage (%)
Which of the following services or benefits you get (please choose the service that you are getting)	Cafeteria service only	-	-	4	15.05
	Medical service only	15	20.83	4	15.05
	Transportation allowance only	-	-	2	9.52
	House allowance only	5	6.54	-	-
	Pay leave only	8	11.11	-	-
	Health insurance only	-	-	1	4.76
	Cafeteria and medical service only	8	11.11	3	14.29
	Medical service and health insurance only	18	25.00	-	-
	Cafeteria, medical service and health insurance only	4	5.56	6	26.57
	Transportation service, pay leave and health insurance only	2	2.78	-	-
	Cafeteria service, medical service, pay leave and health insurance only	12	16.67	1	4.76
	Total		72	100%	21

Source: Field Survey: 2010

Table 8 indicates, 26.83 percent of employees among the total respondents in Ghion Hotel get only cafeteria service, where as 15.05 percent of respondents in Global Hotel get only cafeteria service, 25 percent of the respondents in Ghion Hotel get only medical insurance and there is no employees from Global Hotel get only medical insurance. There are 16.66 percent of respondents getting cafeteria service, medical service, pay leave and health insurance in Ghion Hotel where as 4.76 employees in Global Hotel. In the other hand 11.11 percent of employees in Ghion Hotel get both cafeteria service and health insurance where as 14.29 percent in Global Hotel. 11.11 percent of the employees among the total respondents in Ghion Hotel get only pay leave, but no respondent is getting pay leave benefit in Global Hotel. 2.78 percent of the employees of the total respondents get only transportation service, pay leave and health insurance in Ghion Hotel but none of the respondents getting this service in Global Hotel and on the other hand 15.05 percent of the employees and 9.52 percent of the employees of the total respondents get only cafeteria service and transportation allowance respectively in Global Hotel but none of the employees getting only these service in Ghion Hotel.

Hence, it is possible to observe that the same type of service or employee benefit is not practiced in both hotels. For instance, most of the respondents from Global Hotel are getting only either cafeteria service or medical insurance where as the large number of Ghion Hotel respondents are getting only medical service.

Finally, though compensation whether it is direct or indirect, should be offered equally and fairly to all employees working the same job, nevertheless there is a problem of equal treatment in these two hotels and it contradicts with principles which argues, compensation should be equity which means all employees should be treated fairly. The organization must provide compensation that is seen as equitable in relation to the compensation provided employees performing similar jobs in the organization (Robert L. Mathis and John H. Jackson, 1997:382).

However, into some extent Ghion Hotel is seems better in offering multi type of benefits to the employees than Global Hotel to ensure equal treatment (see table 8 above). Thus, the compensation practice in Global Hotel is not similar with the above thought.

Table 9: Employees' Fair Distribution of Payment

Questions	Responses	Ghion Hotel Respondents		Global Hotel Respondents	
		Frequency	Percentage (%)	Frequency	Percentage (%)
Do you think your hotel pays you equal with your work effort?	Yes	62	86.11	2	9.52
	No	10	15.89	19	90.48
	Total	72	100%	21	100%

Source: Field Survey: 2010

Table 9 above shows that, 86.11 percent of the employees among the total respondents in Ghion Hotel believe that there is equal payment and the other 15.89 percent do not think that there is equal pay in their work areas. In the other hand 90.48 percent of the respondents in Global Hotel do not think that there is equal pay and only 9.52 percent of the respondents think that there is equal pay in the hotel.

This figure shows that the two hotels are found in two points of extremes in this perspective. That is, there is equal payment for the employees in Ghion Hotel; of course some respondents claim that there is no equal payment. This may be one factor for the employees' dissatisfaction. Because equity theory states that if workers think that they are treated equally, they will satisfy, so that they may motivate for work (Adams, 1975:198). Nevertheless there is hardly equal treatment of pay among the employees in Global Hotel as per the respondents suggested.

Finally, the result may raises the question of what is the reason that Global Hotel fails to ensure equal payment, and does not affect the smooth running of the hotel as of equal treatment is one factor for worker motivation.

Table 10: Employee Job Promotion

Questions	Responses	Ghion Hotel Respondents		Global Hotel Respondents	
		Frequency	Percentage (%)	Frequency	Percentage (%)
Have you ever been promoted since you hired in this hotel?	Yes	40	55.56	9	42.86
	No	32	44.44	12	57.14
	Total	72	100%	21	100%

Source: Field Survey: 2010

Among the total respondents of the Ghion Hotel, 55.56 percent promoted since they are hired in the hotel and 44.44 percent did not promoted. On the other hand 57.14 percent of the employees among the total respondents did not promoted since they hired and 42.86 percent were promoted.

The data indicates that the effort made to motivate employees at work in Global Hotel is very lower than Ghion Hotel. If workers do not get fair and proper growth they will be dissatisfied and if they dissatisfied they will never have work motivation (Frederich Herzberg 1968 cited in Eddystone, 1991:187). Hence, the situation prevailing in Global Hotel shows inconsistency with this thinking. However, in Ghion Hotel, most employees promoted so that they may satisfied (see table 8 again). However, some employees did not get promotion in this hotel again. Therefore it is not possible to say the hotel thoroughly work to motivate employees because it is one aspect of employee motivation.

Finally, the researcher dedicated that Ghion Hotel is better than Global Hotel in promoting the employees so that motivational practice of Global Hotel is inconsistent with Frederic Hertzberg thinking, which states good pay, decent working conditions, and reasonable work rule only remove dissatisfaction and if management can structure an environment in which employee's experience, satisfiers on the job this will result in motivated workers (Frederich Herzberg, 1968 cited in Eddystone, 1991:187).

4.1.6. Leader Related

Table 11: Employee Perception of their Leader

No.	Questions	Responses	Ghion Hotel Respondents		Global Hotel Respondents	
			Frequency	Percentage (%)	Frequency	Percentage (%)
1	Does your boss involve you in different decision making process?	Yes	38	52.78	16	76.19
		No	34	47.22	5	25.81
		Total	72	100%	21	100%
	If your answer is no, please indicate the Reason	Because the boss is dictator, decision comes from top	12	35.29	1	20
		Because of management system	6	17.65	-	-
		Because they think they are more experienced(the best of all)	10	25.41	1	20
		Those did not indicate the reason	6	17.65	3	60
		Total	34	100%	5	100%
2	Does your boss listen and accept your ideas?	Yes	37	51.39	19	90.48
		No	35	48.61	2	9.52
		Total	72	100%	21	100%
	If your answer is no, please indicate the Reason	Just every thing is done by top and middle level managers	30	85.71	2	100
		Not indicating the reason	5	14.29	-	-
		Total	35	100	2	100%

Source: Field Survey: 2010

Table 11 above indicates opinion gathered from the employees of Ghion and Global Hotel about their leaders. Accordingly, 52.78 percent of the total respondents in Ghion Hotel replied that their boss involve them in different decision making activities, where as 47.22 percent of the total respondents indicate their boss or leader do not involve them in the decision making activities. Among the total respondents replied "No" answer, 35.10 percent indicate their reason because their boss do not involve them in decision making is of dictator nature of the leaders and decision is comes always from the top, 25.41 percent think that because of the management system, 17.65 percent indicate because the leaders think that they are the only who have well experience, 17.65 percent did not indicate their reason.

On the other hand, of the total respondents in Global Hotel 76.19 percent indicate their boss involve them in decision making activities, where as, 25.82 percent indicated that their leader or boss did not involve them in the decision making activities and among those indicate "No", 20 percent believe that the reason is the dictator nature of the boss and decision comes from the top , 20 percent indicate the leaders think they are the only ones who have well experience, 60 percent did not indicate their reason.

Of the total respondents asked in Ghion Hotel, 51.39 percent replied that their boss may listen and accept their idea, where as 48.61 percent said "No", our boss does not listen us and accept our ideas and 85.71 percent of the respondent among those said no; Their reason is that every thing is made from the top and middle level manager and the remaining do not indicate their reason. On the other hand, of the total respondents asked in Global Hotel, 90.48 percent replied that their boss listen to their ideas and accept too, where as 9.52 percent of the respondents indicated the opposite. Among the group of respondents who indicated "No" answer, 100 percent had put their reason as every thing comes from the top and middle level managers.

The above figure implies that, there is a better democratic nature of leadership practices or real representative leaders in Global Hotel than Ghion Hotel, because as the real leader is concerned with enabling process by which people may develop their full potential, encourages followers to see no distance between themselves and the leader; they encourage

followers to become leaders (Tony Simmonds, 1995:234). Participative leadership involves both leader and follower in the process of joint decision making.

However, in the leadership practice of Ghion Hotel nearly half percent of the respondents indicate that the leaders are autocrat, because an authoritarian leader is someone who uses his or her power to enforce obedience, to control, to command, and to make decisions. Everyone has been on the receiving end of authoritarian leadership. At the extreme, decisions can be made democratically on the basis of group consensus (Eddystone C. Nebel, 1991:240). Of course the majority respondents in Ghion Hotel also replied that their leaders are real representatives.

4.2. Section Two

This section deals with data obtained through interview from different hotel official of both Ghion and Global Hotels. The major areas which the interview conducted is categorized under five major parts and presented as follows.

- I. Employees training
- II. Employee selection criteria
- III. Motivation practices
- IV. Performance appraisal
- V. Food and beverage control systems

4.2.1. Provision of Employees Training

According to the interview result taken from different department managers, human resource personnel and the hotel administration of Ghion Hotel, there is separated training department in the hotel premises. The researcher asked the personnel “How often you offer training for your employees and how you could identify employees’ training needs.” The personnel replied;

There is independent training department, which works all activities related to employees training. We have close relationship with different colleges and training institute and accordingly different employees are selected from different departments of the hotel and sent to these colleges for both short term training and for further education. Here employees for long term training and education are selected based on their educational qualification. Similarly, we bring different

professionals in the field, for instance from Germany, to train employees both on their job and for a weekly scheduled program. The hotel has training schedule, however we may offer the training outside the schedule whenever necessary and we offer at least two times per annum for those should take the training and when it is necessary. We have departmental training assessment method to choose which employees should be trained and which department should be given the most priority. Hence, every department heads or managers will assess and select the employees those tend to take training and then the hotel facilitates the training according to the assessment made.

Another type of question was presented to different departmental managers and heads with regard to training. For instance, the executive housekeeper replied the following for the question “Do you offer on job training to your department employees?”

Yes, I am always supervising my department employees' work activities such as cleaning procedures, how they are using the cleaning detergents or chemicals, how they are making beds. Accordingly, if I get the employee working in wrong way of doing, I will tell her/him the right way of doing the job on the spot of the problem. For instance, one day fortunately I get in one guest room and saw the house cleaner cleaning the room and making the bed. She was started to clean the floor before dusting the wall and the top of the room. Hence I told and showed her how she should clean the guest room another day and she did accordingly. In addition to this when new cleaning chemicals purchased for hotel service I will show them what type of safety rules that they should follow and how can they apply or use it for cleaning.

The same question was presented to the food and beverage manager of Ghion Hotel. His own idea is presented as follows:

Not only me, but also all employees in my work areas learn one from another. In my part, I have the chance to face all employees working in the food and beverage preparation departments and so that I will tell them if I get the one doing in the wrong way. Perhaps some employees may handle the knife in wrong way, some may excessively cut or peel. Therefore, I will tell them the right way of doing.

The same question was raised to the food and beverage service manager and the front office manager. Their idea is quoted as the following respectively.

The food and beverage service areas need high care in order to satisfy our guests. To end this, waiters and waitresses need both on the job and off the job training. Most of the time for the off job training the hotel arranges the training schedule, but for the case of on the job training every

staff in the department is responsible. For instance, if one knows which the other does not know will tell and learn one another. In addition to this, every morning before starting the job I tell them some important point with regarding to the procedures of serving the customer and the like.

The front office manager's own idea is also presented as follows to the question above.

Yes, since front office department is the center of the hotel and the place where the guest first meet the hotel employees, every staff working here should be aware enough about how to satisfy the guest. Hence, the front office supervisor and I regularly give them different type of training for our members; of course they have good knowledge.

The same question was presented to different incumbent of Global Hotel to get their ideas concerning to the employee training. Accordingly, the first idea was obtained from the human resource personnel and the question was: How often do you offer both on job and off the job training for your hotel employees? His response is quoted as follows: "Most of the time we do not give off the job training or long term training, but the hotel some times bring some professional to the hotel and train employees. Employees are given several type of on job training on their working place by some selected professionals from inside the hotel and I can say it is conducted regularly." He believes that providing long term training for long term training for the most of the employees of the hotel is not important, because the hotel is a private organization and every employee may leave out the hotel if he/she gets a better job after the training. Hence in such conditions it is not necessary to waste the hotel resources for the employees who will not give a service after the long term training.

As per the manager of the hotel, selection of employee for different training is done based on the performance appraisal or evaluation results and recommendation or reports of different department heads and supervisors.

The researcher also asked the food and beverage manager, housekeeping manager, front office manager and the food and beverage production manager of the hotel how often they offer on job training for their department employees? The response obtained is almost similar. The whole department managers' idea is similar in that most of the time on job training may be given whenever work defaults are found, new materials purchased and guest complaint is received and the frequency of the training depends on these situations.

The food and beverage manager of the hotel said the following related to on job training of his department and his idea is quoted as follows: “Always in the morning I brief every waiter and waitresses about the past day work activities, I tell them what type of wrong thing have been made, and what right things too. This helps them to know the right way of serving the guest and the thing which may dissatisfy the guest and this is done regularly”. Similarly the front office department manager idea seems the following;

We have log book in the front office counter that the reception used to record every events of the day such that, complaints of the guest and this log book will be reviewed in every early morning. Therefore, this record may help us training need assessment and accordingly training will be offered and I can not say it is regularly conducted. In addition to this the type of customer complaints that directly come to me also use as training needs identification because this shows that there is a default in serving the guests.

The above statements are different incumbents’ opinion obtained from both Ghion and Global Hotels. In the ideal thought, training is the systematic development of an employee’s ability to carry out a task or job and is an essential aspect of hotel and catering industry (J. David, 2005:123). According to Yigremew Adal lecture note (2007), training is any process by which the attitudes, skills and abilities of employees to perform specific jobs are increased. It is the act of increasing the knowledge and skills of an employee for doing a particular job and it should be conducted in regular phases. Nevertheless, the opinion gathered from Global Hotel different incumbents indicates that, there is no as such serious training schedule and no more employees getting long term or off the job training too.

Hence, the effort of Global Hotel towards employee training is unfortunate. In this aspect Ghion Hotel should be appreciated because as table 3 and the idea gathered from the officials of the hotel suggests that there is a proper training schedule as well as strong connection with different colleges and institutes who work in cooperation. Therefore, most employees are getting the necessary training in Ghion Hotel.

4.2.2. Employee Selection Criteria

The research gave a due attention to see the selection criteria of these two selected hotels and which hotel’s selection criteria is most favorable from the merit point of view. To end this,

the human resource personnel and the manager of Ghion Hotel and Global Hotel were asked that, what type of employee selection criteria they are practicing in their respective hotels.

As of the manager and the personnel idea of Ghion Hotel, employee selection is entirely depends on education qualification and work experience. Of course, opinion collected from the employees of the hotel also justifies that employee selection criteria are education qualification and work experience.

In similar circumstances, the human resource manager and the hotel manager of Global Hotel were asked about the employee selection criteria. According to the idea obtained from these incumbents, the employee selection is totally depends on education qualification and work experience. In addition his/her performance during the selection process is also considered. The idea gathered from the employees of the hotel through questionnaires also confirms this argument (see table 4).

Finally, one can understand that the selection criteria being practicing in Global Hotel is better than Ghion Hotel as the idea gathered from the manager and the personnel as well as opinions taken from the employees through questionnaires is also reliable with the merit thinking which argues that the appointment and condition of service of an employee are determined solely at his own merit-which includes his educational and technical qualifications, personal capacity and physical fitness (PSCAC, 2001).

4.2.3. Motivation Practice

In order to triangulate the source of the information and to make the finding most vivacious, several incumbents of the hotel were interviewed. These were:- the hotel manager, the human resource manager, the general service manager, the front office manager, the food and beverage manager and the food and beverage production manager, the house keeping manager. Accordingly their idea is stated as follows.

The first question the researcher presented to these officials of Ghion Hotel was related to the mechanisms that they use in order to motivate their employees at work. As per their justifications, there are several techniques that they used to motivate their employees under their umbrellas. For instance, the house keeping manager justification is "I am always appreciating the best performing employees and they are certainly happy with this and they

will be highly motivated to work best. In addition to this, every worker in Ghion Hotel is motivated with the hotel service charge, and every employee call “ጊዮን ቤቴ ነው” which means Ghion is my home". The whole idea obtained indicates that appreciation, promotion, involving them in different decision making processes, giving them a proper training and education, equally sharing the service charge, cafeteria service, medical treatment, sanitation service are the thing which Ghion hotel management used to motivate its employees.

In the process of obtaining the opinion of the different incumbents from Global Hotel the same question was presented to similar hotel's officials. According to the manager of the hotel, there are different mechanisms that the hotel is applying to motivate the employees at work. For instance, involving employees in the hotels different planning and decision issues, appreciation, promotion, and service charge are the most important mechanisms that Global Hotel is practicing. The remaining hotel officials also shares his ideas, however some department managers cannot close that most employees in this hotel are not happy with the hotel compensation practice and equal treatment. Therefore, they did not motivate to work to the maximum of their work potentials.

Lastly, it is possible to dedicate that the motivation practice of Ghion Hotel is consistent with ideal thinking of the motivation and it is better than Global Hotel. Because, things that people reported as causing job satisfaction included achievement, recognition, the work itself, responsibility, advancement, and personal growth. On the other hand, the things that workers reported as dissatisfying include company policy and administration, supervision, relations with superiors, working conditions, pay, and fringe benefits.

Satisfiers are motivators where as dissatisfies hygiene factors. If an organization could provide employees with the opportunity to experience satisfies this would result in motivated employees (Frederich Herzberg, 1968 cited in Eddystone, 1991:187). Nonetheless, as information obtained through questionnaire suggests also employees in Global hotel get fewer fringe benefits and most employees did not get promotion or personal growth and these are incoherent with the notion of motivation.

4.2.4. Performance Appraisal

The research made to assess the employees' work performance evaluation or appraisal and what is their thought on the advantage of the evaluation. Accordingly an interview was conducted with the human resource personnel of both hotels.

The basic question presented to Ghion Hotel incumbents was "Do you evaluate your employees' performance and what is the advantage of this?" They replied that as there is an employee performance appraisal and most of the time conducted once a year. The researcher quoted the entire idea of human resource personnel as follows.

From the beginning all employees of the hotel will be told about the evaluation criteria, the result to be achieved in order to get different better benefit, for instance: promotion, salary this is done because they should know their performance and result so that they will work harder and better way for the next time. Conducting the evaluation regularly has different advantage e.g. position growth, salary increase, training need identification, transfer and etc are often done based on the employees evaluation result.

The researcher was also presented similar question to the Global Hotel human resource personnel to get his own idea with regarding to performance appraisal and its advantages in the hotel. As per his idea, there is employee performance schedule, which is conducted by different body regularly. He argued that, the evaluation form has different rating scale and every employee will be told this. Similarly every employee will be told what result they should achieve to get additional benefits and services. He added the result of the evaluation is always told to every employee and the discussion will be conducted. He stated the purpose of conducting the evaluation that, the hotel uses the result of evaluation for promotion, salary increase, training identification and other benefits.

To end with, the interview result obtained from both hotels show that there is regularly conducting employee performance appraisal and they use the result of the evaluation for different purposes. Consequently, it is possible to dedicate the practices of the two hotels in this aspect is almost similar and the data obtained through questionnaire from the employees also agrees with, even though the percentage is varying (see table 6).

This indicates again that, the human resource personnel or management in both hotels are doing well and their action is entirely agrees with the thinking of Mondy and others which states performance appraisal provides an excellent opportunity –perhaps the best that will ever occur-for a supervisor and subordinate to recognize and agree upon individual training need for training more pressing and relevant by the linking it clearly to performance outcomes and future career aspiration. Appraisal can be used to monitor the success of the organization's recruitment and induction practices and employees likely to feel more satisfied with their appraisal result if they have the chance to talk freely and discuss their performance (Mondy et al, 1996:243).

4.2.5. Food and Beverage Control System

The interview result obtained from the manager of Ghion Hotel indicates that the hotel has its own planning which is mainly concerned with the marketing policy of the hotel, the financial policy of the hotel and the catering policy of the hotel. He stated that there are different reports coming to the manager office particularly focusing on food and beverage issues from food and beverage division heads and the food and beverage control supervisors and after a serious assessment made on the report a corrective action may be taken.

The food and beverage manager on his part stated that standard recipe is the most important mechanism the hotel used to control the food and beverage preparation areas. In addition to this, he added that giving every cook and chef their separated preparation station helps them to focus only to their jobs on their hand and so that the wastage may be reduced. The hotel has its own purchasing specification, which is given to the winner of the bill of the hotel purchasing supply, and the receiver receives as per the purchasing specification mentioned. Technical skilled personnel is assigned to receive the supply who can make quality and quantity inspection.

Similar question was presented to similar incumbents of Global Hotel. Here, the idea taken from the food and beverage is quoted as follows.

During the food and beverage preparation all cooks and chefs are guided by standard recipe and this helps them to produce the same portion size without any default, so that there will not be food or beverage wastage. The food and beverage production department communicates with other department like front office and house keeping department for the forecasting of the quantity of

food to be prepared and food ingredients or items to be purchased. Hence, there will not be food items wasted in store and prepared food in the kitchen. During receiving, the senior chef will inspect the quality of product purchased. Accordingly, inferior product will be returned. In addition to this, we have strong clerical procedures, which protect from stoles and frauds.

Therefore, both hotels' food and beverage control mechanism is consistent with the principles of food and beverage control which argues about the use of standard recipe and purchasing specification as well as having different policies with respect to food and beverage in order to minimize losses (Bernard Davis et al, 1998). Therefore, to identify what type of food and beverage control mechanisms each hotel is using an interview was conducted with food and beverage production manager and the hotel manager of both hotels.

4.3. Section Three

In rare opportunity, the researcher was able to have a glimpse of several service areas of the two study areas for no less than 30 days of observation. During this time, the researcher also got a chance to observe certain obvious and norms of which the researcher was focusing. Throughout these rapid but thorough observations, the researcher could see the following the first threes. Besides the observation carried out, some guests from each hotel were interviewed for further cementing the data.

- I. Professional way of serving the guests
- II. Service practice
- III. Personal hygiene
- IV. Sanitation
- V. The quality of food and beverage service

4.3.1. The Service Practice

4.3.1.1. Professional Way of Serving the Guests

A typical observation was made in some but most important departments in both hotels from the perspective of their direct contact with the guests. Accordingly, the food and beverage service and the front office department have given a due attention for the researcher observation.

Thus, a critical and series observation was made in Ghion Hotel, in several food and beverage sales outlets such as Traditional Restaurant, Demerit Restaurant, Tikul Restaurant and Swimming Pool Restaurant and the front office department (e.g. the reception and reservation).

During this observation, at its four restaurant, café and bars of Ghion Hotel, none of the head waiters, waiters/waitresses had been following the right way of serving the guest. That is, whenever the guests arriving at the hotel's different sales outlets, for instance restaurant, the waiters and head waiters were carelessly seeing them, no time observed when they showing chair for the guest, holding serviette or napkin on their hands and menu. They (waiter/waitress) stand either very far or very close to the guests to take order, failure to identify the host among the group whenever the guests are large in number and presenting

the food from the wrong side of the guest and clearing the table before the guest leave the table without asking apology were the major problems could be observed during the observation.

In addition to the restaurant areas, observation had been made in the front office agents to check their professional ways of serving the customer, particularly the reservation personnel. The reason that the researcher made special emphasis on the reservation area is because most of the time the room sales is done by the reservation personnel of the hotel.

This is again the most important sales area to create first best impression upon the guest during reservation. To end this, the reservation personnel should have sales techniques or profession. To check the professional knowledge of the reservation personnel, frequent telephone call had made to Ghion Hotel reservation desk. From these calls the researcher could identify a better thing than other department. That is, the reservation personnel follow the right way of handling telephone and reservation sales techniques.

Similarly, observation had made in the restaurants, bars and cafes in Global Hotel to find how much their staffs are professionally serve their customers. Here, the researcher could see some waiters saying the customer well come and showing the seat for the customers and following at least some service procedures. In this hotel, you can see the head waiters standing and waiting for the guest, welcoming and assisting the waiters even in order taking.

The waiters were not late to take an order from the guest, just they welcome you and the say "May I take your order please?" which is the right word the waiter to say. However, the serious problem observed here was that not all the waiters know from which side of the guest the food and beverage should be presented, they do not hold the serviette and do not follow the right placement of knife, spoon and fork during and before service time. Similarly, several reservation request calls conducted to check how the reservation personnel are professional. After these multiple calls the researcher identified that the reservation personnel applies the right way of telephoning and room or reservation sales techniques.

On the other hand, the interviewed customers at lobby areas, Demera Restaurant, Swimming pool area café and Restaurant were told the researcher that in most of their visit they are angry with waiters in the food and beverage service areas in Ghion Hotel. Most interviewees

were describing that most waiter and waitresses do not serve their customers professionally. They added that some times some workers through the food or simply what they brought for the guest o the table. However, guests those who had room were appreciate the workers at reception and housekeeping department.

Similarly, key guests were asked about the professional way of serving customers in several service areas if Global Hotel. According to their statement most workers in the areas they visited have good profession and they know the serve their customers.

Thus, it is observed that, though there is a problem of serving the guest with professional knowledge in both Ghion and Global Hotel, in Global Hotel the degree of professional knowledge in serving the guest is better than Ghion Hotel. Hence, to some extent in both hotels professional way of serving the guest is agrees with the idea say that, professional way of service is one essential point in order to satisfy the customers (Debra J. MacNelli, 1994:5-25).

4.3.1.2. Employees' Interest in Serving the Guests

The researcher made tremendous observation and interview with key guests to identify the interest of the workers in these two hotels at different sales outlets existing in the hotel.

During observation made in Ghion Hotel, the researcher found that employee serving interest was varies from one sales outlet to another. For instance, waiter and waitress working in swimming pool café and restaurant have nothing interest to serve the guest. It is observed peoples were sitting for an order but no waiter is coming for taking an order or they were coming after hand clump and the guests shouting at them.

Similarly, the observation in Global Hotel was thoroughly made to identify employees serving interest. Accordingly, most waiter and waitresses and the receptionists have an interest to help the guests.

On the other hand, some key guests were interviewed on employees' interest in serving the guests in both Ghion and Global Hotel. According to the interview result obtained from Ghion Hotel, the young workers have more interest to help or to serve, but the elders do not have interest to serve or help. According to the interviewees' discussion, the fact in Global

Hotel is quite different from Ghion Hotel. All respondents in this hotel were agreed that most workers have very good interest for their work and for their Customers.

Thus, from the above both interview and personal observation results, employees working in Global Hotel better than Ghion Hotel in this regard. Finally, the employee practice with this aspect is consistent with Debra J. MacNelli (1994:5-25) which argues that helpful attitude and employee interest can satisfy the customer.

4.3.1.3. Employees' Respect for Customer

No serious problem the researcher could observe during observation time in Ghion Hotel with this aspect. However, some waiters carelessly present the order or simply through the order on the table and go back with out saying nothing to the guest. Some do not ask apology for their delay both in taking order and for presenting the order, did not thanks their customer for their service.

Here, the researcher observed similar problems in Global Hotel too. It is certainly possible to say that the most workers in the observed areas of the hotel do not have the custom to say "Thank you" and "How may I help you." Even, there was a time the researcher could observe the waiter seriously arguing the guest on the matter of the guest presenting a certain complain, but there is no way the worker could arguing with the customer in service areas during serving time.

On the other hand, the interview result obtained from interviewing the guests from each hotel also show different facts. The respondents in Ghion Hotel said that, because the workers in the restaurant areas are very old and matured they have greater respecting. According to their description, the workers in the front desk and house keeping areas also show good respecting to their customers. The guests asked in Global Hotel also told the researcher similar facts.

Here, the interview result and the observation result about these two hotels are different. However, it is possible to say that there is customer respecting in both hotels as per the interview result and no greater respecting according to the result of field observation.

4.3.2. Personal Hygiene

From scientific point of view, the personal hygiene condition observed in all departments of Ghion Hotel employees was very appreciable. Throughout the researcher observation the whole workers working in the front office, food and beverage service areas, food and beverage preparation and housekeeping areas were neatly dressed, they dressed black and well brushed shoes, their hair was well combed, short and clean fingernails etc.

The observation made in Global Hotel in this aspect could identify the hygienic practice in the hotel. Accordingly, the most guest contacting and food and beverage handling workers were taken into focus. The thing observed here again almost similar with Ghion Hotel observation.

On the other hand, the interview results in Ghion Hotel shows that all interviewees have appreciation about the personal cleanliness of the workers in general and receptionists and waiters/ waitresses particularly. The interview result in Global Hotel also indicates similar thing. According to the interviewees most workers are kept their personal hygiene in a very nice manner. Even some were forwarded their appreciation to the hotel management for its well done.

Hence, the two hotels are doing well to maintain the personal hygiene of their employees and this is entirely agrees with the principles which argues with personal hygiene is to keep the hands clean, nails should be kept short, unvarnished and scrupulously clean, clean and ironed clothes, brushed shoes, combed hair, well shivered breed (Norman G. Marriot, 1999:124 and Roday, 1999:221). So that, it is possible to dedicate there is no difference observed with this aspect and this may has several merits in protecting different outbreaks rising in hotel.

4.3.3. Sanitation

The researcher carried out an interview with the key guests on toilet, guest room and public areas sanitation conditions on both hotels. According to the interview result obtained from Ghion Hotel, they have greater love about the garden and swimming pool areas as well as the guest room sanitation. However, they felt bad about the cleanliness of lavatory sanitation. On

the other hand, the interviewed key guests in Global Hotel were very much happy with the sanitation condition of the hotel.

Thus, the sanitary practice in both hotels is well. However, with the lavatory sanitation condition Global Hotel is better than Ghion Hotel.

4.3.4. Quality of Food and Beverage

Interviewed guests in Ghion Hotel argued that there is national dish dominance in the restaurants and most foods are over portion sized. According to these respondents, most foreign dishes do not have good quality. On the other hand, interviewed guests in Global Hotel stated that the food and beverage quality in the hotel is very good. The researcher quoted the word of one guest. He said” the foods I served since I came here were well garnished and look attractive. I have a good appreciation for the cooks and chefs.” To conclude, the food and beverage quality in Global Hotel is better than Ghion Hotel.

4.3.5. Financial Performance

The financial performance of these hotels was compared as follows. The financial performance of the two hotels: Ghion and Global was measured by using the return on sales (Net income/Total sales). The return on sales measures the capacity of the two hotels to generate the maximum return (i.e. net income) from their total sales. Below the profit indicator of the two hotels is presented.

Table12: Financial Performance of the two Hotels

Profitability Indicator	Ghion Hotel	Global Hotel
Total Sales (A)	39,860,259	11,082,296.19
(-) Operating Cost	4,419,430	7,266,659.85
Gross Operating Profit	35,440,829	3,815,636.34
(-) General Expense	17,679,936	1,602,214.85
Net Income Before Tax	17,760,893	2,213,421.49
(-) Income Tax	5,328,268	664,026.45
Net Income After Tax (B)	12,432,625	1,549,395.04
Return on Sales (B/A)	31.20%	13.99%

Source: Nine Month Reports and Accounts of the two Hotels, for the month ended March 31, 2010.

As shown on the above table, the ability of Ghion Hotel to generate net income from its sale is 31.20% where as the ability of Global Hotel is 13.98%. Based this information it is possible to conclude that the profitability of Ghion Hotel in terms of return on sale is greater than its counterpart, Global Hotel. The remaining profitability indicator, return on total asset (Net income/Total asset) was not computed due to the fact that the total asset of Ghion Hotel is not known by the researcher. Thus, Ghion Hotel is better in generating profit than Global Hotel. Nevertheless, there might b different factors for Ghion Hotel to generate higher revenue.

CHAPTER FIVE

5. Conclusion and Recommendations

5.1. Conclusion

With expansion and development of hotel industry, there is various management practices often observed in the area in both public and private owned hotels. Hence, the researcher major objective in conducting this study was just to assess the management of selected private owned and public owned hotels: the case of Global Hotel(private owned) and Ghion Hotel (public Owned). To end this, the researcher used questionnaires, interview and personal observation to collect data from both primary and secondary data sources. Finally, from the study finding the researcher draw the following main conclusions.

- ❖ Educationally, those employees working in Ghion Hotel is better than Global Hotel.
- ❖ Ghion Hotel is better than Global Hotel in provision of orientation and in offering both on the job and off-job training the employees and the hotel may benefit more by doing so. Because, orientation helps the employee to avoid accidents, familiar with the hotel's rules, culture and regulation. Similarly, training helps the employees to increase (improve) their skill, knowledge and attitude.
- ❖ Selection criteria practicing in both hotels is educational qualification and work experience and it is possible to say that, it is almost based on merit principle.
- ❖ Both hotels' employee work performance appraisal is almost similar. In both hotels employees' work performance is evaluated by different bodies and their result also freely discussed to them and this helps both the employees and the hotel for different purposes.
- ❖ Employees of both hotels (the majority) are satisfied in their respective hotel or work. Nevertheless, some are dissatisfied due to frequently changing rules of the hotel, low pay of the hotel and lack of reward. However, to some extent, Ghion Hotel is better than Global Hotel in this aspect too.
- ❖ Concerning of food and beverage control, both hotel have well developed and organized control system, so that they can reduce several wastages occurring at different phases of the operation.

- ❖ Personal grooming of the workers in both hotels is similar, and it is possible to say that the hotels' practice towards this issue is very good. This may help the hotels to tackle several problems related to lack of personal hygiene.
- ❖ Ghion Hotel has better compensation or fringe benefit practices than Global Hotel. Most employees in Ghion Hotel got more than one type of services compared to Global Hotel.
- ❖ Leaders in Ghion Hotel are more autocrat type, where as representative in Global Hotel, so that in Global hotel employees have more opportunity in participating in several issues than Ghion Hotel.
- ❖ Professional way of serving the guests in Global Hotel is better than Ghion hotel, while employees in Ghion Hotel have better interest than Global Hotel.
- ❖ With food and beverage quality, Global hotel is better than Ghion Hotel.
- ❖ With the sanitation practices, both hotels have good sanitation; however Global Hotel is better than Ghion Hotel.

5. 2. Recommendations

Based on the finding, the researcher gave the following core recommendations. According to the finding, there is a drawback in Global Hotel than Ghion Hotel in providing orientation and training both for the newly hired and existing employees. Failure of doing this may results in failure of adapting changes, may have an impact on improving their knowledge, skill and attitude, wastage may increase in the hotel, inefficient performance.

Hence, the management and concerned body of the hotel should give a due emphasis in offering orientation and training to their employees regularly. Because, training is conducted for reasons of change in technology, change in working method, change in product, realization of inadequacy in performance, labor shortage, need for reducing waste and increasing efficiency, need for minimizing accidents, and promotion of employees.

In employees' selection process, to some extent both hotels were using political membership, personal relativity and personal relationship as selection criteria. This condition may lead the hotels for spoil practices and may loss well qualified and experienced workers. Therefore, the human resource manager and the hotel manager of these hotels, particularly Ghion Hotel should only use a merit principle.

With employee fringe benefit practice Ghion Hotel found that better than Global Hotel. Compensation is a fundamental in balancing human resource costs with the ability to attract and keep employee. By providing compensation, most employers attempt to provide fair remuneration for the knowledge, skills, and abilities of their employees. Hence, Global Hotel should offer fair and attractive compensation (especially indirect compensation) and this may helps the hotel to attract and maintain employees.

Professional way of service the guest, showing greater respect for the guest, having an interest or positive attitude for the guest is very necessary for best customer satisfaction. In this aspect Global Hotel have better practice, of course Ghion Hotel is also have employees having interest to serve and showing respect. This may resulted from having proper training or lack of it and different motivation practices undertaken by the hotels. Therefore, it is important if the hotels establish appropriate and regular training and motivational practices in order to make the employees more professional and enabling them to motivate.

Motivated employees are important for the successfulness of the organization. Moreover, to motivate them the organizations should have reasonable work rules and regulations, attractive pay, comfortable working environment, management should structure an environment in which employee's experience, satisfiers on the job this will result in motivated workers. In this regard, Ghion Hotel is better than Global Hotel. Hence, Global Hotel should establish or improve its motivational practice by establishing attractive compensation, by establishing comfortable work environment and by developing reasonable work rules and regulations.

The real leader is concerned with enabling process by which people may develop their full potential. Real leader encourages followers to see no distance between themselves and the leader; they encourage followers to become leader. In this regard, Global Hotel is better than Ghion Hotel. Therefore, Ghion Hotel had better develop real representative type of leader, because it is very useful in empowering and involving every employee in ever manner of the hotel and if they are involved in such conditions they may motivate.

On other hand both hotels have appreciable food and beverage control systems and the employees' personal hygiene in these hotels is well maintained. Hence, the management and the employees of these hotels should keep this practice in the future too. In addition, the responsible sanitary and health officials should cooperate and follow up the personal hygiene practice of these hotels, since failure in maintaining once personal hygiene my lead for several outbreaks and this result in loss of many lives.

According to the interview result in Ghion Hotel there is weakness in maintaining the sanitation of lavatory. This condition may affect the guests over all satisfaction. This again implies that these unsatisfied customers will never come again to the hotel. If such phenomenon keeps sustained the hotel profitability may endanger. Therefore, the hotel had better work strongly to recorrect such problems in the hotel for the better comfort of the guests. The lavatory should periodically maintain and repaired; the concerned sanitary control should periodically review and follow the sanitation condition of this hotel in particular and other hotels too in general.

From this finding Global Hotel is better in many things than Ghion Hotel. This condition may indicate that the government might not run the hotel it is better to transfer to private ownership. Even some comments goggled from “Travel advisory.com” suggests that Ghion hotel should be sold out. This may be true from the liberal economy point of view in which the government should not participate in such type of economy. In general Ghion Hotel is better if it is transferred to private. On the other hand, Global Hotel has many good things, which upcoming hotels use as example. The real representative nature of the managers, quality of food and beverage service, and the sanitation condition of Global Hotel for instance could be good model for others.

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Appendix 1

ADDIS ABABA UNIVERSITY
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DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT
MANAGEMENT

Dear Respondents

The purpose of this questionnaire is to examine respondents' opinion about the management of the hotel where you are working. There is no need to write your name, and the information you provide is highly confidential. It only serves for the research purpose. Hence, would you mind filling the questionnaire? I would like to thank in advance for your cooperation

Educational Background

1. Please indicate your education background?

- A. grade 1-12 B. grade 12 complete C. Certificate D. Diploma
E. First degree F. MSc/ MA G. PhD

Selection Related

2. According to your opinion, employee selection criteria in this hotel is;(you can choose more than one)

- A. Personal relativity B. Education qualification C. work experience
D. Political party membership

Training related

3. Have you given an orientation when you first hired in this hotel?

- A. Yes B. No

.....
.....

10. Do you think all employees are treated equally in your work areas?

- A. Yes
- B. No

If your answer is no, please indicate your reason.....
.....
.....
.....

11. Do you get the following services or benefits? (please choose the service that you are getting)

- A. Cafeteria service
- B. Medical service
- C. Transportation allowance
- D. House allowance
- E. Pay leave
- F. Health insurance

Please indicate if there are other benefits.....
.....
.....

12. Do you think your hotel pays you equal with your work effort?

- A. Yes
- B. No

13. Have you ever be promoted since you hired in this hotel?

- A. Yes
- B. No

Leader Related

14. Does your boss involve you in different decision making process?

- A. Yes
- B. No

If your answer is No, please indicate the reason.....
.....

.....
.....
.....

15. Does your boss listen and accept your ideas?

- A. Yes
- B. No

If your answer is No, please indicate the
reason.....
.....
.....
.....

Appendix 2

**ADDIS ABABA UNIVERSITY
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MANAGEMENT**

Guiding Interview to Human Resource Manager

1. What are the basic criteria of employees' selection in your hotel?
2. How often you offer both on job and off the job training for your hotel employees?
3. Do you evaluate your employees' performance? What do you think the advantage of conducting this evaluation?
4. What type of mechanism you use to motivate your employees at work?
5. What type employee compensation you provide?
6. Do you provide an orientation when you hire new employees?

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DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT
MANAGEMENT

Guiding Interview for Manager of the Hotel

1. Do you have any police regardless of food and beverage control?
2. What are the basic criteria of employees' selection in your hotel?
3. What type of mechanism you use to motivate your employees at work?
4. What are your objectives in giving training for your employees if you have ever provided it?
5. What type of compensation you provide to the employees? Do you think that your employees are happy with it?
6. Is there an orientation program when you hire new employees?

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DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT
MANAGEMENT

Guiding Interview for House Keeping Manager

1. Do you offer an opportunity for your members to take part in any planning and decision issues?
2. What type of mechanism you use to motivate employees at work?
3. Do you offer on job training for your department employees?

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MANAGEMENT

Guiding Interview for Food and Beverage Manager (Chef)

1. Do you have a food and beverage purchasing specifications?
2. What type of system or mechanisms you and your members are using to control the wastage of food and beverage during preparation?
3. Do you offer on job training for your department employees?
4. What type of mechanism you use to motivate employees at work?

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MANAGEMENT

Guiding Interview for Front Office Manager

1. Do you offer an opportunity for your members to take part in any planning and decision issues?
2. What type of mechanism you use to motivate employees at work?
3. Do you offer on job training for your department employees?

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MANAGEMENT

Guiding Interview for the General Service Manager

1. Do you offer an opportunity for your members to take part in any planning and decision issues?
2. What type of mechanism you use to motivate employees at work?

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DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT
MANAGEMENT
Appendix 3

DEVELOPMENT

Personal Observation Checklist

- I. Professional way of serving the guests
- II. Service practice
- III. Personal hygiene

DECLARATION

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university and that all sources of material used for this thesis have been duly acknowledged

Declared by:

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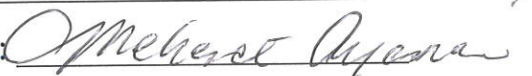
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