



ADDIS ABABA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

COLLEGE OF DEVELOPMENT STUDIES

**THE CONTRIBUTION OF HOTELS TO THE DEVELOPMENT OF
TOURISM IN ETHIOPIA: THE CASE OF FIVE STAR HOTELES.**

BY: GOJJAM MULU



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ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

INSTITUTE OF WATER, ENVIROMENT AND DEVELOPMENT

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES
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BY: GOJJAM MULU TIBEBU



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SCHOOL OF GRADUATE STUDIES
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(IDS)**

Title

***The Contribution of Hotels to the
Development of Tourism in Ethiopia: The
Case of Five Star Hotels.***

**By
Gojjam Mulu**

Tourism and Development

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List of Abbreviations

- AA—Automobile Association (British rating system)
- AU—African Union
- BA—Bachelor of Art
- BC—Before Christ
- BED—Bachelor of Education
- BSC—Bachelor of Science
- CRS—Computer Reservation Systems
- CTO—Cyprus Tourism Organization
- ECC—European Consumer Centers'
- ETC—Ethiopian Tourism Commission
- F and B—Food and Beverage
- HAH—Hilton Addis Hotel
- ICAH—InterContinental Addis Hotel
- MICE—Meeting Incentive Convention & Exhibitions
- MOCT—Ministry Of Culture and Tourism
- OHRG—Official Hotel & Resort Guide
- RDCTO—Research Department of Caribbean Tourism
Organization
- UNA—United Nation for Africa
- UNWTO—United Nation World Tourism Organization
- USA—United States of America

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Abstract

This study mainly focuses on the contribution of hotels to the Ethiopian tourism development by taking five star hotels as its target. The researcher used both qualitative and quantitative methods and employed mainly primary data. The data collection methods which are used to gather the required information include: participant observation, both structured and unstructured interview and questionnaire. The questionnaires were given to both sample local and international tourists as well as the industry workers at random basis. Observation is used as the only source of obtaining data from one of the target hotels, Sheraton Addis Hotel, because of getting no permission to conduct interview and distribute questionnaires upon the internal problem of the organization.

The researcher has examined the different issues related to the status of service provisions to tourists and customer satisfaction in the target hotels. Accordingly, it is found that the different tourist service provisions in both ICAH and HAH are not standardized enough to meet the needs of tourists though some of the services are relatively better than the others. Comparatively speaking Sheraton Addis Hotel offers better services to tourists than ICAH and HAH do. Though the different tourist service provisions fail to meet the international standards, all the three target five star hotels are found to contribute a lot to the development of Ethiopian tourism by hosting different tourists the majority of whom are of international in terms of their nationality or residence.

Finally, the researcher forwarded some recommendations in order to minimize the already identified problems associated with different attributes within the target hotels so that the hotels could improve customer satisfaction in particular and contribute by far much better than ever to the Ethiopian tourism development at large.

Chapter One

Introduction

1.1 Back ground of the study.

Travel and tourism industry is the world's largest and most diverse industry. Many nations rely on this dynamic industry as a primary source for generating revenues, employment, private sector growth and infrastructure developments. Tourism development is encouraged, particularly among the developing countries around the world where other forms of economic development such as, manufacturing or the exportation of natural resources are not commercially viable (Chucky, G. 1997).

According to United Nation World Tourism Organization (UNWTO) tourism can be defined as: The activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes.

In the modern times, the way people spend their vacation has undergone a great change. People like to spend good times with family and friend while at the same time exploring various tourist places across the globe. As a result the tourism industry across the globe has seen an unprecedented growth which in turn has also resulted in tremendous growth in the hotel and accommodation facilities ([http: //ezenearticles.com](http://ezenearticles.com)).

Tourism facilities include the services which provide basic necessities, comfort, and aid to travelers. Because the visitor is away from home, basic needs: a place to stay, food and beverage, stores- must be accessible, safe and convenient (Chucky, G. 1997).

According to the same author, accommodations or lodging facilities and their related services are where tourists stay overnight during their travel, accounting for a good portion of the tourists' total expenditure, typically 20 to 30% depending on quality of accommodation, destination, and purpose of trip. There are a wide variety of types of accommodations which meet the demands of various budgets, including bed and breakfast establishments, European style pensions, youth hotels, campgrounds, recreational vehicle parks, and cruise ships. The hotel, the most common type of accommodation, has its own categories, extending from luxurious urban or resort properties, to smaller budget- oriented motels or motor lodges.

Comfortable hotels and accommodation facilities play a very important role in popularizing any tourist destination. If a person, who is quite far away from home, gets to enjoy the same facilities and comforts as he enjoys at his home, then he is bound to become attached to the place. On the other hand if the tourist ends up at a place where the hotels and accommodation facilities are not satisfactory, it is quite likely that he might never return to that place ([http:// ezinearticles.com](http://ezinearticles.com)).

Perhaps that is why, hotels and accommodation facilities being made available at different tourists spots, have shifted focus on providing maximum comfort to tourists at reasonable rates. It is also vital to provide comfortable accommodation to people from diverse economical back grounds. While five star hotels can cater to the needs of affluent visitors, small and medium range hotels and lodging houses are available for use by a middle class traveler (Ibid).

It is unquestionable that quality service provision to tourists by different hotels has a paramount importance for the development of tourism. The present study is an attempt to assess the role of hotels to tourism development in Ethiopia by giving due attention to five star hotels.

As the seat of the head quarter of United Nations Economic Commission for Africa (UNECA), the African Union (AU) and other regional and international organizations, Addis Ababa is the diplomatic capital of Africa. The presence of more than 100 embassies and other regional and international organizations makes Addis Ababa the fourth most important center of international organizations as well as embassies next to Washington D.C, New York and London (MOCT, 2009 43). Most of the customers who come to Addis Ababa for conference, meeting and business demand a quality accommodation and service by not less than five star hotels (Ibid).

Accordingly, one can understand that five star hotels are necessary to identify Addis Ababa as a tourism destination for MICE (Meetings, Incentives, Convention and Exhibitions)

1.2 Statement of the problem

Ethiopia is said to be a site of all types of tourism due to the presence of various natural, historical and cultural heritages which strongly attract many tourists to flow into the country. However, the institutionalized hotels we have are not in a position to represent, accommodate and satisfy the needs of all the tourists flowing to the country. This is mainly because of the fact that Ethiopia has very few standardized hotels which are not capable enough to accommodate

and provide quality services to the tourists. This inadequacy of standardized hotels coupled with the absence of preliminary work on the area triggers the researcher to investigate the role played by the already existing few standardized hotels (five star hotels) to the development of tourism in the country. Accordingly, the research is intended to answer the following basic questions.

- A. What type of services are provided to tourists in five star hotels and what criteria do they have?
- B. What contributions do five star hotels have to the development of tourism and to what extent?
- C. What major problems are observed in providing services to tourists by the hotels?
- D. What is the level of customer satisfaction on five star hotels?
- E. Does the hotel have sufficient staff in both number and profession to ensure that it is able to meet its responsibilities?

1.3. Objective of the study:

1.3.1 General objective:

The general objective of this study is examining the contribution of five star hotels to the development of tourism. In light of the problems related to the status of services provided to tourists in the hotels, the research looked into the different factors that have contributed to the situation and recommended corrective measures.

1.3.2 Specific objectives

The specific objectives of this study include;

- A) Investigating and explaining the extent to which five star hotels contribute to tourism development in Ethiopia.
- B) Exploring the problems observed behind service provision to tourists by the hotels.
- C) Measuring the level of satisfaction of customers.
- D) Designing corrective strategies in order to minimize the problems.

1.4 Significance of the study:

It is commonly accepted that the benefit of research endeavor in areas of hotel and tourism is considered in terms of what it means to the industry workers, visitors, and policy makers. Therefore, the end result of this study is believed to help hotel and tourism professionals get more insight to identify the different problems related to the industry. This in turn creates conducive atmosphere for the tourists and the public at large. In such situations everyone can be motivated to take primary responsibility for his/her own acquisition of information so that he/she plays a considerable role for the well being of the hotel & tourism industry. Furthermore, this study is believed to contribute a lot in: encouraging people to participate in the hotel and tourism industry, creating marketing plan for the industry by presupposing sustainability, and attracting governmental, public & private attention to support the industry. Finally the study is assumed to serve as a take-off point for further research to enrich the research findings in the area.

1.5. Scope of the study:

This study is designed to investigate the contribution of hotels to the development of tourism in Ethiopia. With particular emphasis on five star hotels. This is primarily based on the assumption that these hotels are better in the provision of quality services to the tourists and they accommodate relatively many tourists than hotels with lower status. In addition to this assumption, financial and temporal constraints forced the researcher to be confined to five star hotels.

1.6. Research Methodology

As mentioned earlier, this study takes five star hotels (Sheraton Addis, Hilton Addis and Intercontinental Addis) as its focus of investigation by employing purposive sampling. The study used both qualitative and quantitative research methods in order to augment and enrich the analysis. Concerning the data, this research used mainly primary data and occasionally secondary data are used. The data collection methods which are used to gather the required information include: participant observation, both structured and unstructured interview and questionnaire which consist of questions associated with the tourist facilities in the target area of the study. Both the questionnaire and interview were given to both domestic and foreign visitors as well as to the industry workers at a random basis. A total of 37 tourists, 18 from Intercontinental Addis Hotel and 19 from Hilton Addis Hotel, and a total of 19 managerial personnel, 10 from Intercontinental Addis Hotel and 9 from Hilton Addis Hotel, were given questionnaires and a total of 4 interviewees, two from each hotel were interviewed. Finally, the collected data were organized and analyzed properly by employing both description and explanation in accordance with the nature of the data. As regards the data from Sheraton Addis Hotel, only observation is employed since the researcher could not get the permission to conduct interview and give questionnaires to both tourists and hotel workers. This is basically because of the conflict arose among the hotel workers which created an internal unrest all over the hotel environment.

Chapter two

Literature Review

2.1 Accommodation in Relation to Tourism

Hotel and tourism industries are the two significant sectors of modern day economy and are complementary to each other. According to Pushpinder (2002), accommodation facility constitutes a vital and fundamental part of tourist supply. Among the important inputs which flow into the tourist system is tourist accommodation which caters to international tourists forming a vital component of the tourism super-structure and an important feature of the total tourist image of the country. An adequate supply of accommodation suitably tailored to the requirements of the tourist market is one of the basic conditions of tourism development. The provision of accommodation facilities and their growth should, at the same time, be regarded in a much broader context as they make an important contribution to the economy as a whole by stimulating economic development, social contacts and commercial activities.

Ahmed (2005) also states that among the important inputs which flow into the tourist system is tourist accommodation. Accommodation facilities constitute a vital and fundamental part of tourist supply and an important feature of the total tourist image of a country. Many countries have recognized the vital importance of accommodation industry in relation to tourism and their governments have coordinated their activities with the industry by way of providing attractive incentives and concessions to suppliers of tourist accommodation, which have resulted in the building up of various types of accommodation. For instance, availability of sites for tourist accommodation on liberal payment terms, special concessions in the form of long- term loans, liberal import license and tax relief, cash grants for construction and renovation of buildings and other similar concessions are provided to the accommodation industry.

In the promotion of tourism, of all the constituents of the tourist industry, accommodation sector this constitutes the most important segment. Tourism is to a great extent, dependent on the type and quantity of accommodation available. Accommodation is a very important part of the tourism infrastructure and the expansion of tourism inevitably brings about the development of accommodation. It is rather the core of the tourist industry. Accommodation is, in other words,

the metric of tourism, and is thus the obvious choice to play a distinctive role in the development of this expanding industry (Pushpinder, 2002).

According to the same author, the United Nations conference on international travel and tourism held in Rome in 1963 considered, in particular, problems relating to means of accommodation. The conference acknowledged the essential importance of means of accommodation, both traditional (hotels, motels and supplementary camps, youth hostels, etc), as incentives to international tourism. The conference recommended that governments should consider the possibility of including tourism projects, and particularly those relating to accommodation, in the list of projects eligible for loans from their industrial or other corporations and that where required, the industrial or other corporations and that where required, they should establish special financial corporation's for tourism. It also recommended that governments should give sympathetic consideration to the possibility of granting special facilities and incentives for accommodation projects.

According to Christopher (1998), a feature of the industry is that, as mass tourism has developed, so have the large chains and corporations in the accommodation sector. The hotel and mutare business has reached a stage of maturity in which a few major companies have come to dominate the international market. In Britain, about a third of hotels with eleven or more rooms are now part of big chains, mainly British-owned, and similar patterns can be detected in other developed countries. This expansion has been achieved not only through direct owner-ship but also through the process of franchising; where hotels and motels are operated by individual franchises pay royalties to the parent company for the privilege of operating under a brand name. This form of expansion has been used with great success around the world by the largest international hotel company, holiday inns. Since these chains market their products more aggressively, advertising extensively, working closely with large tour operating organizations globally and providing an effective distribution network using computer reservation systems linked to the airlines CRS, they tend to play an even more suggest. (In total bed terms, their accommodation is still minimal by comparison with the many small independently owned facilities, which have less ready access to the other sectors of the tourism industry.)

2.2 Origin of the Hotel Industry

According to Ahmed (2005), the hotel industry is, perhaps, one of the oldest commercial endeavors in the world. The first inns go back to the sixth century B.C and were the products of the urge to travel, spurred by the invention of the ‘‘Wheel’’. The earliest inns were ventures by husband and wife teams who provided large halls for travelers to make their own beds and sleep on the floor. They also provided modest wholesome food, thirst-quenchers like wine, port, ale etc. and stabling facilities. Entertainment and recreation were provided by the host’s wife or his wench. The entire cooking service and recreation was provided by the husband and wife team and his family.

These conditions prevailed for several hundred years. The advent of the Industrial Revolution in England brought ideas and progress in the business of inn-keeping. The development of railways and steamships made traveling more prominent. The Industrial Revolution also changed travel from social or government travel to business travel. There was a need for quick and clean services. The lead in hotel-keeping was taken by the emerging nations of Europe, especially Switzerland. It was in Europe that the birth of an organized hotel industry took place in the shape of chalets and small hotels which provided a variety of services and were mainly patronized by the aristocracy of the day (Ahmed 2005).

According to Pushpinder (2002), in the USA another type of accommodation unit known as the ‘tavern’ was opened in the year 1634 by a man called Samuel Coles. Coles had come to the new world in search of a fortune in the year 1630 by a ship. By 1780, taverns were popular meeting places where people used to come for eating, drinking and entertainment. Many important events were associated with taverns. In the year 1783, General George Washington bid fare well to his top ranking officers at the Fraunces tavern in New York City. The famous Boston Tea Party was planned in a tavern called Green Dragon.

With the passage of time, the age-old institution of the Sarai or the inn adapted itself to the ever changing and constantly growing requirements of the market and has evolved into the modern hotel. From the age of the bullock cart and horses through the age of the rail road in to the era of the jumbo jet and supersonic aircraft, the hotel industry developed with the simultaneous

development of transportation systems. It also reflects the standard of living and the life style of the society in which it operates (Pushpinder 2002).

According to the same author, the demand for some kind of accommodation away from home is an important function of travel. It is therefore not surprising that the main influence on the development of accommodation facilities has been development in the mode of passenger transport. In the field of mass passenger transport, railways could perhaps be credited with being the pioneers. The evolution of the railway system in the eighteenth century greatly affected the quality and the quantity of accommodation used in conjunction with travel. The growth of the railways also brought to a speedy net work of stage coach services. By the mid- nineteenth century, the use of the stage coach as a means of travel had almost ceased. The industrialization in its wake brought increased urbanization. The great number of people who flocked to various urban towns in search of employment and also entertainment needed some kind of accommodation. This need for accommodation enabled promising and enterprising people to build hotels and inns in many such urban towns to cater for an increasingly local market and also to serve the large number of travelers carried by the railways.

According to Ahmed (2005), the real growth of the modern hotel industry took place in the USA beginning with the opening of city hotel in New York in 1794. This was the first building specially erected for hotel purpose. This eventually led to great competition between different cities and resulted in frenzied hotel building activity. Some of the finest hotels of the USA were built in this era, but the real boom in hotel building came in the early twentieth century. This period also saw the beginning of chain operations under the guidance of E.M Statler. It involved big investments, big profits and trained professionals to manage the business.

The depression in 1930 had a disastrous effect on the hotel industry. It was felt that the hotel would never recover, but the outbreak of world war II brought a tremendous upsurge. This prosperity continued through the war years into the fifties, when two new concepts emerged:

1. Motels
2. International chain operations

While the growth of motels was restricted to the North American continent, international chain operations spread into all continents. Individual entrepreneurs found themselves crushed in this

race for a multi-dimensional, multi-national industry. International chains could provide the expertise technology and marketing thrust that individual owners couldn't provide. Individual owners thus emerged themselves with large international chains such as Sheratons, Hiltons, Hyatt, Holiday Inn, Romada Inn, etc. These international chains provided the following services to individual owners.

1. **Partnership:-** sharing equity and profits
2. **Franchise:** - Providing "name" and "association" and marketing services in exchange for franchise and marketing fees.
3. **Management:** - expertise in management, professional managers, technicians, manuals, system etc. on the basis of management fees, and share of profits as "incentive" payment.
4. **Marketing:** - active selling, chain benefits, reservation tie-ups, etc. on payment for marketing fees and incentive payment.

Today's hotel caters to all the needs and wishes of a guest and the future holds promise for a further mushrooming of modern hotels (Ahmed 2005).

2.3 Hotel Emergence

According to Pushpinder (2002), the 1960s also saw the introduction of Thomas cook's railway and hotel coupons. Starting in 1868, Cook arranged regular circularly tours of Switzerland and Northern Italy from England. By the 1890s, 1,200 hotels throughout the world accepted hotel coupons. Thus we find that railways greatly influenced the development of hotels during the early twentieth century. The demand for accommodation of tourists was thus met by a verity of facilities ranging from inns, taverns, private houses and hotels. The main changes in the demand for tourist accommodation have come about from changes in tourist transportation and in the popularity of different forms of holidays. After the introduction of the motor car and the aircraft, a large number of hotels sprang up at various tourist areas and destinations. The growth of hotels continued until the 1950s. Hotels as a unit of accommodation dominated the scene all over the world.

Hotel is defined differently by different scholars. According to British law cited in Ahmed (2005) "Hotel " or " inn" is defined as a " place where a bona fide traveler can receive food and shelter, provided he is in a position to pay for it and is in fit condition to be received." Hence, a

hotel must provide food (beverage) and lodging to travelers on payment and has, in turn, the right to refuse if the traveler is drunk, disorderly, unkempt, or is not in a position to pay for the services.

Hotels provide accommodation, meals and refreshments for irregular periods of time for those who may reserve their accommodation either in advance or on the premises. In broad terms hotels provide facilities to meet the needs of the modern traveler. Dictionaries define hotels in several ways; 'a place which supplies board and lodging, a place for the entertainment of the travelers, large city house of distinction, and a public building'. The common law states that a hotels is " a place where all who conduct themselves properly, and who, being able and ready to pay for their entertainment, are received, if there be accommodation for them, and who without any stipulated engagement as to the duration of their stay or as to the rate of compensation, are while there, supplied at a reasonable cost with their meals, lodging, and such services and attention as are necessarily incident to the use of the house as a temporary home ((Pushpinder 2002).

"primarily and fundamentally a hotel is an establishment which supplies board and lodging, not engaged in interstate commerce, or in any interstate commerce, competitive with or affecting, interstate commerce (or so related thereto that the regulation of the one involves the control of the other)", but is a quasi domestic institution retaining from its ancient origin certain traditional, and acquiring, in its modern development, certain statutory rights and obligations to the public, where all persons, not disqualified by conditions or conduct, prepared to pay for their accommodation, are to be received and furnished with a room of place to sleep or occupy if such accommodations are available, and with such services and attention as are incident to their use of the hotel as a home, and/or with food, at stipulated prices, and with or without contracts as to duration of visit and which conducts within the confines of its physical locations, this business of supplying personal services of individuals for profit. Incidental to such fundamental and principal business, the hotel may furnish quarters and facilities for the assemblage of people for social, business or entertainment purposes, and may engage in renting portions of its premises for shops and business whose contiguity is deemed appropriate to a hotel" (Pushpinder 2002).

Based on these leading points, a hotel is generally defined as an establishment that provides paid lodging on a short-term basis. The provision of basic accommodation, in times past, consisting

only for a room with a bed, a cupboard, a small table and a wash stand has largely been replaced by rooms with modern facilities, including en-suite bathrooms and air conditioning or climate control. Additional common features found in hotel rooms are a telephone, an alarm clock, a television, a safe, a min-bar with snack foods and drinks, and facilities for making tea and coffee. Luxury features include bath robes and slippers, a pillow menu, twin- sink vanities, and Jacuzzi bathtubs. Larger hotels may provide additional guest facilities such as restaurant swimming pool, fitness center, business center, child care, conference facilities and social function services.

2.4 Types of Hotels

Different scholars give different classifications of hotels. According to Pushpinder (2002) for example, over the years the concept and the format of hotels have changed a great deal. There are various types of hotels catering to the increasing demands of tourists. The site, the faced Architectural features and the facilities and amenities provided different form one establishment to another. In addition, the landscape in a particular destination area also greatly influences the architectural features of a hotel. Following are the main types of hotels.

2.4.1 International Hotels

International hotels are the modern western style hotels in almost all metropolitan and other large cities as well as principal tourist centers. These hotels are luxury hotels and are classified on the basis of internationally accepted system of classification. The hotels are placed in various star categories. There are five such categories ranging from 5 stars to 1 star depending up on the facilities and services provided. These hotels provide in addition to accommodation all the other facilities which make the stay a very comfortable and interesting experience. Various facilities provided include well appointed reception and information counter, banquet halls, conference facilities, etc. There are also a number of shops, travel agency, money changing and safe deposit facilities. Restaurant facilities, bass and banqueting are an integral part of the business of a hotel. The various services provided in these hotels include international and the local cuisine, food and beverage service and specialty restaurant service. These hotels also provide entertainment for the guests in the form of various dance and music programmers, sports and games (Pushpinder 2002).

2.4.2 Resort Hotels

According to Pushpinder 2002) resort hotels cater to the needs of holiday maker, the tourist and those who by reasons of health desire a change of atmosphere. Resort hotels are located near the sea, mountain and other areas abounding in natural beauty, rest, relaxation and entertainment are the key factors around which resorts are built. The primary motive of a person visiting resort hotels is rest and relaxation which he is looking far away from his routine busy work life. The resort hotels in order to provide special services to the visitors are built with a view to give a visitor special welcome and atmosphere of informality. The type of services and amenities located in resort property include recreation facilities such as swimming pool, golf course, tennis course, skiing, boating, surf-riding and other various indoor sports. Other important amenities include coffee shops, restaurants, conference rooms, lounge, shopping arcade and entertainment. Emphasis on resort hotels however, is on recreational facilities. The clientele of resort hotels is mostly persons with considerable income looking for relaxation and recreation. Resorts can be of various types and can be classified on the basis of climate and also topography. Broadly they fall in the following categories:

- | | |
|--------------------|----------------------------|
| i. Summer resorts | iv. All season resorts and |
| ii. Winter resorts | v. Health resorts |
| iii. Hill resorts | |

2.4.3 Commercial Hotels

The commercial hotels direct their appeal primarily to the individual traveler as compared to international or resort hotel where the focus is on the group travel. Most of the commercial hotels receive the guests who are on business although some have permanent guests. As the hotel caters primarily to people who are visiting a place for commerce or business, these are located in important commercial and industrial centers of large towns and cities. These hotels are generally run by the owners and their success depends on their efficient running and the comforts and facilities they provide. In some of the large industrial towns, fully licensed commercial hotels exist complete with restaurants, grill rooms, functional accommodation and a garage for those travelling by automobile (Pushpinder 2002).

2.4.4 Residential Hotels

These hotels can be described as apartment house complete with hotel service. These are often referred to as apartment hotels. The tariff of rooms in these hotels is changed on monthly, half yearly or yearly basis and is charged for either furnished or unfurnished accommodation. These hotels which are located mostly in big cities operate exclusively under the European plan where no meals are provided to the guests. These hotels were developed in the United States of America where people discovered that permanent living in hotels offers many advantages. Services and amenities provided in these hotels are comparable to those of an average well regulated home (Pushpinder 2002).

2.4.5 Floating Hotels

As the name suggests, these hotels are located on the surface of the water. It may be on sea water, river water or on a lake. All the facilities and services of a hotel are provided in these hotels. These hotels are very popular in many countries. In many countries old luxury ships have been converted into floating hotels and are proving very popular among tourists(pushpinder 2002).

2.4.6 Motels

This term is derived from the phrase, “motor hotels”, which are located principally on highways. They provide modest boarding and lodging to highway travelers. The length of stay is usually over night, thus rates quoted are on European plan. i.e. room only (Pushpinder 2002).

2.5 Classification System of Hotels

Different scholars stated different types of hotel classification, but their idea is almost the same. The grouping together of hotels providing a given range of services and facilities is an inexact science. The distinction between availability and quality is often blurred. According to Research Department of the Caribbean Tourism Organization (RDCTO) (2002), the criteria applied by the classification systems were, and still are not uniformed. There were various meanings attached to registration, classification and grading.

Registration:

Form of licensing which may or may not demand a minimum standard signifies some conformation with health fire safety legislation, implies a minimum criterion.

Classification:

Separation of different types and ranges of accommodation into several categories based on a range of criteria. Hotel accommodations can allow for five to seven categories to be applied. Other forms of accommodation e.g. motels, guest-houses and self catering apartments seldom justify more than two or three classes.

Grading: Often combine with classification; this is a quality assessment awarding a symbol to denote an above average service to an accommodation facility. E.g. .Green globe classification systems for environment.

2.5.1 Popular Classification Systems**Official Hotel and Resort Guide (OHRG)**

Travel industry classification system ratings are deemed as being comparable around the world, making it easier for professionals in the travel trade. Ten quality levels which can be divided as follows;

Deluxe:

Super deluxe, Deluxe, Moderate Deluxe,

First class:

Superior First class, First class, Limited service First class,
Moderate First class,

Tourist:

Superior tourist class, tourist class, moderate tourist class.

These rating combine two elements;

1. Quality of guest accommodations

Room size, quality of furnishings

2. Extent of hotel facilities

Number and size of public rooms and meeting facilities.

What the OHRG Ratings mean

- **SUPERIOR DELUXE:** An exclusive and expensive luxury hotel. Often palatial, offering the highest standards of service, accommodations and facilities. Elegant and luxurious public rooms, a prestige address.
- **DELUXE:** an outstanding property offering many of the same features as superior deluxe, except in some cases (mainly in Europe), a small number of minimum rated accommodations may be of inferior grade. May be less grand and offer more reasonable rates than the superior deluxe properties, yet in many instances may be just as satisfactory.
- **MODERATE DELUXE:** basically a deluxe hotel, but with qualifications. In some cases the hotel may be well-established famous name, depending heavily up on past reputation. In other cases some accommodations or public areas may not be up to deluxe standards. If modern, the hotel may be heavily marketed to business clients, with line accommodations and public rooms offering deluxe standards in comfort, but lacking in atmosphere or personal service.
- **SUPERIOR FIRST CLASS:** an above average hotel. May be an exceptionally well-maintained older hotel. More often superior modern hotel specially designed for first class market, with some outstanding features. Accommodations and public areas are expected to be tastefully furnished and very comfortable.
- **FIRST CLASS:** an average, comfortable hotel with standardized rooms, amenities and public rooms, dependable, but usually nothing special. May have superior executive level or wing. May be safely recommended to average clients not expecting deluxe facilities or special services.
- **LIMITED-SERVICE FIRST CLASS:** a property offering full first class quality accommodations. But limited public areas, foodservice and facilities. Usually moderate in size, the hotel often utilizes a residential scale and architecture. May offer complimentary breakfast and evening cocktails in the lobby or in small, informal restaurant, geared to the individual business| pleasure traveler.
- **MODERATE FIRST CLASS:** basically a first class establishment, slightly below average. Generally have comfortable, simple accommodations and public areas, though not always kept up to standards. May be lacking in some features (e.g. restaurant). Some of the rooms or public areas may tend to be small and functional.

- **SUPERIOR TOURIST CLASS:** Primarily a budget properly with monthly well kept. Functional accommodations; some up to the first class standards. Public rooms may limit or non-existent. Often just a place to sleep, but may have some charming or intimate features
- **TOURIST CLASS:** strictly a budget operation with some facilities or features of superior tourist class. But usually no (or very low) first class accommodations, Should under no circumstances be recommended to fussy or discriminating clients.
- **MODERATE TOURIST CLASS:** low budget operations, often quite old and may not be well-kept , should only be used in a pinch if no others are available . Clients should always be cautioned what to expect.

2.5.2 AA Rating System(British system)

This system focuses on a consumer's perspective on accommodation properties. The objective was to introduce a classification system easily understood by the consumer. This system is the AA system.

Minimum Requirements for AA Recognition

◆One star hotels

Hotels in this classification are likely to be small and independently owned, with a family atmosphere. Services may be provided by the owner and family on an informal basis. There may be a limited range of facilities and meals may be fairly simple. Lunch, for example, may not be served. Some bed rooms may not have en suite bath\shower rooms. Maintenance, cleanliness and comfort should, however, always be of an acceptable standard.

◆◆Two star hotels

In this classification hotels will typically be small to medium sized and offer more extensive facilities than at the one star level. Some business hotels come into the two star classification and guests can expect comfortable, well equipped, over night accommodation, usually with an en-suite bath\shower room. Reception and other staff will aim for a more professional presentation than at the one star level, and offer a wider range of straightforward services, including food and drink.

◆◆◆Three star hotels

At this level, hotels are usually of a size to support higher staffing level, and a significantly greater quality and range of facilities than at the lower star classifications. Reception and the other public rooms will be more spacious and the restaurant will normally also cater for non-

residents. All bedrooms will have fully en-suite bath and shower rooms and offer a good standard of comfort and equipment, such as a hair dryer, direct dial telephone, toiletries in the bathroom. Some room service can be expected, and some provision for business travelers.

◆◆◆◆Four-star hotels

Expectations at this level include a degree of luxury as well as quality in the furnishings, décor and equipment, in every area of the hotel. Bedrooms will also usually offer more space than at the lower star level, and well designed, coordinated furnishings and décor. The en-suite bathrooms will have both bath and fixed shower. There will be a high enough ratio of staff to guests to provide services like porter age, 24-hrs room service, laundry and dry- cleaning. The restaurant will demonstrate a serious approach to its cuisine.

◆◆◆◆Five star hotels

Here you should find spacious and luxurious accommodation throughout the hotel, matching the best international standards. Interior design should impress with its quality and attention to detail, comfort and elegance. Furnishings should be immaculate. Services should be formal, well supervised and flawless in attention to guests' needs, without being intrusive. The restaurant will demonstrate a high level of technical skill, producing dishes to the highest international standards. Staff will be knowledgeable, helpful, well versed in all aspects of customer care, combining efficient with courtesy.

According to Cyprus Tourism Organization (CTO), cited in European Consumer Centre's Network (ECC-Network) (2009), there is a national compulsory hotel classification system.

Categories:

Hotels, Hotel Apartments, Tourist Villages, Tourist Villas, Camping sites, Traditional Houses (Hotels &Hotel Apartments), Tourist Apartments.

Classes:

- ♣ Five denomination of hotels (1 to 5 stars)
- ♣ Four denominations of hotel Apartments, Tourist Villages and Tourist Villas (Deluxe, A, B, C class,)
- ♣ Two denominations of Camping sites (A&B class)

- ♣ Traditional Houses (classified into hotel and hotel apartments)
- ♣ Tourist apartments
- ♣ Hotels without star and guest houses

Facilities:

Under the hotel and Tourist Establishment legislation, hotel apartments are distinguished between “deluxe”, “A”, “B”, and “C” class, as opposed to the 1 to 5 stars classification of hotels. In practice, the standards and services offered on a 4 star hotel broadly correspond to those offered in a deluxe hotel apartment, while the standards and services offered in an “A” class hotel apartment broadly correspond to those offered in a 3 stars hotel.

2.6 Hotel Industry in Ethiopia

History has proved that, the development of hotel industry is connected with traveling. Similarly, the development of hotel in Ethiopia is also associated with the increasing number of both domestic and foreign travelers. Developments in Ethiopia’s foreign relations particularly during the reign of Menelik-II had, relatively speaking, an impressive impact on the country, by implanting the seeds of modernization through the importation of European technology and institutions among which “HOTEL” is one subject. Therefore its first appearance is related with the initiation of the society into the modern world (Etalem, 1986).

According to Richard Pankhurst cited in Ayalew (2009), inns and catering houses were non-existent until the first decade of the twentieth century, when a number of Greek Hotels and restaurants were set up, especially at Harar and the main stations on the Djibouti-Addis Ababa Railway. The Author further describes that “Ethiopians were slow to enter the field.” In 1905 the only hotel operated by an Ethiopian was near Choba on the road from Awash to Addis Ababa. It manufactured mead and had several huts, in which travelers could sleep, as well as an open space for the erection of tents. The first hotel in Addis Ababa was established in 1907. The idea having come from Emperor Menelik-II himself the hotel built by Empress Taitu and was called the house of Guests. Emperor Menelik-II sometimes used to give state banquets there and the hotel was quaintly described as a house of stranger’s called hotel and it served the finest food of both Europe and Ethiopia, people who wished to eat there paid according to the dishes they ordered, a fact which obviously stuck the people as so different from the free hospitality everywhere. First

operated by M.S Hall, a German-Ethiopian half cast, the hotel was later managed by a Greek M. Bololakos, who charged 40 dollars a month-pension and 30 to 100 dollars per room.

According to the same author, another hotel started operation at about the same time in Addis Ababa was the Hotel de France which was owned by a Frenchman, M.Terras and charged 30 dollars per pension and 15 to 30 dollars per room. Both hotels organized sight-seeing, hunting, dancing, and billiards, the Hotel de France having cinema too. It is further explained that by 1917 when the first train arrived in Addis Ababa, there were hotels in Dire Dawa and Awash, and restaurants at Aisha, Afdem, and Mojo. As the Author witnessed the custom of eating in public restaurants was also developed in the twentieth century. Besides the Itegue Hotel, which was much frequented by Ethiopians who had been abroad, and the Hotel de France, mainly used by foreigners, there were two or three Greek restaurants and several Greek coffee houses, the two best known being the splendid Bar and the Bar d'Europe; by 1913 there were also some 10 to 12 such cafés all run by Greeks. Ethiopian eating and drinking houses were also springing up, the first restaurant being opened in 1909. The most famous belonging to Ato Ayala and advertised that it supplied very Christian food for both fasting and non-fasting days.

Drinking houses came into existence at about the same time. They were soon fairly numerous and were found in most parts of the city. They were increased from about 50 in 1908 to 100 in 1913, when there were some 30 near the customs and another 30 or 40 elsewhere in the market area. By 1922 the total number of these establishments had reached more than thousand. These Tej Bets as they were called, served Tej and Tella, which were made on the premises, as well as European type bread, and a potent brandy, araki, which was then being popularized by Greek traders who imported and /or distilled it. Later on, particularly at the time of the Fascist Italian invasion of 1938, the growing private tourist service establishments were so much developed. This was mainly related to hotel constructions in thermal springs of Ambo and Yerer. The responsibility of building and development of hotels, restaurants and canteens of the Fascist Italian East African Colonies was left out to a company called "Compagnia Immobiliare Albergo Africa Orientale (CIAAO)." The administration of these accommodation facilities and catering houses was left for another company known as the "Societa Gestione Africa Orientle (SGAO)". In the middle of 1938, hotels were opened under CIAAO and other private enterprises or individuals in Addis Ababa, Addi, Ugri, Addi Caih, Adua, Aqordat, Asmara Assab, Biscioftu,

Cheren, Dessie, Dire Dawa, Giggiga, Gimma, Gondar, Harar, Massawa and Quiha(Pankhurst cited in Ayalew 2009).

This development of private organization in Ethiopia can be summarized under three stages; the first was connected with the establishment of Addis Ababa as the capital of the country, the link of the railway line, the construction of the Royal Palace near the present Filwoha, which was developed firstly as the bathing place for the Royal Family and the aristocrats. The second stage was during the Italian invasion in the late 1930 and was largely the achievement of the CIAAO Company from Asmara. The third was set in motion by the establishment of the UNECA, OAU and other international organizations in Addis Ababa(Pankhurst cited in Ayalew 2009).

According to Ayalew (1990), the number of guests and visitors coming to our country gradually increased just after the country's liberation from the Italian invasion. By taking this situation into account, the then government set up the so called "Ras Hotel" in Addis Ababa together with its three branches in Hararghe in 1947 G.C in order for the different guests could be accommodated well by supplementing the already established Hotels during the Italian Invasion. The number of foreigners coming to our country continued to increase upon the establishment of different transportation routs and the improvement of the country's economic situation. Hence, an additional hotel called "Ghion Imperial Hotel" was established in 1955 G.C.

When the anti colonialism movements flourished in many African countries, the different leaders of such movements chose Addis Ababa as a place for conducting meetings. This gradually led to the establishment of different international organizations so that the city became the center of international diplomats. To properly shoulder the responsibility of accommodating different socio-economic and anti-colonialism panel discussions, the government further expanded the establishment of hotels and added three more hotels: Ethiopia Hotel in 1963 E.C, Wabe Shebele Hotel in 1968 E.C and Hilton Addis Hotel in 1969 E.C. In addition to these, the government also planned to establish different Hotels with international standards in different parts of the country that were believed to be tourist attractions including Rift valley borders and other historic routs; this plan was banned by the 1966 E.C revolutionary mob. In addition to those Hotels which were established by companies organized by the government before the revolution and were presumed to have the required standard to host the foreigners, there were other hotels with reasonable standards governed by private companies. Among these private company governed Hotels, de

Afric Hotel located in Addis Ababa and Bekele Mola Hotel established around the rift valley were the major ones (Ayalew 1990).

2.7. Standardization and classification of Hotels

Hotel classification in Ethiopia was proposed in 1970 by a report submitted to the Technical Agency Ministry of Planning of Imperial Government.(Arthur de. Little 1970). Based on the proposal, a “Legal Notice of Regulations” concerning hotel classification pursuant to the Ethiopian Tourism organization(ETO) order no.36/1964 was issued in 1968 by the same Ministry.According to that Legal Notice, the system of hotel classification preferred was “Deluxe, A, B, and C” grading of the appropriate hotels available at that time. How ever, that type of classification had not been followed strictly to be used in standardizing hotels in Ethiopia until 1995 when another Regulation “Classification of Hotels, Pensions, and Restaurants” was issued by the Council of Ministers Regulation number 209/1995. Regardless of these circumstances, however, the Hilton Addis Hotel has been standardized as Deluxe Hotel through its international chain administration since its establishment in 1969.

According to Arthur de Little 1970), as long as Ethiopia has been one of the pioneer founders of the current UNWTO, it was provided through the then ETC with technical assistance in which international tourism experts knowledgeable in hotel classification were participating and trained the trainers of trainees of the same classification on the level of the country following the “star” grading system. On the basis of this system of hotel classification, today there are 114 standardized hotels in Ethiopia scattered all over the country ranging from one star to five star. But, almost all star hotels, particularly those graded from two up to five star are concentrated in the capital city, Addis Ababa. At this moment, according to the statistics of Ministry of Culture and Tourism, the number and type of star hotels located in Addis Ababa are as follows:

- One star hotels: 8
- Two star hotels: 30
- Three star hotels: 32
- Four star hotels: 11 and

- Five star hotels: 3

Total star hotels: 84

With regard to the regional state hotels, the star level graded ones are only 30 in number since, as mentioned above, most of the star hotels are concentrated in Addis Ababa.

According to ETC (Nov. 1995) based on its autonomy given by the Ethiopian Federal Democratic Republic Administrative Authority, the Ethiopian Tourism Commission was expected to design parameters to determine the standards of different agencies that provide services for both international and local tourists. This led to the improvement of services provided by hotels, pensions, restaurants and other recreational sites in terms of both quantity and quality so that they can generate a considerable amount of income. The aim of this description was to provide information about the importance of determining the standards of tourist service provision agencies. In addition, it informed the government about the way how the designed parameters for the grading should be exercised. It could also encourage the different tourist service provision agencies to understand the different parameters of grading and their implementation.

2.7.1 The Aim and Importance of Standardization:-

Our country has to benefit a lot from the huge international tourism. To make this practical, the country has to adopt the experiences from other countries in terms of improving the status of tourist service provision agencies and fulfilling the needs of tourists. These all can be possible if the country is in a position to organize the already existing as well as the to be established tourist service provision agencies in a way that they can be internationally favored. So far, the tourist service provision agencies, i.e. hotels, pensions, and restaurants were not well designed in terms of their set up, and internal organization. But, it is unquestionable that they should be improved so that they can compete with those neighboring and other countries. This is possible only if the standard of tourist service provision agencies is determined by using internationally accepted parameters which has the following general remarks (ETC 1995).

1. Building set up (23%)

Concerning the building's internal and external set up and also the presence or absence of all of the following facilities. These are enough bath rooms, restrooms, bed rooms, kitchens, restaurants, lobbies, corridors, halls for different meetings and anniversaries, offices, stairs, lifts and fire exiting. Besides, the maintenance situation of all the above facilities should be considered.

2. Different equipment and decorative device (22%)

This includes the quantity and quality of the different equipment used to provide different services within the hotels. The hotels internal beauty in general can be assured by incorporating all of the following: dish towels, curtains, sheets, bedcovers, and towels, spoons, knives, glasses clays, kettles, trays and the overall standards of all these things.

3. Services and the staff (23%)

In this regard, the hotels are expected to possess enough amount of staff who have the required qualification and personality.

4. Quality, type and decoration of food (14%)

This concerns the presence of quality food service with inviting approach in parallel with the presence of variety of items like: different food items, both alcoholic and non-alcoholic drinks including different beer and wine varieties with the required quality.

5. Risk Prevention and hygiene (10%)

This addresses the fact that there should be risk prevention materials and hygiene as well as comfortable air. To ensure these, the different internal components of the hotels should adhere to international standards.

6. Additional Services (8%)

There should exist additional services which could augment the guests relief and sense of entertainment.

An internationally accepted parameter for determining the status of tourist service provision agencies has the following significances.

1. It helps to generate agencies which can earn large amount of income and can meet the needs of tourists.
2. It encourages the different agencies to improve their own status based on the already established parameters and to compete each other.
3. It dictates the to be established agencies to be organized in a manner that they can meet the tourists' needs and to use the budget mainly to generate income.
4. It helps to identify the agencies which should be supported by the government.
5. It makes the agencies provide quality services by employing qualified experts; this in turn plays a vital role for the development of the industry.
6. It paves the way for the establishment of joint tourism practices with neighboring countries and to compete each other by introducing tour agencies.
7. It helps the tourists and tour agents to easily know the status of the tourist service provision agencies. So that they can join the agencies based on their interest and capacity of affording the cost.

2.7.2 Classification or Grading of Ethiopian Hotels

According to ETC (Nov. 1995), standardization points for hotels are calculated out of 1000 (one thousand) and the hotels should be categorized based on the following average points.

Average Points	Standard
• 875-1000	5 star
• 744-874	4 star
• 608-743	3 star
• 467-607	2 star
• 321-466	1 star
• 170-320.....	Basic hotel services

The following table shows the maximum, minimum and average rate of 3 to 5 star hotels which are found in Addis Ababa by taking some representative 3 and 4 star hotels just to compare their rate with 5 star hotels. The data were directly taken from the report by the Ministry of Culture and Tourism which was collected very recently between October & November 2010. Data were collected many times concerning the issue before this year by the same stake holder; but, different figures were reported in different times.

As indicated in the above mentioned appendix, most of the hotels put their rate in birr; but, here the researcher changed it into dollar by virtue of considering the current exchange rate. Though the hotels have the same star level, their rate is different; this is due to the standards, qualities and facilities of the services they offer to the customers.

Name of the hotels	Star	Maximum Rate	Minimum Rate	Average Rate
Sheraton Hotel	5	Not mentioned	Not mentioned	Not mentioned
Hilton Hotel	5	\$ 550	\$ 195	\$ 372.50
Intercontinental Hotel	5	\$ 506	\$ 152	\$ 329
Global Hotel	4	\$ 80	\$ 50	\$ 65
Ghion Hotel	4	\$ 127	\$ 69	\$ 98
Jupiter Hotel	4	\$ 200	\$ 90	\$ 145
Rivera Hotel	4	\$ 120	\$ 60	\$ 90
Panorama Hotel	4	\$ 139	\$ 70	\$ 104.50
Harmony Hotel	4	\$ 260	\$ 140	\$ 200
Ethiopia Hotel	3	\$ 30	\$ 18	\$ 24
Wabi shebelle Hotel	3	\$ 33	\$ 21	\$ 27
Semien Hotel	3	\$ 58.25	\$ 32.35	\$45.30
Addis Hotel	3	\$ 26.50	\$ 23.50	\$ 25
Jerusalem Hotel	3	\$ 20.60	\$ 18	\$ 19.30
Ambassador Hotel	3	\$ 110	\$ 86	\$ 98

Adopted from: Ministry of Culture and Tourism; Last Final registration Report-1

2.8 Hotel Services

The present day modern concept of the hotel is not just a place to provide accommodation, food and beverage, but is like a city within a city and offering to its guests every possible facility. Accommodation, service and convenience, such as rooms, restaurants, bars, cocktail lounges, banqueting facilities, convention and conference facilities, telephones, radio and TV, laundry, valets, cigars, cigarettes, bookshops, banking, parking, florists, chemists, gym, beauty parlours, travel agents, business centre, etc. Apart from these a vast shopping arcade providing various items like jeweler, men's wear, ladies' wear, toys, books, new stands and magazine, etc, are also provided. In addition to these; personal services like babysitting, private detectives, planning of tour itineraries, railway air booking and accommodation, booking in other hotels may also be provided. Further additional services as given below may also be given.

- Fruits, flowers, and vegetable garden
- Club and night club
- Health club
- Bank services (foreign exchange)
- Swimming pool
- Theatre
- Hospital
- Library
- Service station
- Post office
- Poultry farms
- Car rental and chauffeurs
- Cinema ticket

All these facilities may occasionally be without additional charges to the guest but generally and specifically charged (Ahmed, 2005).

Five star deluxe hotels go all out to provide every conceivable services and amenities to their guests in the hotel and their rooms. Following is a list of all such services which are provided these days:

- Air port greets and meets.
- Limousine pick-up and enhanced limousine services and also drop by limousine.
 - . Hot and cold towels
 - . Coca-Cola and mineral water and chocolate service
 - . General manager's welcome address\audio cassette
- On arrival at the hotel, welcome by name by the lobby hostess and escort to the lobby.
- Express personalized sit down check-in and personalized in-suite check-in and express check-out and late check-out.
- Tastefully furnished pre-assigned and pre-checked rooms with initialized linen, Jacques, tea/coffee dispenser, electronic safe
- Escort to room.
- Champagne check-in.
- Round the clock butler service;
 - Food and beverage service
 - Laundry service
 - Mini-bar, shoe-shine, ice-bucket service and 24hrs room service
- International news paper, times fax, round- the clock international news-scan.
- Complimentary fruit basket and three tier amenity tray and cheese platter, etc.
- Complimentary American breakfast.
- Complimentary fruit basket and three tier amenity tray and cheese platter, etc.
- Complimentary tea/coffee hour and also in-room tea/coffee maker.
- Cocktail hour with hot snacks.
- personalized leather folder and stationery, welcome letter and personalized docket and designer toiletries.
- Valet service, ironing of one or more dress or one or more suit complimentary once during guest stays.
- Freshen-up service.
- Usage of the exclusive club or any lounge in the hotel and library.

- Stay linked amenities.
- Use of board room.
- Entry to exclusive health club and fitness center.
- Entry to the discotheque.
- Flight reconfirmation service.
- Telephone exchange with electronic voice mail.
- Well-equipped communication centre open round the clock.
- Lounges at international domestic airport.
- Channel music and satellite television.
- In-house laundry and dry-cleaning facilities.
- International subscribers dialing.
- Bank safe deposit and 24hrs money changes.
- Take-away gift
- Bon-voyage complimentary at the port lounge (Ibid).

2.9 Quality of Hotel Service

The essence of the long run success of any economically based enterprise is its ability to survive and prosper, which ultimately depends upon its net profitability. The main items provided by a hotel are rooms, food and beverages and services. The most important among this set is the service element, which determines the guest's attitude towards hotel, which ultimately affects the profitability. Hotel industry is very much a "people-industry" which produces intangibles. The service aspect particularly personalized services cannot be mechanized or automated. Quality, care, facilities are very vital than the quantity or numbers. The profitability of hotelier firms largely impinges on the amenities and quality of its services, which is the crucial determinant of the volume of sales. If a hotel organization aims to seek out a specific portion of the guest market and to maintain a high occupancy level, then it must pay close attention to modifying the products and improves the quality of services it offers(Pushpinder, 2002).

The definition and measurement of quality is no small matter for the growth and performance of hotelier firms. These factors have been found to be particularly elusive with regard to services and almost undefinable at least in consistent terms, in regard to hotel services. If quality per se is

'elusive and indistinct' and often mistaken for impressive adjectives and not easily articulated by consumers then added intangibility of services certainly compounds the difficulty of definition and measurement. Yet as quality measurement and improvement has become so vital to managers and marketers of the hotel services, and when, as has been pointed out, quality is the single most important consumer trend of the coming decades then it becomes imperative, both theoretically and empirically to analyze the factors and suggest measures to improve the quality of hotel services (Pushpionder 2002).

Chapter Three

Data Analysis and Interpretation

This chapter will present the analysis and interpretation of the different data collected by all the three data collection devices: questionnaire, interview and observation from the three target hotels. As regards the data sources, both international and local tourists as well as hotel workers at a managerial position from Intercontinental Addis Hotel and Hilton Addis Hotel are taken into account. But, as noted in the first chapter, the researcher couldn't get the access to interview and give questionnaires to both tourists and staff at a managerial position in Sheraton Addis Hotel; the concerned bodies were not willing to permit any sort of interaction with both the tourists and the hotel workers. This is primarily because there was an internal unrest within the hotel community as a whole. Hence, the researcher is forced to gather the required data only by observation.

The data are organized and analyzed in the following section by giving precedence to the information gathered by questionnaire from the hotel workers at a managerial position in Intercontinental Addis Hotel and Hilton Addis Hotel(Henceforth ICAH and HAH respectively). Then analysis of the data collected from tourists by the same device will follow. The data collected by interview and observation will be analyzed in harmony with the data gathered by questionnaire since they are assumed to fill the information gap that could possibly occur in the data collected by questionnaire. The entire questionnaires which were designed to both hotel workers and tourists are enclosed as appendices. Finally, I cited general remarks on the data from Sheraton Addis Hotel based on my observation for there are no data collected by questionnaire and interview from this hotel.



3.1 Data from Hotel Workers

3.1.1 Respondents' Background

The information illustrated by two consecutive tables (A and B) in appendix-4 summarizes the different background information related to the qualification, position within the hotels and gender of the respondents in ICAH and HAH in their respective order. As we can clearly see from the two tables, all of the respondents at key managerial positions in both hotels are first degree holders. But many of them are qualified in areas which do not have direct relevance to a hotel industry. With respect to gender, the overwhelming majority of the staff at the already stated positions in both hotels are males.

3.1.2 Data from The Respondents

In this section the different responses that are provided by hotel workers to questions designed in relation to the research objective are analyzed and interpreted. As tabulated below, the first question posed was associated with the type of customers that usually come to the hotels.

Table One: Responses for the question related to types of travelers who mostly come to the hotel.

Responses	Number of respondents		Percentage of respondents		
	ICAH	HAH	ICAH	HAH	
A: Business travelers	9	9	90%	100%	
B: Conference travelers	8	9	80%	100%	
C: Vacation travelers	6	4	60%	44.4%	
D: transit travelers	7	8	70%	88.9%	
E: Visiting relatives travelers	2	3	20%	33.3%	

The table depicts that most of the tourists coming to the two hotels are business and conference travelers. 90% and 80% of the respondents in ICAH replied that most tourists among those who usually visit the hotel are business travelers and conference travelers respectively. On the other hand, all of the respondents (100%) in HAH responded that both business and conference travelers come to the hotel frequently. Besides, 70% of the respondents from ICAH and 8 (88.9%) of the respondents from HAH replied that a nearly comparable number of transit

travelers to the number of business and conference travelers also come to both hotels. Furthermore, the researcher interviewed two hoteliers from each hotel and tried to elicit information associated with the above question. The responses gained from all the interviewees supplement the responses gathered by the questionnaires, i.e. the majority of guests that usually come to both hotels are business and conference travelers.

From this, we can deduce that most of the time five star hotels accommodate a considerably large number of both business and conference travelers than other types of tourists.

The next question designed to hoteliers in the questionnaires was related to advocacy of the hotels to the tourists. The following table shows the question and the responses by hoteliers.

Table Two: Responses for the question related to what strategies use the hoteliers to tourists to come again to their hotel.

Responses	Number of respondents		Percentage of respondents	
	ICAH	HAH	ICAH	HAH
A: Travel agencies	8	7	80%	77.8%
B: Tour operators	4	3	40%	33.3%
C: Online reservation	5	9	50%	100%
D: Walking guests	---	---	---	----

The intention of this question was to know the different strategies that the hotels use to let guests come to the hotel. The table illustrates that both hotels use travel agencies, tour operators and online reservation as their means of getting guests. But, the extent to which these mechanisms are employed varies in both hotels. For example, 80% of the respondents in ICAH said that the hotel uses travel agencies, whereas 40% and 50% of the respondents replied that the hotel uses tour operators and online reservation respectively. This shows that ICAH employs travel agencies much more than other strategies to get guests. By contrast, 77.8% of the respondents from HAH said that their hotel gets guests by means of travel agencies. However, 33.3% and 100% of the respondents responded that tour operators and online reservation are the ways by

which the hotel gets guests respectively. From this, one can conclude that HAH uses online reservation as a major means of making tourists come to it.

The researcher tried to discuss the issue with the interviewees so that she could verify the responses gained by the questionnaires. Accordingly, it is found that the above stated inferences of the tabulated questionnaire data are supplemented by the same assertions by the interviewees.

The other question that the researcher forwarded relates to the way how to handle tourists. This is tabulated below with the different responses.

Table Three: Responses for the question related to promotion of hotel to the tourists

Responses	Number of respondents		Percentage of respondents	
	ICAH	HAH	ICAH	HAH
A: Giving discount	6	5	60%	55.6%
B: Upgrading the guest rooms	6	7	60%	77.8%
C: Giving special welcome gifts	1	2	10%	22.2%
D: Giving free transport services	2	4	20%	44.4%

According to the table, the respondents of both the two hotels responded that the hotels use different methods to attract their guests. These methods include: declaring discounts, upgrading the rooms, giving special welcome gifts and providing free transport services. Of these ways of promotion, both hotels use discounts and upgrading the rooms as the major tools. As can be clearly seen from the table 60% of the respondents from ICAH replied that their hotel uses both discounts and room upgrading to catch the guests. The number of respondents who are in favor of the fact that the hotel presents occasional gifts to tourists and provide free transportation are insignificant. Similarly, 55.6% and 77.8% of the respondents from HAH responded that the hotel makes use of discounts and room upgrading respectively to create a better image within the customers so that they will continue to come back to the hotel. On the other hand, the minority of the respondents, i.e. 22.2% and 44.4% said that the hotel also delivers welcome gifts and free transportation at occasional basis.

Generally, the table illustrates that both hotels incorporate the two methods: room upgrading and discount declaration to attract their customers. This idea is augmented by the responses of the four interviewees (two from each); they explained that they are used to upgrading their guest rooms and tend to provide services in relatively fair prices. In addition, they mentioned that they also make occasional provision of welcoming gifts and free transport depending on certain circumstances such as the emergence of holidays.

The next question designed to the hotel workers was targeted to the identification of customer types (Foreigner or local) that come to the hotels most frequently. This is shown by the following table.

**Table Four: Responses for the question related to the customer who repeatedly
Come to the hotel.**

Responses	Number of respondents		Percentage of respondents	
	ICAH	HAH	ICAH	HAH
A: Foreigner guests	7	6	70%	66.7%
B: Local guests	---	---	--	--
C: Both	3	4	30%	44.4%

As noted above, the intention of this question is to state which customers come repeatedly to the hotels. The table depicts that foreign guests come repeatedly to both hotels. As shown in the table, 70% of the respondents from ICAH said that foreign guests come repeatedly to their hotel, while 30% of the respondent said that both foreign and local guests come to their hotel. On the other hand, 66.7% of the respondents from HAH said that foreign guests come to their hotel repeatedly and 44.4% of the respondents responded that both foreign and local guests come to the hotel.



From this, we can infer that it is foreign guests who come repeatedly to both hotels than local ones. As the respondents from both hotels reason out in both written and interview questions, this is because of the fact that local guests can't afford the rate of the hotels, i.e. the accommodation price as well as food and beverage price seems to be costly to local guests. The local guests who mostly come to the hotels are those celebrating special events like wedding and birthday ceremony. By contrast, for foreign guests this price or rate is not as such unaffordable, it is rather reasonable compared to five star hotels in other countries.

Table Five: Responses for the question related to average occupancy rate of the hotels at both high and low seasons

Responses	Number of respondents				Percentage of respondents			
	ICAH		HAH		ICAH		HAH	
	High	Low	High	Low	Hig h	Low	High	Low
A: Above 90%	8	---	7	---	80%	----	77.8%	----
B: between 70%-90%	2	2	2	1	20%	20%	22.2%	11.1%
C: Between 55%-70%	---	5	--	5	--	50%	--	55.6%
D: Below 55%	--	3	--	3	--	30%	--	33.3%

The table presents the different responses of the workers in both hotels for the already stated question. As can be seen from the table, 80% of the respondents from ICAH and 77.8% of the respondents from HAH said that their hotel's occupancy rate at high season is above 90%, where as 20% and 22.2% of the respondents from ICAH and HAH respectively replied that the occupancy rate of the hotels at the same season is between 70% and 90%. This tells us that both hotels earn more than 90% occupancy in high seasons as the majority of the respondents are in favor of this.

To the contrary, when we consider low season occupancy rate, 20% and 11.1% of the respondents from ICAH and HAH respectively said that the occupancy rate of the hotels at low season is between 70%-90%%, while 50% and 55.6% of the respondents from the two hotels in their respective order responded that the hotels' occupancy rate at the same season is in between 55% and 70%. Finally, 30% and 33.3% of the hoteliers from ICAH and HAH respectively said that the hotels earn an average occupancy of below 55% in low season. Based on this analysis, one can deduce that both hotels have an average occupancy rate of 55%-70% in the stated season.

The researcher also posed a question concerning the competition situation of hotel industry; this is signaled by the following table.

Table six: Responses for the question concerning the hotel market competition situation

Responses	Number of respondents		Percentage of respondents	
	ICAH	HAH	ICAH	HAH
A: Very low	---	---	---	---
B: Low	---	2	---	22.2%
C: Medium	5	4	50%	44.4%
D : High	3	1	30%	11.1%
E: Very high	2	2	20%	22.2%

We can infer from the table that 50%, 30% and 20% of the hoteliers from ICAH replied that the competition within the hotel industry is medium, high and very high respectively. On the other hand, 22.2%, 44.4%, 11.1% and 22.2% of the respondents from HAH said that the competition situation is low, medium, high and very high respectively. On the basis of the responses of the majority of the hoteliers from both hotels, one can conclude that the hotel market competition seems to be medium.

Another endeavor made by the researcher was to know whether the Ministry of Culture and Tourism gives any sort of advice and/or orientation to the hotel workers; I posed the question in relation to this idea. The respondents were expected to answer by saying ‘yes’ or ‘No’.

Accordingly, 20% and 80% of the respondents from ICAH chose the characters which correspond to “Yes” and “No” respectively. By contrast, 11.1% and 88.9% of the hoteliers from HAH responded by choosing the characters that represent “Yes” and “No” respectively. From this, we can easily infer that the Ministry of Culture and Tourism is not contributing its share by providing occasional training and/or orientation to hoteliers in improving the quantity and quality of facilities and services offered by five star hotels so that the hotels can contribute a lot to the country’s tourism development.

There was also a follow up question designed to those who replied by saying “Yes” for the above question. The follow up question was aimed at exploring the number of times per year that the orientation was being given to them and what benefit they got from the orientation to improve the weaknesses observed behind service provision in their hotel. All of the respondents said that there was an orientation from the mentioned bureau only once for the last three years. But, most of the respondents didn’t mention any benefit they get from the orientation. Only one respondent from HAH said that the orientation helped the hotel to upgrade its amenities and staff profile as well as service qualities.

In addition to the above questions, the hoteliers were also asked as to whether there was any tourism related organization that gave them any training concerning the task of figuring out problems and make corrections in service provision. For this question, 10% and 90% of the respondents from ICAH replied by saying “Yes” and “No” respectively, while 11.1% and 88.9% of the respondents from HAH responded by saying “Yes” and “No” in their respective order. Once again, this entails that the Ministry of Culture and Tourism is not offering the expected advisory service to hoteliers to promote Ethiopian tourism development.

For those who said “No” for the above question there was a follow up question which was intended to know the type of measures they have ever taken on their own to dig out the possible problems associated with tourist service provision and tourist facilities in the hotels. But, none of the respondents from both hotels responded anything to the question. The researcher also talked to the four interviewees about this issue; all of them replied that no deliberate action had been ever taken to investigate problems associated with service provision except that there might be some sort of verbal warning given to the accused by the concerned manager in situations where the customers complain on particular inconsistencies on service provisions. As one of the staff

members in ICAH, the researcher herself is a witness that the above stated idea is correct at least in this hotel. Furthermore, the researcher knows that the hotel workers are forced to resign from their job when they commit severe mistakes rather than being given prior advisory service or skill empowering training by the concerned bodies in the hotel.

The next question concerns the type of problems that the hotels encountered with so far. The respondents were asked to mention the different possible problems that their hotel faces in relation to service provision. In accordance with the question the respondents from ICAH listed down different problems being observed. These include: lack of parking as the hotel is situated in front of a main asphalt road, insufficiency of trained man power, services which do not meet the required standard of a five star hotel, shortage of room amenities, and frequent failure of internet connection which could in turn result in other problems like breakage of faxing and international call services.

On the other hand, hoteliers from HAH mentioned problems such as lack of professional tour guides within the hotel, inadequacy of different amenities, the out datedness of the already existing amenities, absence of enough qualified personnel in every department, lack of commitment to upgrade the obsolete bedrooms, and unsatisfactory internet connection. One can easily state that many of the above mentioned problems are common to both hotels though some of the services may be served better in one of the hotels and some others in the other hotel. For instance, the researcher has discovered by her interview session that quite a number of guests prefer to have their feeding in HAH and go to ICAH for accommodation service. This tells us that HAH offers better food service than ICAH, whereas the opposite holds true with respect to accommodation service.

The different parameters employed to recruit staff within the hotels were also given thorough attention by the researcher. A question was posed to the hoteliers to get the required information associated with the recruitment strategies. Accordingly, all of the respondents from both hotels emphasized that they are used to making use of different parameters to recruit their hotel workers. These include: personal appearance, educational background and work experience. The same information is also reported by the interviewees concerning the fact that they focus on work experience.

But, as noted above, the respondents confirmed that there exists a lack of well qualified professionals at different positions in both hotels which apparently contradicts with the idea that the recruitment process takes into consideration educational background of the candidates. Based on the information gathered by interview from the hoteliers in both hotels and her own practical experience in ICAH, the researcher discovered that there are many workers who are assigned in positions that their professional qualification doesn't allow them to do so. For example, people who are qualified in marketing work as receptionists or as F and B managers in ICAH. A similar trend is being exercised in HAH.

The other issue addressed is related to the level of sufficiency of the different services to meet the needs of tourists. The respondents were expected to reply to the question designed in relation to this idea by saying "Yes" or "No". 40% and 60% of the hoteliers from ICAH replied by saying "Yes" and "No" respectively, while 33.3% and 66.7% of the respondents from HAH replied by saying "Yes" and "No" in their respective order. This data entails that both of the hotels do not meet the standards of service provision which is expected from five star hotels as the majority of the respondents from both hotels stand in favor of this.

For those respondents who replied by saying "Yes" for the above question, the researcher designed a follow up question in order to know the reason(s) that made them say so. Accordingly, the respondents from ICAH mentioned that they said so because the hotel offers different services which they think are satisfactory enough. Similarly, the respondents from HAH reasoned out that they assume the hotel is in a position to meet the standards of service provision. However, the researcher found the argument by the respondents from both hotels to contradict with the idea mentioned earlier that the hotels lack standardization from different perspectives. The information that found by the researcher interview is almost similar from both hotels.

The other question posed to the subjects was targeted to investigate whether the hoteliers have ever received any sort of comment from their customers concerning the tourist facilities and service provision within the hotels. The respondents were commanded to answer by saying "Yes" or "No". Consequently, 70% and 30% of the respondents from ICAH replied in favor of "Yes" and "No" respectively, whereas, 66.7% and 33.3% of the respondents from HAH answered "Yes" and "No" respectively. This data entails that the guests of both hotels are in a

position to comment on the different tourist facilities and service provisions that both hotels offer.

Following the above stated question, there was another question designed to those who responded by saying “Yes” in order to know the major types of both positive and negative comments forwarded by the guests. Accordingly, respondents of the ICAH mentioned that their guests provided them with positive comments like: the existence of friendly staff, loyalty, attractive health center (swimming pool, gymnasium, steam, and sauna) and very good night club. On the other hand, weak internet connection in the rooms, absence of some room amenities, parking problem especially when there are special events, unattractive hotel surrounding, destructive noise from the neighboring construction activities, and absence of conference rooms that can accommodate many people at a time are mentioned as some of the negative comments from guests.

Similarly, respondents from HAH mentioned both the positive and negative comments posed by their guests. The positive ones include: relatively good food quality with variety, staff hospitality, loyalty and courtesy, faire price, attractive swimming pool and the lovely general hotel ambiance. By contrast, the existence of rooms with Poor quality and inappropriate amenities, weak internet connection, noisy surrounding, mischievous tour guides and shortage of parking are some of the major negatively stated comments.

The interviewees from both hotels also provided ideas which are in line with all the questionnaire data regarding the different comment types delivered by guests. Beyond all, the fact that the rooms of HAH are too old is very much emphasized and considered as something offending to exist in a five star hotel by the two interviewees from the hotel.

By considering the very fact that hotels are tourist service provision organizations, the researcher posed a question to elicit information related to whether the hotels offer occasional training and/or orientation to the concerned staff within the hotels about service provision to tourists that come to the hotels. The respondents were supposed to reply answers by saying either “Yes” or “NO”. According to the data, 80% and 20% of the respondents from ICAH said “yes” and “No” respectively. Similarly, 77.8% and 22.2% of the respondent from HAH replied by saying “yes”

and “No” in their respective order. From this, one can understand that both hotels provide occasional training to the concerned staff whenever necessary.

There was also a follow up question which was intended to know how frequently the training and/or orientation is being given and what improvements could the training possibly bring about. Accordingly the respondents from both hotels replied that the training and/or is given especially to the lower status workers who usually have a close relationship with the customers (e.g. Receptionists and waiters/waitresses) and it is offered not in a regular manner, may be twice or three time a year rather. It is also reported that the training and/or orientation helps the trainees develop their awareness about smooth interaction with the customers and sense of personal grooming as well as hygiene. Similar ideas have been received from the interviewees as well.

Finally, the researcher posed two relatively general questions to the respondents. The first question was targeted on the respondents’ comments as to what positive changes could come in tourism development upon the provision of quality services by five star hotels to tourists coming to our country. Most of the respondents from both hotels replied that the tourist flow to the country will substantially increase since hotel quality service provision is one of the basic elements of tourism development. Those who come and entertain themselves by the standardized hotel services will make promotion concerning the country’s capacity of accommodating tourists as the primary need of tourists concerns accommodation; they themselves will also be fascinated a great deal to come back to the country.

The second question was somehow related to the first one and was intended to grasp the respondents’ opinions with regard to the possible contributions that five star hotels have for tourism development. Parallel to the responses for the first question the majority of the respondents suggested that the presence of five star hotels unquestionably encourages foreign tourists to come to our country. This is mainly because tourists, especially business and conference tourists need good accommodation and quality services; these can be better fulfilled in five star hotels than in low standard hotels. The increment of tourist flow in turn promotes the development of tourism and vice versa.

3.2 Data from Tourists

3.2.1 Respondents' background

The data provided by the two consecutive tables (A and B) in appendix-5 present the different background information associated with the qualification, nationality and gender of the tourists in ICAH and HAH in their respective order.

As the two tables depict, the tourists consulted from both ICAH and HAH came from different countries of the world and have different professional qualifications. Those missing information within the profession category are due to the fact that the respondents did not provide them. One can also clearly understand from the tables that the overwhelming majority of the tourists are foreigners of which most of them are males. In fact, the researcher also observed that even most of the tourists who were not considered as respondents come from the outside world.

3.2.2 Data from the respondents

This section deals with the different information gathered from the different tourists in both ICAH and HAH concerning the tourist service provision and tourist facilities that the hotels offer.

The first issue addressed was associated with the purpose of the tourists to stay in the hotels. The following table shows the different responses related to the issue from different respondents in both hotels.

Table Seven: Responses for the question concerning the purpose of tourists to stay in the hotel

Responses	Number of respondents		Percentage of respondents	
	ICAH	HAH	ICAH	HAH
A: Business	10	10	55.6%	52.6%
B : Leisure	3	2	16.7%	10.5%
C : Vacation	---	1	0%	5.3%
D: Visiting relatives	1	1	5.6%	5.3%
E: Conference	4	5	22.2%	26.3%

As the table shows, 55.6% of the respondents from ICAH said that they stay in the hotel for the purpose of business making, whereas, 16.7%, 5.6% and 22.2% of the respondents said that they stay there for the purpose of leisure, visiting relatives and conference activities respectively. On the other hand, 52.6% of the respondents from HAH responded that their purpose of stay is business, while 10.5%, 5.3%, 5.3% and 26.3% of the respondents said that their purpose is leisure, vacation, visiting relatives and conference respectively. From this data one can infer that most of the tourists staying in both hotels have a purpose of business and conference related affairs respectively. The number of tourists who come for other purposes, on the other hand, is relatively small.

The next information addressed pertains to the degree of satisfaction that the tourists gain in the provision of different service in the two hotels. The tourists were required to choose one of the three alternatives: very satisfied, satisfied or not satisfied with reference to each of the stated service types. This is tabulated below.

Table Eight: Tourists’ responses adhering to their degree of their satisfaction in different services offered by ICAH and HAH

Type of service	Degree of satisfaction	Number of respondents		Percentage of respondents	
		ICAH	HAH	ICAH	HAH
Transportation	Very satisfied	--	---	--	10.5%
	Satisfied	6	7	33.3%	36.8%
	not satisfied	12	12	66.7%	63.2%
Accommodation	Very satisfied	10	--	55.6%	---
	Satisfied	8	5	44.4%	26.3%
	Not satisfied	--	13	---	68.4%
Food and beverage	Very satisfied	7	12	38.9%	63.1%
	Satisfied	8	6	44.4%	31.6%

	Not satisfied	3	1	16.7%	5.35%
Banquets	Very satisfied	6	10	33.3%	52.6%
	Satisfied	8	6	44.4%	31.6%
	Not satisfied	4	3	22.2%	15.8%
Entertainment	Very satisfied	8	9	44.4%	47.4%
	Satisfied	6	6	33.3%	31.6%
	Not satisfied	4	4	22.2%	21%
Beauty salon	Very satisfied	6	9	33.3%	47.4%
	Satisfied	9	8	50%	42.1%
	Not satisfied	3	2	16.7%	10.5%
Information center	Very satisfied	---	---	---	---
	Satisfied	4	14	22.2%	73.6%
	Not satisfied	14	5	77.8%	26.3%
Room service	Very satisfied	7	5	38.9%	26.3%
	Satisfied	10	10	55.6%	52.6%
	Not satisfied	1	4	5.6%	21%%
Business center	Very satisfied	8	7	44.4%	36.8%
	Satisfied	9	10	50%	52.6%
	Not satisfied	1	2	5.6%	10.5%
Health center	Very satisfied	11	13	61.1%	68.4%
	Satisfied	6	5	33.3%	26.3%
	Not satisfied	1	1	5.6%	5.3%
Banking	Very satisfied	5	6	27.8%	31.6%
	Satisfied	9	10	50%	52.6%
	Not satisfied	2	3	11.1%	15.8%
Shopping	Very satisfied	6	6	33.3%	31.6%
	Satisfied	9	11	50%	57.9%
	Not satisfied	3	2	16.7%	15.8%

We can easily infer from the table that the majority of tourists are in favor of many tourist service provisions offered by both ICAH and HAH. But, this does not mean that there are no areas of service provisions where the tourists do not acknowledge. For example, when we consider the responses of tourists from ICAH, most of them responded that they are either satisfied or very satisfied by the overwhelming majority of the services provided by the hotel including: accommodation, food and beverage, banquet, entertainment, beauty salon, room service, business center, health center, banking and shopping. By contrast, most of the respondents replied that they are not satisfied by transportation and information center services.

The situation is somehow parallel in HAH too, i.e. many of the respondents said that they are (very) satisfied in most of the services provided by the hotel. These services include: food and beverage, banquet, entertainment, beauty salon, information center, room, service, business center, health center, banking and shopping. Accommodation and transportation are the two service types which the tourists are not satisfied with in the hotel.

The data from both hotels regarding the tourists' degree of satisfaction in different service types seems to be promising for the increased number of tourist flow into the country since the tourists acknowledged most of the tourist service provisions offered by both hotels. This is supposed to continue even with improvement. But, those areas of service provision which the tourists are not comfortable with should be improved a great deal.

The researcher also tried to investigate the tourists' degree of frequency in using the different services offered by the two hotels. The guests were expected to answer by saying very frequently, frequently or rarely as illustrated by the following table.



Table Nine: Tourists’ responses related to the frequency of using the different service types in ICAH and HAH

Type of service	Frequency of use	Number of respondents		Percentage of respondents	
		ICAH	HAH	ICAH	HAH
Transportation	Very frequently	---	---	---	---
	Frequently	3	5	16.7%	26.3%
	Rarely	15	14	83.3%	73.6%
Accommodation	Very frequently	10	6	55.6%	31.6%
	Frequently	6	9	33.3%	47.3%
	Rarely	2	3	11.1%	15.8%
Food and beverage	Very frequently	7	10	38.9%	52.6%
	Frequently	9	7	50%	36.8%
	Rarely	3	2	16.7%	10.5%
Banquets	Very frequently	4	9	22.2%	47.3%
	Frequently	7	6	38.9%	31.6%
	Rarely	7	4	38.9%	21%
Entertainment	Very frequently	6	7	33.3%	36.8%
	Frequently	10	11	55.6%	57.8%
	Rarely	2	1	11.1%	5.2%
Beauty salon	Very frequently	4	6	22.2%	31.6%
	Frequently	6	7	33.3%	36.8%
	Rarely	8	6	44.4%	31.6%
Information center	Very frequently	---	1	---	5.2%
	Frequently	5	10	27.8%	52.6%
	Rarely	13	8	72.2%	42.1%
Room service	Very frequently	4	2	22.2%	10.5%
	Frequently	7	8	38.9%	42.1%

	Rarely	5	9	27.8%	47.3%
Business center	Very frequently	3	5	16.7%	26.3%
	Frequently	6	4	33.3%	21%
	Rarely	9	10	50%	52.6%
Health center	Very frequently	6	9	33.3%	47.3%
	Frequently	9	8	50%	42.1%
	Rarely	3	2	16.7%	10.5%
Banking	Very frequently	10	9	55.6%	47.3%
	Frequently	8	8	44.4%	42.1%
	Rarely	--	2	--	10.5%
Shopping	Very frequently	3	6	16.7%	31.6%
	Frequently	9	9	50%	47.3%
	Rarely	6	4	33.3%	21%

The table depicts that most of the respondents from both hotels use many of the services (very) frequently. For instance, those respondents from ICAH said that they (very) frequently use services including: accommodation, banquet, food and beverage, entertainment, banking, beauty salon, health center and shopping. With reference to information center, transportation, room service and business center, the majority of tourists responded that they make use of them rarely.

Similarly, most of the tourists from HAH said that they use accommodation, banquet, food and beverage, entertainment, information center, banking, shopping, beauty salon and health center in a (very) frequent basis. However, many of them responded that they use transportation, business center and room service only rarely.

The next sort of information gathered concerns the guest's intention as to whether the provision of the above services is capable enough to handle customers for a longer time. The respondents were supposed to reply by saying either "Yes" or "No". Accordingly, 11(61.1%) and 7(38.9%) of the respondents from ICAH said "Yes" and "No" respectively. On the other hand, 13(68.4 %) and 6(31.6%) of the respondents from HAH replied by saying "Yes" and "No" in their respective

order. This entails that the service provision offered by both hotels is likely to fulfill the needs of the customers so that they can stay there for a considerable period of time.

Those who responded to the above question by saying “No” were also required to reason out why they say so. Based on this, most of the subjects from both hotels justified that the standard of the different services offered by the hotels is not as satisfactory as it could be of a five star hotel.

The other question designed to tourists in the questionnaires was related to the means how tourists can get information about tourist attraction areas and related facilities of the country during their stay in both hotels. The following table shows the question and the responses.

Table Ten: Responses for the question related to strategies how tourists can get information about tourist attraction areas and related facilities of the country during their stay.

Responses	Number of respondents		Percentage of respondents	
	ICAH	HAH	ICAH	HAH
A: Travel agency	10	8	55.6%	42.1%
B : Tour operator	5	4	27.8%	21%
C : Internet	5	4	27.8%	21%
D : Brochure	4	3	22.2%	15.8%
E : News paper	3	3	16.7%	15.8%
F: All	---	--	--	--

According to the tabulated data, 55.6%, 27.8%, 27.8%, 22.2%and 16.7% of the respondents from ICAH responded that they get information by travel agencies, tour operators, internets, brochures and news papers in their respective order. Similarly, 42.1%, 21%, 21%, 15.8% and 15.8% of the respondents from HAH answered that they get information by travel agencies, tour operators, internets, brochures and news papers respectively.

Based on this information, one can conclude that most of the tourists consulted in both hotels get information about the different tourist attraction areas and related facilities by means of travel agencies. But, this doesn't mean that travel agencies are the only means for the tourists to be informed about the tourist attraction areas of our country. There are also some tourists who get the information by employing other means stated above such as tour operators, internets and brochures.

The researcher also posed a question to the tourists to get information related to the kind of problems that they faced in service provision during their stay. The next table illustrates this.

Table Eleven: Responses for the question related to the kind of problems that Tourists faced in service provision during their stay in the hotels.

Responses	Number of respondents		Percentage of respondents	
	ICAH	HAH	ICAH	HAH
A: Food quality	3	4	16.7%	21%
B : Quality and safety of accommodation	5	10	27.8%	52.6%
C : Hygiene	7	3	38.9%	15.8%
D : Personal grooming	10	2	55.6%	10.5%

As we can see from the table, 55.6% of the respondents from ICAH responded that they were not happy by the personal grooming of the workers during their stay in the hotel. This means they faced a problem of personal grooming. By contrast, 38.9%, 27.8% and 16.7% of the respondent from the same hotel said that hygiene, quality and safety of accommodation and food quality were the problems they encountered with respectively. On the other hand, when we see the respondents from HAH, 52.6% of them stated that they faced safety and quality of accommodation during their stay in the hotel, Whereas 21%, 15.8% and 10.5% of the respondents said that they encountered with problems of food quality, hygiene and personal grooming respectively.

One can infer from this premises that the majority of the tourists in ICAH faced problems of personal grooming, while those from HAH encountered with a problem of quality and safety of

accommodation. But there are also other problems in both hotels which are addressed by some of the respondents; this entails that any tourist service providing organization can't be free of problems though the degree of severity might differ.

The other question posed to the subjects was associated with the fairness of payment to the services offered by the hotels. The question presupposed the respondents to give their answer by saying either "Yes" or "No" and reason out why they say "No" for those whose answer is "No". Accordingly, 33.3% and 26.3% of the respondents in ICAH & HAH respectively responded by saying "Yes", Whereas 66.7% and 73.7% of the respondents in ICAH & HAH in their respective order responded by saying "No". The respondents who said "No" reasoned out that even if the hotels are of five stars in their status, the services are not standardized as such and their price is not faire enough especially that of bed and breakfast compared to their quality.

The subjects were also asked as to whether they have ever been informed about the different tourist facilities and attractions by any of the five star hotels in Ethiopia. They were expected to reply by saying "Yes" or "No", accordingly, 27.8% and 31.6% of the respondents from ICAH and HAH respectively said "Yes". By contrast, 72.2% and 68.4% of the subjects from ICAH and HAH in their respective order responded by saying "No". This entails that five star hotels are not in a position to provide the required information to the tourists about the country's different tourist attraction areas.

Next comes the question of whether the existing five star hotel tourist facilities are supportive enough for the development of tourism or not. The tourists were supposed to reply by saying either "Yes" or "No" and justify why if they say "Yes". Consequently, 44.4% and 42.1% of the respondents from ICAH and HAH respectively responded by saying "Yes". On the other hand, 55.6% and 57.9% of the subjects from ICAH and HAH in their respective order said "No". From the responses given by the majority of the respondents from both hotels, one can infer that the existing tourist facilities of five star hotels need to be improved in order for them to contribute to the countries tourism development at large.

As regards the reasons behind saying “Yes” for some of the subjects, they mentioned that there are good service facilities though these facilities do not deserve to be highly acknowledged in a way that they are expected to exist in five star hotels. They also added that these existing facilities need to be improved so that they can meet the international standards.

The researcher’s next question pertains to the tourists’ preference to stay in five star hotels as opposed to lower level hotels. This is tabulated bellow with the respective responses

Table Twelve: Responses for the question related to the tourists preference to stay in five star hotels.

Responses	Number of respondents		Percentage of respondents	
	ICAH	HAH	ICAH	HAH
A: For quality service	15	17	83.3%	89.5%
B : For quality of rooms	15	14	83.3%	73.7%
C : For safety and security	15	15	83.3%	78.9%
D : For better accommodation with the hotel workers	15	12	83.3%	63.2%
E : For I knew it before	7	9	38.9%	47.4%

The table illustrates that all of the respondents from ICAH reported that they choose the hotel for their stay because they want to get quality service, quality of bedrooms, safety and security and better communication with the hotel workers. A Small number of the respondents, i.e. 38.9, Said that they prefer the hotel since they know it before. On the other hand, the overwhelming majority of the tourists from HAH which comprises of 89.5% said that they choose the hotel to stay in due to their need of quality service. Whereas, 73.7%, 78.9%, 63.2% and 47.4% of the respondents prefer the hotel for the sake of getting quality bedrooms, safety and security, better communication with the hotel workers and using their prior knowledge of the hotel respectively.

The data entail that most of the tourists coming to both hotels prefer to stay there mainly because of the fact that they need to get quality services, quality bedrooms, safety and security and better

communication with the hotel workers. Only some tourists come to the hotels merely because they know them before.

The next question posed to the tourists adheres to the notion of whether the tourists recommend their friends to stay in five star hotels or not. This question presupposed the respondents to reply by saying “Yes” or “No”. Accordingly, all of the respondents from both hotels answered “Yes”. The respondents were also requested to reason out why they say “Yes”. The reasons forwarded by almost all of the respondents from both hotels are directly related to those responses for the above question, i.e. the why of their preference to stay in five star hotels. This tells us that tourists, especially foreigners, are not in a position to stay in lower standard hotels so that they also prefer their friends to use five star hotels.

The researcher wanted to verify the tourists’ answers for the above two questions by posing a question having a related theme but phrased in a rather different way. This question is associated with the kind of hotels that they usually prefer to stay in. This is illustrated by the following table.

Table Thirteen: Responses for the question pertaining to the kind of hotels that tourists usually prefer

Responses	Number of respondents		Percentage of respondents	
	ICAH	HAH	ICAH	HAH
A: Higher classes	13	15	72.2%	78.9%
B : Middle classes	5	4	27.8%	21.1%
C: Lower classes	----	----	----	---

One can easily infer from the table that the majority of the respondents from both hotels choose higher class (five stars) hotels. This response comprises of 72.2% and 78.9% of the tourists taken from ICAH and HAH respectively. Only a small number of the tourists, 27.8% from ICAH and 21.1% from HAH, responded that they prefer middle class hotels (3-4 star). None of the respondents from both hotels replied that (s)he prefers lower class hotels (2 star and below). This

shows the consistency of tourists' responses that they prefer higher class hotels to middle class and lower class ones for their stay.

Finally, the researcher posed two general questions to the tourist in order to let them comment on the existing tourist facilities in five star hotels as well as the contribution of five star hotels to the development of tourism in Ethiopia. Consequently, most of the respondents said that there are different services offered by both hotels which in fact need upgrading so that they can fulfill the requirements of international standards. Respondents from HAH specially emphasized the need to improve the quality of bedrooms as they are much below the expected standard. Respondents from ICAH, on the other hand, stressed on the lack of information center and commented that it should be given thorough attention. In addition, respondents from both hotels suggested that the transportation service should be considerably improved.

As for the tourists' comments on the contribution of five star hotels to Ethiopian tourism development, similar ideas have been forwarded whose intention typically focuses on the very fact that the presence of well empowered five star hotels unquestionably paves the way to tourism development. According to the respondents, if the number and standard of higher class hotels increases, tourism will grow fast. This is by virtue of presupposing that the hotels can attract a number of tourists which in turn increases the country's overall income.

3.3 Data from Sheraton Addis Hotel through observation

As the researcher tried to introduce in the beginning of this chapter, the data from Sheraton are collected only by observation. In addition to this, the researcher herself had been serving as a staff member in the hotel a year ago for more than seven months. This played a great role in figuring out the different facts associated with tourist facilities and services offered by the hotel.

Sheraton Addis has a worldwide fame and international chains. This is due to the fact that the hotel provides all forms of quality, attractive and international standard services to both international and local guests. According to the observation, it is found that the hotel upgraded the old accommodation amenities. This renewal includes: painting the walls, replacing the old beds, carpets, curtains, blankets, towels, bed sheets, bed covers and others by new ones.

It is also observed that most of the guests in this hotel are foreigners. But there are also local guests of whom most of them come to the hotel for special events like wedding, meeting, conference and graduation. There are also local guests who visit the hotel for the purpose of entertaining their children and themselves especially on weekends. The reason why not many local tourists come to the hotel is mainly due to the price of food and accommodation services is very costly to the extent that they can't afford.

As opposed to the local guests, foreign tourists seem to be comfortable with the hotel since it provides better, standardized and quality services than the other five star hotels in Ethiopia. Hence, they prefer to stay in the hotel regardless of the high cost it demands for different services.

The hotel has better man power and skilled professionals than the other higher class hotels in the country which is very important to provide fast and quality services to many guests at a time. Besides, the hotel provides either formal or informal training and/or orientation to the staff to empower and update their skills. The training is given by a staff member who is assumed to know the essence of the targeted training or by the trainee manager, not by external bodies like Ministry of Culture and Tourism.

The hotel provides all types of services, i.e. transportation, accommodation, banquets, food and beverage, room service, entertainment, information center, business center, banking, shopping, beauty salon and health center. In addition, the hotel has its own tour operators and tour guides to inform the tourists about the different tourist attraction sites in different parts of the country either by airplane or by car depending on the tourists' preference. This makes the hotel special in the sense that it is the only hotel which provides guidance to tourists by airplane in the country so far in collaboration with rainbow tour and travel operator.

Generally, the hotel offers outstanding services and has a friendly atmosphere between the guests and the hotel workers compared to the other five star hotels in Ethiopia. This is believed to make the hotel contribute a lot to the development of tourism in the country by attracting a number of foreign tourists.

All the data obtained by observation are crosschecked by an informal discussion with a friend of mine who is working in the hotel. This guy told me many things about the hotels' tourist facilities and service provisions. What he told me is in line with what I observed; hence, the data are believed to be reliable.

Chapter four

Conclusion and Recommendation

In this section an attempt has been made to conclude the major points of the entire report. Besides, some recommendations have been forwarded in light of the identified problems in relation to the different service provisions within the target hotels.

4.1 Conclusion

The main objective of this study is to examine the contribution of five star hotels to the development of tourism in our country. This general objective subsumes the following specific objectives:

- A) Investigating and explaining the extent to which five star hotels contribute to tourism development in the country.
- B) Exploring the problems observed behind service provision to tourists by the hotels.
- C) Measuring the level of satisfaction of customers.
- D) Designing corrective strategies in order to minimize the problems.

In light of these objectives, an attempt has been made to exhaustively examine the issues associated with accommodation, transportation, information center, business center, entertainment and the presence or absence of well skilled & trained personnel within the target hotels.

To gather the required data for the study, the researcher employed three data collection devices. These are questionnaire, interview and observation. Due to the absence of willingness from the concerned bodies of Sheraton Addis hotel, the researcher could not conduct interview and give questionnaires to the hoteliers as well as to the tourists, hence observation is used as the only possible means of getting basic information pertaining to the hotel.

Based on the data obtained by the above three tools, the researcher has come up with different findings. The majority of the guests who come to both ICAH and HAH in regular basis are found to be business and conference travelers most of whom are foreigners. Local guests do not usually

come to both hotels as they cannot afford the payment though there are some local tourists who come to the hotels to celebrate special events like wedding and birthday.

Both ICAH and HAH use travel agencies, tour operators and online reservation to let tourists visit them. ICAH is found to use mainly travel agencies, whereas HAH employs online reservation as its main means of getting different guests. Once the hotels get the chance to be visited by different tourists, they use upgrading rooms and declaring discount to encourage the guests stay there for a considerable length of time and come back after their leave.

Regarding service provision, both the tourists and the hoteliers consulted in ICAH and HAH confirmed that the different services are not in line with the international standards which five star hotels are expected to offer. In fact, some of the services are somehow satisfactory in relative terms. For example, services like accommodation and swimming pool as well as health center are found to be good enough in ICAH. Similarly, HAH is found to offer good food, swimming pool and health center services. On the other hand, HAH is poor in terms of its accommodation and transportation services. ICAH is also found to offer poor transportation service and has no information center at all.

Both the target hotels are found not to give occasional orientation and/or training to the different hotel workers; this contradicts with the principle of hotel tourism. To the worst, instead of providing the required advisory service whenever appropriate, ICAH forces the workers resign from their job at times when they commit mistakes. The Ministry of Culture and Tourism does not also provide the required training to the concerned hoteliers at regular basis; it may offer the training once or twice a year which is not sufficient enough to bring about the expected behavioral and professional skill upgrading.

Though the researcher could not find as such extensive data from Sheraton Addis Hotel, through observation she came up with the fact that a great many of the tourists are foreigners and there are different service provisions which are relatively better than those found in ICAH and HAH in many respects. Besides, the hotel is found to give occasional training and/or orientation to the workers.



4.2 Recommendations

As stated in the conclusion above, there are different shortcomings manifested within the hotels that in turn would result in negative effects on Ethiopian tourism development. Based on these findings, the researcher has forwarded the following recommendations in order to remind the concerned bodies who could play a pivotal role to the development of Ethiopian tourism in general and hotel industry in particular.

1. When tourists go away from their home, they need to get different services like in their home. So, the services which are offered to the tourists in Ethiopian five star hotels should be attractive enough and standardized in terms of both quality and quantity in order to satisfy the needs of the customers.
2. To develop tourism in our country and to attract a number of tourists, all the concerned organizations and related industries should be cooperative and go parallel to one another. Hotel industry is one of the eligible industries which are supposed to play the greatest role to the development of tourism by providing the necessary accommodation services, food and beverage services, information services etc to tourists. But there has been discovered that there is shortage of appropriate and timely training given to the hoteliers as to how to properly handle the mentioned service provisions. Hence, the Ministry of Culture and Tourism should provide effective trainings to the hotel industry workers so as to upgrade their skills, offer standardized services and treat guests in accordance with the expectations that international standards presuppose.
3. Hotel industry, like other industries, needs well skilled and professional staff so as to provide the standardized services to their customers. Professional managers are the assets of the industry to recruit professional supervisors and other workers, to create new ideas which are important to address the problems that may be seen in the organization and to show the right ways as to how one can handle the customer complaints which are related to the industry. As such, the different Ethiopian five star hotels should employ well qualified personnel at any position within every Department of the organization.
4. It is pretty obvious that information is very important to both the industry workers and the customers to know all the necessary issues that pertain to the organization. The hotel workers, therefore, should themselves know the basic information related to hotel

industry in particular and tourist facilities and attractions of the country in general, and be aware of the fact that they have the responsibility to inform the tourists or customers whenever they need such information. To do so, hotels should have a well organized information center and ought to assign updated informants at this site.

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APPENDICES

Appendix -1

Addis Ababa University
College of Development Studies
Department of Tourism Development

Dear respondents:

This questionnaire is designed to both national and international tourists for the purpose of collecting information about the facilities in five star hotels and the degree of your satisfaction by the services you get in the hotels. Hence, I request you to respond to each question below properly. Thank you in advance for your kind cooperation!

General Directions

Answer the following questions in accordance with their instructions. Your name is not required.

1. What is your profession? Would you write your nationality also please?

A, Profession -----

B, Nationality -----

2. Would you mention your gender please? -----

3. For what purpose do you stay in this hotel?

- a. Business
- b. Leisure
- c. Vacation
- d. Visiting relatives
- e. Conference

4. Put a (√) mark under the appropriate degree of your satisfaction for the service types listed below.

No	Type of service	Degree of satisfaction		
		Very satisfied	Satisfied	Not satisfied
1	Transportation			
2	Accommodation			
3	Food and beverage			
4	Banquet			
5	Entertainment			
6	Beauty salon			
7	Information center			
8	Business center			

9	Health center			
10	Banking			
11	Shopping			
12	Room service			

5. How frequently do you use the following tourism services in the hotel? Put a (√) mark under the alternative that you choose.

No	Type of service	Frequency of use		
		Very frequently	Frequently	Rarely
1	Transportation			
2	Accommodation			
3	Banquets			
4	Food and beverage			
5	Entertainment			
6	Information center			
7	Business center			
8	Banking			
9	Shopping			
10	Beauty salon			
11	Health center			

6. Do you think that the provision of the above services is capable enough to handle the customer for a longer time?

a. Yes b. No

7. If your answer for question number 6 is "No" would you reason out please?

8. By what means do you get information about tourist attraction areas and related facilities of the country in your stay in the hotel? More than one answer is possible.

a. Travel agency
b. Tour operator
c. Internet
d. Brochure
e. News paper
f. All
g. Others (please mention)

9. What kind of problems do you face related to service provision on your stay in the hotel?(Two or more answers are possible)

a. Food quality
b. Quality and safety of accommodation/room

- c. Hygiene
- d. Personal grooming
- e. Others(please mention)

10. Do you think that the fee of services offered by the hotel is faire?

- a. Yes
- b. No

11. If your answer for question number 10 is No, please reason out.

12. Has any five star hotels ever provided you with enough information about any tourist facilities and attractions in the country?

- a. Yes
- b. No

13. Do you think that the existing tourist facilities of the hotel are supportive enough for the development of tourism?

- a. Yes
- b No

14. If your answer for question number 13 is yes, in what way? Justify please.

15. Why do you prefer this hotel (five stars) for your stay? More than one answer is possible.

- a. For quality service
- b. For quality of rooms
- c. For safety and security
- d. For better communication with the hotel workers
- e. For I knew before
- f. Others (please mention)

16. Do you recommend your friends to stay in five star hotels?

- a. Yes
- b. No

17. If your answer for question number 16 is yes, why do you do so? Please mention the reason.

18. Which classes of hotels do you usually prefer for your stay?

- a. Higher classes(five star)
- b. Middle classes (3-4 star)
- c. Lower classes (two star and below)

19. What is your suggestion on the quantity and quality of tourist facilities and services offered by this hotel?

20. What contributions do you think higher class hotels (five star) have to the development of tourism in this country?

Appendix -2

Addis Ababa University
College of Development Studies
Department of Tourism Development

Dear respondents:

This questionnaire is designed to hotel workers who are at the managerial position for the purpose of collecting information about the facilities and services offered to tourists in five star hotels. Hence, I request you to respond to each question below properly. Thank you in advance for your kind cooperation!

General Directions

Answer the following questions in accordance with their instructions. Your name is not required.

1. What is your profession?

2. What is your responsibility in this hotel?

3. What types of guests come to your hotel mostly? (More than one answer is possible).
 - a. Business travelers
 - b. Conference travelers
 - c. Vacation travelers
 - d. Transit travelers
 - e. Visiting relative travelers
 - f. If any please mention

4. What means do you usually use to make your customers come frequently to your hotel? (More than one answer is possible).
 - a. Travel agencies
 - b. Tour operators
 - c. Online reservation
 - d. Walking guests
 - e. If any please mention

5. How do you promote your hotel to tourists? (More than one answer is possible)
 - a. By giving discounts
 - b. By upgrading the guest rooms
 - c. By giving special welcome gift
 - d. By giving free transport service

6. Who are your repeating customers?

- a. Foreigner guests
- b. Local guests
- c. Both

7. If your answer for question 6 is "a" what is the reason? Please mention it.

8. What is the average occupancy rating of your hotel at high season?

- a. Above 90%
- b. Between 70%-90%
- c. Between 55%-70%
- d. Below 55%

9. What is the average occupancy rating of your hotel at low season?

- a. Above 90%
- b. Between 70%-90%
- c. Between 55%-70%
- d. Below 55%

10. What is the situation of your competitors on the tourism market?

- a. Very low
- b. Low
- c. Medium
- d. High
- e. Very high

11. Have you ever been given any advice and/or orientation by any of the officials from the Ethiopian tourism bureau about the quality and quantity of tourist facilities and services that your hotel should offer to tourists?

- a. Yes
- b. No

12. If your answer for question number 11 is yes, how many times per year? And how beneficial did you find the orientation to improve the weaknesses observed behind service provision in your hotel?

13. Has any tourism related organization ever provided you with training as to how to find out problems related to tourist service provision and take corrective measures in your hotel?

- a. Yes
- b. No

14. If your answer for question number 13 is No, what kind of measures have you ever taken on your own to dig out the possible problems associated with tourist service provision and tourist facilities in your hotel?

15. What kind of problems did you encounter with related to service provision in your hotel so far?

16. What parameters do you use to recruit employees of your hotel in positions of any kind?

17. Do you think that the different services being given to tourists in your hotel are sufficient and satisfactory enough to meet the needs of tourists?

a. Yes b. No

18. If your answer for question number 17 is yes, what makes you say so? Please mention some of the major manifestations of quality service provision in your hotel.

19. Have you ever received comments from the customers concerning the tourist facilities and service provisions in your hotel?

a. Yes b. No

20. If your answer for question number 19 is yes, mention some of the major decisive ones (both positive and negative).

a. Positive

b. Negative

21. Does your hotel as a tourist service provision organization have the trend to give training and/or orientation to the concerned staff as to how to provide the required services to the tourists?

a. Yes b. No

22. If your answer for question number 21 is yes, how frequent is the training and what improvements does the training bring about?

23. What positive changes do you think is likely to occur in tourism development if five star hotels provide quality services to tourists coming to our country?

24. What contributions do you think five star hotels have for the development of tourism industry in our country?

Appendix-3: background information about the hotel workers in ICAH and HAH

A. ICAH workers background

Respondent's background			Number of respondents	
Qualification	Position	Gender	Male	Female
Food preparation	Executive chef	Male	7	3
BA in Marketing	Marketing manager	Male		
	Health center manager	Female		
BA in Accounting	Assistant finance manager	Female		
BA in Human resource management	Human resource manager	Male		
BSc in IT	IT manager	Male		
BA in Management	Front desk manager	Male		
BEd in Hotel management	Assistant F and B Manager	Male		
BA in Sales and Marketing management	Executive sales	Female		
Political Science	Security head	Male		
Total			10	

B. HAH workers background

Respondents' background			Number of respondents	
Qualification	Position	Gender	Male	Female
BEd in Hotel management	Room service coordinator	Male	8	1
	Guest relation officer	Male		
	Duty manager	Male		
	Assistant F and B Manager	Male		
	Assistant Front office manager	Male		
BA in Management	Group coordinator	Male		
BA in Marketing management	Duty manager	Male		
	Marketing manager	Male		
BA in Human resource management	Human resource manager	Female		
Total			9	



Appendix-4: Tourists background from both ICAH and HAH

A. Tourists background from ICAH

Respondent's background			Number of respondents	
Qualification	Nationality	Gender	Male	Female
Accountant	Ghana	Female	14	4
Protocol		Male		
Business administration		Male		
Political science	Algeria	Male		
Marketing	India	Male		
Management		Male		
Engineer	United States	Male		
.....		Female		
Journalist	Thailand	Male		
.....		Male		
Architecture	Great Britain	Female		
Political science		Male		
.....		Male		
IT manager	Portugal	Male		
Investor		Male		
Businessman	Ethiopian	Male		
.....	Senegal	Male		
Entrepreneur	Saudi Arabia	Female		
Total			18	

B. Tourists background from HAH

Respondent's background			Number of respondents	
Qualification	Nationality	Gender	Male	Female
Horticulture	India	Male	14	5
Hostess		Female		
Economist	Belgium	Female		
Draftsman	France	Male		
Engineer		Male		
.....		Female		
Computer science	Great Britain	Male		
Food science	Australia	Male		
Artist		Female		
Businessman		Male		
Business administration	Switzerland	Male		
.....		Male		
Political science	Canada	Female		
Artist	Ethiopian	Male		
Manager	Brazil	Male		
Businessman	Mexico	Male		
.....	China	Male		
Civil engineer		Male		
Electrician		Male		
Total			19	

I, the under signed, declare that this thesis is my original work. All the relevant sources used for the thesis are duly acknowledged.

Name -----

Signature-----

Date of submission-----

This thesis has been submitted for examination by my approval as an advisor.

Name-----

Signature-----

Date of Submission-----

