



ADDIS ABABA UNIVERSITY

**COLLEGE OF DEVELOPMENT STUDIES CENTER FOR ENVIRONMENT AND
DEVELOPMENT**

TOURISIM DEVELOPMENT AND MANAGEMENT PROGRAM

**INTERNATIONALLY BRANDED HOTELS KNOWLEDGE TRANSFERS TO
ETHIOPIAN HOTEL PROFESSIONALS: THE CASE OF SELECTED FIVE STAR
HOTELS IN ADDIS ABABA**

**A THESIS SUBMITTED TO THE CENTER FOR ENVIRONMENT AND
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BY: FISSEHA LISAN

ADVISOR: TAMIRAT TEFERA (PhD)

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This is to certify this thesis entitled “Internationally Branded Hotels Knowledge Transfers to Ethiopian Hotel Professionals the case of selected five star Hotels in Addis Ababa” by Fisseha Lisan is submitted in partial fulfillment of the requirements of the Master of Tourism Development and Management (MA) Degree. It is prepared in accordance with the regulation of the University and meets the accepted standards with respect to originality and quality.

Approved by Board of Examiners:

TLAHUN TEFERA (PhD)	_____	_____
External Examiner	Signature	Date
TESFAYE ZELEKE (PhD)	_____	_____
Internal Examiner	Signature	Date
TAMRAT TEFERA (PhD)	_____	_____
Advisor	Signature	Date
_____	_____	_____
Chair Person	Signature	Date

Declaration

I declared that this thesis is my own original work. To the best of my knowledge, it has not been presented for a Degree in any University, and all sources of materials for this thesis have been duly acknowledged.

Name: Fisseha Lisan

Signature:- _____

Date of submission: _____

This thesis has been submitted for examination with my advisor confirmation as a supervisor to the candidate.

Advisor: Tamirat Tefera (PhD)

Signature: _____

Date: _____

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ABBREVIATIONS AND ACRONYMS

CTTC: Catering Tourism and Training Center

CTTI: Catering Tourism Training Institute

KT: Knowledge Transfer

MOCT: Ministry of Culture and Tourism

NGOS: Non-Governmental Organizations

SOP: Standard Operation Procedure

SPSS: Statistical Package for Social Science

ICT: Internet Communication Technology

ABSTRACT

The knowledge transferred by internationally branded hotels has a significant contribution to the success of hotel professionals and the hotel industry. So hotel stakeholders and owners need to have clear understandings of the relevance and contributions of this knowledge transfer by internationally branded hotels.

Therefore, this study aims to explore the contribution of internationally branded hotels in knowledge transferring to the Ethiopian hotel professionals in the case of Addis Ababa. The study also discovers the types of experience that internationally branded hotels have been transferred to Ethiopian hotel professionals, the techniques applied in this knowledge transfer that has been applied by internationally branded hotels, and the contributions of transferred knowledge towards the Ethiopian hotel professionals' career development and life. The descriptive research design and mixed research method were applied in the study. The data was gathered through questionnaires from three hundred three (303) hotel employees, and the deep interview was conducted with five (5) training managers within Five (5) internationally branded hotels. For the quantitative and qualitative data gathering, the simple random sampling and purposive sampling technique were applied respectively.

The finding of the study revealed that the internationally branded hotels were transferred knowledge, skills, and technology usage in hotel operation to their respective Ethiopian hotel professionals. These contributed to the growth in the career development of local hotel professionals as well as a competitive advantage for those hotels in the industry. The study also revealed that in transferring the knowledge, the main techniques applied by internationally branded hotels were online and offline training. Within these techniques, the majority preferred transferring knowledge was directly and indirectly through creating a partnership with different institutes. Further, the study also revealed the availability of basic hospitality knowledge among local hotel professionals, but the career development of these professionals was found at lower levels due to the lack of sufficient trainings to knowledge transfer culture. Based on the findings of the study, it is recommended that the hotels should have to create their own brand that enables them to provide adequate training programs for employees that can be suitable to develop the required skills at the working places. Hotels should give equal chances for employees to attend the training program. Furthermore, hotels are expected to have their own training centers on bases of international level standards in order to develop the capabilities of their employees.

Key words: Internationally Branded Hotel, Ethiopian Hotel professionals

CHAPTER ONE

1. INTRODUCTION

This chapter is an introductory chapter of the study which introduces the overall study. This part consists of background, statement of the problem, objectives, significance, scope of study, and organization of the thesis. Each of these subtopics are discussed in detail on the pages that follow.

1.1. Background of the Study

Knowledge transfer is the key and vital to any profession as well as for organizations in the world. The growing importance of knowledge transfer for the organizational outcomes is also reflected in the academic literature by the emergence of Successful and Efficient Knowledge Management in the Greek Hospitality Industry (Cohen & Olsen, 2015). Hotel knowledge transfer in Ethiopia traced back with the beginning of the first pioneer Itege Taitu hotel in 1907. Starting with the establishment of this kind of hotel, the awareness of hotel knowledge begins to develop from time to time over the years now.

However, before this time, the awareness of hotel knowledge and profession was very less and was not considered as knowledge. This is mainly because of the attitude and cultural gap of the people towards the hotel profession. Hotel knowledge transfer in Ethiopia was carried out through different mechanisms to the Ethiopian hoteliers. The first was through bringing some foreigners to Ethiopia and facilitate short term training to some student and reversely through sending some students abroad to have training then again to train Ethiopians to contribute their own effort to their country hotel professionals' career development. Furthermore, Catering and Tourism Training Center (CTTC) currently known as Catering and Tourism Training Institute (CTTI) is the earliest institute established in 1969 with the objective of producing skilled manpower and knowledge transfer center in the tourism and hospitality industry which was founded by the Ethiopian Government in collaboration with Israeli Government (Tubemo, 2017).

Starting from the establishment of the first internationally branded hotel Hilton Addis Ababa and recently some other similar hotels are increasing in number from time to time in hotel investment in collaboration with Ethiopian hotel owners in bridging knowledge transfer to Ethiopian hotel professionals. In this case knowledge transfer might take place in different mechanisms.

Therefore, this study primary objective is exploring the contribution of internationally branded hotels in knowledge transfer to Ethiopian hotel professionals' career development.

1.2. Statement of the Problem

Knowledge transfer (KT) can be described as one way of knowledge and experience sharing platform from different people, institutes and company employees for different purpose like to create awareness, capacity building, performance appraisal, providing quality service and efficiency evaluation for the same field of professionals or related firms. In line with this concept, to date there has been little beginnings into the application of knowledge transfer from brand hotels to Ethiopian hotel professionals. According to Sintayehu, (2016) less attention has been paid to the broader circumstances of knowledge transfer (KT) from the institutions, managers and stakeholders of local based hotels.

As part of the world, Ethiopia has hotels, private and governmental institutions and stakeholders in the field of hospitality industry as a means of knowledge transfer center. However, these institutions and stakeholders are still activating with more limitations and challenges. Some of the limitations and challenges are lack of trainings, skilled manpower, institutions, limited resources, high employee's turnover, absence of knowledge transfer and experience sharing to hotel professionals (Aschale, 2013).

In addition to that, as the hotel industry is vibrant and comparable in nature, some local based hotels are left out from the hospitality industry and provision of their product and services for their guests (O'Neill & Car back, 2011). This is happening due to lack of concentration to KT, management system and experience sharing which helps them to retain their employees in the long run. On the other hand, it is well known that western based international branded hotels are highly capacitated and resourceful to overcome magnificently those gaps better than local based hotels (Hayes, Ninemeier, & Miller, 2017).

Assessing and identifying the extent of KT from international branded hotels to Ethiopian hotel professionals is very important. In this regard, local based hotels may need to follow different strategies such as incorporating training manager, providing continuous trainings to transfer better knowledge and retain their employees to be competent with highly worldwide influential

branded hotels in the existing situation. In Ethiopia, we can see the recent hoteliers know how about the knowledge transfer what it means for the industry either it is in economic term, customer service, management system and the benefits of being professionalism in the industry (Demeke,2014).

So far, the research studies conducted on this topic are mainly related to knowledge transfer in different aspects. Among those scholarly works, for example, Cohen & Olsen (2015) discussed on the Successful and Efficient Knowledge Management in the Greek Hospitality Industry Change Perspective, Kim and Lee (2013) conducted their study on Hospitality employee knowledge-sharing behaviors in the relationship between goal orientations and service innovative behavior. Additionally, Kim (2009) also did his study on Path to knowledge management in small and medium-sized hotels, Demeke (2014), ICT dissemination in hotel and associated business in Addis Ababa, Taddese, (2017) conducted a research on the role of training on employee performance and Chin (2013) did the research on knowledge transfer: what, how and why in the context of machine learning and information science.

However, the findings of these studies were not covered the contribution of internationally branded hotels in knowledge transfer through experience sharing to Ethiopian hotel professionals both in thematic content and the study area. Based on this, the researcher believes that there is no study conducted in Ethiopia in the context of the topic which shows the contribution of internationally branded hotels on knowledge transfer to Ethiopian hotel professionals.

Thus, there is a theoretical and empirical gap on the contribution of internationally branded hotels concerning the knowledge transfer benefits and role of this knowledge in developing Ethiopian hotel professionals' skill and career development. In addition to that, there is lack of sufficient literature that indicates the level of knowledge transfer and the techniques used to knowledge transfer document by international branded hotels to Ethiopian hotel professionals.

Therefore, in this study the researcher aimed to assess the contribution of internationally branded hotels in knowledge transfer to Ethiopian hotel professionals in hotel industry.

1.3. Research Objectives

1.3.1. General Objective

The main objective of the study is to assess the contribution of internationally branded hotels knowledge transfer (KT) to Ethiopian hotel professionals the case of five selected five-star hotels in Addis Ababa.

1.3.2 Specific Objectives

1. To analyze the benefits of knowledge transfer from internationally branded hotels to Ethiopian hotel professionals
2. To identify the technique of knowledge transfer used by internationally brand hotels to Ethiopian hotel professionals.
3. To assess the capabilities that internationally branded hotels transfer to Ethiopian hotel professionals' career development.

1.4. Research Questions

This research thesis attempted to give answers to the following research questions.

1. What techniques do internationally branded hotels use to transfer their knowledge to Ethiopian hotel professionals?
2. What are the main capabilities transferred from internationally branded hotels to Ethiopian hotel professionals?
3. What are the benefits of knowledge transfer from internationally branded hotels on Ethiopian hotel professionals?

1.5. Scope of the Study

Because of volatility of the hospitality industry nature, Knowledge transfer (KT) is a decisive way of knowledge share to make hospitable difference in every profession and for the industry where anyone works professionally. Hence, the study focuses on the knowledge transfer by internationally branded hotels to their local/Ethiopian employees. Therefore, the study mainly confined to the selected hotels.

1.6. Significance of the Study

Although, KT is an important aspect in the hotel industry as well as in the holistic hospitality sector, the profession necessity for the sector development and better career development towards professionals' productivity performance and producing skilled manpower G/Egziabher, (2015). Internationally branded hotels are providing various types of training programs to their respective employees to bring them into their main target such as administrative system, standard operation procedures (SOP) and goals achievement what local based hotels missed to do so. Therefore, these hotels provide the required experience share on job training to create quality assurance and to meet their operation schedule. That means, they can operate and start to produce outputs as per their procedural plans since they are maintaining different trainings, briefings and online short-term training facilities to their staffs on daily, quarterly and yearly bases depending on the necessity. Then the finding of the study is very essential to emphasis on the importance of these things as basic for the development of hotel industry and professionals' skill cultivation throughout all hotels. In addition, the study is very important to provide guideline and recommendations regarding knowledge transfer gap constraints. Furthermore, the study could also be a startup for other researchers to undertake further studies.

1.7. Limitation of the Study

Everything has got its own limitations. In the same manner, this study has also faced some confines. The main problem experienced by the researcher was the change of data which is found on organization website and the availability of updated data in the office, the refusal of some respondents to complete the questionnaire, indisposition of secondary data what they have even though the researcher submitted the letter from the university. In addition, some managers were not cooperative and discourage staff respondents not to be cooperating even after they were given a letter bearing permission to the researcher to conduct the study. Moreover, due to time and cost constraints, the researcher was not be able to collect data from all internationally branded hotels, so that out of available brand hotels in Addis Ababa the researcher chosen five internationally branded star rated hotels. Hence, the process of collecting the questionnaire was very challenging due to some respondents' resistance to complete the questionnaire on time and the researcher spent a considerable amount of time visiting employees work areas to expedite

follow up and thereby the collection of the questionnaires. Despite these, adequate numbers of questionnaires were returned to make the study valid.

1.8. Organization of the Study

The study consists of five chapters. The first chapter is introductory part of the study. The second chapter deals about review of related literature. In this chapter, other scholars work had been reviewed and presented with proper acknowledgment. Chapter three is concerned about research design and methodology. In this chapter, the design of the study, the sample size, instrument used, data source, validity and reliability and ethical considerations were discussed. Chapter four covers discussions about data presentation, analysis, and interpretation. The last chapter contains summary of the findings, conclusions and recommendations.

1.9. Operational Definitions

Internationally Branded Hotel: is a hotel which has an umbrella and known all over the world in the heart of its loyal customers because of its brand name and quality customer service provision for all type of tourists who is away from their usual residence for a certain period of time.

Knowledge Transfer: “is thus the process where individuals mutually exchange their knowledge under the knowledge transfer facilitator and jointly developing new knowledge (Hooff and Ridder, 2004)”.

As of the above definition, knowledge transfer from internationally branded hotels to Ethiopian hotel professional is the main knowledge gap fulfilling method for their employees’ career development.

CHAPTER TWO

REVIEW LITERATURE

This chapter focuses on basic concepts and issues that were discussed by different authors in relation to the research topic. This part of the research presents review of the empirical, conceptual framework and related literature reviews.

2. Conceptual Literature Review

2.1. Definition of Terms

Knowledge concept is one of the most accepted theories aiding our understanding of knowledge transfer within an organization is the theory of Absorptive Capacity which was introduced by Cohen and Leviathan, (1990). The theory of absorptive Capacity rests on the assumptions that in order for knowledge transfer it must be recognized as important, assimilated and finally applied in a way that meets commercial ends. Thus, absorptive capacity is identified as an antecedent of knowledge transfer. Knowledge is a ray that could brighten our view and transfer from generation to generation through transparent human mind to change our perspectives into a better one. According to World Bank (1998/99)

“Knowledge can easily travel the world, enlightening the lives of people everywhere. Yet billions of people still live in the darkness of poverty-unnecessarily. Poor countries that have much resources and poor people who did not know how utilize the available resources differ from rich ones not only because they have less capital but because they have less knowledge. Knowledge is often costly to create, and that is why much of it is created in industrial countries. But developing countries can acquire knowledge overseas as well as create their own at home. Knowledge also illuminates every economic transaction, revealing preferences, giving clarity to exchanges, informing markets and it is lack of knowledge that causes markets to collapse, or never to come into being”.

The term knowledge transfer in the context of hospitality industry is to propose the spreading and implementation of experience sharing in hospitality industry and transfer of knowledge does not mean a full replication of knowledge. Indeed, knowledge transfer in hotel industry is always correlated with adaptation of available knowledge and development of some new knowledge.

This implies that knowledge is transferred as a particular practice following certain rules and procedures that originate in the knowledge sending part and then undertaken in the recipient part. In the receiver body these practices may or may not be used with the same values as in the knowledge distribution body. In such cases knowledge transfer in the recipient part may be marginal based on single sphere learning (Lee and Wu, 2010). But these changes are accommodated within the current institutionalized practices of the hotel property.

Therefore, the focus of this paper is to assess how the relevant KT could happen from internationally branded hotels to Ethiopian hotel Professionals. So, in Ethiopian context, knowledge transfer process can be through training of human capital management system, standard operation system (SOP) and hotel management system in hospitality industry or else experience sharing on job training for better career development and attitude change. We can find different approaches and views of different writers about it. For instance, Rodgers (1986) defines training as means of KT technique specifying the right way to do something. Similarly, Wu, He, Weng & Yang, (2013) observed training as a learning procedure that involves achievement of skills, concepts, rules and career development or attitude to enhance the employee's performance of in an activity or a range of activities.

Additionally (Van Wart et al. 1983) propose that, for the scope of knowledge transfer training is a piece of equipment applicable process and aim at identifying and developing skills that are useful immediately in the situation. Training is the key issue and it also enables the underlying goals to be achieved by equipping its personnel with the competencies, knowledge, skills and attitudes necessary to achieve whatever realistic aspirations they have in their work by enabling them, through increased competence and confidence to earn more and if desired promotion (Boella,1996). Training is the logical modification of conduct through learning which occurs as a result of education, instruction, development and experience sharing. A planned process to modify attitude, knowledge and skill development through learning experience is to achieve excellent performance in activity or range of activities and its purpose on the work situation is to upscale the abilities of the individual and to satisfy the current and future manpower needs of the hotel organization (Armstrong and Baron, 2002).

In addition, not only internationally branded hotel professionals but also local based hotels can learn from branded hotels through imitation via social learning such as observational learning,

conference, social network technologies and local social gatherings (Virmani, 2015). Employment movement will be the second channel through which local based hotels can acquire related technology and knowledge by employing skilled workers on the key positions who previously worked for branded hotels. Technology in hotel industry comprise soft skills such as service, organizational management, operating and financial knowledge and practices, and they will much more embedded in human capital than in machinery and equipment (Grosse, 1996). With limited resources, local based hotels have to prioritize its resources to hire experienced managers from their competitors' associates to improve their service quality and streamline their operation. Through employment movement, skilled and experienced hotel workers and managers from internationally branded hotels may make substantial contributions by increasing performance when they hired by local based hotels in a knowledge-based hospitality industry (Kim, 2006).

2.2. Over-View of Internationally Branded Hotels in Ethiopia

The idea of internationally branded hotels is not simply becoming operational all over the world. As we can see from each branded hotel history to be branded worldwide is not built up in a day rather it is a process over long period of time and cumulative years of experience. For example, if we see the history of Hilton which was opened in 1919 in Texas with 40 rooms under the name of Conrad Hilton owner of the hotel. In 1946 he formed Hilton Hotels Corporation and then move all over the world starting from 1950 and 1960 (Strand, 1996).

The approaching of internationally branded hotels to Ethiopia was started in 1969 when the first internationally branded hotel Hilton Addis Ababa inaugurated by emperor Haile silasie with an intention of serving international community delegates who came to Ethiopia. Hilton was by then, the only international branded hotel in Ethiopia until the opening of Sheraton Hotel in 1998 and others like Radisson Blue, Golden Tulip, Ramada Addis, Marriott Executive Apartments, Best Western Plus hotel and the recently inaugurated Hyatt Regency Hotel. According to Aschale, (2013:3) explanation

"The stiff positive competition in this beneficiary business is attracting a number of local and foreign investors in the area in the coming few years. International brands and franchises and locally standardized operations are believed to boost this industry and business".

The reason why these internationally branded hotels flourishing here in Ethiopia is because of the country strategic location for international organization offices like the African Union, the European Union, and United Nation Economic Commission Center for Africa, various Embassies and Diplomatic missions, and NGO's. On the other hand, there are lots of local based hotels in Ethiopia that are small entities in size and mode of establishment which could give services limited to bed and breakfast but could not meet the expectations of the international guests throughout their service and could not be competent from the rest of the world. In addition to this, the knowledge gap of the hospitality industry and lack of knowledge-based management system is one of the main factors for local based hotels even though they are in the big market hub and unutilized part of eastern (Embassy of Japan in Ethiopia, 2008).

These hotels and some others that are not mentioned here were doing their contribution to the development of the industry through knowledge transfer and incorporate lots of staffs by providing different kind of trainings towards their administrative system, standard of operation, culture, values, quality customer service provision and on job training to bridge the knowledge gap and to produce skilled man power for the industry. Furthermore, they are creating better career development for their staffs, standard of living and good perspective towards the hotel professionalism (Uyen, 2013).

Since their arrival here in Ethiopia the hotel industry is stimulated to grown in a very dynamic shift in terms of wide range of measurements like the hotel architecture, design, facilities, products, services awareness, generating skilled manpower, customer preferences, fair competition based on their marketing strategy and their cumulative experience in the industry. As a result of this, now a day's Ethiopian hotel investors and owners have got a good opportunity of understanding and experience about the industry what they need to do before they jump in hospitality industry (Embassy of Japan in Ethiopia, 2008).

Local based hotels also did their best contribution for the development of the hotel industry and hotel profession in Ethiopia. But this does not mean that the development path was smooth and absolute. As we can see today, local based hotels in Ethiopia are facing many challenges that are highly encountered for the industry itself. Some of these encounters are lack of skilled manpower, technology and hotel management system as an issue. Similarly, the investors who have the economic capacity to build the hotel have no fundamental concept about hospitality

industry and hotel professionalism. So due to this case there were manual system and semi - manual system until recent time. This is one of the indicators that causes for stagnant and traditional ways of doing things in the local hotels. In addition to this, the hotel industry was not able to accommodate more employees and cannot afford better salary wedge when we compared to other countries hotel industry (Sturman, 2001).

Recently after 1998 onwards the hotel industry was able to boom and flourished in high speed throughout the whole corner of Ethiopia. It was also a great opportunity for the industry as well as for the country at least to have an additional international brand hotel known as Sheraton hotel even though the former Hilton was there in the industry. The opening of this hotel paved the way for other international branded hotels to look into Ethiopian hospitality sector and to open their own branch hotels in collaboration with Ethiopian investors to bring new look in the eyes of the hotel professionals in terms of understanding the industry, better job opportunity, technology, career development, experience, hotel management system through training mechanisms. At the same time it was the right time for international brand hotels to penetrate the market share in Ethiopia, not only in Ethiopia but also in Africa, and create good opportunity for hotel professionals to move from local based hotels to the new brand hotels to get new knowledge as well as to share experience what they lack from local based hotels (The World Bank Group, 2010).

2.2.1. Brand Hotels Knowledge Transfer to Their Employees

Internationally brand hotels KT to their employees refers to the provision of job orientation and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures (Cummings, 2004). Knowledge transfer also can be considered as a social interaction involving the exchange of employee knowledge, experiences, and skills through the whole department or hotel organization. Knowledge transfer to individuals in such kind of entities occurs when an individual is willing both to learn knowledge and assist others in developing new capabilities (Bock and Kim, 2002). Knowledge transfer is thus the process where individuals mutually exchange their knowledge under the knowledge transfer facilitator and jointly adding their new creativity (Hooff and Ridder, 2004, 118). Based on that, knowledge transfer is a process of communication between two or more participants involving the gaining and provision of knowledge. The process of knowledge transfer from brand hotels to their

employees refers to how the hotel employees gain their work-related experience, expertise, know-how, and contextual information with another colleague. This process is essential in transferring individual knowledge to hospitality industry knowledge. This definition of knowledge transfer implies that every knowledge transfer process consists of both bringing and getting knowledge, in line with several knowledge transfer techniques based on preliminary interview data collected from internationally branded hotels training managers. For example, some of them are formal training before the opening of the hotel, daily briefing every morning and on job training, monthly training session for line staffs, middle range supervisors and top managers, online training for all and new arrival staffs based on their education and experience level and outsource training discussed as follow one after the other.

2.2.1.1. Formal Training before the Opening of the Hotel

Employees' training is a significant part as well as the key function of Human Resource Management and Development; it is the crucial path of motivating employees and increasing productive performance in the hospitality industry. With the development of the technologies and the current hospitality business environment, employees are expected to be more skilled and qualified through relationship with technologies, management systems and other leadership skills that are important in the profession as well as for the hotel that they are doing in it. Most of the times internationally branded hotels are very conscious to organize staff training to remain competitive in the industry. Internationally branded hotel employees training is the key task to help everyone in the hotel industry to be more unified in-service provision and basic sales mechanism or skills how to sale hotel product. These hotels could hire inexperienced employees and train employees to be skilled. When they trained their own staff, by providing and forming a harmonious atmosphere, accurate work requirement and the passion of work and team spirit is to build synergy between employees and management team within the process. Job oriented training is one of the main aspects of staff training including principles at work, professional knowledge and skills. Thus, offering employees such essentials training helps them to increase personal abilities that match with business requirements. Training could be enormously demanding and should be in-depth; lack of training or poor training brings high employee turnover and the delivery of less standard products and services (Sommerville, 2007)

In internationally branded hotels the indispensable training provided before the opening of hotel is to put the foundation like core values and working habit in the heart of the staffs. The training is purposively planned and prepared. To say the training is formal there should be training facilities like resource allocation, trainers, training manual, training time table which is ready for the hotel staffs in related with the rules and regulations of the hotel, management software systems, objective, goals and quality customer service. During this training phase they do it deliberately to shape their staff attitude towards their goal achievement and motivate the initial motivation for a better efficiency. Training plays the role of directing new staff to their positions and providing the learning opportunities for the career development of the current staff at all levels while making sure that the knowledge delivered are kept in line with the hotel goal and culture. In large internationally branded hotels, training give out as a communication chain between the top management and the staff considering its capability of updating and informing a group of people at once. In this dynamic hospitality industry, the role of training contributes a great part to hotel organization's success as it helps the staff to sharpen their existing skills and more importantly to develop new ones to cope with changes in the hotel industry (Uyen, 2013).

2.2.1.2. Daily Briefing Every Morning and on Job Training

The daily briefing and on job training are the other way of knowledge transfer mechanism for the brand hotels to their local professional/employees. After the induction training has been done the managers have to coach their department staff on job and to minimize routine mistakes. This kind of training is a daily communication to solve any problem and not to be happen again plus to improve their efficiency for effective performance. Not only for that reason but also to provide their staffs with up-to-date relevant information and used as memorandum working procedures. On the other hand, Employees professional quality is the key of hotel services, the rules and principles of work are taught in this kind of training, besides, courtesy, manners and techniques of handling interpersonal relations are taught as well. This kind of training aims to train employees to guide the best way how they do their activities quickly and efficiently.

Therefore, hospitality industry is service intensive and accordingly relies closely on its knowledge, skill and technological apparatus usage along with the value, reputation and brand procedure in its own premises. For routine activities and to operate smoothly, it needs the daily coaching and briefing procedures involvement of staff in all departments from the departments

heads directly dealing with guests like Front Office, Housekeeping, Food and Beverages to back-office departments such as ICT and Engineering department how their work is impose directly impacts to the service, thus to the guests' satisfaction (Hayes & Ninemeier, 2009, 7). Training managers, therefore, play a vital role in KT for the hospitality industry operation. Training is a fundamental and unstoppable duty part of the training manager, especially in hotel industry. Though any employee once recruited into a specific position is expected to best suit the job description, it is unlikely that he/she possesses all the skills and knowledge required and immediately becomes fully functioning under the coaching and on job training of department head or supervisor (Decenzo & Robbins, 2007, 204). A beginner who joins the hotel often have months to learn the goals, rules, regulations, structure and working culture of the hotel to adapt and get in the same tempo with other colleagues. This is where training takes its first role of guiding and helping the employees adjust their qualities fit to the hotel organization needs.

2.2.1.3. Monthly Training Session for line Staffs and middle Range Managers

This is an ideal training session for the employees and middle range managers in order to bring them to the next level if incase happen any kind of turnover in positions or middle positions like supervisions, team leader and others. On the other hand, it facilitates to keep the staffs in line with up to date service changes, hotel technology systems and to keep them conscious in quality service provision for the satisfaction of their customers (Sommerville, 2007: 210).

2.2.1.4. Online Training for Staffs based on Their Education and Experience Level

Nowadays, thanks to the rapid growth of the ICT, training managers can easily access to an enormous source available online easily. Just by one click and some other key words, they can choose among thousands of results offered or can develop their own training manual based on training need assessment. This is mainly designed from the top management staffs and the head office to its different internationally branded hotel employees throughout the world. Although this appropriate usability appears to benefit the trainers who are in search of resources to design the training programs and to share it for their company trainees using their own channels and to save financial resources.

Due to this reality, online training is an essential program to train their staffs for internationally branded hotels. It is because of the time limitation to manage easily the training wherever the trainee and the training is in the world. So, since they have the technology from the head office using webinar systems, they can provide the training session for the in need staffs and tremendously for top managers (Uyen, 2013).

2.2.1.5. Outsource Training

As the name indicate that, outsource trainings may not happen in internationally branded hotels. It is because of the availability of their own training managers who are employed for the hotel training/ knowledge transfer purpose. However, when they are planning to provide special or else out of their scope training but important for their staff development, they will facilitate such kind of trainings. Based on this, outsource training will be conducted for a better motivation of the hotel staffs. For instance, Ardichvili et al. (2003) noted that knowledge transfer consists of both the supply of new motivational idea and the claim for new appraisal. On the other hand, Kim (2013) discussed how knowledge transfer involves both a knowledge carrier and a knowledge requester.

2.2.2. Knowledge Transfer through Training to Retain Professionals

Training is a kind of road map to the role of new staff to their assigned positions and broaden the learning opportunities for their profession development of the existing staff at all levels while making sure that the knowledge delivered are brought in line with the hotel goal and service excellence. In internationally branded hotels, training used to address announcements between the top management and the staff considering its capability of updating and informing a group of people at a time. In this dynamic revolutionary world, the provision of training contributes a great part to hotel organization's success through support the staff to be fastest more than their existing skills and importantly to develop new ones to cope with emerging ideas (Tadesse, 2017).

The aim of training is to provide staff with the necessary skills and knowledge to fulfill the organization's objectives, goal and business plans. Training should not simply occur with specific reference to an operational task. The development of employees in multiple ways is a method for taking commitment and empathy of this commitment can be seen through the employees improved performance. For example, Enz and Siguaw, (2000) offer some practical

insight into the operation of training and development within the workplace. In one example, the organization established training modules, which comprised not only tasks and exercises that related to organization-specific development, but also encompassed areas that aided in the development of the individual employees. Overall, this is used to promote organizational understanding, improve staff communication and self-understanding and enhance self-esteem. The viewpoint is that only the best could be delivered by the employee if they feel good about themselves.

Similarly, every professional not only hotel professional but also others in various discipline need conducive work environment and different incentives from their company. To bring that any company has its own objectives and attainable goals. For the achievements of those goals the organization will design a variety of incentive mechanisms to motivate and retain its staffs for a long period of time. Therefore, employee retention is widely held to positively influence an organization's knowledge transfer outcomes (Aschale, 2013).

Retention is viewed as a critical component to increase the hospitality industry holding capacity and the implication of KT process. All the way through, this section of the paper is viewing on assessing KT which links employees' retention and the actual process of KT and its contribution for their career development. Therefore, this section is providing background information how KT techniques are happening on target study area of hospitality industry. Therefore, KT is viewed as a knowledge acquiring clearly focused and contained in documents and readily transferred through different means such as meetings, briefings and other forms of techniques (Anzam, 2012).

For many reasons, hotel entities either it is an internationally branded or local based hotels have employee turnover challenges particularly in our country. Ordinarily hotel professionals are the potential asset for the hotel industry. Hence, the hotel management highly payout training costs so as to hold its employees as well as to be competent with others and to provide quality customer service throughout its life. On the other hand, training is the big encouragement for hotel professionals on top of their salary. Training also lifts commitment and retention rate when employees consider it as investment and force them to offer a return to the hotel organization. KT in training is a long-term investment in the skills of employees. Therefore, it is not a tool to buff up current skills of employees rather to prepare them for future impacts from competitive

forces. This kind of training boosts the commitment of employees to think about the hotel organization is open to their success. So, as of its importance, professionals either local based or international hotels expect this kind of training but not happen comparatively in most of local based hotels. Due to this case professionals try to look a place where they can find such kind of opportunity and inspired to join the better one (Sommerville, 2007: 210).

2.2.3. Significance of Internationally Branded Hotels in Knowledge Transfer

Internationally branded hotels are very beneficial from transferring their knowledge to the sector professionals to maintain their brand name, level of service, reputation and influential advantage in the hospitality industry of a given area as well as in every continent where they operate in. Knowledge is the imaginative source of how to use the given resources, market zone and operational systems in each hotel to perform a specific job. Therefore, an effective knowledge transfer through training improves the individual behavior and professional career development. Frankly speaking, it is not only structured for line staffs but also for a good management hierarchy style and again these internationally branded hotels would benefit from well trained and efficient staff for the achievement of the target goal planned by the owners and managers (Taddese, 2017).

2.3. Encouragement of Hotel Professionals towards Internationally Brand Hotels

Encouragement is a fundamental concept that should be a drive thought for employees at any circumstances with the implication to change their working environment in any service sector (Buheji, Saif & Jahrami, 2014). So, encouragement is one of the core factors that drive hotel professionals from one hotel organization to other organization. For example, Pinder (1998:11) describes encouragement in terms of motivation as

“a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration”.

On bases of this, encouragement has different important distinctions as a form of working thought which drives and describes human characteristics. In the first place, encouragement is a kind of working initiation that drives people to carry out their job in a certain period. On the other side, encouragement is a positive effective which exists in the heart of professionals

towards the set goals by the company in their life since they are part of it. The primary focus of these ideas is that the professionals' effect on any organization and their courage to implement a visible performance to a certain goal achievement. Encouragement is the drive engine to achieve the result of professionals in their career that can be expressed as exposing to various effective factors in order to ensure that she/he acts in a different way (PRME, 2013).

In recent years, Ethiopia hotel professionals' movement from one hotel to the other hotel is obviously to get better working environment, skills, trainings and experience to career development in the future. Most of the time, this kind of movement comes from dissatisfaction of the professionals either from the administrative system or professional encouragement towards their goal and new hotel arrivals (Kebede, 2014).

2.4. Empirical Literature Review

Knowledge transfer theory of the hotel industry by Cohen & Olsen (2015) discussed certain grounds regarding the nature of knowledge and knowledge transfer and its role within the hospitality industry. The theory elaborates the starting point for the knowledge and the explanation of its margins, the life of organizational capabilities and the determinants of planned ideas. According to Sveiby (1997), professionals can use their capabilities to create value by transferring and converting knowledge externally or internally to the organization they work for. The theory describes knowledge transfer as a vital source of competitive advantage. According Morrison and Phelps (1999), the basic knowledge available in employees may not much enough to manipulate hotel organization's performance, but its integration with knowledge transfer is the key to overcome competitive advantage in hospitality sector. It shows that management structures are determined by the importance to be derived from using employees' knowledge. The knowledge transfer process is therefore conditional on the hotel administrative program to construct and integrate knowledge into hotel professionals' attribute to their company growth (Hwang, 2003). To make it precise, ownership of knowledge is not enough but it needs to add professional knowledge and experience accumulation from internationally branded hotels which are essential to be advantageous in the hospitality sector (O'Neill and Carlback, 2011). The concept of knowledge transfer in hospitality sector is not produced and owned by hotel organizations but by professionals who have more experience and working for long period of time in this sector (Paulin and Suneson, 2012). The knowledge transfer is then applied under the

name of hotel organizations as professionals about the provision of goods and services for its new employees (Praporski, 2008). Due to this reason, hotel training managers are loaded with the responsibility through their hotel's duty as a tap into employees' knowledge and successfully transfer it to the organization optimal reputation, brand name and profitability. Incorporation of knowledge transfer and adoption of experience sharing supports hotel professionals to bring changes in organizational service excellence and skill development (Hwang, 2003). Knowledge transfer is an important aspect to successfully organize and share knowledge in internationally branded hotels. With the help of knowledge transfer, internationally branded hotels can build the necessary international brand and accelerate the expansion of experience to their staffs wherever they are (Mathi, 2004).

Technology usage helps internationally branded hotels to build their staffs' knowhow capacity through knowledge transfer either it is online or offline training in the hotel premises effectively and efficiently (Lang, 2001). Furthermore, knowledge transfer provides suitable environment for learning and interaction among the employees of an organization. Hotel systems like hotel management systems such as door key, reservation, security and financial systems are used in these hotels to capture and manage the activities of employees based on technology usage knowhow (Gumbley, 1998). In one or the other way, the above studies reveal that knowledge transfer could accelerate obtaining the highest advantage for internationally branded hotels by adopting the same level of standard and application of service provision skill.

According to Van Waveren, Oerlemans, & Pretorius (2017) adoption of knowledge transfer in such type of hotel organization is not a complicated process because of its importance and employees are one way or another, already got into the habit of using undefined knowledge transfer in their daily official undertakings. During knowledge transfer adoption within these hotels, language barrier might be a concern in the context of the ability and acceptance by the employees (Gumbley, 1998). Furthermore, the approach of adopting knowledge transfer is somewhat related to the internal working culture of hotels.

Drucker, (1998), explained that KT is more concentrated in-service staff; as the knowledge transfer tends to be floating between the top management and the operational staff. The KT process must be promoted very well to introduce more skill and knowledge at all levels of these hotel to obtain efficient skilled manpower. Hence, to make knowledge transfer effective,

internationally branded hotels need to adopt multidimensional KT process which provides an environment of sharing knowledge to accelerate success (Robbins, 2003).

Here have not been many researches done to link the contribution of internationally branded hotels through KT to Ethiopian hotel professionals, but researchers have implicated that the more knowledge and experienced internationally branded hotels can capture the higher role to play in hospitality industry. Managing hotels does not necessarily improve the knowledge and skills of professionals, but the knowledge transfer process should be linked to empowering and development of employees to gain better knowhow their profession (Kalling, 2003). Although the concept of knowledge transfer is well-recognized process, but only a small number of hotels are capable to link knowledge transfer to enhance their employees' skills capacity (Zack, 1999). Ikhsan and Rowland (2004) report that internationally branded hotels should transfer knowledge from one unit to another in order to gain an overall better performance. The ability to apply knowledge transfer to perform important activities is viewed as a source of great achievement in service excellences. When knowledge transfer is designed to improve professionals' career development and subsequently utilized their potential, only then knowledge transfer is used to change the intended professional's knowhow how they can perform their duties. If internationally branded hotels did a sustainable link between knowledge transfer and their employees' activities, it is possible for them to maintain their popular name, reputation and values in heart of their customers.

In this study, knowledge transfer techniques through training refers to the collective name for internationally branded hotels working culture, cumulative experience, knowledge and technological usage as defined by Aschale, (2013). These are deliberately taken together to show their combination and internationally branded hotels contribution to indicate knowledge transfer techniques success on employee's performance in their hotel with social, economic and attitude diversity. It is enough at this point to propose that knowledge transfer through training like working skill, experience, knowledge and technological usage significantly predict knowledge transfer techniques success on the contribution of internationally branded hotels on Ethiopia hotel professionals.

2.5. Conceptual Framework

From the literature reviews that have been reviewed, so far, there are several ways that are attributed to knowledge transfer. Particularly, hotel professionals are the victims of lack of KT in the local based hotels as of our country experiences. According to the above stated literatures, different factors that can push hotel professionals from local based hotels to brand hotels are broadly lack of training, capabilities, experience and aspiration of career development (Taddese, 2017).

2.5.1. Conceptualizing Capabilities that are listed in the Diagram

As of the below conceptual framework, internationally brand hotels in Ethiopia come to existence to have more market/economic advantages from the hotel industry and to take part in knowledge transfer to Ethiopian professionals, creating skilled manpower and experience sharing for the growth of the industry as well as to make the country competent with the rest of the world in hospitality industry. In the eye of these brand hotels, Ethiopia is one of the countries that have good strategic location for their goals related to the presences of different international organizations, embassies and other UN offices. As a result of this, the hotel facilities in Ethiopia were not that much enough and satisfactory when it is compared with the rest of African countries in providing quality services for those who comes to the country for different purposes like seminar, meetings, investment and businesses. Based on this understanding, the government of Ethiopia opened the opportunity for investors to invest in different sectors. Among the sectors, one of the sectors was the tourism sector to be transformed into better level of contribution on nation image building, increasing number of hotels, producing skilled manpower, economic contribution and attracting travelers to Ethiopia using tourist attractions (Aschale, 2013).

In Ethiopia context, according to Tubemo, (2017) knowledge transfer was carried out on the scale of institute like Catering Tourism and Training Institute (CTTI) before 2007. Then afterwards, Ethiopian government was doing to increase the number of universities across the nation including the opening of new departments such as tourism departments in Gondar and Hawassa Universities, private institutes and colleges academically to support the industry with skilled manpower. But the industry is still demanding to get more skilled manpower, quality customer service, better technology and management system for customer satisfaction.

Based on investment attraction, internationally branded hotels began to open their branches or subsidiary in Ethiopia taking into consideration their benefit as well as to fill the gap and bridge the industry by bringing their extended experiences to address the following aspects.

2.5.1.1. Knowledge

Knowledge is a fundamental concept for any kind of discipline or industry. On bases of this, internationally branded hotels always make an assessment on the availability of skilled human capital before they make their investment operational. Even though, there is skilled man power in Ethiopia for the sector, they also prefer to shape up and transfer new hotel terminologies such as quality service and the guest is always right to their employees but again they are expected to have basic know how about the hotel industry. On the other side, they know that human capital is no longer seen as a cost to be contained instead it is a source of value, success, asset and competitive advantage for them. Hence, for the achievement of their goals and to maintain their working culture, standard and reputation on the bases of their standard they have to do knowledge transfer for their own benefits. If they do this, they know that the rest is possible on bases of knowledge.

2.5.1.2. Technology

Technology is a means of making things easier by avoiding manual and semi-manual operational activities in a modern world. For the sake of fast service provision, in the hotel industry, internationally brand hotels adopted so many soft wares. Among these, some of them are hotel revenue software system, hotel key software system, online marketing system, online registration systems, and property administrative system and customer administrative systems. Therefore, for the implementation of these activities that bring about more productivity and time saving from their employees and build up their employees know how on how to use technologies on their duty (Aschale, 2013).

Therefore, when internationally branded hotels developed in any corner of the world their biggest demand as well as their service consumers interest is technology. Because most of the guests who know these brand hotels service should be similar from place to places without any distance. Apart from the customers service expectation the hotel by itself is reliable on

technology to provide fast, quality and satisfactory service and to be available online digital market system (Kasakar, Munir & Shabani, 2018).

2.5.1.3. Skill

Skill is awareness how to perform a given job. This is based on practical knowledge, but it is a well-structured and action oriented knowledge that we get by performing repeatedly a certain task and learning by doing it. It is also the way of serving guests, exceeding guest's expectations, handling things professionally, responding and performing professional activities. It is like learning consciously to perform a certain procedure or to follow a given standard operation procedures (SOP). Skills could not develop by reading a book about providing quality customer service and things that have been done with computer system. Instead we got it by practicing it with the whole procedures and reflecting upon it to improve coordination between acting and moving on our activities. Skill is often called practical knowledge since it is about performing a task in accordance with a given procedure or system. In the hotel industry skills are learned from skilled and experienced individuals or organizations. Some of the skills that are learned from skilled and experienced hotel professionals are quality and professional performance skills such as attention to guests, providing accurate information at the right time and solving guests' complaints in appropriate way to increase customers loyalty and satisfaction for achievement of their goals, maintain their standards throughout where they are and to dominate the market share using their brand name globally (International Labor Organization, 2015).

2.5.2. Techniques to Knowledge Transfer

Internationally brand hotels used different techniques to transfer knowledge, technology and skills to Ethiopian hotel professionals. Among the techniques that are listed under this conceptual framework are institutions, trainings and employment opportunities. As far as the researcher knowledge these brand hotels are using these techniques either it is directly or indirectly as a means of KT. Most of the time training and employment are the inseparable and direct ways of knowledge transfer techniques to Ethiopian hotel professionals as of the preliminary survey data obtained from these internationally branded hotels training managers.

2.5.2.1. Institutions

In general, institutions are the first place for KT from generation to generation in the world as well as in Ethiopia. Whereas, in the case of internationally branded hotels institutions are not a direct way to transfer their knowledge rather they are indirect ways in the context of Ethiopia. As a result of this, most of these internationally branded hotels are doing in collaboration with these institutes to transfer their knowledge to hotel professionals based on apparent ship/ practical training cooperation agreement to students for the development of professionalism career and experience sharing. So far, hospitality institutes except CTTI do not have their own hotel to give apparent ship/ practical training to their students. So, the rest institutes and universities who are found all over the country obliged to send their students to different hotels for the purpose of experience sharing and skill development (Zelalem, 2017).

2.5.2.2. Employment Opportunity

Employment opportunity is the other direct means of KT mechanism for internationally branded hotels to Ethiopian hotel professionals. Most of the time, when we see the trend of these international brand hotels in the case of employment offer, they do not bring employees from abroad except some key expertise since they are concentrated on management system. As a result of this, employment opportunity is for the local staffs for those who graduate from different institutes in the field of hospitality and then they invest on them to achieve their standards, values and working culture. First and foremost, when they do this investment it is for the benefit of these branded hotels. The first is the employees' wage is not that much expensive and secondly, they can provide training incentives for their staffs to make them professionals. On the other hand, employees can be beneficial from these hotels in gaining the necessary experiences and to make themselves competent professionals for other better job opportunities and to be contender for higher positions. Additionally, they will be also in position to be responsible for the development of their profession and to be a leader for the industry by contributing their own role for others (The World Bank Group.2010:47).

2.5.2.3. Training

Training is the other direct mechanism used by internationally brand hotels in terms of their knowledge transfer to their employees. This is not merely to say it rather it is to emphasize as it

is one of the best way of addressing their knowledge, working culture, sense of value and maintaining their sustainable standards through continuous and frequent provision of trainings either in the premises of the hotel that are organized by training managers based on departmental and operational managers need assessment for their respective staffs or through online training facilitators from the head quarter facilitated as per their education, experience and positions that they are exercising accordingly (Taddese,2017).

Indeed, these hotels will be beneficial and choices in the eyes of their worldwide customers since they have the ability to provide quality customer service, to retain their staffs for long time as an assets and maintain their brand name respectively in the other corner of the globe. From this point of view, especially local professionals who are the employee in this hotel will be advantageous in gaining knowledge, experiences and additional skills that make high profile for the development of their professional endeavor.

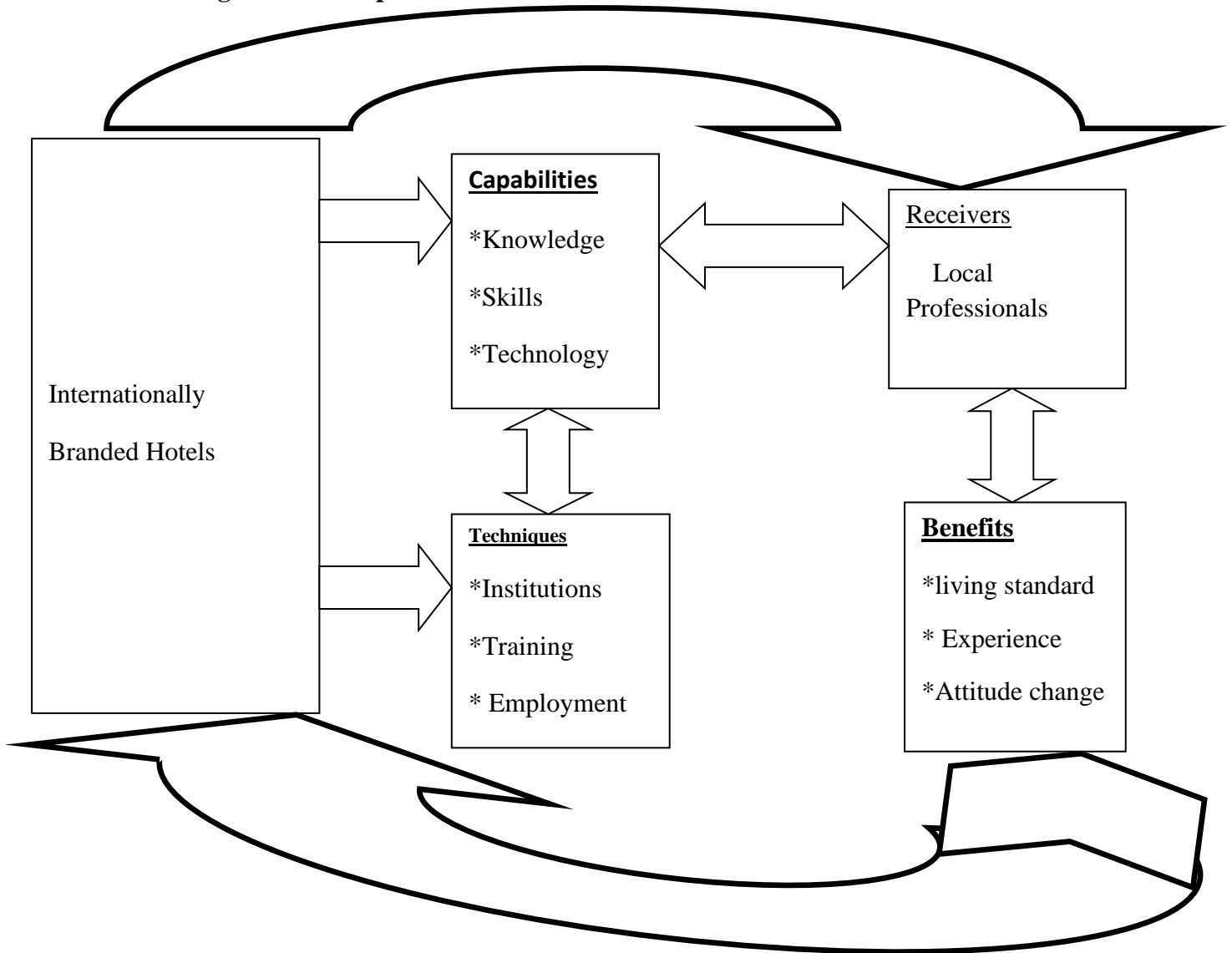
2.5.2.4. Local Professionals

Local professionals are professionals who have the basic know how about the hotel industry from universities, colleges and different institutes. However, professionals as the domestic hospitality industry may not have the experience in hotels operational technologies and customer service skills even though local based hotels existing and contributing their part in transferring such type of knowledge to the industry professionals. On the other hand, the effort of local based hotels was not accessible for all professionals because of limited number of the hotels and lack of commitment to perform knowledge transfer based on need assessment training, quality customer service, operational technology software and professional skills (The World Bank Group.2010).

In the meanwhile, the emergence of international brand hotels to the industry paved a way and opportunity for so many professionals to join these hotels as employees. Based on this opportunity, they could gain different training that help them to upgrade their profession, better salary for their living standard, attitude changes towards their profession and operational skills on quality service which is sensitive part of the industry as well as for customers. Furthermore, these professionals have to be competent to be a candidate in any international hotel and to be a leader for the industry on higher positions wherever the demand comes from as per their experience profile than local professionals (Taddese, 2017).

After reviewing the literature, it was found that there is a relationship between capabilities and techniques for employees' benefits. Hence, techniques can be used as a tool to improve employees' capabilities through improvement of living standard, experience and attitude change which goes to the service excellence of internationally branded hotel. The review of the literature leads the researcher to construct conceptual framework that illustrates the relationship between internationally branded hotels KT through techniques for employee benefits and capabilities as well as in the presence of intervening variables.

Figure 1: Conceptual framework of the research



Source: Own Conceptual Framework, 2019

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

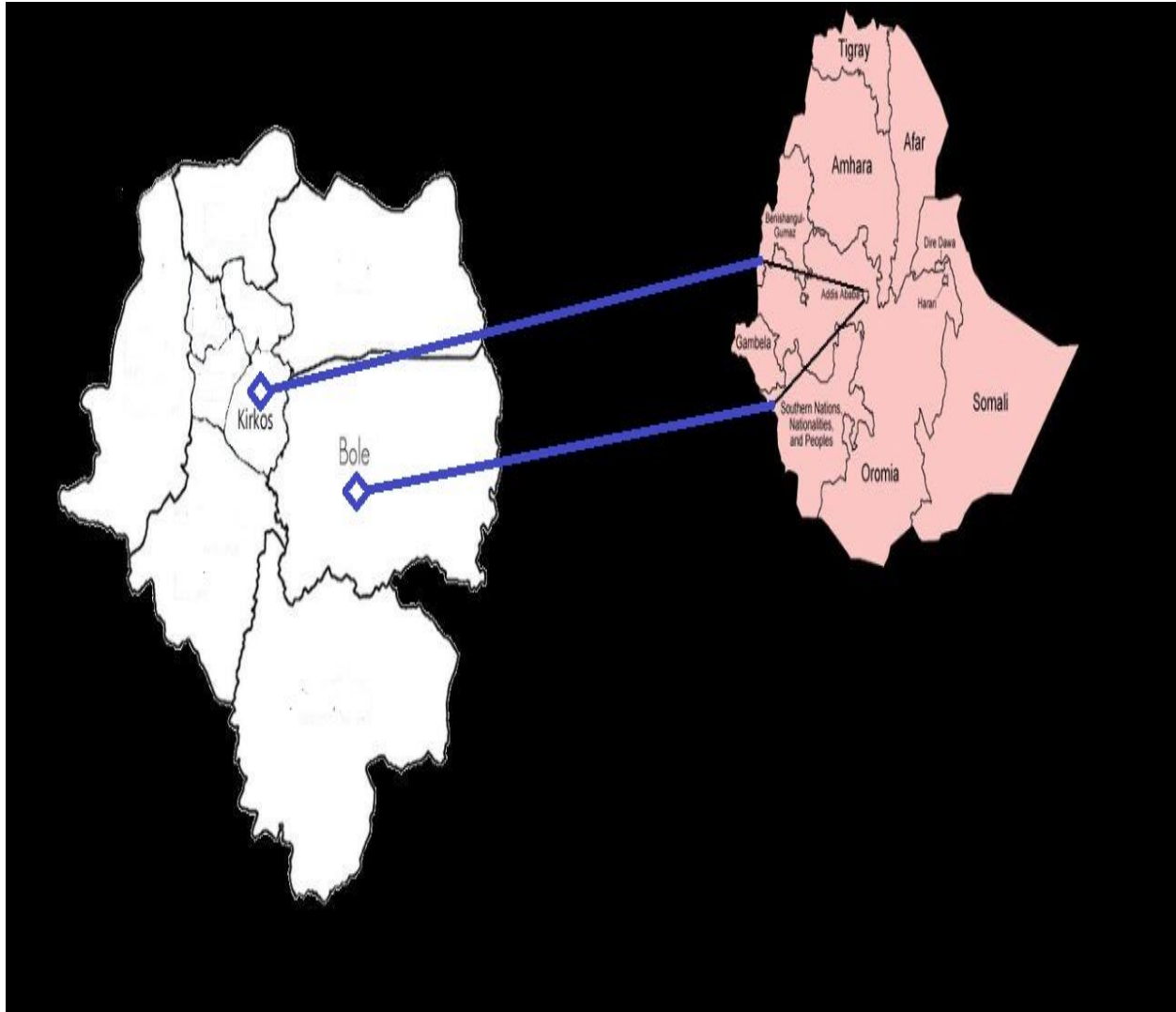
This chapter explained the research approach which is used in gathering the data, research design, and the population of the study, sample size and sampling procedure. It also clarifies the research design, sources and types of data which was collected at the time of the study and type of data analysis.

3.2. Research Design

For the purpose of this study, a mixed research approach was employed to assess the contribution of internationally branded hotels knowledge transfer. According to Kothari (2004), a descriptive study method, which is concerned with describing of facts and characteristics concerning individuals, group or situation, is most often employed in social science research. In addition, a mixed research approach was used in this study. A mixed research method approach has become popular since the use of both quantitative and qualitative methods provide better thoughtful of the research problem and discussing the findings, even though the procedures are time consuming, requiring extensive data collection and analysis in new research development methods (Creswell, 2012). Besides, due to the nature of this study some of the data can be demographic while others are qualitative or a quantitative method. Therefore, qualitative data were gathered through open-ended questionnaires and interviews whereas quantitative data were gathered by using a choice type questionnaire details and it is the best in analyzing the problems.

3.3. Population and Sampling Method

3.3.1. Study Area and Population



Based on the data gathered from Ministry of Culture and Tourism (MoCT) 2019 there are 9 internationally branded hotels operating in Addis Ababa. Among these 9 internationally branded hotels Golden Tulip Hotel, Radisson Blue Hotel, Marriott Executive Apartments Hotel, Hyatt Regency Hotel and Best Western Hotel has randomly selected by using purposive sampling method based on their interest of voluntary participation on the research, the time and objective of the researcher to shortlist the five hotels out of the nine listed internationally branded hotels.

Hence to take out the sample from the total it was a must to contact the human resource departments of each hotel on May 2019. So out of the total number of 3472 employees in the above listed 9 international brand hotels the researcher took the population of selected hotels staff 1383.

3.3.2. Sampling Method

For all research questions where it would be impracticable to collect data from the entire population, it needs to select a sample (Suanders, Lewies & Thornhill, 2009). Since there are many limitations such as time, budget and other factors to include the total population in the study, it is necessary to take sample from the total population under this study. For this purpose, the researcher used best sample size that is not too large sample to be in line with available resource and not too small sample size, which may not represent the total population. Therefore, appropriate sample size has been applied in order to get good representative data.

3.3.3. Sample Size

It is impossible to collect data from the whole population, considering the size, as well as the time, available to the researcher. Thus, to avert such constraint the researcher draw sample from the whole five selected population and distributed for employees in each hotel. According to Andey (2005), whenever it is impossible to access the entire population, it is possible to collect data from sample and to assess the knowledge transfer within the sample to infer things about the contribution of internationally branded hotel. Andey also states that the bigger the sample size, the likely it reflects the whole population. Accordingly, in this study to make the sample more representatives, the sample size of the study determined by using the formula adopted from (Yemane 1967, cited in Israel, 1992). Thus, even though purposive (non-probability) sampling technique was used to select the five favored internationally branded hotels to focus on a particular population which is the interest of the researcher in the study whereas probability sampling technique (i.e., random sampling technique) was used to select sample hotel staffs out of 1383 staffs. So, a 95% confidence level is assumed for this formula to determine the sample size at $e = 0.05\%$ (Slovin, 2010).

$$n = \frac{N}{1+N(e)^2} \quad n = 310$$

N = the total population that will be studied

n = the required sample size

e = the precision level which is = (0.05%), where Confidence Level is at 90%.

Table 1: Sample Size

S. No.	Stratum	Number of Employees	Sample size proportion
1	Radisson Blue Addis Hotel	310	69
2	Hyatt Regency Addis Hotel	495	159
3	Golden Tulip Addis Hotel	183	24
4	Best Western Plus Addis Hotel	222	36
5	Marriott Executive Apartment Addis Hotel	173	22
Total		1383	310

Source: Own Survey, 2019

3.4. Source and Method of Data Collection

3.4.1. Source of Data

To conduct this research and collect required data the researcher mainly relied on primary data. This is because of the unavailability and indisposition of hotels documents. The primary sources of data were collected through questionnaire (mixed type of questionnaires) from the employees and interview with training managers of each hotel.

3.4.2. Method of Data Collection

i. Questionnaire

Questionnaire is a research instrument consisting of a series of questions or other types of prompt which is used to gather the necessary information from respondents (Gault, 1907). In this work both open and close ended questionnaires were used to draw information from the respondents. The questionnaires were focused on assessing the contribution of internationally

branded hotels in the study area. In this regard, the issues of knowledge transfer, skill acquired, technological usage in their day to day activities, inspiration to join these hotels and the knowledge transfer significance on their career development were assessed. Accordingly, questionnaires were administered by the researcher and finally out of the total distributed 310 questionnaires 303 were returned in time, it implies that the response rate of 97.41% from the sample.

ii. Interview

As of interview method Weiss, (1994) make general argument on interview as a method of data gathering for qualitative research and defines interview as a conversation where a series of questions are asked to extract information. Therefore, interview was done to gather data from five training managers of each hotel. The unstructured interview method of the study was modified by the researcher in order to relate it with the specific objective of the research. In the process of interviewing these key individuals, some forms of open-ended questions were asked on certain topics (on what techniques internationally branded hotels are performing the knowledge transfer to Ethiopian hotel professionals; what kinds of knowledge and capabilities transferred to these professionals; to what extent is the benefits of knowledge, skill and technology usage on these professionals as well as for the hotels itself.

3.4.3. Method of Data Analysis

In this study, both quantitative and qualitative techniques used in analyzing data, the quantitative data obtained through structured questionnaire whereas the qualitative data gathered through unstructured open-ended distributed to employees of the hotels. The row data gathered through questionnaire were coded, entered into computer and analyzed and presented in the form of tables using SPSS version 16 software and Microsoft excel 2010.

Descriptive statistical indexes like frequency distribution and percentage were calculated and used thematic analysis for analyzing the collected qualitative data. Based on that, the use of a thematic analysis is to see subject matters, i.e. outlines in the data that are important or interesting and use these opinions to deal with the research or say something about an issue (Clarke & Braun, 2013).

3.5. Pilot Study

The pilot study here entails a pre-survey in order to spot errors, abnormality as well as to ensure consistency and relevance of the research instrument. A pilot study was carried out with hotels that are not part of the study. A total of thirty (30) copies of the questionnaire were distributed and twenty-seven (27) were returned with hotels not included in this study. A pilot study was considered necessary in order to determine the willingness of the respondents, to have knowledge of the reactions of the respondents and to ascertain the reliability and validity of the questionnaire when used in an environment. The responses were then analyzed for their reliability.

3.6. Validity and Reliability

The content validity is concerned with how well the content of a measurement instrument measures what it is designed to measure (Thatcher, 2010). Before actual distributions of questionnaires to respondent, steps were carried out in order to ensure that the scale items adequately cover the area of the construct. Copies of this questionnaire were given to supervisors in the department for validation. This was done in order to obtain their general comments and necessary suggestions on the adequacy and sequence of the question. Some items were added and subtracted as well based on their valuable recommendations in order to enhance the research instrument.

3.7. Ethical Consideration

The ethical issues were considered in the study: informed consent (by informing the respondents regarding the background of the study, including the importance of the data was gathered from them) and issues of confidentiality by ensuring the respondents that all of the information in this study was solely used for academic purposes only. Also, in the course of carrying out the research, the researcher ensured that considerable efforts to keep the confidentiality of data to be collected as well as the identities of the subjects that provide information for this study when reporting the outcome of the study. The researcher made sure honesty was paramount all through the course of the study and ensured that the process of data reporting, result reporting was honest as well as the method and procedure that was used for the study. The researcher ensured that no inappropriate data was included in the data collected and the process of presenting and interpreting the data was fair.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter deals with the presentation, analysis and interpretation of data collected through questionnaires and interviews to address the basic research questions. The questionnaire, both open and close-ended types were designed and distributed for 310 respondents to capture the background of the respondents in section one and discuss their specific response in section two. Out of 310 questionnaires, 303 were properly filled and collected, and the remaining 7 questionnaires were not analyzed and reported. In addition, 5 training managers are contacted through in-depth interview. Therefore, the subsequent section focuses on the analysis of the basic characteristics of the respondents including gender, age, marital status, level of education and occupational, employment, working experience, category collected from respondents.

4.2. Demographic Data of the Respondents

The first part of the demographic information of the respondents covers the personal data of respondents, such as gender, age, educational status, Employment, year of service in hotel and in international brand hotels and training providers. To analyze the data, the respondents' responses were categorized into subsections. Each data is discussed in detail one after the other.

4.2.1. Gender of the Respondent

As the table 1 shows below, out of the total population of 303 people responded to the questionnaires in the study were 52.15% female and the rest were male. So, this indicates that the majority of respondents were female and they are also cooperative for the study. As a result of this point of view, it indicates that these internationally branded hotels carrying capacity in terms of their employees are females. This means that females are the more beneficial either in employment opportunities in these hotels or in obtaining better knowledge and experience than males who are the next in number. In addition to this, the reason behind the dominance of females in the hotel industry than males is the tendency of the management to higher more female in many of the departments such as housekeeping, food & beverage and reception. On the

other side, the nature of the industry itself needs more smiles and humbleness to perform activities and welcoming guests in each hotel.

Table 1. Gender of the Respondents

Gender	Frequency	Percent
Male	145	47.85%
Female	158	52.15%
Total	303	100.0%

Source: own survey, 2019

4.2.2. Age of Respondent

According to the data obtained from the questionnaire, shown in table 2 below, represents that 127 respondents between 18 to 25 years of age representing 41.91%, 138 respondents were greater than 26 years of age representing 45.54% and 33 respondents each between 36 to 45 years of age representing 10.90% respectively. 5 respondents were older than 45 years old by representing the less percentage of 1.65%.

On the other hand, as the data point out that the majority of the respondents' age associate how the industry accommodate more youth and younger people rather than the elder people because of the nature of the industry. In addition to this, the day to day activities in the hotel sector need more energy, fastness, obeying, good eye contact and flexibility to be assigned in any time working schedule as well as to provide training to increase their level of performance, skills and career development.

Therefore, majority of the hotels provide the job opportunity based on age and enthusiastic of professionals for different departments as the age matters to perform any activity, for the efficient output and goal achievement of these hotels.

Table 2. Age of the Respondents

Age	Frequency	Percent
18-25 years old	127	41.91%
26-35 years old	138	45.54%
36-45 years old	33	10.90%
>45 years old	5	1.65%
Total	303	100.0%

Source: Own Survey, 2019

4.2.3. Department of the Respondents

From the below table 3 given 30.70% of respondents were waiter/waitress, 28.38% of cook, 12.21% of receptionists, 21.45% housekeeping and 7.26% were bell boys. As the data reveals that the majority of labor force human capital was participated under the labor injective departments respectively and the main service area but invisible part of the hotel. So since they are larger in number and under the service department they need more knowledge and creativity for better service provision.

In addition to this, the majority number of waiters is not simply coming because of the department importance rather it is for providing and exceeding the expectation of guests based on knowledge, skills and better knowhow about the service. Therefore, the better they do KT for these departments are the highest achievement in service excellence. Apart from this, these departments are the frontier to be exposed in the eyes of guests. Therefore, the best they provide good service is the best they can earn acknowledgment, good review and guest satisfaction on behalf of the entire hotel management.

Table 3. Department of the Respondents

Occupation	Frequency	Percent
Waiter	93	30.70%
Cook	86	28.38%
Reception	37	12.21%
Housekeeping	65	21.45%
Bell boy	22	7.26%
Total	303	100.0%

Source: Own Survey, 2019

4.2.4. Educational status of Respondents

According table 4 the hotels respondents hold a range of educational qualifications between certificate and degree status. Most of the respondents that are 45.55% have an education of diploma, 28.05% of them have certificate level, and 26.40% of respondents have BA degree. In one or another way, this data gives a clue how the organizations gained a competitive advantage having such trained and skilled employee since the hospitality industry is in the competitive market and also how respondents have good enough experience to share their experiences, understandings and knowledge of the practices.

Apart from that, it is a good opportunity for the diploma and certificate holders to upgrade their knowhow due to their employment opportunity and indirectly it is a driving force to these internationally branded hotels for making KT efforts for those employees to bring up to the same level of understanding with the rest of its employees. Additionally, the result shows the scarcity of manpower in these internationally branded hotels that are graduated with BA degree from universities and the less attention from the government regarding the hospitality sector. So, this indicates that the gap of KT in local based hotels is higher than these hotels.

Furthermore, it indicates the inattention of government officials, stakeholders and lack of awareness in our society how the industry is important like other industries. It is very easy to

have as an example the shortage of skilled manpower in the industry, expertise for the sector, less development and to be a preference academic discipline in the eyes of fresh student like other faculties in universities. So, this is the big challenge for the local based hotels development unless it cannot supported academically graduate in number, quality and skillful professionals in the futures.

Table 4. Educational Status of the Respondents

Education	Frequency	Percent
Certificate	85	28.05%
Diploma	138	45.55%
Degree	80	26.40%
Total	303	100.0%

Source: Own Survey, 2019

4.2.5. First employment of the Respondents

The next table 5 indicates the large number of respondents were from the local based hotel as their first employment opportunity holding the huge percent of 87.46% and the rest 12.54% were who got the opportunity to start their first employment in those internationally branded hotels directly. Therefore, these internationally branded hotels were an opportunity for the local hotel professionals in Ethiopia in terms of having better job opportunity and to have more knowledge skills and experiences from these well-known branded hotels.

Additionally, it indicates that government and stakeholder of the hospitality industry to pay attention to realize that the fate of local based hotels soon since they are losing their professionals due to lack of knowledge and trainings. On the other hand, it implies that local hotels for hotel professionals are considered as training center for a short time until the professionals have got good job opportunity from internationally branded hotels.

Table5. First Employment of the Respondents

Employment opportunity	Frequency	Percent
Local based hotel	265	87.46%
Internationally branded hotel	38	12.54%
Total	303	100%

Source: Own Survey, 2019

4.2.6. Working Experience in the Hotel Industry

As revealed below in table 6, it is an indicator that over 37.95% was falling from 3 to 5 years' experience in the hotel industry and it indicate that the respondents experience has a direct relationship with their age as the industry itself needs more youngsters and energetic people in the labor intensive and service areas. The rest 30.03% were almost a new staff not more than a year experience but then again, the more experienced respondents hold 25.08% from 6 to 10 years and 6.93% more than 10 years who is going to share their experience for the new staffs through on job training.

On the other side, regardless of the respondents working experience, the result shows that the employment trend of these internationally branded hotels is in favor of new graduates for non-managerial position and middle range experienced people whereas more experienced people for managerial positions. This is mainly based on the objective of shaping and training employees under their working culture before their operational opening and to promote them through KT for the purpose of the target goal achievement.

Furthermore, work experience is one of the recruitment measurements for all jobs available in these hotels in line with the basic education for their staffs. So, as the result indicate in the table below the majority of the respondents have on average three to five-year experience in the hotel industry

Table 6. working Experience in the Hotel Industry

Work experience	Frequency	Percent
0-2 year	91	30.03%
3- 5 year	115	37.95%
6-10 year	76	25.08%
>10 year	21	6.93%
Total	303	100.0%

Source: Own Survey, 2019

4.2.7. Joining Internationally Branded Hotel

Here below table 7 reveals that 19.47% and 32.01% of respondents were new not more than two years in service with these internationally branded hotels. It implies that these internationally branded hotels are offering good job opportunity for fresh graduate than the elders who stayed longer in the sector, knowledge transfer (KT) and experience sharing for the hotels professionals and the professionals' interest to join these hotels was highly demanded. The rest 24.09% were aged 4 years, 20.13% from 5 to 6 years and 4.29% were dated 6 to 10 years respectively after they join.

As the data indicates that turn over from local based hotels to internationally branded hotels is relatively much more as we compare from internationally branded hotel to the same standard hotel. This is because of their similarity in most of their values, standard operation procedure (SOP) and the training they provide for their staffs to retain them for extended years as much as possible by promoting to different positions, reward additional incentives and careful attention as a primary asset.

The result also indicates that if more internationally branded hotels are functional in Ethiopia, they can create more jobs opportunities for local hotel professionals, as well as the KT from these hotels can contribute well knowhow for career development of Ethiopian hotel sector professionals. Furthermore, the result indicates that how many of the respondents can have the

access of joining such type of hotels before and gain the necessary KT as well as the experience they have.

Table 7. When did you join this International Brand Hotel?

Joining date	Frequency	Percent
last year	59	19.47%
before 2 years	97	32.01%
before 4 years	73	24.09%
5 to 6 years ago	61	20.13%
6 to 10 years ago	13	4.29%
Total	303	100.0%

Source: Own Survey, 2019

4.2.8. Training Providers

As the result described in the below table 8 the frequent way of training provision method for the respondents was online training which took 47.86%, the 22.11% was done by the training manager who is under the department of human resource and purposely assigned to facilitate and provide the KT in each hotels. The rest were 9.90% room division manager, lecture higher from outside 8.25%, general manager 6.93% and 4.95% was given by operation manager. Besides, these internationally branded hotels preference to provide KT to their employees was mainly online training rather than others.

Additionally, the preference of online training is mainly based on the assumption that employees to learn better language accent and to give the opportunity how they could access technological devices in related to their work. It also implies that providing trainings using technology is to reduce the cost and time for the training facilitators. On the other hand, the training managers cannot spend their entire time in providing face to face trainings for each of the departments rather they have also the responsibility to facilitate many trainings dealing mainly with the brand and standard executives.

As the data indicate below, the role of other managers seems less in providing different trainings, but they do trainings at some points. This is because of the presence of training manager in the hotel and the role of training manager is also to train them horizontally when it is necessary and again these managers transfer their knowledge to the their respective assistants or supervisors and finally the supervisors take the training session to the attention of their staffs step by step.

Table 8. Who Held the Trainings?

Training	Frequency	Percent
Training manager	67	22.11%
Outsource lecturer	25	8.25%
General manager	21	6.93%
Operation manager	15	4.95%
Room division manager	30	9.90%
Online training	145	47.86%
Total	303	100.0%

Source: Own Survey, 2019

4.3. General Expressions of Respondents towards the following qualitative Research Questions

The findings of the data are presented here in seven major sections qualitatively one after the other in line with the research questions and the specific objectives of the study.

Section 4.1: Inspiration of local hotel professionals towards internationally branded hotels

Section 4.2: Expectation of local hotel professionals from internationally branded hotels

Section 4.3: Knowledge transfer techniques used by internationally branded hotels to local hotel professionals.

Section 4.4: Types of trainings provided from internationally branded hotels to local hotel Professionals.

Section 4.5: Skills acquired respondents from internationally branded hotels.

Section 4.6: Capabilities acquired respondents from internationally branded hotels.

Section 4.7: Technology awareness and significance of KT on local hotel professionals.

4.3.1. Inspiration of Respondents to join these Hotels

As per the data obtained from the data collected using open ended questionnaires, the majority of the respondents' response out of the total population is to get "good job with a friendly working environment", "to adopt standard and professionals working culture plus attractive salary", "to upgrade knowledge", "new idea exposure than usual", "working in hospitality is the best way to engage with different people and take care of their Different behavior", "professionalism", "skills and experience". However, their mainly target was to learn and share experiences from these hotels as result of their service rather than they could have enroll in schools. Some other respondents revealed their inspiration is due to these hotels "brand name and their accumulated experience in the hotel industry across the world.

To sum up, majority of the respondents' Inspiration towards these hotels is mainly to build up good knowledge, benefits and experience in relation to their profession for their future career development. This is the reality in hospitality industry to be one of the best candidates in the eyes of employers and to be one of the leaders in the hotel sector. Leadership is the combination of knowledge and experience. Furthermore, Leadership cannot come simply as a result of academic qualifications, but it needs the possession of experience and more exposure in the industry to manage the behavior of different customers, employees and the business itself in harmonizing with up-to-date world class service standard and quality.

4.3.2. Expectation of Local Hotel Professionals from Internationally Branded Hotels

To assess the expectation of local hotel professionals from internationally branded hotel is very difficult as it has various reasons from each of the respondents. However, from their cumulative point of view what they were expecting from these internationally branded hotels are "job satisfaction", "safety and security on their job", "promotion to different managerial positions", "service provision skills development", "management skills and a variety of trainings" which can help them to find themselves in a better place and position in the hotel industry.

Therefore, from this point of view most of their expectations are normal and very necessary as an employee in any organization. Beyond expectation it is also a positive thinking for the organization competitive advantage itself and for employees to grown together with their

organization. On the other hand, expectation by itself is a driving force for a particular organization improvement which means when there is an expectation from employees the organization can do its best to answer and fulfill its employees' expectation.

4.3.3. KT Technique used by Internationally Branded Hotels

The techniques listed out by the respondents were “online training”, “on job training”, “face to face training, one to one training program” (when someone is new employee), “cross training” (which is employees are trained to work in more than one department), “meetings and briefing”. These programs were also directly associated with the types of training provided for the respondents who were participated for the purpose of this research paper. Therefore, using these various programs the hotel professionals can acquired so many trainings to develop their career in the industry as well as to be service oriented for the achievement of the target goal, objectives, working culture and service excellence for each hotels who are operated here in Ethiopia.

However, some petite number of respondents was revealed that the training mechanisms which has been considered as form of KT from those internationally branded hotels were similar and no difference from local hotels except some training types and their operational system, technological equipment and better experience sharing through time gradually. The main factor for the respondents to say this is the lack of much training for late entry staffs as compared to the opening staffs.

4.3.4. Types of Trainings Provided from Internationally Branded Hotels

In this case, the respondents are the witness for having lots of trainings types such as “Lobster ink training” (which is an online training type all about hotel operational activities), “how to adopt brand and working culture”, “first aid”, “mentorship training” (which helps less experienced employees to adapt to the organization and cope with work-related stress), “induction training” (which is focused in the historical background, brand values, mission of the hotel , customer service, customer handling and telephone etiquettes). Regarding these listed training types, most of the respondents agree as they are common and mandatory to be given for all staffs with the intention to bring employees in a way they need except for a staff who are certified before anywhere else. The extent of KT either for a short or long period of time it is not the ultimate goal of these internationally branded hotels. However, it is a matter of providing up

to date knowledge and reminding not to forget what their employees know and to exceed their customers expectation through providing quality customer service as well as to bring service excellence and to keep the reputation of the hotel under the same service standard wherever they are.

4.3.5. Skills shared from Internationally Branded Hotels

To find out whether employees have shared the necessary skills for their work tasks, the majority of the respondents approved as they have got diverse skills like “quality customer service”, “hotel system operation”, “communication skill with coworkers and guests”, “team working”, “up selling technique customer handling”, “leadership skill to their life as well as to their actual job”, “time management skill and building up positive attitude towards any guest as well as with coworkers”. In addition to this, each hotel staffs have seen their skill in progress in terms of communication, solving problems, eye contact and listening skills with smile and reach the guests satisfaction.

Based on the respondents explanation, after they had adequate trainings on knowledge, skills and technology before the operation, they found it useful to themselves and to perform their job with full of confidence as quick as possible to avoid the obstacles and the probability of unprofessional mistakes during on job activities. Sufficient trainings on knowledge, hotel software usage and outstanding skill performance before work lead to the better attitudes towards their work, as a result, better services will be offered to customers. In this case, the hotel organized induction training before the opening of the hotel when there is a group of new employees in order to save costs for the department on the bases of trainings before operation is more beneficial than the late it comes.

Basically, these internationally branded hotels always do this process as a common and major precondition through the training manager under human resource department. The importance of staff training, either the trainings are organized before the work starts or afterwards, and to realize the benefits brought by staff training so that they pay more attention to all the trainings that will be organized. Human resource department should be informed about the importance of the trainings and make all efforts in assessing and organizing the trainings in order to help employees to provide same standard service, to ensure the growth of the business and to achieve better results from staff trainings.

Furthermore, understanding the training on knowledge transfer, experience, technology and skills was the essential point of the researcher to know the knowledge transfer practice and contribution of internationally branded hotels for Ethiopian hotel professionals. Most of the respondents believed trainings which they were attended are still important and reassured as necessary, though there are some respondents thought the training was sometimes routine which is a kind of brain wash from the previous period. However, the majority portion of the employees realized the importance of the whole training, goal oriented and achievable in the judgment of themselves.

Regarding the issues related with the quality of KT, respondents recommend that it should be kept on the same level of standard and better quality. On the other hand, training managers and respective managers of the hotel reflect different opinions about repeating training that they think repeating training helps to improve employees' mastery of knowledge, skills so that they can provide better customer services. Management team has very high expectations on training; however, the outcomes are not very satisfied so far, therefore, management and employees should communicate better so the employees should be willing to adapt training and learn more from trainings.

According to the respondents, trainings are mostly organized via online training program training manager and others respective managers. Training managers are entirely responsible for the success of the employee to organize trainings that are not providing by the hotel as training. So they prefer to hire outsource international trainers dealing with better payment.

4.3.6. Credential of Capabilities acquired from Internationally Branded Hotels

Regarding capabilities, the respondents of the qualitative questions revealed the gaining of different competencies in the form of certificates and acknowledgement along with accomplishment of various trainings either it is from the head office via internet channels or the trainings provided by the training manager as well as from any other managers who are authorized to do such kind of KT in the hotel premises. As of the respondents' point of view, gaining these types of capabilities on top of their experience is the success and the path to better offers when there are new opening hotels soon.

4.3.7. Technological Awareness and Significances of KT on Hotel Professionals

As of the respondent thought working in internationally branded hotel have a diverse advantage for the hotel professionals. Most commonly respondents mention the following vital things that they achieved being part of the internationally branded hotel staffs. Among the benefits, the basic practice of knowledge transfer helps them to perform better activities while they are on job, encourages self-development & self-confidence, life and working management styles and procedural standards to sustains a positive attitude towards customer service, improves communication between management and employees, reduces accidents and safety violations, helps organizational development, aid them to adopt new technologies such as room key software, hotel management software like opera And new hotel management in time and up to date recent hospitality related knowledge. As a result of this, the training managers also can easily evaluate the training significance better in order to set appropriate goals for future trainings and make the best use what employees are good.

According to the respondents' response regarding this question, it indicates that majority of the respondents were satisfied with the hotel knowledge transfer, getting new experiences and new technological apparatus usage to make easy their job. Some participants suggested that the trainings are part of their everyday work tasks which cost too much time, but it is done purposely. Some respondents claimed that trainings for beginners contain too much theory either it is from online training or face to face training in the hotel, which is boring to site a long day in the training room when it happens frequently. However, some respondents suggest that more specific trainings were better to be organized for new staffs mainly after the opening of the hotel targeting on basic working procedure in any department of the hotel rather than taking time to provide more training at a time or continuously.

4.4. Practice of Knowledge Transfer in International Branded Hotels

The researcher addressed each of the sampled hotels as per the timetable given from each hotel training managers to make the interview starting from February-May/2019. Five of them were Training Managers, three of them were females and the rest two were males. They were 30 to 38 years old and from 3 to 7 years of related work experience in the hotel industry, not only that

they were also responsible for assisting, organizing and providing information for trainings and knowledge management sharing programs.

The training managers believe that internationally branded hotels are doing KT for their staffs what they could to exceed guests' expectation with professional and wonderful quality customer service as well as to make sure that every customer feels satisfied with the products and services. Regarding this idea the first explanation from one of the training managers stated like as follows:

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According to Ms. Tsion Gedelu training manager of Radisson Blue Hotel said that “Internationally branded hotels did not come to Ethiopia merely for the sake of business. However, when they think to make a business, they know that the need to have professionals and then they do more preparation to invest either in human capital or for the business itself. Not only that they think, but also, they know how to do the knowledge transfer for their employees since there is a big difference in the development of the hospitality sector as well as the scarcity of skilled manpower in our hospitality industry. So, as a training manager of this hotel she said that, our first priority is shaping employees attitude, sharing skills and extend management system to maintain sustainable SOPs via induction training, face to face training, mentorship training, on job training and online training. In doing so the hotel organization can create well trained staffs and the employees increase the necessary service excellence for the hotel. Furthermore, providing such type of trainings is the big benefit for the hotel as well as an advantage for the employees' job opportunity, self-confidence and professionalism”. (May 2019).

The KT program organized in these Hotels is based on knowledge gap assessment for each department to improve employees' knowledge and skills in order to provide better customer service. According to the training managers of the five selected hotels, KT methods were mostly similar even though there are some differences in explanation. However, it play an important role in producing skill full staffs under human resource department efforts to develop their employees in every concerns and trainings help employees to keep the high-quality services according to international standards. For example, the following explanation is one of prominent idea how KT practice is performed in one of these internationally branded hotels.

According Ms. Misraq training manager of Best Western Hotel told me that “We are doing KT in any kind of techniques, but we do it based on assessments from managers, supervisors and guests to identify the gaps. After that, the thing we

believe in is anybody who has work experience should have trainings again and again. Because experience is not the basic knowledge in hospitality industry rather it is the result of good attitude towards customers, his own job and guest satisfaction". (Feb 2019).

On the other hand, as of training managers explained each hotel staff attitudes towards trainings are not as serious as expected, which affect the outcome of the trainings as well as their self-career development and improvements. Therefore, training managers under the human resource department are there to enhance the power of trainings, to add diversified trainings to make the trainings more interesting and enjoyable, but it also requires the desire and willingness from employees. To strengthen this, one of the training managers explained KT and its importance as follows: -

According to Ms. Hana training manager of Marriott Executive Apartment Hotel explanation "KT is our main goal using various methods to improve our service provision in every department and to keep up our service standard throughout all the time. Therefore, facilitating and providing training is the backbone for any employee as well as for the hotel itself since the employee is working with us as professional for a better job performance and career development. At the end of the day, the benefit is for both parties". (Feb 2019).

Furthermore, in the comments of all the training managers, KT is a planned activity throughout the year and it is a great opportunity when someone joins to these hotels.

Mr. Endale training manager of Hyatt Hotel said that "In our hotel we considered KT like an engine as we used it to accelerate the transmission of knowledge, skill, hotel management system and technological usage for our employees through multiple methods based on the assumption that to increase their performance, build up career development and high level professionalism for the achievement of the hotel goals that are planned by the management and to keep the hotel SOPs. It means it is all about to avoid the gaps that might happen on the day to day activities and to applaud our hotel service excellence". (April 2019).

The process of KT either it is skill, knowledge or technology the result is competency credentials which could explain the capability of the employee for future endeavor. According to the training managers explanation, when an employees received any kind of capability certificate credentials it is the direct implication of KT benefits on their career development as well as on

their life to proceed to next level. To address it very well the following explanation presented as follows: -

Mr. Girma training manager of Golden Tulip Hotel explanation said that” we do KT to our employees through trainings such as online, offline, on job and briefings to their personal, career and profession development to the benefit of the hotel. In addition to this he said that he we do not have a fixed period to provide any training with the length or shortness. KT is a continuous process as the industry is dynamic itself. So, we do it always based on the gaps what see from the performance of the employees, feedback of guests and the special schedules from the main office. When we do this, we think that we are awake them to bear in mind the rules and regulation of the hotel in relation how to perform their best on their duty and certify them to acknowledge their accomplishment of the necessary trainings. To sum up employees are beneficial who are working in such type of hotel rather than local based hotel employees in terms of attracting good salary, knowledge, skills and experiences and have better opportunity in the competitive hospitality industry in their future endeavor”. (April 2019).

To sum up, as the training managers’ point of view, the objective of KT is to bring a change on staffs in hotel management system, skills, professionalism, job satisfaction and career development. This objective primarily concerned how to develop skilled employees, enthusiasm, leaders for the industry and attitude change. Creating professionals’ staffs is one part of the KT procedure in these hotels. So, internationally branded hotels emphasis is on training and development, follow-up and keeping the SOP of working culture in the heart of their customers.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

The main objective of the study was to examine the contribution of internationally branded hotels knowledge transfer to Ethiopian hotel professionals in the case of five selected five-star international branded hotels in Ethiopia. Generally, by emphasizing on the findings, the following conclusions were drawn.

In assessing and identify the extent of knowledge transfer from internationally branded hotels to Ethiopian hotel professionals the researcher found that less attention has been paid to the broader circumstances of knowledge transfer from the institutions, managers and stakeholders. In this regard, local based hotels may need to follow different strategies such as hotel management institute to produce skill full and well trained manpower for the sector as well as for stakeholders through providing continuous trainings to transfer better knowledge and retain their employees to be competent with highly worldwide influential brand hotels in the existing situation.

Based on the finding, KT is playing a significant and positive role on Ethiopian hotel professionals' attitude change. So KT is a very important process in shaping to integrate employees in the standard and international value of worldwide hotel sector. Thus, there is a positive end product of KT through different training programs on employee knowledge and skill gap. The study clearly concludes that training is a direct and the only way of KT in the absence of good training center/school in hospitality industry. In these regards, KT has a direct influence on the employees' knowhow and it tends to increase the overall knowhow and appraisal of employee. Therefore, KT through training improves employees' career development on their future endeavored and level of experience because of training programs.

The paper result plainly indicates that the processes of KT for employee brought unlimited exposure to perform their job using the necessary technological equipment and operational systems that are related to their job. So, the impact of KT was definitely necessary for Employee with technological usage in hotel industry. Employee recognition towards the organization and their experience achievement was clearly changed because of training managers and the

organization training provision. As a result of this, most significant competencies they got through training and other mechanisms were the reflection of employee agreement on KT importance in a positive perspective. Many researchers also say that the KT from any organization because of training has a direct impact on the employees' attitude change, experience achievement and knowledge share throughout their service life and for the organization productivity.

In regard to KT processed through trainings like human capital management system, standard operation system (SOP) and hotel management system within the workplace of the hotel and through experience sharing is on job training for better career development. Though some problems identified as a gap on the method that they apply to transfer the knowledge, the training as a process involves possession of skills, concepts, rules and career development or attitude to enhance the employee's performance in an activity or a range of activities in general which leads to the excellence of services that ultimately satisfy the customer and makes the organization profitably in multidimensional way.

Finally, KT processes made beneficial not only the employees but also the hotel organization. So KT using multiple training mechanisms should be provided by the organization based on the gap of the employee and need assessment that should be continual across the staff members and each department

5.2. Recommendations

Based on the findings of the study, the following recommendations have been forwarded.

Hospitality and hotel profession awareness is not yet as such enough in our country. This happens due to the lack of awareness creation on behalf of the government and stakeholders in our society. Therefore, the concerned bodies and stakeholders should have to prioritize to give much attention to hospitality awareness in collaboration with professionals to our community on how to keep our hospitality name upfront, generate more skilled professionals for destinations and open job opportunities to the next generation. Without awareness, KT cannot exist and disseminate from one company to another. To increase the awareness of KT requirements, hospitality education should be included in our education system beyond the first degree and more. For this to be included in the education system there must be well-known professionals in

the industry who have the potential to incorporate in terms of our social, cultural and tradition of the hotel industry. KT and experience sharing processes should be promoted by incorporating into the universities, institutes and colleges curriculum to produce energetic and skilled professionals. Thus, the Ministry of Education is advised to give more attention to the integration of KT with different higher education curriculum and to get any support from the experiences of internationally branded hotels how they brought it.

Importing internationally branded hotel businesses and their experience to our hospitality professionals is a good idea and exposure to share the right knowledge and competencies. However, we need to have much knowledge from these hotels how to create our brand hotels, good hospitality leaders and professionals to keep the fate of local-based hotels existence and to overcome the dominance of these hotels. Most of the time in our local-based hotels', training is taken as an expense by the management side. Whereas in international branded hotels, training is considered as a long-term investment which can, in turn, rewards the organization by producing highly skilled, competent and well-trained employees to satisfy their customers' expectation. In a way that internationally branded hotels believed training as part of their investment. They could increase employees' performance and their productivity as an additional positive impact on their profit and standard value. Therefore, the employees who get the opportunity to be an employee in those hotels need to play a significant role in every aspect of the industry and for the career development of others in the industry.

Locally based hotels should learn how internationally branded hotels maintain their service excellence, which related to excelling employees' skills, knowledge and performance that resulted from training. So, locally based hotels should work hard on developing their employees' performance by giving them the right training. Additionally, it is also recommended that the internationally branded hotels can establish an institute that works directly on KT for Locally barded hotels. Local based hotels should learn how internationally branded hotels maintain their service excellence which related with excelling employees' skills, knowledge and performance that resulted from training. So, local based hotels should work hard on developing their employees' performance by giving them the right training. Additionally, it is also recommended that the internationally branded hotels can establish an institute that works directly on KT for Locally barded hotels.

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Appendix-1

Questionnaires for staffs:

My name is Fisseha Lisan; I am a master's degree student of Addis Ababa University. I am currently writing my master's thesis in this field of, "Internationally Branded Hotels Knowledge Transfers to Ethiopian Hotel Professionals" I would be grateful if you could Cooperate and kindly complete this questionnaire. Your honest opinion will help me to implement this dissertation.

Please note that: All your answers are completely confidential either employee or the Management will not see your individual answers

Thank you for taking part of this interview

Part 1- Demographic Information

1. Gender (please tick the right box):

Male Female

2. Age (please tick the right box): 18-25 26-35 36-45 >45

3. Department :(please ticks the correct position in the box). Waiter cook reception housekeeping bell boy

4. Educational status (please tick the box): certificate, diploma, degree and If other

Please specify, -----

Part 2: Research Questions

1. Where do you start your first employment? (Please tick the right box)

in local based hotel internationally brand hotel

2. How much is your work experience in the hotel industry? (Please tick the right box)

0-2 year 3-5 years 6-10 years >10 years

3. When did you join this international brand hotel? (Please tick the right box)

last year before 2 years before 4 years 5 to 6 year 6 to 10 years

4. How long have you been working in this hotel? (Please tick the right box)

6-12 months 2-3 years 4-7 years

8-10 >10 years

5. Who held the trainings (Can be multiple choices please circle your answer)? (Please tick the right box)
- a. Training manager
 - b. Outsource lecturer
 - c. General Manager
 - d. Operation manager
 - e. Room Division Manager
 - f. on line training

Part 3: Research Questions

1. What was your inspiration to join this hotel?

2. What was your expectation after you join this hotel?

3. How internationally branded hotels do knowledge transfer to their employees?

Please mention some mechanisms-----

4. What types of training you take before you start your job in this hotel? for how long?

5. What kind of knowledge did you get after you joined this internationally branded hotel?

5. What are the benefits of knowledge transfer on your career development since you join this hotel? (Please list out them below)

7. How do you explain your professional skills that have achieved after joining this hotel?

8. What kind of capabilities did you acquire from this international brand hotel?

9. How do compare your professional knowledge before and after?

10. To what extent is the knowledge you gained directly applicable to your job?

11. What was the level of your technological device practice related to your job before?

Thank you!

Appendix-2

Interview for Managers:

My name is Fisseha Lisan, I am master's student of Addis Ababa university. I am currently writing my master's thesis in the field of, "Internationally Branded Hotels Knowledge Transfers to Ethiopian Hotel Professionals" I would be grateful if you could Cooperate and kindly give me your time for an interview. Your honest opinion will help me to implement this dissertation.

Please note that:

- All your answers are completely confidential
- Nor employee or the Management will not see your individual answers

Thank you for taking part!

Part 1- Demographic Information

Name-----

Position: -----

Gender: -----

Male

Female

Age: 18-25 26-35 36-45 >45

Part 2: Research Questions

1. Do you think that internationally branded hotels do knowledge transfer to their employees?
2. How do you practice knowledge transfer in your hotel?
3. On what bases you will do the knowledge transfer to your staffs? (probe question) What were the main gaps you observed on your employees that enforce you to make this knowledge transfer?
4. What are the basic capabilities you transfer to your employees?
5. What is your main objective to transfer your knowledge to Ethiopian hotel professionals?

6. What kind of techniques do you use to make knowledge transfer in your hotel for your employees? (Probe question) What are the main techniques that are appropriate to knowledge transfer among the techniques you listed before?
7. What do you gain from your employees after the knowledge transfer done?
8. How do you explain whether the knowledge transfer brings a beneficial change on your employees or not? (prove question) How do you describe your staffs career development and their professionalism since they are with you as a manager
9. For how long you will do the knowledge transfer?
10. If you have additional points?