CHAPTER ONE

## Introduction

### Background of the study

Ethiopia is one of the Sub Saharan countries facing a burden of poverty as a result of illiteracy, unemployment, high number of economic migrant, poor health service and backwardness like other developing countries. Currently, the Ethiopian government is mobilizing the society for poverty alleviation and bringing a significant change to reduce unemployment and create job opportunities through the transformation and development program by using different strategies of TVET. In Ethiopia, the TVET training strategy is designed to create competent and self-reliant citizen in order to contribute to the economic and social development of the country, as well as improving the livelihoods of the citizens and reducing poverty. To minimize the problems and to contribute its share in poverty eradication, Ethiopian Ministry of Education (MOE) takes its part and plays a pivotal role on the development of education through the slogan of “Education for all”. On the other hand, MOE designed the TVET strategy by targeting the objective to eradicate unemployment.

The overall objective of National TVET strategy as it is stated in the strategic document of MOE, in 2006 is to create a competent, motivated, adaptable and innovative workforce in Ethiopia who will be contributing to poverty reduction and social and economic development through facilitating demand–driven, high quality technical and vocational education training, relevant to all sectors of the economy, at all levels and to all people in need of skills development. The TVET strategy design and implementation is realized in all over the country. Currently, the Ethiopian Government has nine different regional states and each regional state government has been implementing the TVET strategy based on their conditions and needs by taking into consideration the importance of TVET to the national poverty alleviation and also all concerned bodies are using different media to promote the importance of TVET to the country.

The national media’s like Ethiopian Radio, ETV, news papers, and magazines have been giving coverage to advertise the TVET activities; these help to develop positive attitude among the society. It is observable that the society had no enough awareness about the TVET; with reputation effort of TVET training centers they have been creating awareness for the society. However, the trainee’s awareness is increasing from time to time after they have started the training in different fields. When the MOE planned to bring structural change on education; one part of its plan was the TVET strategy. This is assumed to bring a change of behavior towards creating a skilled and job creative society. The TVET trainers who are committed to their profession i.e. the responsibility of bringing a positive societal change of behavior given to TVET trainers and workers. The researcher being a trainer at one of the public TVET College has observed that the TVET trainers and trainees believed on the role of trained and skilled manpower’s’ work on the development of the country. This work however needs an organized training to accomplish every skill that is related to the areas; and to get this skill, training is important. Therefore, skills and training providing centers are emerged as TVET training centers which will positively help the development of the country (MOE, 2006).

These TVET training centers provide different professional skills training according to the need of the market. The TVET training program has been giving training for many professionals in different fields in Addis Ababa and the graduates used to get employed in different sectors in the country. From these, few of them were trainees in Housekeeping and Laundry Operation Service (HKLOS). HKLOS is one of the fields of training under Hotel and Tourism sector. This sector in addition to HKLOS consists of different hotel fields like Front Office Operation, Food and Beverage Service, Food Preparation, and also tourism related fields like Tourism Management, and Tour Operation (Ethiopia Occupational Standards Manual for Hotel and Tourism Sectors, 2010).

Hotels are an integral part of tourism which will lead other industries in revenues and employment opportunities worldwide (Andrews, 2007, pp: vii). The field of housekeeping and laundry operation service needs a large skilled man power. According to Andrew’s expression on his book “The Text Book of Hotel, Housekeeping Management and Operations”, he mentioned that housekeeping holds certainly a large workforce in hotels. Because they are responsible for the cleanliness, maintenance and aesthetic preservation of the entire premises, both external and internal. This research focuses on comparing the opportunity between TVET graduated staffs and informally trained staffs in housekeeping and laundry operation service departments of hotels.

### 1.2. Statement of the problem

In Addis Ababa City Administration, there are different fields of training that have been provided under the TVET programs with the objective of creating competent, self- reliant and skilled workforce. Housekeeping and Laundry Operation Service (HKLOS) henceforth is one of the fields of training in the TVET. The trainees’ who are taking the training of HKLOS are expected to offer services at modern hotels in Addis Ababa city and throughout the country. Data from TVET Agency shows that in the last ten years, in the areas of HKLOS there are few trainees when compared with other fields. However, some of the graduates of HKLOS could not get job opportunity or they are not hired on this field at all. On the other hand, it is observed that the construction of new standard hotels is increasing in alarming rate and they need qualified staffs in the area of HKLOS.

The researcher has been teaching in one of the TVET institutes in Addis Ababa in HKLOS department since 2001. While she has been teaching at HKLOS department she came across a problem of unemployment of HKLOS graduates. The TVET strategy is all about standardizing skills so as to create ethical, accountable and pleasing citizens who can fulfill the labor demand by training professionals domestically. In contrary however, there is a normal trend where companies used to employ unskilled individuals with minimum wage compromising the quality of the service and related issues.

Therefore, this study is important for the hotel owners. Not only this but also while visiting some hotels in Addis Ababa during apprentice-ship programs the researcher observed that there are people working as room attendants, cleaners and laundry section staffs without having the necessary qualifications. Because of this, the researcher wants to conduct a research on this topic so as to compare the satisfaction level of the employers who are using trained and untrained staffs in this department. As far as the knowledge of the researcher, there is no study which is conducted to identify the job opportunity of HKLOS graduates in comparison with the informally trained staffs in different hotels.

### 1. 3. Objective of the study

#### General objective

This study is aimed at comparing the relative effectiveness of formally trained and untrained laundry and housekeeping personnel in two purposefully selected big and renowned hotels in Addis Ababa i.e. Ghion and Intercontinental hotels. The focus of the comparison is made between technical vocational education training institutes’ graduated staffs’ and informally trained staffs’ effectiveness in under taking housekeeping and laundry operation service at standard hotels

#### 1.3.1.Specific objectives

The specific objectives of this study are to identify the comparative effectiveness and gap of technical skills that should be used for the betterment of the organization for which the personnel him/herself is working. In this regard the following lists of objectives were set:

* To investigate relative effectiveness of formally trained and informally trained housekeeping and laundry staffs
* To examine how hosting organizations train the employees to make them effective on their job
* To show the gap between formally trained and informally trained staffs in relation to the overall performances
* To examine the satisfaction level of employees in the training and incentives given by the host organization
* To investigate the reason for giving training HKLOS staffs
* To indicate market penetration problem with formally trained workforce
* To show the importance of hiring professionals for hotel industry

**1.3.2 Hypothesis**

Formally trained personnel provide effective and efficient service then informally trained ones in that updating is required for HKLOS staffs in order to improve their performance.

**1.3.3 Basic research questions**

The research answers the following basic research questions in order to meet the above objectives.

1. How is effectiveness of trained and untrained housekeeping and laundry operation service personnel?
2. What kind of believes exist about offering formal training to HKLOS staffs and what the reality like?
3. Where do the gap in training and effectiveness correlate?
4. Do the hotels offer training as incentive?
5. How employing informally trained affect the opportunities of trained TEVT graduates?
6. How is job opportunity in hotel industry in general and HKLOS in particulars?
7. Which (trained or untrained) types of personnel occupy most posts in current hotels?

### 1.4. Significance of the study

Since there are flourishing modern hotels in the country, conducting such a study on housekeeping and laundry operations in particular and hospitality industry in general has great significances. The gaps which are identified by the findings of this study will also help the stakeholders of hospitality industry including the technical vocational education training institutes to revise their training and the hotels will also recognize the importance of employing formally trained workers based on the effectiveness assessment results conducted here. Then the market value of trained and untrained would be assessed by the curriculum makers and implementers.

The TVET strategy is all about standardizing skills so as to create ethical, accountable and pleasing citizens who can fulfill the labor demand by training professionals domestically. In contrary however, there is a normal trend where companies used to employ unskilled individuals with minimum wage compromising the quality of the service and related issues.

Therefore, this study is important for the hotel owners:

* + to see the difference on having the formal and informal trained staffs at different hotels
	+ it will play a role in showing the gap between TVET graduate and informally trained staffs
	+ to show the importance of having professional service providers for hotels
	+ it will show that the need of hotels industry for graduated HKLO staffs
	+ it will serve as source for different researchers in the area

### 1.5. Limitation of the study

Addis Ababa is the largest city in Ethiopia. There are many hotels engaged in the business of hotel industry. From those hotels the researcher has taken two of them for her study. Because, it is difficult to select all standard hotels which are found in the city of Addis Ababa; there are about 300 hotels. Thus, the research has conducted her study in two selected hotels in Addis Ababa at which housekeeping and laundry operation department are functioning and focusing only on housekeeping and laundry service area.

The research was restricted in these two hotels purposively because of following reasons that one way or another will representatively show the ranges of hotels in the country.

1. One of the hotels is taken from the oldest and known hotels from the city; in this case Ghion Hotel.
2. The second selected hotel among newly opened modern hotels is known as Intercontinental Hotel.

**1.6. Operational Definitions**

TVET strategy: - an important element of the overall policy framework, towards development and poverty reduction. (MOE, 2006)

Technical Vocational Education Training (TVET):- provide a training which is a combination of theory classes, practical institution and real Work experience (production). (MOE, 2006)

Training: - a combination of theory classes, practical institution and real Work experience (production). (MOE, 2006 E.C.)

Housekeeping and laundry service: - housekeeping department is responsible to provide a service of

\* Cleaning establishment facilities and guest rooms.

\* Providing laundry services

\* Ensuring safety, security and customer comfort. (Kappa, 1995)

Modern hotels: - Modern hotels consist of broad category of fields within the service industry that includes lodging, restaurants, event planning, theme parks, transportation, cruise line, and additional fields within the industry.

Employee: – under this study employees are work forces whom are formally or informally trained workers under housekeeping and laundry service department at standard hotel.

Employer: - according to this study employer is a hotel

Standard: mean a hotel where you will be comfortable and secure, where the rooms are clean. However, there are other things to be looked into apart from the facilities and amenities on offer.

Job satisfaction: means the acceptance or committed points that the organization satisfies by the skills and knowledge of the employees; which are used to perform their task.

# CHAPTER TWO

## Review of Related Literatures

This chapter will present about the relevant related literature and discussion which will help the study. That shows the study concerned with endorsed facts and concerned literatures reflect global facts and points that can support the study. On the other hand, the study shows how supported or attributed by ideas and facts from known authors sayings.

This review related literature supports the idea of the researcher by comparatively with the scholars’ ideas and saying on the topic. On the other hand, the researcher use different scholars’ ideas and sayings to get support for her research and show her research through scholars view. This makes the research reliable and tangible.

There are different books that can be used as a source for the idea of hotel housekeeping and laundry operation service. The researcher uses these authors’ idea by relating with her study. The idea of this research is to identify the difference between the formal trained and informal trained staffs effectiveness of housekeeping and laundry service employees on their job performance.

However, different scholars have mentioned the requirements to employ housekeeping staffs. They mentioned this in the form of job specifications for the position of housekeeping and laundry staffs with the required educational level and experiences; which are express below.

###  2-1- Hotels

According to Andrew expression in his book “The textbook of Hotel Housekeeping Management & Operation” in 2007, the area hotel is defined as a commercial establishment that provides lodging, food, and other services to the public. The hotel business is an important industry in many countries, especially in those who attract a large tourist trade. Hotels can be classified according to location, facilities and services they offered, and clientele served. These writings in Andrew’s book make a division among hotels as to above mentioned reasons and some of them divisions include:

Hotel for travelers:-The transient hotel is usually located within city boundaries and caters to people traveling for business or pleasure. Motor hotels or motels cater to the same group of persons, but are often situated near or along major highways. Both hotels and motels provide numerous amenities in addition to sleeping accommodations, including maid service, radio and television, parking space for automobiles, recreational facilities, food and beverage services, and retail shops (Andrew, 2007).

Convention Facilities: - Conventions are the most important source of income for some hotels and motels. In the U.S., for example, it is estimated that some 10 million people attend conventions each year. Conventions assure a steady income both from sleeping accommodations and from meeting rooms, which are used for conferences and lectures. Dining facilities are the source of additional revenue through the sale of food and beverages. Local residents also use the catering services, meeting rooms, and ballrooms for social functions and business meetings (Andrew, 2007).

Resort Hotel: - Resort hotels and motels usually are located in seaside, lake, or mountain areas, and they cater to tourists and vacationers. Resorts provide all hotel services plus recreational and athletic activities. In recent years, the hotel industry has experienced tremendous growth as a result of the increase in tourism in resort areas such as the Caribbean islands, the Mediterranean region, and Hawaii. With the growing popularity of winter vacations, many resorts have become year-round institutions. In cold climates skiing and other winter sports are enjoyed by vacationers. Conventions help to assure off-season occupancy of resort properties (Andrew, 2007).

Residential Hotel: - The residential hotel caters to permanent residents rather than to travelers. These hotels are similar to apartment buildings except that they provide maid and valet service, and often have dining facilities. Lodgings are available on a weekly, monthly, or yearly basis (Andrew, 2007)

### 2-2- The origin of hospitality and housekeeping

The origin of hospitality and housekeeping has its own historical development. Scholars mentioned that hospitality is the cordial and openhanded reception and entertainment of guests or strangers, either socially or commercially. Martin expresses that the emergence of hotel and housekeeping was by mobile American society; and he express it as

Americans have often been described as a people on the move, a mobile society, and in their earliest history Americans required bed and board. Travelers in the early 1700s found a hospitality similar to that in their countries of origin, even though these new accommodation might have been in road houses, missions, or private homes and the housekeeping might have included only a bed of straw that was changed weekly. The decision as to where to stay was it is today, based on where you might find a location providing the best food, overnight protection, and clean facilities.(Martin, 1998, p 215)

As it is mentioned in Martine (1998) Professional Management of Housekeeping Operation, inns have served travelers since ancient times. The emergence of the hotel as a significant commercial institution, however, is a development of the past few centuries and may be traced by example in the U.S. The location of hotels has always been related to the transportation available. During colonial times hotels were usually situated in seaport towns, but by the end of the 18th century, when the stagecoach had increased travel within the U.S., many inns and taverns were constructed to offer lodgings along highway routes. After the construction of railroads in the 19th century, larger hotels were built near railroad stations to accommodate railway travelers. Standards of service and comfort rose appreciably and in the larger cities the types of lodging offered by certain hotels became luxurious. The old Waldorf-Astoria Hotel in New York City and the Brown Palace in Denver, Colorado, were among the first such luxury hotels, but their rates were too high for the average traveler. Shortly before World War I large hotels offering many services at prices within the reach of middle-income groups were constructed. The first such institution was the Staler Hotel in Buffalo, New York, which opened in 1908. For years it served as a model for other large-city transient hotels (*Martin, 1998)*.

The general prosperity following World War I made travel possible for more people, and the volume of hotel construction increased greatly. Because of the growing importance of business travel, most new hotels were situated near central business areas. During this period the tourist court, the direct antecedent of the motel, was established; most offered only minimal accommodations and no luxuries. In the 1920s, professional schools of hotel management were created to prepare Americans for positions in the industry. Technical schools were also established to train skilled employees such as chefs. Today many colleges and universities offer a degree in hotel administration, and trade schools provide courses in both hotel and restaurant work. European-trained personnel also go to the U.S. to work in the hotel industry, where their skills are welcomed(Martin, 1998).

Another significant trend begun in the 1920s was toward corporate rather than individual ownership of hotels. This was the result of the steadily increasing costs of building and operating hotels. Chain operation in the hotel and motel industry is a continuing trend in the U.S. and abroad. It allows for efficient management through the use of mass purchasing, central reservations and billings, and extensive advertising and promotion campaigns. Today about 30 percent of all American hotels and motels are affiliated with chains or franchised groups’ .During World War II the hotel business flourished. No new hotels were built, but existing establishments were occupied nearly to capacity at all times. Because of the growing importance of automobile travel soon after World War II, almost all the new hotels built then were located near highways. By the late 1950s motels began to rival hotels by offering a broader range of services and facilities. Motels have increased greatly in number during the last 30 years, and the number of hotels has decreased somewhat. Today the motor hotel, offering the convenience of the motel and the service of the hotel, is becoming popular. More efficient transportation and the growing importance of air travel have reduced the need for accommodations along highways. Motor hotels are now being built within the boundaries of large cities and near airports. To deal with stiffer competition, a growing trend has been for hotels and motels to offer greater conveniences, such as faxing and photocopying for business travelers. Low hotel occupancy rates in the 1970s led to the development of budget motels, with cheaper lodging and fewer amenities. Country inns and bed-and-breakfasts have also grown in popularity since the 1970s; often located in rural areas, they offer a homey atmosphere and personal service(Martin, 1998*).*

**2.3. Historical development of hotel in Ethiopia**

The development of hotel in Ethiopia is associated with Ethiopian’s foreign relations, particularly during the regime of Menelik. It had an impressive impact on the country by bringing modernization through the importation of European technology and institutions among which “hotel” is one subject. Thus its first appearance is related with the initiation of the society in the modern world. The low levels of commercial activities are considered as the main reasons for absence of hotel facilities in the country. Some historians have asserted that, the free hospitality tendered by Ethiopians have contributed for it. There is a common saying “Ethiopians like to welcome and entertain strangers free of charge.” As their guest comes in to their house, the guests used to feel as if he/she is in his/her brother’s house. So Ethiopians have a special attitude towards strangers. They developed the habit of sharing from what they have.

Empress Taiytu who was actively participating in the economic, political and social affairs in the government lead by Menelik has played a big role in the construction of the first modern hotel “Itegue Hotel” in 1907. In this period running private hotel was totally unknown. This hotel, after passing through different problems created by the backward culture of the country and lack of experienced administration, is still struggling to survive (Kibrom: 2005).

As like other countries the developments of hotel in Ethiopia shows a progress from time to time with the development of cities in different regions including Addis Ababa. Addis Ababa is the capital city of Ethiopia and the setting of African Union; which is the cause of increasing the number of standard hotel. On the other hand, the increasing of tourist travelers or tourist trade to this country is also the other aspect for the increase of hotel business.

### 2-4- Housekeeping and laundry operation in global view

In hotel industry there are different departments, such as food preparation, food and beverage service, front office and housekeeping and laundry service department that provide services to customers. One of these departments is housekeeping and laundry service. This department is responsible for cleanliness in a hospitality operation. The department activity is very essential for the satisfaction of guests as upon entering a spotless, tidy and confidently arranged room, also its neatness is the best quality for attraction of guest or repeat business to the organization. Housekeeping is responsible in any of the cleaning activities to be carried on consistency of the quality of work that must be done, and how the job must be done. Housekeeping employees are supposed to consistently perform their cleaning tasks in an efficient and effective manner.

Housekeeping is the act of cleaning the rooms and furnishings a home. It is one of the many chores included in the term housework. Housecleaning includes activities such as disposing of [rubbish](http://en.wikipedia.org/wiki/Rubbish), cleaning dirty surfaces, dusting and vacuuming. It may also involve some outdoor chores, such as removing leaves from rain gutters, washing windows and sweeping doormats.

The housekeeping department in a hotel is responsible for the cleanliness, maintenance and aesthetic upkeep of the hotel. Just as the nomenclature signifies, the role of housekeeping is to keep a clean, comfortable and safe house. It is an extension of basic housekeeping enhanced into commercial proportions. Therefore, just as we enjoy keeping a sparkling home for ourselves and guests who visit us at home, the housekeeping department takes pride in keeping the hotel clean and comfortable, so as to create a ‘home away from home’.

The concept of housekeeping is simplistic but when one considers maintaining a house of several hundred rooms and numerous public areas, the task becomes gigantic and more complex. It takes a well-organized approach and technical understanding to enable housekeeping to cope with the volume of work.

A hotel survives largely on the sale of rooms and food beverage and to a smaller extent on other minor operating departments such as the laundry, health club, etc. Of these, the sale of rooms constitutes a minimum of 50 percent. In other words, a hotel’s largest margin of profit comes from room sales because a room, once made, can be sold over and over again. Good hotel operation ensures optimal room sales to bring in the maximum profit.

The primary functions of Housekeeping Department are:

* Cleaning establishment facilities and guest rooms.
* Providing laundry services (supplying, for example, table linen, towels or staff uniforms, to guests or to the various outlets).
* Ensuring safety, security and customer comfort. (Kappa, 1995)

This housekeeping and laundry staffs perform their activities as housekeeping and laundry respectively in large hotels; but at small and medium hotels the activity is performed under housekeeping department and it has a common structures mentioned in fig 1 and 2 below.

The hotel industry holds many employees; this shows that the sector provide high job opportunity for many professionals according to their field of study like managers, cook person, waiter and waitress, receptionist, executive housekeeper, supervisor, room attendant, laundry attendant, bell boy, accountant, secretary and security staffs. The following figures show that the hotel industry job opportunities in different duties at housekeeping and laundry service respectively that the study concern about the effectiveness of formally trained and untrained staffs at this department.

The figures 1 and 2 show the job opportunity of the professionals at a hotel in different duty as indicated as housekeeping and laundry. The structure shows the required field workers in the area by the industry and the performance of the employees might vary here as to the qualifications they have like diploma, TVET certificate, informal training and so and so forth.

Head Gardener

HK Control Desk Supervisor

Executive Housekeeper

Assistant Housekeeper

Secretary

Upholsterers

Lined/Uniform Room Attendant

Head Housemen

Laundry Manager

Room Attendant

Housemen

Floor Supervisor

Tailors

Horticulturist/Florist

Public Area Supervisor

Linen/Uniform Room Supervisor

Houseman

Gardeners

Cloakroom Attendant

Figure 1 Housekeeping Organization Chart of a large property (source, Kappa, 1995)

Executive Housekeeper

Laundry Manager

Laundry Supervisor

Valet

Washer Man

Sorter/Marker/Packer

Dry Cleaner

Press Men

Spotter

Folders

Tumbler Operator

Feeders

Shirt Pressman

Hot-head Pressman

Steam Pressman

Figure 2 Laundry Organization Structure (Source, Kappa, 1995)

### 2.5. Hotel and housekeeping in Ethiopia

According to Catering and Tourism Training Institute (CTTI) information; CTTI is the first hotel training institute in Ethiopia, which is established in 1961E.C. The institute provides different hotel and tourism courses for trainees who are completing high school. Such as food preparation, reception, food and beverage service, housekeeping and laundry service, food and beverage control, tourist guide, tour operation and supervisory management provide by long term and short term training (Catering and Tourism Training Institute, 2010). This institute produces few number of housekeeping work forces for standard hotels up to now. At this time, the Ethiopian TVET program encompasses housekeeping and laundry service training as one field of study. This shows that the Ethiopian TVET training program play a vital role by supplying professional housekeeping work force for hotel industry. (Ethiopia occupational standards manual for housekeeping and laundry service, 2010)

However, the society doesn’t aware about the field or the society do not accept as a profession. Because of societal understand of hotel work is associated with prostitution and it is consider as a taboo and unwanted. On our society perspective job is based on office work. On the other hand, our society illiteracy and backwardness doesn’t allow to think about every job provide equal service for public. But this TVET program implementation create a little change, the trainees accept all the TVET training fields as a field which is used to get job opportunity and also the society understand and show better outlook for the hotel fields. Now a day’s many youth take the training of hotel profession by TVET training center by regular and extension programs and also by different private colleges including CTTI.

While Armstrong’s definition is concise, the definition given by the UK manpower services commission gives a better insight to training by not only explaining what training is but also giving the reason for training practices to be implemented. Sometimes there is confusion between the terms "Education" & "Training" because there is a degree of inter-relationship. This relationship can be best understood by considering Education as dealing with the imparting of knowledge whereas Training is directed towards changing of behavior and attitude. Armstrong states that the fundamental aim of training is to help organizations achieve their purpose by adding to their key resources i.e. the people they employee. Investing in training means that employees will be able to perform better and empower themselves to make use of their natural abilities. Training means the planned and organized activity to impart skills, techniques and methodologies to employers and their employees to assist them in establishing and maintaining employment and a place of employment that is safe and healthful. Education is concerned with increasing general knowledge and understanding of an employee’s total environment. A course on hospitality management, human relations, Bar tending, Retail management is education (Armstrong, 1999).

###  2-6- Requirement of HKLOS staffs

 According to Andrew’s expression, housekeeping department has different job description and required different educational level. Such as executive housekeeper, assistance housekeeper, floor supervisor, night supervisor, public area supervisor, linen or uniform room supervisor, linen or uniform room attendant, room attendant, houseman, horticulturist, head gardener, gardener, tailor/upholsterer, and cloak room attendant . Each of them required minimum educational requirement from Bachelors degree up to junior school (minimum 10 years of schooling). (Andrew’s, 2007)

 Different scholars put the needed skill and educational level for housekeeping and laundry service worker at assigned positions. The researcher need to assess its implementation in Ethiopia is one of the points. Because the researcher think that the effectiveness of the field staffs based on their skill and educational level with experiences; While scholars put the requirement points of housekeeping and laundry service staffs.

### 2-7-The effectiveness of housekeeping and laundry service staff

The hotels job description and requirement criteria’s, training before the job and on the job indicates that the organization need to get effective workers in the field . Many scholars show the housekeeping department job description and the necessity of training. For example Martine Robert J. describes that job and position description in hotel housekeeping department (Martin, 1998).

To be effective housekeeping and laundry operation staff; the employs fulfill their position requirement. Not only has this also known their duties and responsibilities. According to Kappa there are different housekeeping and Laundry operation staffs positions. Each position has its own requirement, as enumerated in the following charts mentioned as figures 3 and 4.

The following mentioned summery tables based on Andrews idea on his book “Textbook of Hotel Housekeeping Management and Operations” show each field’s manpower requirement standard on the bases of education and experiences that are needed for posts in housekeeping and laundry operations departments. All in all the figures below tries to show the number of staffs that a certain hotel needs in the area of housekeeping and laundry operations in relation to the hierarchy in the hotels and the qualifications they have. The summary table shows that the relationship between educational label and required knowledge for the effectiveness of the HKLOS trained employees (Andrews, 2007).

|  |
| --- |
| Figure 3 Job Descriptions of Housekeeping Personnel summary  |
| **Job title** | **Report to** | **Job summary** | **Coordinated by** | **Educational qualification**  | **Experience** | **Skills and competencies**  |
| **Executive housekeeper**  | 1.Accommodation manager 2.General manager  | Responsible for the cleanliness, maintenance and aesthetic upkeep of the hotel; work closely with a trained and motivated team that observes the policies, procedures and standards of the establishment and delivers service to guest satisfaction | 1.Front office2.Accounts3.Engineering4.Security5.Purchasing6.Accommodation Director  | Bachelors in hotel management or home science  | Minimum 3 years as assistant housekeeper of a reputed hotel. | -through knowledge of housekeeping -training skill-guest handling skill-well-groomed and physically fit-budgeting skill-Eye to detail |
| **Assistance housekeeper**  | 1.executive housekeeper -2.Accommodation manager  |  To ensure that the policies, systems, procedures and standards are understood and implemented by housekeeping team in a shift. | 1.Front office2..Engineering3.Security4.Purchasing | Bachelors in hotel management or home science  | Minimum3 years as assistant housekeeper of a reputed hotel. | - knowledge of housekeeping -guest handling skill-well-groomed and physically fit-leadership, training and motivation skills -Eye for detail |
| **Floor supervisor** | 1.Assistans housekeeper2.executive housekeeper | To ensure that guest rooms on an allotted floor/s are cleaned and maintained according to the standards and with in productivity limits is a shift. | 1.Front office2.Engineering3.Security4.Control desk5.Laundry6.Linen room7. Horticulture8. Florist9. Room service10. General stores | Diploma in hotel management  | Minimum 1 year training in housekeeping. | knowledge of housekeeping system and procedure-Proficiency in the English language-training skill-guest handling skills-Etiquettes and managers-Leadership and motivation skills-personable and well-groomed -physically fit-Knowledge of housekeeping equipment-eye for detail |
| **Night supervisor**  | 1.Assistans housekeeper2.executive housekeeper | Supervise all night cleaning schedules in guest rooms and public areas to hotel standards and within productivity limits. | 1.Front office2..Engineering3.Security4.Room service | Diploma in hotel management | Minimum 1 year training in housekeeping. | -knowledge of housekeeping system and procedure &equipment-training skill-guest handling skills- Leadership skills- Eye for detail |
| **Public area supervisor**  | 1.Assistant housekeeper2.executive housekeeper | Ensures that all public areas are cleaned and maintained as per the hotel standards within productivity limits in a shift | 1. Engineering2. Control desk3. Horticulture4. Florist5. General stores | Diploma in hotel management | Minimum 1 year training in housekeeping. | -knowledge of housekeeping-training skill-leadership and motivation skills -well-groomed and physically fit- Eye for detail |
| **Room attendant** | 1.Floor supervisor2.Assistant housekeeper | Cleans guest rooms as per the hotel standards and ensures that it is safe and functional. To complete rooms within productivity standards. | 1.Engineering2.Security3.Control desk4.Laundry5.Linen room6. Horticulture7. Florist8. Room service9. General stores | High school | Minimum 3 month training in housekeeping | -knowledge of guest room cleaning procedures-knowledge linen exchange procedures-Etiquettes and manners- Well-groomed, hygienic and physically fit-skills in the use of cleaning equipment- Eye for detail |
| **Houseman** | 1.Floor supervisor2.Assistant housekeeper | Execute tasks as assigned by the floor supervisor | 1.Engineering2.Security3.Control desk4.Laundry5.Linen room6. Horticulture7.General stores | Junior High school ( 10 years of schooling) | Minimum 3 month training in housekeeping | -knowledge of guest room cleaning procedures-knowledge linen exchange procedures-Etiquettes and manners- Well-groomed, hygienic and physically fit-skills in the use of cleaning equipment- Eye for detail |
| **Horticulturist**  | 1.Executive housekeeper2.Accommodation manager | Responsible for the aesthetic upkeep of the hotel’s landscapes and indoor plants through a trained and motivated team of gardeners that observe the policies, procedures and standards of the establishment. | 1.Engineering2.Purchasing3.Floor and PA supervisor4.Florist | Bachelors in Agriculture/Horticulture | Minimum 8 years as head of reputed nursery, hotel | -Knowledge of horticulture-Training skills- Leadership and motivation skills- Well-groomed & physically fit- Budgeting skills- Eye for detail-Aesthetic sense |
| **Head Gardener** | 1.Horticulrurist2. Executive housekeeper | Translates the horticulturist’s directives to operational levels. Responsible for upkeep of all landscapes, gardens, nurseries and green houses to ensure that they are of the standards of the hotel. | 1.Engineering2.Security3.Floorsuperviso4. Public Area Supervisor5.General stores | Junior High school ( 10 years of schooling) | Minimum 8 years as a gardener in reputed hotel, nursery or public garden. | - Leadership and motivation skills-Knowledge of gardening, plants seasonality and seeds.- Groomed, hygienic & physically fit- Skills in the use of gardening equipment- Aesthetic sense-Ability to work outdoors under difficult climatic conditions. |
| **Gardener** | 1.Head Gardener2.Hrticulturist | Keeps all landscapes, gardens, nurseries and green houses to set standards so as to enhance the image of the property. | 1.Engineering2.Security3.Floorsuperviso4. Public Area Supervisor5.General stores | Junior High school ( 10 years of schooling) | Minimum 2 years as a gardener in reputed hotel, nursery or public garden | -Knowledge of gardening, plants seasonality and seeds-Etiquettes and manners- Well-groomed and hygienic- physically fit- Skills in the use of gardening equipment- Aesthetic sense-Ability to work outdoors under difficult climatic conditions. |
| **Tailor/Upholsterer** | 1.Linen/Uniform room supervisor2.Assisstance Housekeeper  | Will stitch mend uniforms and linen as assigned ensuring a quality that can be used in daily operations. | 1.Stores2.Houseman3.Hotel personnel | Junior High school ( 10 years of schooling) | Minimum 5 years as tailor or upholsterer. | -Knowledge of cutting and stitching-Skills in the use of stitching equipment and accessories-Well-groomed and hygienic-physically fit |
| **Cloak room attendant** | 1.Head Houseman2.Public area supervisor | Maintains high sanitation standards of cloak rooms in public areas and ensures the safety of hotel property in the assigned areas. | 1.Engineering2.General stores3.Linen room | Junior High school ( 10 years of schooling) | 1 month of training adequate. | -Ability to understand and communicate in basic English.-Etiquettes & Manners- Well-groomed and hygienic-Physically fit-Humility to serve guests-willing to work in bathrooms |

Source: Andrews, 2007

Figure 4 Job Descriptions of Laundry Personnel summary

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Job title** | **Report to**  | **Job summary** | **Coordinate with**  | **Educational qualification**  | **experience** | **Skills and competencies**  |
| **Laundry Manager** | 1.Executive housekeeper2.Accommodation manager | Ensure that the policies, systems, procedures and standards are understood and implemented by laundry supervisors and translated at the operational levels. | 1.Housekeeping 2.Engineering3.Purchasing | Bachelors in Textile Engineering | Minimum 8 years as Laundry Manager in a reputed commercial laundry. | -Knowledge of laundry operation-Knowledge of detergent- Knowledge and use of Laundry equipment - Knowledge of fabrics and their properties- Leadership, training and motivation skills -Physically fit - Eye for details -Ability to work under heat, humidity and noisy conditions |
| **Laundry Supervisor** | 1.Laundry Manager2. Executive housekeeper  | Supervise and control all laundry operations in a shift with a view to promote supply of clean linen and uniforms to the housekeeping department, and operate guest laundry to guest s satisfaction. | 1.Housekeeping 2.Engineering3.Purchasing4.Guests5.General Stores | B.Sc. Chemistry. Preferably in Textile technology | Minimum 5 years training in a reputed commercial laundry. | -Knowledge of system and procedures.-Proficiency in English language. Supervisory skills-guest handling skills-Physically fit - Knowledge and use of Laundry equipment - Eye for details -Ability to withstand long hours of heat, humidity and noise |
| **Sorter/Marker/Packer**  | 1.Laundry Supervisor 2.Laundry Manager | Sort laundry according to the type of treatment required; mark guest laundry accurately; and pack guest laundry attractively according to the standards of management. | 1.Valets2.Washerman3.Dry-cleaner | High school with craft certification in laundry service | Minimum 1 year service in laundry. | -knowledge of fabrics and their properties-Eye for details to withstand extreme condition of heat and humidity.-Multiple-skills in presses and tumbler operations. |
| **Washer man**  | 1.Laundry Supervisor 2.Laundry Manager | Wash all guest laundry according to prescribed formulas, standards of cleanliness and time schedules. | 1.Linen/Uniform room supervisors2.Engineering3.Dry-cleaner | High school with craft certification in laundry service | Minimum 1 year in industrial laundry. | -knowledge of fabrics and their properties-Knowledge of washing procedure-Eye for details-Ability to withstand conditions of heat and humidity.-Multiple-skills in tumbler and hydro-extraction operation.. |
| **Press Operator**  | 1.Laundry Supervisor 2.Laundry Manager | Press guest clothes and hotel uniforms and linen to acceptable standards with appropriate presses and ensure the equipment maintenance and operational efficiency on a continuous basis. | 1.Washerman2.Engineering | High school with craft certification in laundry service | Minimum 1 year in an industrial laundry. | -knowledge of fabrics and their properties-Eye for details to withstand extreme condition of heat and humidity.-Multiple-skills in presses operations |
| **Dry-cleaner** | 1.Laundry Supervisor 2.Laundry Manager | Dry-clean all appropriate fabrics of guests and the hotel to standards of cleanliness and without damaging the quality of garments. | 1.Housekeeping 2.Engineering3. Sorter/Marker/Packer | High school with craft certification in laundry service | Minimum 1 year in an industrial laundry. | -knowledge of fabrics and their properties-Eye for details to withstand extreme condition of heat and humidity. -Multiple-skills in presses and tumbler operations. |
| **Tumbler Operator**  | 1.Laundry Supervisor 2.Laundry Manager | Operate the tumbler machine and ensure smooth operational flow without damaging the quality of fabrics and maintain delivery schedules. | 1.Housekeeping 2. Washer man3. Engineering | High school with craft certification in laundry service | Minimum 1 year in an industrial laundry. | -knowledge of fabrics and their properties-Eye for details to withstand extreme condition of heat and humidity. -Multiple-skills in washing and tumbler operations. |
| **Feeders and Folders** | 1.Laundry Supervisor 2.Laundry Manager | Operate the flat press and ensure smooth operational flow of work by feeding linen into the machine and folding them as per procedure and standards. | 1.Housekeeping 2. Washer man3. Engineering | High school with craft certification in laundry service | Minimum 1 year training in the laundry. | -knowledge of fabrics and their properties-Eye for details -Multiple-skills in presses and tumbler operations.-Ability to withstand extreme condition of heat & humidity.-Multiple-skills in various presses operations. |
| **Valet**  | 1.Laundry Supervisor 2.Laundry Manager | Receive request for valet service; help guests in tallying clothes with laundry lists; hand over soiled clothes to laundry; and deliver cleaned clothes to the guest. Execute the function with utmost courtesy. | 1.Housekeeping2.Desk attendant3.Lobby | High school with craft certification in laundry service | Minimum 6 month training in the laundry. | -Fluency in spoken and written English-Personable & well groomed -Guest service skills |
| **Laundry desk attendant**  | 1.Laundry Supervisor 2.Laundry Manager | Attend to the laundry telephone and direct valets to guest room numbers. To provide the administrative support required. | 1.Guests 2.Housekeeping 3.Engineering  | High school with craft certification in laundry service | Minimum 1 year training in the laundry. | -Fluency in spoken and written English-Basic accounting-Ability to work in extreme conditions of heat and humidity.Typing skillsRecord keeping skills. |
| **Spotter**  | 1.Laundry Supervisor 2.Laundry Manager | Complete spotting operations to guest and housekeeping satisfaction. | 1.Spotter/marker/packer2.washerman/drycleaner3. Engineering | High school with craft certification in laundry service | Minimum 1 year experience in spotting in a commercial laundry. | -knowledge of fabrics and detergents and their properties.-Eye for detail-Ability to withstand extreme conditions of heat and humidity. |

Source: Andrews, 2007

Employees are expected to perform their activities appropriately. On the other hand, these employees’ effectiveness is measured by their performance which is expected on the given position. However, the role and expected effectiveness of executive housekeeper has a different expectation or performed activities than the other department positions.

While scholars mentioned that the management of housekeeping department has advanced rapidly in recent years and requires knowledge of technical skills and understanding of the tools of management. Joan C. mention on his book Hotel, Hostel &Hospital housekeeping: that the housekeeping department should be to have an efficient run department, with operating costs as low safe environment. On the other hand, (Branson, 2010) express that a well organized housekeeping department should contribute significantly to the profitability of the establishment. It is obvious that at any residential establishment, be it hotel, hostel or hospital, the basic requirement for guest are food, drink and accommodation. The housekeeping department is responsible for guest accommodation cleanliness, comfortable, and safe environment. The effectiveness of this department is measured by the fulfillment of the activities and guest satisfaction. To perform the activities that are expected by guest, the housekeeping and laundry operation service staffs perform their work with appropriate skills and knowledge. On the other hand, the guest satisfaction implies the effectiveness of the organization worker (Joan, 2010).

# CHAPTER THREE

## Research Methodology and Design

In this part of the paper the researcher discussed the process on how to answer the research questions rose in relation to Housekeeping and Laundry Operation Service (HKLOS) formally trained and untrained employees performance on the duties they assigned.

Thus, this chapter describes all methods which are used by the researcher during the course of this study to explain the difference between the formally trained and other staffs in HKLOS department in two hotels found in Addis Ababa. The chapter thus contains the research approach, the method, and sample design, source of data, data analysis methods, limitations and ethical consideration to achieve the research objectives.

### 3-1- Research Approach

Descriptive survey method was employed by using both quantitative (questionnaires) and qualitative (observation and interviews).This method was used recognizing that all methods have limitations; researchers felt that biases inherent in any single method could neutralize or cancel the biases of other methods. Triangulating data sources – a means for seeking convergence across qualitative and quantitative methods is important (Jick, 1979 as cited in Creswell, 2003). This was because it was helpful to the overall strength of the study than using either quantitative or qualitative research (Creswell, 2003). For this very fact, the researcher used this mixed method (concurrent triangulation). These were aimed to study the performance of formally trained and untrained staffs of housekeeping and laundry service employees at the two selected hotels.

**3-2- Research Method**

The research method applied for the study is a descriptive. As descriptive research includes fact-finding enquiries of different kinds and the major purpose of a descriptive research is explanation of the state of affairs as it exists at present. The main characteristic of this method is that the researcher only reports what has happened or what is happening. So descriptive research method is applied in this case to check if there is difference between the performances of the two types of staffs i.e. formally/TVET trained ones and informally trained ones in service rendering in relation to standards(Kothari, 2004).

#### 3-2-1- Research Technique

# In relation to the qualitative approach the researcher uses a descriptive method so as to get the direct experiences of the respondents while checking it with the standards. The main technique is a questionnaire substantiated by the in-depth interview and observation.

### 3-3- Sample Design

#### 3-3-1- Study Area

 This study focused in Addis Ababa and within the TVET occupations focuses on Housekeeping and Laundry Operation Service (HKLOS). Under this occupation it focuses on TVET trained staffs, on those staffs who do not take a formal training, their supervisors and hotel managers. The hotels chosen for this study include Ghion Hotel with reach experience in hotel industry in Ethiopia and the newly emerged Intercontinental Hotel.

#### 3-3-2- Sampling Technique

This research is conducted by taking samples from the above mentioned hotels. Due to the nature of the qualitative approach used here i.e. a descriptive so as to get an in-depth opinion of the participants’ attitudes and experiences (Catherine, 2002: 14) recommends taking fewer people as respondents and spent a longer contact time.

To select respondents the study uses non probability (purposive sampling) method which is suitable for this research since valuable data can be gathered by selecting respondents who have practical knowledge and important experience related with the study area.

#### 3-3-3- Sample

Information was gathered from formally and informally trained staffs 39, housekeeping and laundry supervisors 5, hotel personnel’s, and managers 3. The first groups of respondents were formally and informally trained hotel employees; who are working in one of the three shifts in the hotels. The second groups of respondents were hotel housekeeping and laundry supervisors who are working in one of the three shifts in the hotels. The third groups of respondents were hotel human resource officers and managers.

**3-4- Sources of Data**

# The research is conducted by collecting a primary data. This primary data is collected through questioner, interviews, and observation. The questionnaire mainly distributed to the formally and informally trained staffs and the interview was employed among those human resource heads and hotel managers. In case of the observation using a certain guide the researcher herself have done it anonymously without know how of the one who is being observed while working in the targeted departments in the hotels.

#### 3-4-1-Questionnaire

 Questionnaires were designed and distributed to formally and informally trained housekeeping & laundry employees and supervisors. The questionnaires was focused on gathering information about

1. HKLOS Employees back ground
2. Their attitude towards the job
3. Their job satisfaction
4. The importance of HKLOS training

#### 3-4-2-Observation

 The observation was conducted with the aim of identifying employees’ activity in between trained and untrained staffs; and also to check the training need from the real situation. Observation checklist were used (appendix D)

#### 3-4-3-Interview

 Semi-structured interview were used. The purpose of the interview was to validate the data gathered through the questionnaire and further explore the effectiveness of formally trained and untrained housekeeping hotel employees. Therefore, the contents of the interview were similar to that of the questionnaire

 The interview was conducted to human resource officers and hotel managers. The objective of the interview to get their observable and experienced suggestions and real work site views about formal and informal trained workers accomplishments.

### 3-5- Data Analysis Methods

 Data gathered through questionnaire were calculated using percentage and analyzed quantitatively. The response of the two hotels, employees and managers were compared and contrasted to arrive at conclusion. Data gathered through semi structured interview and work place observation were analyzed qualitatively. The results of questionnaires were analyzed by using tabulation quantitatively and the result of interviews and observation were discussed in qualitative way from the answer of interviews and observation checklists respectively. The whole categorizations was substantiated and analyzed in reference to standards in the area of House Keeping and Laundry Operations.

Respondents for this research were 39 in number and they are represented as informants’ number 01- 39. The information of each respondent was feed into SPSS. Informants 01-28 were staffs of intercontinental Hotel Addis (ICHA) while the rest are from Gihon Hotel enterprise. The responses to open ended questionnaires items were qualitatively discussed in the next sections. Coding was made in order to keep the anonymity of respondents that they also like their names kept unstated.

To analyze the collected data case by case and cross case analysis were implemented as suggested by Yin (1984) and Stake (1995). The case by case analysis was conducted to intensively analyze individual subjects’ responses. The cross-case synthesis was carried out to further identify similarities and differences in the performances of the trained and untrained HKLOS staffs.

### 3-6- Ethical Considerations

This study carried in line with the approval obtained from St Marry University the center of Indira Gandhi National Open University School of Social Work Addis Ababa. The two hotels were asked permission in written relation to the research and using their staffs as respondents. The two hotels HKLOS supervisors were gave me brief explanation about the workers that they are busy at working time and I will ask their cooperation to gain response for the questioners. From this the fact shows that the superiors have a respecting for their employees. On the other hand, the employees have the right to do or not. Some of the employees were tale me the fact that they have no time to fill the questioner and return buck it. On the contrary some of them were voluntery and fill the questioners. The supervisors also ask their cooperation, but not gave a command to fill it. This means the employees have his/her own willingness to participate at the research or not.

CHAPTER FOUR

FINDINGS AND DISCUSSION

The data collected from different groups of respondents in two deliberately selected Hotels of deferent status (stars) namely Ghion the oldest Hotel and Intercontinental Hotel; which is very modern and five stars were organized and analyzed in the next sections.

This part of the thesis presents the results of data gathered from the Hotel managers, housekeeping and laundry managers, laundry supervisors, room attendants and laundry machine operators by the use of various instruments. The findings were presented in figures and percentage followed by interpretation. Description of respondents, characteristics are presented to clarify the interpretation of their responses. The general characteristics of respondents indicate the summary of informants’ bio-data. This section of the thesis offers a brief explanation of the kinds and role of respondents in terms of age, sex, and educational status, current posts, work experience or service years in Hotel and HKLOS milieu.

The data of the study are organized in three main sections based on the instrument of data collection to make ease of interpretation and discussion. Accordingly, data gathered by the means of questionnaire items are organized and analyzed using ordinary descriptive statistics including percentage, frequency and range of statistical units which are presented by tabulation and discussed qualitatively trough tick description for open-ended questionnaire items. Secondly data which were gathered through interviews were presented using the direct reflection of interviewees which is followed by interpretation and discussion of the implication. Lastly observation results are discussed to show comparative effectiveness of staff members who are formally trained in HKLOS and those who took formal (academic) training in the field.

In the coming section of this analysis, we are going deal with the findings of responses to questionnaires. There were open ended questionnaires which were separately discussed. The questionnaire item papers were arranged in terms of number in relation to the respondents who completed each questionnaires paper.

Quotations from very impressive and redundant responses were discussed to support the research with strong evidences. These evidences are organized from the view points of importance of training for Housekeeping and laundry operation service Department staffs and ‘relative effectiveness of the staffs. While the close-ended questionnaires were organized and presented in tabulated form by using statistical package for Social Science (SPSS). But there was no high inferential statistics regarded due to the fact that analyses were made using description of responses and percentage calculated by SPSS version 16.0 inputs. Hereby the reliability of sample was tested by one sample t-test that the size is significant as representatives of the population. The value is indicated as follows.

|  **One-Sample Test** |
| --- |
|  | Test Value = 0  |
|  |  |
|  | t | df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference |
|  | Lower | Upper |
| code given to respondents | 10.954 | 39 | .000 | 20.0000 | 16.304 | 23.696 |

In this table we can tell the t-value which shows the significance of the sample size. Interpretation of t-value for significances is done in two ways. These are the presence and absence of zero between the upper and lower confidence interval and the sig. value which provides 0.000 with significant relation and as the value goes apart from 0.000 beyond 0.005. Thus the t-value of sample size is 0.000 with one sample t-test. Secondly, if zero is located between the upper and lower confidence interval, there is no significant relation. But the case is not true that there is significant relation.

A comparison of formally trained and informally trained /untrained/staffs was done based on the data gained from different respondents. A comparison of formally trained and informally trained/ untrained/ staffs were done based on the data gathered from different respondents. In this case the researcher is going to show how training improves the performances of HKLOS staffs in the organization under investigation. Training in this case includes short term, certificate and higher academic achievements. The housekeeping department is an important department in hospitality world. Housekeeping is responsible for cleaning the Hotel’s guestrooms and public areas. This department has the largest staff, consisting of an assistant housekeeper, room inspectors, room attendants, a house person crew, line room attendants and personnel in charge of employee uniforms.

 **4-1-Analysis of data obtained by close-ended questionnaires**

Tabulation is used to show representation of member of diverse group of staff with various qualification and experience in HKLOS as well as management of these activities in general. Diversity of respondents is considered in terms of status, sex, age, qualification, field of study, department and job description.

 Table 4.1 Gender of respondents

|  |
| --- |
| Gender of respondents |
| Sex | Frequency | Percent | Valid Percent | Cumulative Percent |
| Female | 16 | 41.0 | 41.0 | 41.0 |
| Male | 21 | 53.8 | 53.8 | 94.9 |
| Unknown | 2 | 5.1 | 5.1 | - |
| Total | 39 | 100.0 | 100.0 | 100.0 |

As indicated in table 4.1 above, the gender balance was considered based on the availability of willing respondents. Accordingly, female respondents account for 41 percent of the total informants while 53.8% are males. The rest 5.1 percent do not want to mention their gender. Here, representativeness of gender is unquestionable since the percentage range is not large. However ,still we can recognize that males are more engaged in housekeeping and laundry operation service in general though there are some jobs were males do not prefer while females do and vice versa. Basically these preferences determine the types of work posts were individual give priority to handle. The next section elaborates the post occupied by people of various backgrounds.

 Table 4.2 Current post of respondents

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No. | Post | Frequency | Percent | Valid % |
| 1 | Floor supervisor | 2 | 5.1 | 5.1 |
| 2 | Housekeeping | 12 | 30.8 | 30.8 |
| 3 | Housekeeping Laundry manager | 1 | 2.6 | 2.6 |
| 4 | Housekeeping supervisor | 2 | 5.1 | 5.1 |
| 5 | Hotel professional | 1 | 2.6 | 2.6 |
| 6 | Laundry | 11 | 28.2 | 28.2 |
| 7 | Laundry attendant | 2 | 5.1 | 5.1 |
| 8 | Laundry supervisor | 2 | 5.1 | 5.1 |
| 9 | Laundry Machine operator | 3 | 7.8 | 7.8 |
| 10 | Manager | 1 | 2.6 | 2.6 |
| 11 | No post | 1 | 2.6 | 2.6 |
| 12 | PA supervisor | 1 | 2.6 | 2.6 |
|  | Total | 39 | 100.0 | 100.0 |

 There were eleven posts with certain overlapping of nomenclatures in both Hotels on the housekeeping and laundry operation service department. We can generally categories these posts into executives and personnel .The executives here are those on certain supervision positions. Table 4.2 depicts the overall figures of workers and their positions that help to clearly indicate whether the posts were properly field with appropriate personnel and executives in order to offer quality and standard service according to the principles of hospitality industry. The appropriateness of posts is detected by qualification of personal and relevance of trainings taken by the workers. Thus, we are going to ask whether a worker assigned to a given post was formally trained on specific and relevant field or simply assigned to cover the vacant post. Conventionally, each of the post in the chart above need to be field with personnel of varied qualifications.

 According to Andrew, (2007) housekeeping department has different job description and required different educational level. Such as executive housekeeper, assistance housekeeper, floor supervisor, night supervisor, public area supervisor, linen or uniform room supervisor, linen or uniform room attendant, room attendant, houseman, horticulturist , head gardener , gardener, tailor/upholsterer, and cloak room attendant . Each of them required minimum educational requirement from Bachelors degree up to junior school (minimum 10 years of schooling). For instance the qualification and fields of trainings for the personnel and executives is provided in the coming two tables to support the above issues with actual data. It seems that a great number of informants do not have training in HKLOS or any academic training.

Table 4.3 Current post of informant

|  |  |
| --- | --- |
|  | Qualification of the personnel |
|  | Qualification | Frequency | Percent | Valid % |
|  | TEVET | 6 | 15.3 | 15.3 |
|  | 12 grade complete | 4 | 10.25 | 10.25 |
|  | Diploma | 12 | 31 | 31 |
|  | First degree | 1 | 2.5 | 2.5 |
|  | Housekeeping | 1 | 2.5 | 2.5 |
|  | Housekeeping & Laundry  | 1 | 2.5 | 2.5 |
|  | None | 14 | 35.9 | 35.9 |
|  | Total | 39 | 100.0 | 100.0 |

The table 4.3 above shows the qualification of the respondents in both Hotels. As we see from the first row of the table, 6(15.3%) of the respondents under discussion were TVET graduates while some 4(10.25%) were grade 12 complete in the old education curriculum. There were also 1 first degree holder and 12 diploma holders that account for 2.5% and 31% of the total workers respectively. Majority of the respondents shown in the above table 14(35.9%) were generally not trained in any level and 2(5%) the personnel were trained simply in housekeeping and laundry at unknown level.

In the table, workers who did not have qualifications accounted for large percentage followed by those who have diploma. Though managers in the two Hotels believe that trained and qualified workers contribute a lot for effective service provision, majority of personnel in the Hotels were found to be without any qualification. Though degree and some equivalent training were required for the posts of supervision, there was only one first degree holder according to the bio-data of the informants.

This leads us to a conclusion that the Hotels do not focus on training and relevance/conventional requirement .This forces the formally trained engage in other job than their qualification or stay idle. It is possible to recognize that the post that graduates of TVET deserve is filled by untrained/unqualified/workers in the Hotels under discussion.

In the following table we will see the field of study under the aforementioned qualifications.

Table 4.4 Field of study (training taken)

|  |
| --- |
| Field of study |
| Field | Frequency | Percent | Valid Percent | Cumulative Percent |
| Dry clean | 1 | 2.6 | 2.6 | 2.6 |
| Cock | 1 | 2.6 | 2.6 | 5.1 |
| Food, beverages control | 1 | 2.6 | 2.6 | 7.7 |
| Housekeeping | 1 | 2.6 | 2.6 | 10.3 |
| Housekeeping &laundry | 3 | 7.7 | 7.7 | 17.9 |
| HK Laundry mgt | 1 | 2.6 | 2.6 | 20.5 |
| Hotel administration | 2 | 5.1 | 5.1 | 25.6 |
| Hotel mgt | 5 | 12.8 | 12.8 | 38.5 |
| Hotel profession | 2 | 5.1 | 5.1 | 43.6 |
| Kitchen | 1 | 2.6 | 2.6 | 46.2 |
| Laundry | 1 | 2.6 | 2.6 | 48.7 |
| Marketing | 1 | 2.6 | 2.6 | 51.3 |
| Mgt | 1 | 2.6 | 2.6 | 53.8 |
| No training | 16 | 41.0 | 41.0 | 94.9 |
| Pastry | 1 | 2.6 | 2.6 | 97.4 |
| Secretarial sc | 1 | 2.6 | 2.6 | 100.0 |
| Total | 39 | 100.0 | 100.0 |  |

Table 4.4 above shows the qualification of informants. The categorization was made based on the specific subjects of trainings of the workers selected for this study. To begin with, majority of the personnel (41%) did not study any specified subject in housekeeping and laundry service operation or other profession. Untrained workers which lack many of the qualities that the industry in general demands occupy the vacancies in the Hotels chosen for this study. And this also works for other Hotels in the same condition.

On other hand there are cases in which workers of irrelevant qualifications work in the department housekeeping and laundry operation service. Here, we can consider those who were trained in secretarial sciences, cook, Kitchen, food and beverage control, pastry and marketing and other subjects. Though diversified skilled manpower is important in offering quality services, it is advisable to assign personnel with relevant qualifications to maintain standard of works.

Again, those workers with irrelevant qualification did occupy the posts that trained workers in the housekeeping and laundry operation ought to have. The overall profiles of field study of the workers indicate that housekeeping and laundry operation services profession covers very little spaces in the Hotels. For instance graduated housekeeping personnel was only 1 worker (2.6 %) of the sample informants; while that of laundry operation was found to be 13% of the workers in the department. The rest of personnel are from different background. In most cases the workers with no qualification or irrelevant field of study are expected to have many years of experience. Let us see how experience was valuable and the new graduates are given less consideration from the data provided in the following table.

|  |
| --- |
|  Table 4.5 Work experience of informant |
| Service year of respondents |
|  | Frequency | Percent | Valid Percent | Cumulative % |
| 0 | 5 | 12.8 | 12.8 | 12.8 |
| 0.2 | 1 | 2.6 | 2.6 | 15.4 |
| 0.3 | 1 | 2.6 | 2.6 | 17.9 |
| 0.6 | 1 | 2.6 | 2.6 | 20.5 |
| 1.2 | 1 | 2.6 | 2.6 | 23.1 |
| 1.4 | 1 | 2.6 | 2.6 | 25.6 |
| 1.7 | 1 | 2.6 | 2.6 | 28.2 |
| 2.9 | 2 | 5.1 | 5.1 | 33.3 |
| 3 | 4 | 10.3 | 10.3 | 43.6 |
| 3.5 | 4 | 10.3 | 10.3 | 53.8 |
| 4 | 2 | 5.1 | 5.1 | 59.0 |
| 5 | 1 | 2.6 | 2.6 | 61.5 |
| 7 | 3 | 7.7 | 7.7 | 69.2 |
| 8 | 1 | 2.6 | 2.6 | 71.8 |
| 9 | 3 | 7.7 | 7.7 | 79.5 |
| 10 | 1 | 2.6 | 2.6 | 82.1 |
| 12 | 1 | 2.6 | 2.6 | 84.6 |
| 15 | 2 | 5.1 | 5.1 | 89.7 |
| 18 | 1 | 2.6 | 2.6 | 92.3 |
| 22 | 1 | 2.6 | 2.6 | 94.9 |
| 25 | 1 | 2.6 | 2.6 | 97.4 |
| 30 | 1 | 2.6 | 2.6 | 100.0 |
| Total | 39 | 100.0 | 100.0 |  |

Table 4.5 displays the experience of personnel chosen for study. The experience of the workers ranges from 0 to 30 years. Majority of the workers have more than three years of experience while workers with less than two years constitute only about 28% of the personnel. This shows that the Hotels prefer to employ experienced workers than newly graduates of professionals of housekeeping and laundry operation service from TVET institutes. Thus, mostly recruitment criteria are not professionalism. Here, more emphasis is given to experience than qualifications of the personnel. As a result the majority of TVET graduates could not obtain job as soon as they graduate from the training institutes. The following table consolidates these facts.

|  |
| --- |
| Got job as graduated |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | No  | 23 | 59 | 59 | 59 |
| Yes | 16 | 41.0 | 41.0 | 100.0 |
| Total | 39 | 100.0 | 100.0 |  |

Table 4.6 Availability of job for new graduates

As shown in table 4.6, majority of the workers did not get job as soon as they leaved training institutes. In the previous section we looked at the number of trained personnel and the specified subject areas. Among those who had training, majority of them about 59% did not get relevant job to their trainings. We can also understand from the table that 41% of these personnel got job of their preference as soon as they graduated from the training institutes. But the objectives of TVET program as indicated in the introduction of this study are to reduce unemployment.

Thus, all trained professionals are expected to join job that is relevant to their training than occupying others’ professional areas. However, there are situations in which the Hotels prefer to employ untrained workers than trained ones due to various reasons. Some of the reasons might be the availability of untrained workers at any spot, the salary that is asked by trained workers and other forcing conditions including business owners’ kinship matters which are common in most Hotels in Ethiopia.

|  |
| --- |
| Compositions of employees trained/untrained or both |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Both | 9 | 56.25 | 56.25 | 56.25 |
| No answer | 6 | 37.5 | 37.54 | 93.75 |
| Trained | 1 | 6.25 | 6.25 | 100.0 |
| Total | 16 | 100 | 100 |  |

 4.7 Trained vs. untrained personnel preferences by Hotels

Table 4.7 depicts the response of Hotel executives regarding the types of employees they prefer to recruit for the posts of housekeeping and laundry operation services. A total of 16 executives responded to the questionnaire that asks whether their Hotels `employ trained or untrained personnel. In this case, about 56% of them confirmed that both formally trained and informally trained workers are employed while 37.5% of them do not like to mention the qualification of employees in their Hotel.

Only one of the executives in these Hotels responded that the HKLOS personnel employed by his current organization are the trained ones**.** The intention behind concealing the training of the workers or types of workers employed might be either to keep the secret of their subordinates or the workers are generally untrained. In general, if equal distribution is given even for those who said both trained and untrained are employed, it will not be fair to assign equal number of formally trained and untrained workers in the HKLOS department of standard Hotels. The next table shows types of training taken by the workers.

 Table 4.8 Type of training obtained

|  |
| --- |
|  Formally got trained in HKLOS |
|  | Response  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Not | 19 | 48.7 | 48.7 | 48.7 |
| Yes | 20 | 51.3 | 51.3 | 100.0 |
| Total | 39 | 100.0 | 100.0 |  |

As indicated by table 4.8 above, personnel who took formal training in HKLOS are almost equal. For instance 48.7% of the total respondents said ‘no’ for the questionnaire item that asks “did you take formal training in Hotel?” while some other 51.3% said” yes”. Here the figures are not much different. About 19 of 39 personnel do not have any formal training in HKLOS. The criteria of placement in the post of HKLOS in this case would be experience. But experience cannot be equivalent to the formal training .Thus, this leads to some defects in quality and efficient service provision. Importance of training for effective service rendering is undeniable fact that many scholars recognized it.

For instance, Peterson & Hicks (1996) indicated that training is vital because of the unavoidable changes that occur in organizations. To achieve continuing progress successful organizations will reprogram them and retrain their employees accordingly; that is to gain a competitive edge over their competitors by improving service quality in their Hotel.

Both formally trained and informally trained workers in this study believe in the importance of formal trainings.

 Table 4.9. The needs of training for HKLOS staffs

|  |
| --- |
| Housekeeping and laundry needs formal training |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | No  | 5 | 12.8 | 12.8 | 12.8 |
| Yes | 34 | 87.2 | 87.2 | 100.0 |
| Total | 39 | 100.0 | 100.0 |  |

Table 4.9 displays the values of training among different personnel. Their response to the inquiry that says” do HKLOS staffs need training?” was “yes’’ by almost all the workers. About 87.2% of the personnel believe in getting formal training while very few workers do not support the offering of formal training. Thus, though majority of workers of HKLOS staffs were untrained, they like to get formal trainings. To fulfill the needs of these employees the Hotels are expected to offer formal on job training which is relevant to their current posts . The number and percentage of personnel who firmly believe the importance of formal training for efficiency is presented as follows by pie-chart

 

The areas presented in the chart above indicate the comparative efficiency of trained and untrained workers as obtained from the respondents on questionnaires. The area shaded with large portion showed that trained and informally trained workers are not equally efficient. That means they do not perform equally.

 Cross tabulations of sample respondents was also shown between respondents and the stars of the hotel under consideration.

|  |
| --- |
| Believe to get job if resign the current post |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | No  | 3 | 7.7 | 7.7 | 7.7 |
|  | Not given | 5 | 12.8 | 12.8 | 20.5 |
|  | Yes | 31 | 79.5 | 79.5 | 100.0 |
|  | Total | 39 | 100.0 | 100.0 |  |

Table 4.10 Availability of job to change

As indicated in table 4.10, most of the workers who have long years of experience were very confident that they will get job if they resign the current post in the department of HKLOS, while few of the informants were not willing to suggest their expectation. Only three individuals said they may not get job if they resign the current post. Generally, we can deduce that workers in this regard are more confident in experience than training to obtain job.

### 4-2- Results of open ended questionnaires

Informant 01 is a respondent who works in one of the Hotels selected for the study. He is currently public area supervisor in intercontinental Hotel Addis. According to this respondent “those who took training in housekeeping and laundry operation contribute more than who did not take formal training. Absence of training leads to less performance in staffs’ regular jobs which require technical skills’’. He added that formally trained workers offer standardized service than those who did not take any training. These staff members also care for the safety of customer as they apply the knowledge that obtained during training. The previously mentioned points make Hotels to prefer to employ trainees of TEVET graduates. The formally trained workers are familiar with newly imported technologies than those who did not obtained formal training. At this point, they can be assigned to a given post in housekeeping and laundry operation service without any delay, according to this respondent. Housekeeping and laundry operation services retain more female than male as the females give attention to sanitation than the male counterparts. From the findings above, it is possible to generalize that the formally trained HKLOS staffs fit to the system easily than those who do not have any training or trained informally. This means they can effectively serve on the posts they are assigned without any delay.

Informant 02 is a floor supervisor in intercontinental Hotel Addis. This informant said “formally trained workers contribute than untrained workers to their workplace”. However, both trained and untrained staffs are employed and equally evaluated in the Hotel mentioned earlier. These employees are also equally evaluated for their efficiency and effectiveness of their performances. According to this informant, the formally trained and untrained workers do not perform equally since they did not obtain equal skills training.

As result, formally trained workers offer quality service since they have got ample knowledge through training. There is great difference between employing formally trained and untrained workers since trained workers start their work sooner than those who did not get training. This shows that formally trained personnel are more effective than untrained personnel. There are also differences among different genders the supervisor indicated that” female workers are assigned to housekeeping and laundry operation services, because they are concerned about sanitations and beauty traditionally.”

In this case, there are a great number of disadvantages of employing informally trained workers. The advantages that are obtained from training will be missed when organizations (Hotels) employ untrained workers. For instance training has some of the advantages mentioned by Peterson & Hicks (1996) training is vital because of the unavoidable changes that occur in organizations. To achieve continuing progress successful organizations will reprogram them and retrain their employees accordingly, in order to gain a competitive edge over their competitors by improving service quality in their Hotel.

Informant 03 got formal training after he joined the current Hotel. He received training in housekeeping, food and beverage control, and customer services. He said that training is important for the fact that it enables them understand how to operate machine, how to use chemicals and risk management processes in housekeeping and laundry operation. From here we can deduce that formal training enables the workers to undertake their regular job according to the formal procedures demanded by the profession. The workers also will be aware of risks that happens in the working environment strive to manage it, if they are trained formally in the field. In addition training is crucial to use different types of chemicals for HKLOS properly.

Informant 04 works as housekeeper in intercontinental Hotel Addis .She said that, she has not got any formal training after she joined the current organization though she believes in the importance of training. From the response of the informant above, we can understand that informally trained workers recognize the importance of training though they do not have training in any form.

Informant 05 also did not get any training though she was engaged in housekeeping simply by experience she gained from other organizations. She underlined that the importance of formal training as it enable trainees to perform better and improve their status. This implies that informally trained staffs are deprived of improving their status when compared to formally trained workers. They also blamed for poor performance due to the absence of formal training in relevant field.

Informant 06 has obtained training in diverse fields in hospitality industry. However, she was abstained herself from commenting the importance of training for personal reason. She took trainings in housekeeping, cocking, food and beverage as well as childcare. The result of the analysis here shows that most of her trainings are irrelevant to HKLOS. Normally we do not deny the fact that those who took any training perform better than those who do not have any training while personnel formally trained in relevant fields do the best of all.

 Informant 07 has been trained after she had joined the organization for which she is working. She also took training in many fields including: housekeeping, customer service, laundry, supervision, reception, and cocking and tourism operations. Though she attended these all trainings, she does not believe in the importance of training. She views the drawbacks of training from time consumption. She said that “training takes at least two years. In two years trainees get negligible amount of skills about the practical activities in the Hotels. But by observation workers in Hotels they can get more practical knowledge than they get from formal training.” This shows that some workers follow the notion that experiences can equally provide knowledge to formal training. However, different scholars support the notions of appropriate placements of well-trained professionals for the posts of HKLOS.

For example the job inspection is the center for the job description and job specification. A job description comprises the job title, pay, a brief statement of duties and procedures, working conditions, and hours. The job specification is an outline of the qualifications necessary for a particular job. According to *Dan Wilton (1984 p 35-43)* organizations can redesign jobs to improve coordination, productivity, and product quality while responding to an employee’s needs for learning, challenge, variety, increased responsibility, and achievement which help the organizations to clean up their images. Such job redesign often involves job rotation, the systematic movement of employees from one job to another; job enlargement, an increase in the number of tasks an employee will do in the job; job enrichment, the attempt to give the employee more control over job-related activities; and flextime, a flexible work schedule that permits employee input in establishing work schedules. In team-driven job redesign, a concept similar to job rotation, employees can transfer back and forth among teams that provide different services or products.

Supervisory and management employees generally are recruited through colleges and universities, promotions from within, professional associations, and management recruiters. Hotels that take more time in making their selections are more successful in retaining employees. Discussions of employee training and development often concentrate on training techniques without giving a full explanation of what a Hotel is trying to accomplish. As training and development impart job skills and educate employees, supervisors, and managers, they also improve current and future employee performance, which affects the bottom line. Effective training includes problem solving, problem
analysis, quality measurement and feedback, and team building. Performance evaluation, also called performance appraisal, is the systematic review of the strengths and weaknesses of an employee’s performance. As discussed earlier, trained and untrained personnel in the Hotels in this study are subjected to the same kinds of performance evaluations.

Some scholars including Armstrong 1999 state that the major difficulty in a performance appraisal is quantifying those strengths and weaknesses. The performance of some jobs is easy to quantify, while for others it is more difficult. An important part of the appraisal process is a well-established job description, so that the employee and the supervisor have similar expectations. Such a clear job description can be made when personnel have formal trainings which they can present their certificates on demand.

Informant 09 has taken trainings before he joined the current Hotel. The training includes: housekeeping, flower decoration, childcare, cocking and other. For this respondent training is important that “it helps the workers to undertake their activities in effective and efficient way that they will be competent.” Incentive is absent for this respondent. To this respondent, training enhances the performance effectiveness that enables the workers to become competent.

Informant 10 took trainings in the areas of reception, customer service, food and beverage control, and housekeeping. According to this informant “training is important to make use of housekeeping and laundry materials properly and safely”. This shows that those who did not take formal training cannot us the aforesaid items properly. He added that training is helpful for housekeeping and laundry service operation workers in order to perform their activities effectively and efficiently that makes their organizations profitable”. We also deduce here that it is not only the worker who will be benefited from training of the staff, but the organization itself. No incentive is made to the respondent in this regard. Training is the best incentive that invokes the workers to work courage and good hope.

Informant 11 was trained formally in different fields including housekeeping, cleaning, language and food and beverage control, purchasing, food safety and food preparation. This respondent appreciates formal training that is given to housekeeping and laundry service operation service workers as it helps them to use materials properly to reduce costs, time budget and to offer effective service in order to satisfy service seekers. From here we understand that proper use of time, resources, and provision of satisfactory service can be reached by offering formal training to staffs under the study. The absence of formal training has the opposite consequence as to the above respondent. The informant indicated that the current organization does not offer any incentive.

Informant 12 has taken training before joining the current organization. Mainly training was received by this informant was only housekeeping and laundry. In this case training is appreciated as:” training is very important to foster practical knowledge of the workers.’’ Here, training helps to advance the practical skills of housekeeping and laundry operation and service department staffs that they provide service which is knowledge based. This in formant reported that the current organization does not offer any incentive to him in terms of training or other package.

Informant 13 was trained in housekeeping and laundry, hospitality industry and reception. According to the informant, training is useful for housekeeping workers because many chemicals and materials used under this department need training to handle them correctly. Without training it would be difficult to operate the machines in big Hotels. Incentives are given to this informant. Incentives are important to perform better than before and accomplish the works timely. We can deduce here that formally trained workers use machines and housekeeping instruments safely and appropriately in the way they will be able manage risks.

Informant 14 is a staff from one of the previously mentioned Hotels who had received training in housekeeping and laundry. This informant believes that training in housekeeping and laundry is very important in order to make the Hotel environment clean and comfortable. To these importance, the worker in this case has also took training in diverse fields including polish machine, Algae cleaning, bakery, Vacuum clean, washing carpet, ceramics ,galas windows and types of chemicals. Training in this regard is again important to provide effective and efficient service for the customers and it also enables the workers to treat their colleagues with respect and tolerance. This makes the Hotel peaceful and favorable working environment which in turn makes the organization and the staff beneficiary. Effective management of this busy department calls for standardized plans, procedures, schedules, and deadlines, as well as frequent direct communication between the executives who manage the key operating units of the rooms department. Thus, untrained staffs lack technical skills, tolerance and respect that the profession requires. Diversifying ones training is important in order to rotate the workers to manage the overall activities of HKLOS staffs.

Informant 15 is also from the same Hotel in former section and has graduated from TEVET collage and been working on the post of housekeeping and laundry operation workers. He said that training is important for the workers in his field for different reasons. He explained that the training helps both the Hotel and the employees successful in service offering. In this case the housekeeping and laundry service personnel need trainings.

Informant 16 has got training in dry cleaning, washing and laundry machine operation. He has been serving for the last seven years as laundry machine operator. For him, training is very important to grasp the concept of the duties that every individual is assigned to work as it should be. The Hotel under which he works gives no incentive for him in any way. It is true here that the workers need training to grasp the practical skills like the informant above did. The informant in this section has long time experience which was backed by diverse training. It is possible to recognize that this worker is more effective than those who have limited training. Informant 17 did not any receive training in the Hotel. He had taken training before he joined the current organization. According to this respondent formal training gives an opportunity to join organization of their interest at any time. They will enter international labor market due to the formal training obtained. We understand here that training is the gate to ample opportunity that untrained or informally trained workers have limited opportunity of joining international hospitality jobs.

Informant 18 was trained in housekeeping and front office management, cock, reception, and food and beverage service. However, he does not have permanent job being trained from TVET College with diploma. This worker believes that training is very important to be familiar with new technologies. This informant is new graduate from TVET Colleges. This entails that Hotels do not assign fresh TVET graduates to permanent jobs. As the workers do not have job security, they feel discomfort and effective service rendering may be affected negatively when the workers are unsecured.

Informant 19 was trained in Hotel management in college and later took training after she joined the organization for which she is working now. She also mentioned that she took much other training. She believes that it is very important for the workers to attend formal trainings in order to improve personnel’s knowledge and skills to serve the organizations effectively. This in turn enable them lead better life by offering better service. This shows that improvement of knowledge and skills can be made through formal training.

Informant 20 got training after he joined the current Hotel. He was trained in housekeeping and laundry. For this respondent, training is helpful to understand properties of different laundry machines .This is because some machines might be unfamiliar to the employees. This indicates that workers will be able to increase their familiarity to some new technologies by formal training. As they become familiar with such new technologies the workers become more effective than those who are not trained.

Informant 21 has taken formal training in housekeeping and other hospitality ethics, laundry, and publishing. As to this respondent trainings are important for the housekeeping and laundry operations service providers to make the staffs familiar with new machines and chemicals which are used in the service areas laundry rooms.

Informant 22 was trained in laundry and housekeeping in various fields. Accordingly, it is believed that training is helpful to maintain the safety of the workers and properties in the organization. Training also facilitates effective communication among structures. Formally trained workers can handle such proper communication which is crucial for safety of the organization. Some literatures also confirm this as: A great deal of interdependence exists among the subunits of the rooms department. For example, reservations must inform the front office of the number of presold rooms each day to ensure that a current inventory of salable rooms is always available. On the other hand, the front office must let reservations know whenever walk-in guests (those who do not have reservations) register. A similar level of cooperation is required between the front office and housekeeping. When a guest checks out, the front office must inform housekeeping so that the room may be cleaned. Once a room is cleaned, housekeeping must inform the front office so that the room may be sold. Certain tasks within the rooms department must occur in a specific order. For example, housekeeping cannot properly provision a guest room if the laundry does not supply enough clean towels or bed sheets. Engineering cannot replace a defective light switch in a guest room if housekeeping does not report the problem. These concepts in general assure the significance of training for effective service provision and communication.

Informant 23 is a marketing supervisor in one of the Hotels under investigation. He was trained formally in housekeeping and laundry operation service .He believes that training is very important in that it improves skills and knowledge required by the profession. Training is also helpful to remember some practical skills which were obtained on academic training. This in turn is used to offer effective and efficient service that boost the success of the organization which the workers serve. The worker in this case gets ten percent of his salary from the service charge as an incentive. But there were no training opportunities which the Hotel offered as incentive. Here practical skills which would be developed as a result of training will be missed as the workers lack formal training.

Informant 24 did not get any training after he joined the current Hotel though he believes in importance of obtaining training. According to him the importance of trainings go beyond increasing skills and knowledge. Here the worker said that training enables the staff members to obtain job opportunity anywhere across the world. Standard formal training is important to be competent in hospitality industry. So formal training also helps the workers join decent international jobs in HKLOS.

 Informant 25 believes in importance formal training that it helps the workers in the area to provide quality and standard service to the customers and the industry in general. In this case it is believed that quality of service is the outcome of training. As a result untrained workers do not offer the required kind of quality service in the Hotels under the study. The same is true for the provision of standard service.

 Informant 26 is a floor supervisor in one of the Hotels mentioned above. She said that training is helpful for housekeeping and laundry operation service staffs. Accordingly, they contribute a lot in organizing and arranging rooms for service seekers. The trained workers make such arrangements procedurally that it is appropriate for accommodation. The trained workers are more effective than those who did not take formal training. These workers are most of the time do not seek explanation of what their responsibilities are, since they all know every procedures theoretically.

 The effectiveness of the workers in this regard is detected from their regular performance and customers’ satisfactions or the way they handle the instruments given to them. From our observation trained workers render quality service than untrained workers. The Hotel for which this informant works employs both untrained and trained workers where females constitute great share thinking that females are more effective in keeping neatness of accommodations in general, she said.

 Though trained and untrained workers are not qualified and perform equally, they are evaluated in based on similar standard, according to this respondent. This harm the sentiment of untrained workers that they do not perform according to the demanded procedure and as result their job is not secured.

 Informant 27 is a laundry supervisor. This informant acknowledged the benefits of formal training. He said that, it enables the staffs share knowledge and practically demonstrated competence. Adding, he assured that formally trained workers are rich with the practical knowledge of every activities conducted in Hotels. The quality of service offered by trained and untrained workers is not the same. But both are evaluated for their performance standard and effectiveness based on the same criteria. The effectiveness of Housekeeping and laundry operation service workers is indicated by–good work and accommodation environment positive attitudes to the costumer and service providing organization. In response to one of the open ended questionnaires, this informant stressed that training is important for the staffs since they obtain a lot from it.

 Informant 28 is housekeeping and laundry manager. From his observation he clarified that formal training contribute a lot of things to the staffs. The formally trained staffs have know how of the practical activities in the Hotels and understand where their place of assignment beforehand. Here, untrained staffs contribute less than those who took formal and continuous training. This manager said that the Hotel for which he works employs both trained and untrained workers though they are not equally effective in their performances. The idea of the supervisor leads us to a conclusion that formally trained workers are more effective than untrained workers.

Informant 29 was a respondent from Ghion Hotel enterprise. In response to open ended questionnaire item number 9, he explained that “he has taken training in housekeeping.” According to him “training is very important before assigning the workers to a given post .This is because training helps them to be effective and efficient”. The Hotel provides some incentives like, health coverage, lunch and dinner for free, transport service during the night shift and free training. It was only this respondent who mentioned that he got training as incentive in addition to other benefit packages provided by both Hotels in this study.

Informant 30 said that ‘those who took formal training in housekeeping and laundry operation service contribute a lot for the effective service provided by hospitality industry. Every worker in the current organization is evaluated for their effectiveness of performance based on the same criteria. The performance in this case is evaluated based on the work outcome of individuals’ daily activities.

Informant 31 is a Housekeeping and laundry service manager in Ghion Hotel enterprises. She has no any formal training in the areas. “The staffs who took formal training in different institute perform far well than who did not get any training. Those who were trained follow formal procedures in undertaking their activities. This enables them conduct orderly work. For this informant, Laundry and housekeeping operation service is physically observable and evaluation in this case takes place at the spot .any inappropriate performance could be detected at glance and make the worker in the area responsible. Because the work is measurable in unambiguous terms, figures and explained in observable manner.” It was reported that the Ghion Hotel enterprise employs both trained untrained staffs though the above manager stressed the effectiveness of trained workers over untrained ones.

Informant 32 in response to the open-ended questionnaire said that training is very crucial for HKLOS workers that it widens knowledge and skills of the staffs. The most important incentive that this informant received from the current organization was training opportunities given at different times.

Informant 33 has no any training. But she believes in the importance of formal training. According to him, training is used to backup even the experiential skills obtained in the Hotel. She said that she obtained the skills in HKLOS simply by observing those experienced workers. However, training is required in order to become effective efficient service provider by increasing time management skills.

Informant 34 has not got training in HKLOS, though he had worked on the post for the past fifteen years. He was employed without any training .This respondent appreciates the provision of training as it support skills gained thorough experience for those who did not get training before. The Hotel for which he works for does not offer training as incentive rather it provides, health coverage for free, lunch, bonus and some amount of service charge. Informant 35 has been working as laundry service worker for a long time has obtained not formal training .He became competent simply by observing the experienced counter parts in his current organization. This worker believes that formal training is required for staffs like him to improve the practical skills obtained through experience. The organization offers the incentives mentioned above for this worker too. This shows the common value towards formal training by traditionally trained workers. Thus formal training should be given as incentive to improve the skills acquired by observation.

Informant 36 has worked as laundry operator for twenty-two years. She has got training after she joined the current organization. This informant appreciates the importance of training as” it encouraged me to work more and make myself more effective than ever before. In this regard the worker seeks trainings in order to be effective and work more than he works before. The twenty-two years service in Hotel does not help him to make him effective. Thus, workers are more confident when they have training than when they have many years of experience. Informant 37 said that had worked in the present organization for 18 years on the post of laundry service and is self trained by the means of informal observation. He said that training is important to strengthen traditionally obtained skills with formal preparations. According to this respondent incentive given by the organization is health coverage, bonus when the organization is profited and free food and drink than giving opportunity of training. Though both respondents in this paragraph are informally trained, they strongly support formal training.

Informant 38 said” I have worked as laundry worker for the last fifteen years. I have no formal training. I learned the work by experience and I also joined the organization by chance than formally competing.’’ The respondent believes in the importance of training for HKLOS workers regardless of the post they are assigned to .Because it helps to develop the skills required in everyday activities.

Informant 39 said “I joined the work simply by training myself informally by observing my senior workers on housekeeping and laundry operations. I believe that formal training is very useful for persons who work in housekeeping and laundry operation service department. It helps them obtain technical skills and knowledge in order to develop their capacity. Training is also important to develop time management skills and good working habits which are different from traditional habits”. Incentive in the current organization is free laundry and food service and training as incentive was totally absent. Therefore, formal training should be an incentive that Hotels have to give attention in order to enhance the capacity and effectiveness of the personnel.

### 4-3- Results of Managers interview and questionnaires

Selected Executives from intercontinental Hotel Addis and Ghion Hotels enterprise were participant of the interviews.

#### 4-3-1- Managers and, supervisors questionnaires

Managers and supervisors in Ghion and intercontinental Addis Hotels were considered as informants for the comparative studies in this study. This is because they are very close to the staffs that they can tell about comparative performance of the trained and untrained workers. These supervisors directly or indirectly engaged in performance evaluation. They also know the difference of performance and the ways of solving practical problems in their work places. The next section of this study presents the results of managers from the two Hotels under consideration.

The first informant here is a Housekeeping and laundry service manager in Ghion Hotel enterprises. She has no any formal training in the areas. She said “The staffs who took formal training in different institute perform far well than who did not get any training. Those who were trained follow formal procedures in undertaking their activities. This enables them conduct orderly work. For this informant, Laundry and housekeeping operation service is physically observable and evaluation in this case takes place at the spot .any inappropriate performance could be detected at glance and make the worker in the area responsible. Because the work is measurable in unambiguous terms, figures and explained in observable manner.” It was told that the Ghion Hotel enterprise employs both trained untrained staffs though the above manager stressed the effectiveness of trained workers over untrained ones. We deduce from here that training enables workers undertake their activities by following the formal method.

Housekeeping and laundry manager in ICHA explained that formal training contributes a lot of things to the staffs. The formally trained staffs have a knowhow of the practical activities in the Hotels and understand where their place of assignment beforehand. Here, untrained staffs contribute less than those who took formal and continuous training. This manager said that the Hotel for which he works employs both trained and untrained workers though they are not equally effective in their performances. But the empirical data show that most of the employs in the Hotels in this study were informally trained.

According to laundry supervisor of ICHA, trained staffs contribute a lot to the Hotel by sharing their practical knowledge .This informant acknowledged the benefits of formal training. He said that, it enables the staffs share knowledge and practically demonstrated competence. Adding, he assured that formally trained workers are rich with the practical knowledge of every activities conducted in Hotels.

The quality of service offered by trained and untrained workers is not the same. But both are evaluated for their performance standard and effectiveness based on the same criteria. The effectiveness of Housekeeping and laundry operation service workers is indicated by–good work and accommodation environment positive attitudes to the costumer and service providing organization. In response to one of the open ended questionnaires, this informant stressed that training is important for the staffs since they obtain a lot from it.

Floor supervisor in intercontinental Hotel Addis said “formally trained workers contribute more than untrained workers to their workplace”. However, both trained and untrained staffs are employed and equally treated in the Hotel mentioned earlier. These employees are also equally evaluated for their efficiency and effectiveness of their performances. According to this informant, the formally trained and untrained workers do not perform equally since they did not obtain equal skills training. As result, formally trained workers offer quality service since they have got ample knowledge through training. There is great difference between employing formally trained and untrained workers since trained workers start their work sooner than those who did not get training. In this case” female workers are assigned to housekeeping and laundry operation services, because they are concerned about sanitations and beauty traditionally.” This indicates that employing untrained personnel creates delay in service required from employee that the organizations enter into unexpected expense for salary.

Housekeeping manager of ICHA said that “formally trained staffs contribute a lot for the improvement of service provided by the Hotel in particular and hospitality industry. However, his current organization employs both trained and untrained workers on the post of HKLOS. The performance evaluation of the staffs is conducted based on effort, quality and speed by which they undertake their regular duties than based on their career. Though this is so, untrained workers do not always perform as best as those who had trainings. This is due to the fact that formally trained staffs have technical skills and knowledge of their subject areas and are effortful than untrained ones. The effectiveness of employees in his Hotel is evaluated based on absence of compliant from service seekers, profitability of the organization and performance of each worker on the assignment prescribed by the organization. He underscored that trained staffs provide quality services than those who did not have any training because they may not have technical skills required of them to work on a given post.

According to this manager, over ninety percent of HKLOS in intercontinental Addis Hotel did take formal training from Technical Vocational Educational Institutes while about ten percent of them are informally trained. Especially graduates of TVET colleges are very effective since they exactly know their duties and responsibilities as principles in the discipline and professional ethics guide them.” The workers are almost all effective in their activities though not equal as to the manager. He said” as I said earlier formally trained staffs understand new things easily. But those who do not have training need long time to understand new ideas (accustom to new technologies).

However, through experience they might understand new ideas and participate on the same activities with those who have got formal trainings. Here there are indicators of effectiveness HKLOS can be seen from dedications of the workers, willing to accept new technologies and concentration on the job to improve their life by being open to changes. He added that both trained and untrained workers are equally useful to the organization. But employing formally trained and untrained workers has big difference in that untrained workers need great support when they are assigned to a given duty.

 A floor supervisor in one of the Hotels mentioned above said that training is helpful for housekeeping and laundry operation service staffs. Accordingly, they contribute a lot in organizing and arranging rooms for service seekers. The trained workers make such arrangements procedurally that it is appropriate for accommodation. The trained workers are more effective than those who did not take formal training. These workers are most of the time do not seek explanation of what their responsibilities are, since they all know every procedures theoretically. The effectiveness of the workers in this regard is detected from their regular performance and customers’ satisfactions or the way they handle the instruments given to them. From our observation, trained workers render quality service than untrained workers. The Hotel for which this informant works employs both untrained and trained workers where females constitute great share thinking that females are more effective in keeping neatness of accommodations in general, she said. In general, from the narrative interview made with the above executives show that trained workers are more effective than those who are informally trained.

#### 4-3-2- Managers interview result

 Interview was conducted with five executives of the Hotels chosen for this study. Here two executives from Ghion Hotel and other three from intercontinental Hotel were sources of information.

**4-3-2-1- Results of interview with Ghion Hotel executives**

The first interview was conducted with the housekeeping and laundry service department head of Ghion Hotel to get information on comparative effectiveness of formally trained and untrained staffs under her supervision, whether training is given to staffs formally and by whom the training is provided. According to HK supervisor, there are 33 staffs in the department including six supervisors. Most of the staff members did not take formal training. She said” Nothing difference between the effectiveness of formally trained and untrained workers. Both are quite effective in our case. I can’t say those who took formal training are better or the others are less effective. However, offering training is good”. Regarding the presence of formal training the housekeeping department supervisors has confirmed that “once formal trainings have been offered regularly both by the staffs and invited trainers from Hotel and tourism institute. She remembered that a trainer named by W/ro Sofia from Hotel and tourism institute has been offering trainings to housekeeping and laundry service staffs. She added, now that is terminated, she does not know the reason. Based on need assessments, the organization is ready to offer trainings.’’

According to her, trainings that are given by the TVET colleges at present have great importance to the organization for which she is working. It is helpful to replace the old manual practices by the modern technological operations. She said ‘this is because of the fact that everything here is changed, machines are sophisticated, and Hotel situations are improved’. Thus, offering training is mandatory that untrained workers fail to fit to the changes in the Hotel industry in general and housekeeping and laundry operation service in particular.

The other point rose by this interviewee was the things to be improved from host institutions that train the professionals in housekeeping and laundry operation service professionals. Especially she forwarded her observation of interests of apprentices. Accordingly, they do not have good attitude to the profession of housekeeping and laundry service. They consider the work as undistinguished one that the work is disgusting. She said’ especially the males do not like to work on the housekeeping though they were trained in the field. They retreat for entering the bathrooms and restrooms when they come as apprentice’. Even some female trainees show the same behavior, she added.

She said that,” the trainees consider the profession as sub-standard and valueless. But we teach them that it is very important and even enable hem international market. It is the best of any hospitality profession, as everybody like and is happy to live in well prepared and groom accommodation and also to wear neat.” Even formally trained workers need awareness training to increase their enthusiasm. It is possible to say, well trained workers are keen to work orderly than those who are not.

The second informant to the interview was a vice manager of Ghion Hotel enterprise. He said that there are 61 workers assigned to the post in the department of housekeeping and laundry operation service. According to this informant” informally trained personnel account for over 75 percent of the general housekeeping and laundry operation service department staff. These staff members are those who served the organization for long years. Their performance is also good. However, those who have formal training perform far better than the former. But this is not always true since some of formally trained staffs perform less due to reluctance and indolence. Whatever the case is, in order to make the service standardized and modernized, offering formal training is very essential.

This helps to improve both the service and the staffs. The vice manager of this Hotel said” though it is not formal, our organization offers continuous refreshment training for housekeeping and laundry operation service personnel thinking that building the staff with trained manpower will help the organization benefit a lot” . He said training should be considered as constant process. His organization offers training by using both internal staffs and invited trainers from different organizations. This is made for overall improvements of the Hotel that enable to achieve its objectives of offering quality and standard service. This will be done through training center of the organization by registering the staffs to offer training on various topics in housekeeping and laundry operation services.”

He also said “we highly appreciate the formal training that is given by technical vocational education training institutes in that it is the great contribution to the nation’s capacity building program and enable the hospitality industry operated with high quality services by employing qualified professionals. However, the training in housekeeping and laundry operation was commenced late. The training institutes in our country are categorized as private and public training centers. I personally believe that there is weakness in structure of trainings in TVET or other higher institutes .This is because, the training should not allocate equal part for theory and practice . When we look at the current training, the graduates lack practical skills in their respective professions in general. This weakness is mostly frequent in the private training institutes. The problems in this regard emanate from different factors: like the training capacity of trainers, conditions of training areas (the physical conditions), and the materials used for practice (instruments).

According to him, it is important to give standard trainings to produce manpower that offers quality services in order to boost up satisfaction of service seekers. Otherwise it would be wastage.’ Somehow, the current situation is not totally bad as the training in housekeeping and laundry operation service is at its infant stage, he concluded.

Commenting on the recruitment criteria of his organization, this informant explained that the Hotel had been using very low standard as it is very oldest Hotel in the country. He said the criteria was set in the past when there was no possibility to get trained housekeeping and laundry service professionals. As a result the experience of worker carries high value and in fact there is academic training as criteria. The situations mentioned above are the major factors to incline to informally trained workers than filling the posts with formally trained ones. In addition conditions of Training institute including TVET colleges and availabilities training instruments can also affect the total effectiveness of the personnel than absence of formal trainings.

The third informant from the earlier Hotel is housekeeping and laundry operation manager. She indicated that the Hotel has 61 staffs under the department of housekeeping and laundry operation service. Few of the workers took formal training. “To my knowledge, it is only the supervisors and the managers who got prescribed training. ‘’ The ordinary staffs in general do not have any formal training. This shows that values of training in TVET was not given due attention by the Hotel mentioned earlier. On the other hand she underlined that formally trained personnel offers the best service than those who do not attend formal training. She mentioned some reasons for this as: “formally trained personnel know the processes of machine operation, proper usage of detergents and chemicals and they also follow quality and standard of service rendering”.

She said that the Hotel offers training for staffs of housekeeping and laundry operation service. The training is given in two ways. One is training that is given by the trained staffs in the Hotel and the other is given by invited trainers from different training institutes and higher education organizations. She also said, formal trainings that are offered by TVET colleges are very useful for the enormous hospitality industry emerging in the country. “We all know that these Hotels are big investments which are common properties of the nation.”

According to the manager, the housekeeping and laundry service professional training is very important to maintain the original beauty of the Hotels that we are observing today. To undertake this conservation we need to increase knowledge of people who are engaged in the service areas of hospitality industry. This in turn allows us to keep the standards of the Hotels with its all components for a long period of time. If not, it would be difficult to offer quality service by possessing unclean and sordid Hotels.

The HKLOS manager has also explained the criteria of recruitment for the post of housekeeping and laundry service staffs as follows. The workers should have training whatsoever formal or informal and language skills of English are mandatory to be an employee of our Hotel. Regarding things to improve the in TVET, the apprentice who come to our Hotel are fairly competent except their uniform which is always confusing for customers.

The three informants in the above section of interview results are from Ghion Hotel enterprise. They all agree on the importance of training for the housekeeping and laundry service operation department staffs though they give controversial information about presence of formal training offered by the organization. All of the informants have explained that most of the HKLOS department staffs are untrained. Two of them said trained staffs offer effective service than untrained ones, while one of the informants said I did not see any difference in their performance. The former idea was reflected by many of the informants in response to various instruments of data gathering.

**4-3-2-2- Result of Interview with ICHA housekeeping, PR and HR manager**

An interview was conducted with these managers since they oversee the communication and the practical activities of every department as well as the human resource issues in the Hotel. Training of the personnel has also the concern of HR in this Hotel.

In the next section, interview conducted with two executives in intercontinental Hotel will be presented. This researcher ha s contacted the InterContinental and public relation and human resource manager of this Hotel. The results of the interviews are presented respectively. The housekeeping and laundry service manager indicated that there are 60 staffs in the department. Some of them are informally trained but they are very experienced. In comparing the effectiveness of formally trained and informally trained personnel, he said “those who got training provide effective service than those who do not have any training. Accordingly, those who were educated theoretically at higher are ready to apply what we tell them to do practically. They also have potentials to accomplish the chores procedurally as intended.

The Hotel in our case offers training to housekeeping and laundry operation service department staffs regularly. “We offer trainings especially on the usage of chemicals and detergents by inviting the professionals from sole distributers of those chemicals and detergents. For instance our organization takes these items from Jonson diversity and this company has personnel who had training in proper use of the chemicals and detergents for different purposes. These trained personnel of the company regularly offer raining when their company comes up with new items”.

He said that, recently the housekeeping section received chemicals named as: R1, R2 and R3 where staffs of housekeeping took training on how to use them and the best proportion in order to operate appropriately.

He also explained the importance of regular training as” staffs trained before joining the regular job have deep knowledge of the subject matter that enable to compete for the post. He added, even we conduct interview with those who come for apprentice-ship to assign them on a given duty”. This is done in order to select the best for the vacant post when a need comes. But there are some shortcomings from the trainees prospective that their capacities are below expectations. The organization faces apprentices who do not follow procedures being trained for three or four years. Thus, it is important to enhance the standard of training in the way that the trainees able to know every steps of their professional chores.

He further said, the country needs more professionals in the field of housekeeping and laundry operation services since the hospitality industries are flourishing everywhere. The graduates that we have currently or including those on training are not enough even for the Hotel sectors existing at present. Hiring formally trained personnel has two advantages: on one hand they render standard and quality service. On the other hand providing such a standard and quality service will contribute to the nation’s image building. “It has been a trend that cafeterias and restaurant owners hire simply for the sake of filling vacant posts. But I strongly believe that every posts pertained to sanitation requires formal training as it is about human safety.”

The criteria for recruitment in this organization are situational. If the vacant post is urgent we prefer to hire experienced personnel to handle the activities immediately. On the normal condition, we select from those who come for apprenticeship by training them according to our demand, he confirmed.

The second interviewee from intercontinental Hotel was public relations and human resource manager. According to him, there are over 58 personnel in the department of housekeeping and laundry operation service. About 44 of them are working on housekeeping positions and over 80 percent are formally trained. He said,” it is difficult to define the effectiveness of service provided by untrained and trained staffs. However, it would be better to employ formally trained workers to keep the standard of the workplace in our case.

 In any condition it is preferred to assign trained workers to the posts of housekeeping and laundry operation services in order to maintain standard of the industry. In contrast, most formally trained workers have abhorrence towards the job while untrained workers consider housekeeping and laundry jobs as high quality work and contribute a lot by performing extra time. Our organization offers different types of training for housekeeping and laundry workers. The trainings in this regard include: orientation of the overall rules and regulations as well as disciplines (ethics), products knowledge trainings, civil service trainings, skills trainings and customers service.

He said that training is very important for housekeeping and laundry operation service staffs. However, the standards should be revised in the way it fits to the current demand of hospitality industry. Big problem is observed on the production of quality manpower trained by the TVET currently. Those who join our organization as apprenticeships perform a sub-standard activities. Even when we hire TVET graduates, they stay at least for six months to adapt to the formal standards of the Hotel .And this is an expense for our organization.

It is difficult to assign a newly employed staff to a given post immediately. The manager believes that there are shortage of training equipments and materials in the training institute that the graduates become strange to the machines and other instruments in Hotels. He shared his experience of the problems of language skills as” For instance the housekeeping staffs most of the time disappoint the customers by keeping silent when they are asked for service or they nod and do not provide the demanded service. Some of them hide from foreigners not to talk to them that they cannot reply properly.” This comes simply from lack of language skills training as the training centers or colleges. Anyway, the trained staffs are better than untrained ones as they are favorable for further training and improvement since they are not resistant. But untrained workers are resistant to any external conditions, he concluded. Here the workers need a quality formal training to offer quality service. Therefore the stakeholders in HKLOS need to give great attention to every perspective in order to enhance the facets of hospitality in Ethiopia in general and Hotels under consideration in particular.

**4-4- Result of staff observations in both Hotels**

Observations of HKLOS workers in general were conducted for two weeks and the researcher has collected relevant data to support the information obtained by the other data collection tools. The data were gathered on performances of room attendants, public area attendants, washers, laundry attendants, line distribution attendants, head washer and laundry managers. Four observation checklists were constructed in order to see the performances of the housekeeping and laundry operation service providing staffs. Under here the results of the observations will be presented

**4-4-1- Observation results of Room attendants**

The room attendants were observed while performing the regular activities of guestroom preparation in different rooms to know whether the formal procedure is followed as it is expected from room attendants in general. The researcher realized that this worker missed two very important responsibilities of this post. Firstly, the uses of protective clothes were totally absent and secondly did not use note room status on the room assignment sheet. When we come to the training status of this room attendant, the profile shows that room attendant was informally trained.

Over 80 percent of the works of this worker was perfect. This shows that taking training is important to enhance the perfection of both untrained and trained workers. Most probably the worker in this case may be missed two of the procedures mentioned above due to absence of training in the specified areas like the use of protective clothes and room assignment sheet procedure. Thus, specified training is required in order to bring about perfection.

The second room attendant was observed in the same room as the attendant mentioned above on another day. This worker has completed every activity as prescribed by the professional ethics. The guestroom preparation, stocking room attendant trolley, room assignment activities, guest room entering, aerating the room, stripping the bed, making the bed, dusting of guest rooms, cleaning of the bathroom, vacuuming, use of protective clothes , following procedures of cleaning, and other major room attendants chores were properly conducted by this worker. This is what is considered as complete perfection according to the checklist prepared for observation in this study. This worker was formally trained one. The perfection in this case came from the formal training taken by the worker. Thus, formally trained personnel perform effectively than informally trained ones.

The third room attendant also conducted the activities accordingly and has the same training profile with second one. Thus, this worker was also effective in undertaking the regular activities that is expected of any room attendant as the criteria set by this researcher. The presence of formal training makes the staffs effective and efficient. Specific trainings also enable the staffs to remember every steps and activities that should be done in room preparations.

#### 4-4-2- Observation results of Public area attendants

The observations were conducted at Intercontinental Hotel Addis while the public area attendant undertook the regular activities of PA cleaning: which encompass sweeping /mopping/ floor area and runner; cleaning glass and none glass areas of doors, and polishing the handles and tracks. All the activities in this observation were properly accomplished by the worker .The PA attendant followed the formal procedure of public area grooming especially the Hotel entrances. The public area attendant under this observation has attended formal training. Thus, we can conclude from here that trained PA performs their regular activities effectively and efficiently than those who do not have any training in the area.

The lobby was also handled by PA attendant and every activity was done according to the principles of the profession. The PA attendant has removed and replaced ashtrays, picked up loose papers, cleaned glass and window areas properly, dust furniture and undertook all the activities in the lobby perfectly. The controversy in this case is that the lobby attendant did not have any training. However, the worker has done it beautifully. This does not mean that training is not important. Had this worker has taken training on the top of the qualities observed in this case; the best would have been done.

The next public area attendant was observed while working on front desk. This PA attendant accomplished some of the front desk activities including emptying the trash receptacles, replace dust basket liners, dust light fixtures; decorate wall items, dust and polish front desk surface , clean wall areas and vacuum front desk areas. But the worker did not perform the activity which was set as first criteria in this study which is removing and replace dirty ashtrays and stock with matches. This worker did not take any formal training. Here absence of training affected the capacity of following the formal procedure and skipped a step. Some of the steps were skipped by both trained and untrained personnel. We can look at the observation result of the next PA attendant.

When we come to public area attendant who works on the corridor section of the Hotel, the activities were accomplished perfectly though no any training was taken. The same is true to the PA attendant who engaged in cleaning elevators. The last public attendant observed was working on public restroom in the Hotel. This PA attendant has appropriately accomplished the every activity that is required by the profession though it has no any training given formally. Except few differences both trained and untrained personnel undertook the housekeeping activities fairly. Here it is important to offer refreshment training regularly.

The laundry operation section was observed in order to assess the comparative effectiveness of trained and untrained staffs and importance of training for the personnel in the department.

The washers were observed on performing washing activities in laundry department. The works in this department were perfectly done according to the checklist prepared for observation purpose. The personnel have informed the head washer about every material required to undertake the activities in the wash room at the outset. Then checked the proper functioning of wash cycles and load and set cycles on washer. The washer also check stock supplies to keep the wash room neat and clean. But the personnel did not unload the washer. The washers in this case do not have any training though most of the works were perfectly performed based on the checklist for observation. Thus the washers in this department need training in order to keep the formal process.

The second laundry staffs observed here were the personnel in the finishing section particularly the laundry attendants. These personnel accomplished every activity neatly and properly except two activities. Firstly, the laundry attendant did not keep maintenance records on machineries and turn these over to the laundry managers. Secondly, the work of vacuuming the carpet was totally ignored/forgotten/. However, the personnel have got formally trained. The formal training should be consistent that the workers retain the training. Otherwise they might forget the processes that should be followed.

The researcher has also observed linen distribution which was performed by linen distribution attendant. This distribution attendants fold and stock linens on shelves, maintain pars on shelves as needed, inspect the quality of the linens on the shelves and report to the manager, keep the work areas neat and clean, return the laundered uniforms to distribution desk, fill the request from food and beverage outlets as needed and keep records of food and beverage request and return to laundry managers. The workers under this section did every activity as intended and listed in the checklist though they do not get formal training. The last section observed in the laundry department was supervision and direct OPL where head washers and laundry managers undertake follow-up activities. Both the head washers and laundry managers accomplished their duties and responsibilities as intended by the positions. However they did not get any formal training. The effectiveness of these head washers would be far better if they have formal training. We can also infer that it does not mean that all untrained workers are unproductive.

There were deferent conclusions that can be drawn from these observation activities. This observation was made generally to strengthen the informal observations been conducted during cooperative training with the apprentice from the researcher’s workplace

### 4-5- Discussions of the results

The researcher has included informants from the two Hotels based on their willing to offer information. Willingness was considered to keep the ethical rule and the informants in general were purposefully selected as samples. In order to answer the research questions about the comparison of effectiveness of formally trained and informally trained personnel data were collected through three types of instruments and analyzed in the previous sections. This part of the thesis deals with discussions of these results by supporting with some important literatures.

This discussion is made in order to triangulate the findings by different instruments. The most important focus of this study is to see whether formally trained and informally trained workers are equally effective in services rendering, what is lacking from which personnel, value that both the Hotel industry workers give for training, how the personnel themselves see the importance of training and training as well as qualification relevance to the post to which each of the worker assigned. It was possible to generalize from the results in the three instruments used here that effectiveness of the personnel directly related to the qualification of the workers. In the open ended questionnaire item response, informant 26 confirmed this as:

Training is helpful for housekeeping and laundry operation service staffs’ effectiveness. Accordingly, they contribute a lot in organizing and arranging rooms for service seekers. The trained workers make such arrangements procedurally that it is appropriate for accommodation. The trained workers are more effective than those who did not take formal training. These workers are most of the time do not seek explanation of what their responsibilities are, since they all know every procedures theoretically. The effectiveness of the workers in this regard is detected from their regular performance and customers’ satisfactions or the way they handle the instruments given to them (Interview conducted with the Intercontinental hotel manager on Mar, 2012).

The respondents of close-ended questionnaires regarding the importance of formal training under table 4.9 also agreed the importance of such training In this case over 87% of respondents said formal training is very crucial for HKLOS staffs. The observation of housekeeping and laundry operation service staffs depicted that formally trained staffs perform better than those who do not have any formal training. Some of the managers and supervisors also agree that there is direct relation between presence of formal training and effectiveness of service rendering as well as standard of works. Different scholars in the field also support the rendering of training for personnel and HKLOS in particular of our case.

Training helps individuals’ in progress towards maturity and actualization of their potential capacities. Its aim is to grow or improve the overall personality of an individual. It is continuous process and is on the initiative from individual. Development is to meet an individual’s future needs. Efforts towards development often depend on personal drive and ambition.

Armstrong 1999 supports this as: any training and development program must contain inputs which enable the participants to gain skills, learn theoretical concepts and help acquire vision to look into the distant future. In addition to these, there is a need to give ethical orientation, emphasize on attitudinal changes and stress upon decision making and problem solving abilities. What we observed in the study areas was problems of practicality. All the managers, the workers and the observations result showed the importance of training for the concepts mentioned by the above scholar. And they accept staff Development as whole process by which employee learns, grows, and improves their abilities to perform variety of roles within and outside the organization. The staff acquires socially desirable attitudes and values.

We know that well trained, knowledgeable employees are a valuable resource for any business. Training is one of elements corporate consider when looking to advance people and offer promotions.

Two of respondents in their response to open-ended questionnaire ardently argued that training is wasting time. It must also be noticed that absence of employees from the workplace while on training can adversely affect productivity levels in the short term. In a recent survey Look WHO’s Training now (2000) "The main reasons for not training beyond induction were: lack of time; difficulty in providing cover for staff and staff not staying long enough to be trained" . In fact the expectation in these workers was that untrained personnel can undertake the activities of HKLOS staff by self training.

Public relation and human resources manager and laundry manager in the two Hotels underscored that it would be difficult to measure effectiveness based on training, although many employees recognize the high value those in management place on training and development, some employees are still reluctant to be trained. Ibid (1999) confirmed that training and Development offers more than just increased knowledge. It offers the added advantage of networking and drawing from others experiences. Training is valuable to both the employer and employees. Increased knowledge and skills makes the employee more productive in the workplace and thus more valuable.

Therefore, the business originations should pay utmost importance to how the training activity is carried out, right from the need identification (at the organizational, functional, and individual level) along with a proper established system of evaluation that evaluated the effectiveness of training needs at an immediate level, job level and outcome level. This is also absent in the Hotels and training organizations. Here the Hotel managers indicated that it is difficult to measure effectiveness of trained and untrained personnel.

The goal of training is for employees to master the knowledge, skills & behaviors emphasized in training programs & to apply them to their day-to-day activities. There can be no single statement of what the role of a training specialist should be. It is conditioned by a combination of the objective necessities in the Hotel , subjective and personal elements brought out by the attitudes of personnel, and own conception of role establish and personal skills one and the job help to make each other.

When employee is placed on the job, he or she needs training to perform his or her duties effectively. Employees must be trained to operate machines, reduce scraps and avoid accidents. Supervisors, managers and executives also need to be developed in order to enable them acquire growth and maturity in thinking and actions. Training and development constitute an ongoing process in any organization. From the activities of informants in the observation section and the interview sections we can generalize that informally trained workers skip some very important steps or forgot curtail chores. For instance one of the informants skipped unloading the machine; the other did not report to laundry manager for maintenances of machineries. Had the Hotel has skilled HKLOS personnel in this case; it would be possible to keep the standard demanded.

The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. The main objectives of training are to (Armstrong, 1999): Develop competencies of employees to improve their performance. Help people to grow within the organization in order that as far as possible, its future Human resources can be met from within. Reduce the learning time for employees starting in new jobs on appointment, transfer or promotion, and ensure that they become fully competent as quickly and economically as possible.

Training and development program helps remove performance deficiencies in employees. This is particularly true when 1) the deficiency is caused by a lack of ability rather than a lack of motivation to perform, 2) the individuals involved have the aptitude and motivation needed to learn how to do the job better, and 3) supervisors and peers are supportive of the desired behaviors. There is a greater stability, flexibility and capacity for growth in an organization and training contributes to employee stability in at least two ways. Employees become efficient after undergoing training. Efficient employees contribute to the growth of the organization. Growth renders stability to the workforce. Further, trained employees tend to stay with the organization. They seldom leave the company.

Training makes the employee versatile in operations. All-rounder can be transferred to any new jobs. Flexibility is, therefore, ensured. Growth indicates prosperity, which is reflected in increased profits from year to year. Who else, but well-trained employees can contribute to the prosperity of the enterprise.

Accidents, scrap and damage to machinery and equipment can be avoided or minimized through training. Even dissatisfaction, complaints, absenteeism, and turnover can be reduced if employees are trained well.

Future needs for employees will be met through training and development programs. Organizations take fresh diploma holders or graduates as apprentices or management trainees. They are absorbed after course completion. Training serves as an effective source of recruitment. Training is an investment in human resources with a promise of better returns in future.

A company’s training and development pays dividends to the employees and the organization. Though no single training program yields all the benefits discussed above, the organization, which devotes itself to training and development, enhances its human capabilities and strengthen its competitive edge. At the same time, the employees’ personal and career goals are furthered, generally adding to his or her abilities and value of the employer.

Ultimately, the objectives of the human resource department are also furthered. The importance of training raised by Armstrong 1999 generally applies in the Hotels under this study. For instance one of the respondents said “

Absence of training leads to less performance in staffs’ regular jobs which require technical skills’’. He added that formally trained workers offer standardized service than those who did not take any training. These staff members also care for the safety of customer as they apply the knowledge that obtained during training. The previously mentioned points make Hotels to prefer to employ trainees of TEVET graduates. The formally trained workers are familiar with newly imported technologies than those who did not obtained formal training. Here, they can be assigned to a given post in housekeeping and laundry operation service without any delay” (Interview conducted with the Intercontinental hotel manager on Mar, 2012).

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Formal training prepares employees to do their jobs Improves self-confidence Improves motivation Improves morale Prepares for promotion Reduces tension and stress Provides an opportunity to succeed Benefits to the Property Increases productivity Builds a strong employee team , Decreases safety hazards Creates a better image Builds repeat business Increases referrals Attracts potential employees Decreases absenteeism Reduces turnover Benefits to Guests Provides high-quality products Provides high-quality services Makes their visit more pleasant , reduces costs, and makes them feel that they are getting their money’s worth .

The impact of training and development has also come under review. Lashley (2002) conducted a study on the cost and benefits of training at one organization in order to test the utility of a model for helping identity such outcomes. He noted that despite the fact that a significant proportion of the literature advocates investing in training and development activities, there had been little empirical evidence that doing so will actually lead to increased organizational effectiveness. Further he acknowledged that generating such evidence is difficult.

# CHAPTER FIVE

## Conclusion and recommendation

Concluding remakes and recommendations in the following section is made based on the results of data obtained via three of the instruments in data collection. Recommendations here are made according to professional values and problems identified and findings of this research in general. Basically, suggestion is arranged from the perspectives of comparative effectiveness of trained and untrained personnel of HKLOS in Hotels in general and selected Hotels in particular.

**5-1- Conclusion**

To conclude, training can be a valuable tool for the organization and the workers. It is the right tool to solve the problem or address the identified issues. Right support must be provided by the management for the training to be effective and formal to produce effective and skillful personnel. The general conclusion drawn from this study is that trained and untrained workers do not equally perform in their daily chores. The benefits of training raised by the personnel and executives in Hotel under the study all witness the importance in detail.

The gathered data and its analysis revealed the necessity of formal training for all employees to render proper service for their customers. Some scholars have pointed out the meager qualifications required of HKLOS employees (see p 20-30). Similarly, the data gathered from supervisors and managers confirmed the importance of training. They support that the required educational level with training and experience give a better performance for workers. This indicates that the theoretical aspect has a direct relationship with real situations. The study approved this fact from the gathered data and its analysis. In general, the study shows the importance of training for all employees to render proper service for the customers.

Trained HKLOS staffs perform better than those who did not take training. Almost all of the personnel believe in provision of regular training, though the hotels do not fulfill the needs. From this study the researcher has got a lesson on the importance of training to enable employees perform their activity properly.

###  5-2- Recommendation

The findings of this study have revealed that the hotels chosen here do not focus on the value of trainings. According to the principle standard hotels need to recruit and assign the personnel to the right posts that quality and effective services can be rendered. Thus it is must to this organization that they have to focus on relevant training to maintain quality of service and increase effectiveness of the personnel.

Secondly, employees should get training in order to improve their practical skills. The training in this regard needs to be constant that the workers will fit to the technological changes and improvements.

The comparative analysis of effectiveness and evaluation assessment indicated that formally trained workers and informally trained workers are not equally effective. However, the performance appraisals were made based on the same criteria. This is quite wrong that it enable the executives to abuse the personnel at risk. In this case those who do not have training. Therefore, the criteria and standards of appraisal should be based on their qualification and training. Training institutes have to produce manpower that fits to the current standards of hospitality industries in order to avoid the current problems of TVET graduates.

Organizations need to update their employees by providing regular training to make them familiar with newly imported technologies. This helps both the employer and employees increase effectiveness of service provision. For this to success, there should be a strong collaboration between owners of organizations (hotels) and training provider organizations (TVET) to accomplish trainings in accordance with current demand. Such collaboration helps both the industry (hotel) and training institutes to offer standard service.

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# Appendixes

## Appendix-A- Supervisors’ Questionnaire

Indria Gandhi National Open University

Post graduate program

Department of Social work

A Comparative study between TVET graduated and informally trained staff of Housekeeping and Laundry Operation Department: the case of Ghion and Intercontinental Hotels in Addis Ababa

Questionnaire to be filled by hotel executive housekeepers, floor supervisors, public area supervisors and laundry supervisors

I am Amsale Endalemaw. I am a master’s degree student at Indria Gandhi National Open University in the department of Social Work. Now I am conducting my post graduate theses in the area of House Keeping and Laundry Operations/HKLO in relation to TVET graduates and informally trained staffs in selected standard hotels in Addis Ababa. This study based on the information gained from you will compare the skills of those formally trained and informally trained staffs in HKLO departments of the selected hotels.

The purpose of this questionnaire is to obtain information about housekeeping and laundry service TVET graduates’ skills in comparison with informally trained once and vice versa in the selected hotels at Addis Ababa City Administration. Therefore a bit of your personal information, background knowledge and your opinion on the above mentioned issues is required. Your genuine response will help the researcher to meet the objective of the study. Hence, you are kindly requested to give your response for all questions as honestly as possible.

Thank you in advance!!!

Please note that:

* Writing personal name is not needed
* You are kindly requested to respond to all questions
* Please give your response by making “X” in the box for multiple choice questions.
* Please give your responses as brief as possible for open ended questions.

Part one:

1. Name of the organization (Hotel) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Qualification

a) Second Degree b) First Degree

 c) Diploma d) other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Sex a) Male b) Female
2. Age \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. Field of study

Major \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Minor\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Service year in this organization

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Total service year

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Your current position

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Part two:

1. What is the standard of your hotel? (star)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. How do the trained housekeeping and laundry persons contribute the hotel industry?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. In Your hotel housekeeping and laundry staffs , are they
2. Formally trained b) Informally trained c) Both
3. How do you evaluate the competence/performance of formally trained housekeeping and laundry workers in your hotel? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. How do you evaluate the competence/performance of informally trained housekeeping and laundry workers in your hotel? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. Have both formally and informally trained staffs the same performance?
6. Yes b) No
7. If your answer for question number “6” is Yes/No explain the reason \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
8. What are the indicators of effectiveness for housekeeping and laundry workers?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Who is more useful for your hotel in terms of rendering quality service?
2. Formally trained staffs b) Informally trained staffs c) Both
3. If your answer is formally trained/informally trained, why?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Is your hotel willing to hire formally trained TVET graduated ones when there is a vacancy?
2. Yes b) No
3. If your answer for question number “11” is “No” explain the reason? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. Educational level of your organization housekeeping and laundry workers are \_\_\_\_\_\_\_\_\_

(Write the number of staffs you have for each category)

1. Graduate of TVET sectors \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Grade 10 complete \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. Grade eight complete \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. Grade six complete \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. Others\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. What is the difference between hiring TVET trained and untrained employees?

Which one is more useful for your hotel? Why? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Do you think that the training that has been given by TVET training centers (colleges) is important for the hotel industry?

 a) Yes b) No

1. If your answer for question number “15” is “No” what should be done to make it more important?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. To what extent competent in housekeeping and laundry operation staffs are effective among those, who are working in your hotel?
2. Almost all b) some of them c) none of them
3. If other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_How many workers are working in your organization in housekeeping and laundry department?

Female \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Male \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. In your organization at the department of housekeeping and laundry, which sex is a dominant in number?

 a) Male b) Female

1. Why? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## Appendix-B- Employees’ Questionnaire

Indria Gandhi National Open University

Post graduate program

Department of Social work

A Comparative study between TVET graduated and informally trained staff of Housekeeping and Laundry Operation Department: the case of Ghion and Intercontinental Hotels in Addis Ababa

Questionnaire to be filled by formally and informally trained housekeeping and laundry service employees

I am Amsale Endalemaw. I am a post graduate student at Indria Gandhi National Open University in the department of Social Work. Now I am conducting my post graduate theses in the area of House Keeping and Laundry Operations/HKLO in relation to TVET graduates and informally trained staffs in selected standard hotels in Addis Ababa. This study based on the information gained from you will compare the skills of those formally trained and informally trained staffs in HKLO departments of the selected hotels.

The purpose of this questionnaire is to obtain information about housekeeping and laundry service TVET graduates’ skills in comparison with informally trained once and vice versa in the selected hotels at Addis Ababa City Administration. Therefore a bit of your personal information, background knowledge and your opinion on the above mentioned issues is required. Your genuine response will help the researcher to meet the objective of the study. Hence, you are kindly requested to give your response for all questions as honestly as possible.

Thank you in advance!!!

Please note that:

* Writing personal name is not needed
* You are kindly requested to respond to all questions
* Please give your response by making “X” in the box for multiple choice questions.
* Please give your responses as brief as possible for open ended questions.

Part one:

1. Name of the organization(Hotel) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Qualification (Educational status)

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Field of study

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Service year in this organization \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Total service year \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. Your current position \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. Sex a) Male b) Female

Part two:

1. Did you get trained in Housekeeping and Laundry Operation Service?

a) Yes b) No

1. I f your answer is “yes” where you have trained?
2. At institute level b) At the organization level
3. Mention the training title

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. If your answer is “no” How did you join to housekeeping and laundry service department?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Do you think that your work place is to the standard?

 a) Yes  b) No

 6. Is your organization facilitated for perform the job of housekeeping and

 laundry service?

 a) Yes  b) No 

7. If you leave your organization, do you think that you can get a job in the

 field?

 a) Yes  b) No 

 8. Do you think that training is important to be HKLOS staff?

 a) Yes  b) No

 9. If your answer is “yes” for question number “8”, what are its advantages?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

10. If your answer is “No” for question number “8”, what are your reasons?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Do you get any incentive rather than your salary from the organization?
2. Yes  b) No 
3. If your answer is “yes” for question number “11” , explain the incentives that you get

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## Appendix-C-Managers and HR Interview Guide

(English and Amharic Versions)

Indria Gandhi National Open University

Post graduate program

Department of Social work

A Comparative study between TVET graduated and informally trained staff of Housekeeping and Laundry Operation Department: the case of Ghion and Intercontinental Hotels in Addis Ababa

Questionnaire to be filled by formally and informally trained housekeeping and laundry service employees

I am Amsale Endalemaw. I am a post graduate student at Indria Gandhi National Open University in the department of Social Work. Now I am conducting my post graduate theses in the area of House Keeping and Laundry Operations/HKLO in relation to TVET graduates and informally trained staffs in selected standard hotels in Addis Ababa. This study based on the information gained from you will compare the skills of those formally trained and informally trained staffs in HKLO departments of the selected hotels.

The purpose of this questionnaire is to obtain information about housekeeping and laundry service TVET graduates’ skills in comparison with informally trained once and vice versa in the selected hotels at Addis Ababa City Administration. Therefore a bit of your personal information, background knowledge and your opinion on the above mentioned issues is required. Your genuine response will help the researcher to meet the objective of the study. Hence, you are kindly requested to give your response for all questions as honestly as possible.

Thank you in advance!!!

Please note that:

* You are kindly requested to respond to all questions
* Please give your responses as brief as possible.

English Version Interview Guideline

1. Please tell me the standard of your hotel and your position/responsibility in this hotel?
2. How many staffs do you have in housekeeping and laundry operations service department? How many of them got the standard/formal training?
3. Who is giving a better service between formally and informally trained staffs?
4. Does the hotel have a training package for housekeeping and laundry operations staffs? How and who is giving this training? If any.
5. Do you think it is important to give a formal training in this area at college and institutes levels? If you think it is important, what shall get improved or added in the training package?
6. What is your employment criterion when you recruit staffs for housekeeping and laundry operations?

Thank you!

**Amharic Version Interview Guideline**

**nK SÖÃp**

1. ¾T>c\uƒ” JቴM Å[Í“ ¾`e­” HLò’ƒ u=ÑMèM˜;
2. U” ÁIM ¾u?ƒ ›ÁÁ´“ ¾L¨<”Å] W^}™‹ ›K<ª‹G<; U” ÁIK<e SÅu— eMÖ“ ¾¨cÆ “†¨<;
3. uSÅu— ŸcKÖ’<ƒ“ ŸMcKÖ’<ƒ ¾ƒ™‡ ¾}hK ›ÑMÓKAƒ Ãc×K<;
4. JቴK< Ku?ƒ ›ÁÁ´“ ¾L¨<”Å] W^}™‹ ¾T>cÖ¨< eMÖ“ ›K; ŸK ›”Èƒ“ uT” Ãc×M;
5. K²=I ¾S<Á ²`õ u¢K?Ð‹“ u}ቋTƒ eMÖ“ ScÖ~ ÃÖpTM wK¨< ÁU“K<; ÃÖpTM ŸK< ShhM ¨ÃU SÚS` ›Kuƒ ¾T>K<ƒ Gdw ŸK;
6. É`Ï„ K²=I ¾S<Á ²`õ ¾pØ` Seð`~ U”É’¨<;

**›SWÓ“KG<!!!**

## Appendix-D- Observation Checklist

Observation check list for Room Attendant

 Criteria

Yes No

* proper stocking of room attendant trolley or cat
* Enter to guest room in proper entrance procedure
* Make the bed according to the organization style
* Prepare the room for guest
* Clean the bath room
* Vacuuming the carpet
* Follow guest room cleaning procedure
* Use proper cleaning agents and chemicals
* Use protective cloth
* Make the final check
* Close the door and make sure it is locked
* record room status on assignment sheet

Observation check list for Public Area Cleaning

 Criteria

Yes No

* cleaning fromt desk area
* Empty trash receptacles. Replace wastebasket liners
* Dust light fixtures , Replace burnedout light bulbs & decorative wall items
* Spot – clean wall areas
* Cleaning corridors
* Dust air supply vents, sprinklers, & ceiling corners
* clean base boards
* clean both sides of all exit doors
* Clean elevators
* empty & clean ashtray near elevator
* Clean and polish hand rails
* Clean public area restroom

Observation check list for Laundry operation section

 Criteria

Yes No

* wash guest clothes and organization linens
* Check & stock supplies
* Inform the laundry manager about any problem
* check equipments for proper functioning
* finish linens according to properly quality standards
* keeep work area clean and neat
* Distribute linene properly
* fold & stock linens on shelves
* maintanin pars on shelves as needed
* reports on linen quality to the laundry manager
* Return laundered uniforms to the uniform distribution area



* oversee the laundry process