

MEKELLE UNIVERSITY

INSTITUTE OF PALEO ENVIRONMENT AND HERITAGE CONSERVATION



**RECRUITMENT AND EMPLOYEE RETENTION PRACTICES OF AXUM AND
PLANET HOTELS IN MEKELLE, ETHIOPIA**

BY

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**A THESIS SUBMITTED TO THE INSTITUTE OF PALEOENVIRONMENT AND
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MEKELLE

Dedication

This dissertation is dedicated to my family, whose wisdom and guidance have profoundly shaped me. Your unwavering strength and enduring influence inspire me every step. I carry your lessons within me, standing resilient because of the foundation you built. You are an extraordinary role model; everything I have become is a testament to your legacy. Thank you for leaving an indelible mark on my life.

Declaration

I, **Geberegiabher Mekonnen**, hereby declare that this dissertation, titled "*Recruitment and Employee Rotation Practices of Axum and Planeet Hotels in Mekelle City Ethiopia.*" submitted in partial fulfillment of the requirements for the Master's Degree in Tourism Development, complies with the regulations of the University. This work adheres to the accepted standards of originality and academic quality.

Geberegiabher Mekonnen

Advisor _____ Signature _____ Date _____

Signed by the Examining Committee:

Chair of Examining Committee

Examiner _____ Signature _____ Date _____

Examiner _____ Signature _____

Date _____

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Abstract

This study analyses recruitment and employee retention practices of Axum and Planet hotels in Mekelle, Ethiopia. It has employed mixed approaches to conduct the study including questionnaires and interviews as data-gathering tools. This study has collected primary and secondary data sources through structured questionnaires and interview questions for the employees and Management bodies respectively. The total number of respondents are 70 (40 from Axum hotel and 30 from planet hotel). Results of this study show that male employees exceed that of females. Most of the employees (30%) in these star category hotels' educational background is under a diploma and most of them are employees (25%) of food and beverage. High competition and unsatisfactory workplace practices drive turnover, and retention strategies are underdeveloped. Recruitment processes are largely perceived as ineffective. According to the findings of the study, high completion from others is the most challenging both hotels face in recruiting skilled professionals. Better job offers are the main reasons employees leave in both Axum and Planet hotels as the study reveals.

The contribution of this research is to indicate strategic planning and investment in human resources are essential to address these challenges effectively like regularly reviewing and adjusting wages to remain competitive, offering flexible schedules and promote a healthy work-life balance. Provide clear career development opportunities, recognize and reward employee contributions and build a positive workplace culture.

This study applauds or congratulates that the hospitality industry in Mekelle city is undergoing a significant expansion and effective recruitment practices are important for hotels seeking to attract and retain top tier or row professionals which the HR /Human Resource/consistently implement to upgrade quality services.

List of Acronyms

- According to Latin counting after BC (AD)
- Before Jesus Crises (BC)
- United Nations Educational Science and Cultural Organization (UNESCO)
- World Tourism Origination (WOT)
- Guest room attendant (GRA)
- Customer service satisfaction (CSS)
- Room accommodation service (RAS)
- Let check out (LCO)
- Down city hotel (DCH)
- Human resource (HR)
- Talent management (TM)
- Resort hotel (RH)
- City center hotel (CCH)
- Star category retting (SCR)
- United States America Automobile Association (USAAA)
- Additional Luxury (Five-star hotel + L)
- World Tourism Criteria (WTC)
- The name given for hotel during ancient Rome and Greece (Inns)
- Bed and Breakfast (B&BS)
- Tourist standard hotel (★),
- Standard hotel (★★)
- Court hotel (★★★)
- First class hotel (★★★★)
- Luxury hotel (★★★★★)
- Human Resource Management (HRM)

CHAPTER ONE

INTRODUCTION

1.1. Background of study

The word “**hotel**” comes from the French word “**hotel**” which is related to the word “**hospital**.” The World Tourism Organization (WTO) defines a hotel as furnished house with rooms short – term stays. The word hotel was first used in *1760 by the fifth Duke of Devonshire*. A hotel is a commercial establishment that provides lodging, accommodation, and other services to travelers and guests. Hotels typically offer a range of amenities and facilities, such as guest rooms with beds, bathrooms, laundry service, and sometimes additional features like flat-screen television, internet access, and mini-bars. Additionally, hotels may provide services like restaurants, bars, conference rooms/halls/, fitness centers, sauna baths, entertainment and band, indoor and outdoor games, concierge/porter/ and parking services to cater or provide to the diverse/varied/ needs of their guests. Hotels vary in size, style, and target clientele, ranging from small boutique hotels to large luxury or from one-star up to five-star resorts. They play a crucial role in the hospitality industry, offering temporary accommodation for tourists, business travelers, and individuals seeking a place to stay away from home. The quality and range of services provided by hotels can vary widely, and they are often classified into different categories or star ratings based on factors such as amenities, service quality, and overall guest experience

It's important to note that while star ratings provide a general indication of a hotel's quality, the criteria for star ratings can vary by country or region. Different organizations or travel agencies might have their own rating systems. Additionally, some hotels may use alternative classification systems, such as "diamonds" or other symbols, to communicate their level of luxury and service. Travelers often use star ratings as a quick reference to help them choose accommodations that align with their preferences and expectations. “Star hotels” is a term commonly used to refer to hotels that have been rated and classified based on a star system. This system is often used to indicate the quality and level of service provided by a hotel. The star rating is a way for guests to quickly assess the overall standard and amenities of a hotel before making a reservation a general breakdown of what each star rating typically signifies one up to five stars.

Recruitment is the process of identifying, attracting, and selecting qualified candidates to fill job vacancies within an organization. It is a crucial aspect of human resource management

and involves a series of steps to ensure that the organization has the right individuals with the necessary skills and qualifications to meet its staffing needs.

Professionals in the hotel industry are individuals with specialized skills, training, and expertise relevant to various roles within a hotel. These roles encompass a wide range of responsibilities, including management, customer service, culinary arts, sales and marketing, event planning, technical maintenance, and finance. Axum Hotel was given a three-star rating in the year 2008E.C by the Ministry of Culture and Tourism hotels rating requirements and classifications with 99 males and 134 females. The hotel has 233 employees.

Planet Hotel

Planet Hotel is one of the largest and most modern establishments in Mekelle, known for its state-of-the-art facilities and international standards

Axum and Planet Hotel stand out as two of the most prominent star-category hotels in the city. Both hotels have earned a reputation for their commitment to quality service, modern amenities, and a focus on providing exceptional guest experiences

Hotel professionals contribute to the efficient operation of the hotel, ensuring high-quality services, positive guest experiences, and the overall success of the establishment within the hospitality sector (Zopiatis, 2009)

The hospitality industry is characterized by a highly competitive nature, and the crucial role of skilled professionals is instrumental in ensuring high-quality service. The competitive nature of the hospitality industry necessitates a focus on excellence, innovation, and meeting evolving consumer expectations. Skilled professionals are central to achieving and maintaining high-quality service, influencing guest satisfaction, and establishing a positive and competitive position in the market. The interest in researching this case organization is that on initial inspection it appears that Axum and Planet Hotel are attempting to take a strategic focus on requirement professionals. The purpose of the research is to examine the relationship between a quality international and professional skill service initiative recently introduced to the case of hotel or organization and human resource development at a strategic level. However, hotels are labor-intensive and the customer–employee interface is a key determinant of quality. Getting the right staff with the right skills in the right place at the right time is critically important and puts pressure on recruitment, retention, career progression, and training quality (Haven-Tang and Jones 2008).

1.2. Statement of the problem

Ethiopia, celebrated as a cradle of civilization, boasts one of the highest numbers of UNESCO World Heritage Sites in Africa, showcasing a treasure trove of historical, cultural, and natural attractions. The country offers international tourists' unique historical legacies, awe-inspiring landscapes, a pleasant climate, rich biodiversity, and archaeological wonders. The northern tourist circuit, known as the Historic Route, is home to the most prominent tourist sites, including ancient rock-hewn churches, castles, and monasteries. Despite this wealth of attractions, the potential of Ethiopia as a global tourist destination remains underutilized, partly due to gaps in the hospitality sector, particularly in the recruitment and retention of skilled professionals in star-rated hotels.

Mekelle City, a gateway to Tigray's rich tourism offerings, holds strategic importance as a tourist entry and destination point. However, the city faces significant challenges in meeting the growing demand for international-standard accommodation and services. The limited presence of star-rated hotels capable of delivering high-quality services has highlighted a pressing need for competent human resources in the hospitality industry. International visitors, drawn by Ethiopia's rising global importance as a center for conferences and diplomatic engagements, often seek diverse cuisines and world-class facilities, but the lack of professionally trained hospitality staff has hindered the sector's ability to meet these expectations.

Human resource management (HRM) is at the heart of the hospitality industry's success. Recruitment and selection processes play a pivotal role in ensuring the right candidates are placed in positions that match their skills, qualifications, and personalities. However, recruitment practices in the hospitality sector, particularly in Ethiopia's star-rated hotels, remain inconsistent and underdeveloped. This has resulted in a workforce that struggles to meet international standards of delivery service, ultimately affecting customer satisfaction and the reputation of the industry.

Despite the evident importance of HRM practices, limited research has been conducted in Ethiopia to address the challenges and gaps in recruitment strategies for hospitality professionals. This research aims to fill this gap by evaluating the impact of recruitment practices on hotel standards, customer expectations, and satisfaction in Mekelle City. It will explore factors influencing recruitment, identify shortcomings in existing practices, and propose practical, evidence-based strategies to enhance the recruitment and retention of skilled professionals.

By addressing these challenges, the study seeks to contribute to the development of a competitive and sustainable hospitality sector in Mekelle, aligning it with global standards and ensuring it can capitalize on Ethiopia's immense tourism potential.

1.2. Objectives of the Study

1.2.1. General Objective

The main objective of this research is to critically analyze and evaluate the current professional recruitment practices employed by Axum and Planet Hotels.

1.2.2. Specific Objectives

- ❖ To examine the current recruitment strategies of employees practiced by star hotels in Mekelle City
- ❖ To analyze the recruitment professional skills of international professionals in Axum and Planet Hotel Mekelle city
- ❖ To investigate challenges and gaps in the existing recruitment processes specific to the selected star category hotels in Mekelle city
- ❖ To propose targeted strategies for optimizing/adjusting/talent acquisition/gaining new findings/ in these star category hotels

1.3. Research Questions

The research has addressed the following questions:

- What are the current recruitment strategies utilized by star-categorized Axum and Planet hotels in Mekelle City?
- What recruitment professional skills on international hotel professionally used by Axum and Planet hotel in Mekelle city.
- What challenges and gaps exist in the recruitment professional processes of the selected star category Axum and Planet hotels in Mekelle city?
- How can recruitment practices be optimized/improved/to attract, select, and retain/recall/high-quality professionals in star-category hotels in the hospitality sector?

1.4. Significant of the study

The study titled "*recruitment and employee retention practices of Axum and Planet Hotels in Mekelle, Ethiopia*" holds tremendous significance for academia, industry stakeholders, and the broader hospitality sector. By delving into the recruitment strategies of star-rated hotels, this research makes valuable contributions to the theoretical understanding of recruitment and provides actionable insights for improving professional practices.

This research enriches the knowledge base in the field of recruitment, particularly within the hospitality industry. The focus on star-rated hotels highlights the unique challenges and opportunities faced by organizations operating in this sector. Hospitality is inherently a

customer-centered industry that demands highly skilled and adaptable professionals. Understanding the strategic approaches to recruitment allows for the identification of talent that aligns with organizational goals, service standards, and customer expectations. By addressing the recruitment challenges faced by star-rated hotels in Mekelle City, this study fills a critical gap in existing literature and provides insights relevant to similar contexts in Ethiopia and beyond.

The findings of this study also serve as a practical guide for Human Resource (HR) departments and management teams. Recruitment is a foundational element in building a competent, motivated, and service-oriented workforce. This research evaluates the current recruitment practices employed by Aksum and Planet Hotels, offering recommendations to refine these strategies. By doing so, it equips hotel management with the tools to attract and retain top talent, ensuring workforce quality and sustainability. These findings also provide a framework for aligning recruitment practices with the evolving demands of the hospitality sector, helping organizations to enhance their operational efficiency and customer satisfaction.

Beyond its immediate contributions, the study inspires further research in the field of recruitment within the hospitality industry. The analysis of recruitment practices and their impacts creates a foundation for exploring related areas such as employee retention, professional development, and the broader organizational outcomes of effective human resource management. Such research can lead to a deeper understanding of the interconnections between recruitment strategies and overall business success, encouraging academic discourse and practical innovation.

From a practical perspective, this research provides direct benefits to star-rated hotels like Aksum and Planet Hotels. By identifying the strengths and weaknesses of their current recruitment approaches, the study helps these establishments develop more robust hiring practices. These improvements not only meet industry standards but also contribute to creating a competitive edge in the market. Moreover, the findings shed light on how recruitment practices influence key organizational outcomes, including customer satisfaction, employee engagement, and the overall reputation of the hotel.

Finally, the study has broader implications for the hospitality sector in Ethiopia, particularly in Mekelle City, which is emerging as a key tourism hub. By addressing the challenges of recruiting skilled professionals in star-rated hotels, the research contributes to the growth and

sustainability of the industry in the region. It also emphasizes the importance of developing competitive recruitment practices to meet the increasing demand for high-quality services and accommodation. This aligns with the strategic goal of positioning Ethiopia as a leading destination for international tourism and hospitality.

In conclusion, this study is a significant contribution to the academic and practical realms of recruitment in the hospitality industry. It provides a roadmap for improving human resource practices, advancing the competitiveness of star-rated hotels, and supporting the growth of the tourism and hospitality sectors in Ethiopia. Through its findings, the research promotes a deeper understanding of recruitment strategies while offering actionable solutions to contemporary challenges in the field.

1.5. Scope of the Study

The study titled "*recruitment and employee retention practices of Axum and Planet Hotels in Mekelle, Ethiopia*" is specifically designed to explore the recruitment strategies employed by star-rated hotels, focusing on the case of Planet and Axum Hotels. This study examines the processes, practices, and strategies these establishments use to attract, select, and retain skilled professionals in the hospitality sector.

The geographical scope of the study is confined to Mekelle City, where Planet and Aksum Hotels operate as prominent star-rated establishments. These hotels serve as representative cases for understanding recruitment practices in the region, offering insights that could be applicable to similar organizations in Ethiopia and potentially across other developing nations. By focusing on these two hotels, the study aims to provide an in-depth analysis of recruitment approaches while maintaining a manageable scale for detailed investigation.

The thematic scope of the study is limited to the recruitment and employment processes within the hospitality industry, specifically in star-rated hotels. It investigates how these hotels identify and attract talented professionals, the strategies they use to evaluate and select candidates, and the challenges they face in recruiting individuals who meet their organizational standards. Emphasis is placed on understanding the alignment between recruitment practices and the unique demands of the hospitality industry, such as customer service excellence, operational efficiency, and workforce sustainability.

The study does not extend to broader human resource management areas such as employee retention, training and development, or performance appraisal, except insofar as they are directly influenced by recruitment strategies. It also excludes other hotels outside Mekelle

City, as the focus is deliberately narrowed to Planet and Aksum Hotels to ensure a detailed and focused investigation.

By maintaining a focused scope, this study aims to provide actionable insights into the recruitment challenges and opportunities specific to star-rated hotels in Mekelle City. It endeavors to shed light on effective recruitment strategies that can be implemented to enhance workforce quality and organizational performance in the hospitality sector. While the findings are specific to Planet and Aksum Hotels, they are expected to contribute valuable knowledge that can inform recruitment practices in similar contexts, both locally and globally.

1.6. Limitations of the study

While this study aims to provide valuable insights into the strategic recruitment approaches for professionals in star-rated hotels, particularly focusing on Planet and Aksum Hotels in Mekelle City, several limitations are acknowledged that may influence the depth and generalizability of its findings.

The study is geographically confined to Mekelle City, specifically focusing on Planet and Aksum Hotels. While these hotels are representative of star-rated establishments in the region, the findings may not fully capture the diversity of recruitment practices in other parts of Ethiopia or internationally. Additionally, the primary focus on these hotels excludes perspectives from other types of establishments, such as budget or boutique hotels, which could result in a narrower understanding of recruitment practices across different tiers of the hospitality industry.

Time constraints also posed a challenge, as the research was conducted within a specific timeframe. This limitation may have restricted the ability to capture ongoing changes or emerging trends in recruitment practices. Given the dynamic nature of the hospitality industry, some insights

1.7. Organization of the Study

This research study is structured into five comprehensive chapters to ensure a clear and systematic presentation of the subject matter.

The first chapter provides the foundation of the study, encompassing the background, introduction, problem statement, research questions, and objectives of the study, scope, and significance. It sets the stage by outlining the study's purpose and contextual framework.

Chapter Two presents a detailed review of related literature. This section explores existing research and theoretical perspectives relevant to the study, establishing a foundation for the current investigation.

Chapter Three focuses on research methodology, describing the approaches, techniques, and tools used to collect and analyze data. This chapter ensures transparency and replicability in the research process.

Chapter Four is dedicated to the presentation of findings and data analysis. It includes a detailed examination and interpretation of the data collected, aligning the results with the research objectives and questions.

Finally, Chapter Five provides the summary, conclusions, and recommendations of the study. This chapter synthesizes the key findings, draws meaningful conclusions, and offers practical recommendations for stakeholders and future researchers.

This structured organization ensures a logical flow of ideas, facilitating a comprehensive understanding of the study.

CHAPTER TWO

REVIEW OF THE LITERATURE

2.1. Introduction

The purpose of this chapter is to carry out a detailed literature review of the effects of international star hotels. A review of books, journals, articles, thesis, and relevant websites is carried out to develop this chapter topic.

The literature review will investigate existing research on recruitment professional practices within the hospitality industry, with a specific focus on star category Planet and Axum hotels in Mekelle City. Key tangible points will include best practices, challenges, innovations, and the impact of recruitment professionals on organizational success similar to high classical star hotel categories in Mekelle city.

Generally, hotels are categorized from one star up to five stars with different names. But according to their service providing and facilities available, they are different from each other.

2.2. Historical Background of Hotel and Classification

A one-star hotel typically offers basic accommodation with limited services and facilities. These hotels are generally budget-friendly, providing only essential amenities such as a bed, private bathroom, and basic housekeeping. They focus on offering a no-frills stay for guests who prioritize affordability over luxury.

A two-star hotel enhances the quality of the accommodation slightly, providing a higher level of service compared to one-star hotels. In addition to the basic amenities, two-star establishments may include a restaurant, offering guests a place to dine, and some may provide basic business services like faxing or internet access. The overall experience is still quite simple but offers more convenience for travelers.

A three-star hotel provides a good level of comfort and services. Rooms are typically well-furnished, offering more space and comfort than lower-rated hotels. These hotels tend to offer additional amenities such as a restaurant, room service, and possibly a fitness center. Three-star hotels are suitable for travelers looking for a balance between quality and price, providing a more enjoyable and comfortable stay.

A four-star hotel offers a high level of luxury and comfort. Guests can expect well-appointed rooms with upscale furnishings and amenities. Service quality is superior, and the hotel often

provides a range of facilities, such as multiple restaurants, conference rooms, and recreational options like a swimming pool or spa. These hotels cater to those who seek a more refined and sophisticated experience.

The five-star hotel represents the highest level of luxury, service, and facilities. These hotels offer top-notch amenities, such as personalized concierge service, elegant rooms, fine dining options, and exceptional recreational facilities. They are often associated with prestige and cater to a discerning clientele who seek the best in hospitality. Five-star hotels are designed to provide an unparalleled experience, making them the epitome of luxury in the hospitality industry.

The history of hotels is quite attractive and dates back to ancient times of providing lodging for traveler's dates back to ancient civilizations. In ancient Rome and Greece there were inns called "hospitals" and in France also called "hospitals" where travelers could rest and get food.

During the Middle Ages, monasteries often provided lodgings especially for travelers. These were some of the earliest forms of organized hospitality industry.

The first modern hotel is often considered to be the Nishiyama Onsen Keiunkan in Japan, which was established in 705 AD/according to the Latin counting after BC// and is still in operation today. Another ancient hotel, the Hoshi Ryokan, was established in 718 AD in Japan and has been run by the same family for 47 generations.

The hotel industry began to take shape in Europe and North America during the 18th and 19th centuries. One of the first modern hotels in Europe was the City Hotel in New York City, which opened in 1794.

The evolution of the hotel industry reflects the broader trends and transformations in society, technology, and travel habits. The 20th century marked a significant turning point with the rise of luxury hotels and the globalization of hospitality. This era witnessed innovations such as the advent of the Internet and online booking systems, which revolutionized the industry by simplifying the process of finding and reserving accommodations. The roots of modern hospitality, however, can be traced back to earlier periods, including the 17th century during the French Revolution, when the concept of organized and systematic hospitality gained prominence on a global scale.

Hotels have transitioned from simple inns to grand establishments, catering to the evolving needs of travelers while preserving elements of historical and cultural significance. Many

iconic hotels offer a glimpse into the past while providing luxurious experiences, combining historical charm with modern amenities. For instance, Raffles Hotel in Singapore, established in 1887, is renowned for its colonial architecture and its association with the creation of the Singapore Sling cocktail. Similarly, The Peninsula Hong Kong, founded in 1928, exemplifies classic grandeur and impeccable service.

Historic hotels in the Western world also hold a special place in the narrative of luxury hospitality. The Hotel del Coronado in San Diego, USA, opened in 1888, stands as a National Historic Landmark and has hosted numerous presidents and celebrities. The Savoy in London, UK, established in 1889, is synonymous with elegance, having welcomed notable guests like Winston Churchill and Frank Sinatra. The Ritz Paris, which opened in 1898, became a haven for royalty, politicians, and artists, famously housing Coco Chanel for over three decades.

In the United States, iconic establishments such as The Plaza Hotel in New York City, opened in 1907, have become cultural landmarks, frequently featured in literature and film. The Broadmoor in Colorado Springs, a grand resort dating back to 1918, blends historical charm with modern luxury. Meanwhile, The Stanley Hotel in Estes Park, Colorado, opened in 1909, gained fame for inspiring Stephen King's novel *The Shining* and boasts breathtaking mountain views.

These hotels are more than just accommodations; they are living museums that preserve architectural splendor, cultural heritage, and historical narratives. Their enduring appeal illustrates how the hospitality industry has continually adapted to meet the expectations of travelers while maintaining a connection to its rich history (Baker, 2000).

Regional Differences in Hotel Rating Systems

Hotel rating systems vary significantly across regions, reflecting diverse standards, cultural influences, and tourism industry practices. In the United States, hotels are typically rated on a five-star scale by private organizations and online platforms. Notably, the American Automobile Association (AAA) employs diamonds instead of stars to classify hotels, with categories ranging from Budget to Luxury. In contrast, many European countries adhere to a standardized star-rating system, often regulated by government agencies or independent organizations. Countries like Germany, Austria, and Switzerland use a five-star system, with classifications such as Tourist (★), Standard (★★), Comfort (★★★), First Class (★★★★),

and Luxury (★★★★★). France also employs a five-star system, with an optional "L" designation for luxury accommodations, regulated by the national tourist board.

Australia follows a similar structure through the Quality Tourism framework, providing ratings from Budget to Luxury. Dubai, however, stands out with a unique system that includes ratings up to seven stars, highlighting its emphasis on ultra-luxury tourism. Similarly, Germany offers additional distinctions, such as a "five stars plus" category for exceptional properties. These diverse systems highlight how regions tailor classifications to local tourism goals and consumer expectations.

Hotel Rating Systems in Ethiopia

In Ethiopia, the star-rating system for hotels is relatively recent, introduced by the Ministry of Culture and Tourism. The first ratings were conducted in 2015, with a second round in 2019 evaluating 88 hotels across the country. Hotels are classified into categories ranging from one to four stars based on criteria aligned with global standards. Addis Ababa, the capital city, serves as the hub of Ethiopia's hospitality industry, hosting several internationally franchised hotels such as Hilton Addis Ababa (established in 1969), Sheraton Addis (opened in 1998), and Radisson Blu (opened in 2011). These hotels bring modern amenities, luxury designs, and global brand recognition to the city. Other notable establishments include the Hyatt Regency Addis Ababa (opened in 2019) and Elilly International Hotel, a five-star property launched in 2013.

Historical and Regional Contexts of Ethiopian Hotels

The Taitu Hotel, established in Addis Ababa in 1905 or 1906 (1898 Ethiopian calendar), was the first hotel in Ethiopia. Built by Empress Taitu Betul, wife of Emperor Menelik II, it served as a resting and dining place for foreign visitors. In Tigray, the first hotel in Mekelle City, Castle Hotel, has a rich history. Originally built by Emperor Yohannes IV in 1872 Ethiopian calendar as a residence, it was later converted into a hotel in 1960 Ethiopian calendar. The hospitality industry in Mekelle has since expanded, reflecting broader growth trends in Ethiopia.

Recruitment in Star-Rated Hotels

The recruitment of skilled professionals plays a critical role in the success of star-rated hotels. Effective recruitment practices are vital for attracting and retaining top-tier talent, ensuring that hotels meet the growing demands of the industry. As Ethiopia's hospitality sector

continues to expand, especially in cities like Addis Ababa and Mekelle, the development of robust human resource strategies remains a priority for maintaining high service standards and fostering sustainable growth.

These professionals collectively contribute to creating a positive and luxurious experience for guests staying at star hotels. Their expertise and devotion or dedication are crucial in maintaining the high standards associated with upscale hospitality establishments.

2.3. Hotel Standards and the Global Hospitality Industry

Hotels serve as crucial pillars of the travel industry, catering to travelers from diverse cultural and linguistic backgrounds. As global travel continues to expand, the role of international luxury hotels has become increasingly prominent, offering high-quality amenities, full-service accommodations, and exceptional personalized service. These establishments are equipped with on-site full-service restaurants, bars, room service, business centers, and conference facilities, ensuring a seamless and luxurious experience for guests. "Hotel standard" refers to a comprehensive set of written functional, aesthetic, and technical requirements that serve as guidelines to ensure compliance with established industry rules and regulations. These standards cover both operational elements, such as staffing, guest amenities, and advertising, and physical infrastructure, ensuring consistency and quality across properties worldwide.

Effective management of hotel standards is essential for maintaining the quality of services in line with market expectations. According to *Law Insider (2013)*, these standards should mirror the level of service and amenities provided by similar properties within a hotel portfolio. This alignment ensures that guests experience consistent quality regardless of the hotel's location. The maintenance of high standards is closely linked to the skills and expertise of hotel employees. As Riley (1980) points out, a decline in standards often stems from a lack of employee skills and knowledge. Employees seeking professional growth are typically drawn to establishments that offer robust skill-development opportunities and possess a strong market identity, further elevating the overall service quality.

International star hotels epitomize luxury, offering exceptional service and world-class amenities that cater to discerning travelers seeking comfort, style, and memorable experiences. These hotels are categorized based on a star rating system, generally ranging from one to five stars, with each level representing a distinct degree of luxury, service, and facilities. Five-star hotels, for instance, provide unparalleled opulence, featuring luxurious

suites, gourmet dining, spa services, and personalized attention. In comparison, four-star hotels, while slightly less extravagant, deliver excellent amenities, comfortable accommodation, and top-tier service, ensuring a delightful guest experience.

Strategic location plays a pivotal role in the appeal of international star hotels. Many are situated in prime areas, such as city centers, near major tourist attractions, or in scenic locales like beachfronts or mountain resorts. This thoughtful positioning enhances the guest experience by offering convenience and easy access to key destinations while providing breathtaking views and cultural immersion. Furthermore, luxury hotels boast a global presence, with properties across more than 140 countries, making them accessible to travelers whether they are visiting bustling urban hubs, tranquil beach resorts, or historical landmarks.

The process of booking these accommodations is made effortless by platforms like Five Star Alliance, which curate collections of luxury hotels and offer convenient reservation options. These platforms often provide exclusive deals and packages, adding value to the guest experience and ensuring that travelers enjoy a memorable stay.

In conclusion, hotel standards and international luxury hotels have become integral to the global hospitality industry, setting benchmarks for quality, service, and guest satisfaction. The commitment to maintaining high standards, coupled with the skillful management of human resources and a strategic global presence, ensures that these establishments meet the evolving demands of travelers. By reflecting regional and cultural influences while adhering to international benchmarks, luxury hotels continue to play a vital role in shaping the future of global tourism.

2.4. Skills for Success in the Hospitality Industry

Success in the hospitality industry hinges on the ability to create exceptional guest experiences and ensure efficient operations. Key skills such as attention to detail, patience, effective communication, professionalism, positivity, empathy, and initiative are crucial for hospitality professionals at all levels.

Attention to detail distinguishes exceptional service providers. It involves focusing on small but critical factors that contribute to guest satisfaction, such as maintaining room cleanliness, arranging amenities, and addressing special requests. This meticulous approach ensures guests feel valued and cared for. Likewise, patience is a cornerstone of hospitality, as professionals often face challenges in coordinating guest needs, resolving issues, and

managing time-sensitive situations. Patience helps maintain a positive environment and prevents burning out.

Effective communication is essential across all hospitality roles, ensuring smooth operations and fostering positive relationships with guests and colleagues. Clear, empathetic, and active communication leads to better understanding and satisfaction. Professionalism, encompassing appropriate attire, punctuality, and graceful problem-solving, builds trust and respect between staff and guests.

A positive attitude contributes significantly to guest satisfaction. Staff who remain approachable and cheerful, even in high-pressure situations, create a welcoming atmosphere that guests appreciate. Empathy, too, plays a critical role in understanding and addressing guests' needs, building trust, and personalizing the guest experience. Initiative goes beyond basic responsibilities, enabling staff to anticipate needs, offering personalized recommendations, and address potential issues proactively, which enhances the overall guest experience and the hotel's reputation.

By fostering these skills, hotels can cultivate a thriving environment that prioritizes guest satisfaction, enhances employee morale, and drives business success.

2.5. Customer Expectation and Perception in the Hospitality Industry

Customer expectation refers to what customers anticipate from a service or product, while customer perception reflects their actual experience and feelings about the service received. The relationship between the two is vital in determining satisfaction. When expectations are met or exceeded, customers feel satisfied, fostering loyalty and positive word-of-mouth. Conversely, unmet expectations can result in dissatisfaction, impacting on a hotel's reputation and customer retention.

Measuring customer perception often involves qualitative and quantitative data analysis, including surveys, interviews, and usage reports. Positive perception influences brand loyalty, often outweighing traditional competitive advantages like pricing. To improve perception, hotels must focus on consistency, collect feedback, and implement actionable improvements based on customer input.

2.6. Factors Affecting Customer Satisfaction in International Star Hotels

Customer satisfaction in international star hotels is influenced by several factors, including hotel attributes, cultural origins, and strategic business practices. Basic factors like cleanliness, safety, and comfort are non-negotiable for ensuring guest satisfaction. Performance factors, such as efficient service and reliable amenities, further enhance the guest experience.

Cultural diversity among international guests also affects satisfaction, as different cultural backgrounds influence expectations. Higher-rated hotels must consistently meet these expectations by providing superior service and amenities. Specific factors, such as hotel location, quality food management, cleanliness, facility maintenance, aesthetic design, and staff behavior, play pivotal roles in shaping guest experiences.

Strategically, hotels should focus on retaining customers by exceeding basic expectations and creating memorable moments. Investing in these areas fosters customer loyalty and builds a strong reputation.

2.7. Recruitment and Human Resources in the Hospitality Industry

Effective recruitment and human resource management (HRM) are critical to success in the hospitality industry. Recruitment involves identifying and attracting qualified candidates to fill positions, while HRM focuses on developing and retaining talent to enhance performance and productivity.

A strong recruitment process ensures the selection of candidates who align with a hotel's goals, culture, and job requirements. Scientific recruitment practices, such as assessing skills, experience, and personality traits, help place the right candidate in the right position. This not only motivates employees but also reduces turnover and enhances organizational efficiency.

HRM practices, including job analysis, training, performance appraisals, and employee relations, are essential for maintaining a motivated workforce. These practices ensure that employees are equipped with the skills and mindset to deliver exceptional service. Retaining skilled employees is particularly important in a labor-intensive industry like hospitality, as it directly impacts customer satisfaction, team dynamics, and the hotel's overall performance.

By prioritizing efficient recruitment and HRM strategies, hotels can achieve a sustainable competitive advantage, improve employee satisfaction, and deliver superior guest experience. There are several authors who have written extensively about recruitment and talent acquisition. Among them *DeCenzo and Robbins, Edwin B. Flippo, and William B. Werther*.

Research gaps such as

- Recruitment challenge
- Inconsistency practices
- Lack of skilled professionals
- Lack of guest satisfaction.

In general, there are limitations of recruitment in Axum and Planet Hotel in Mekelle city.

In terms of human resources, **retention** refers to an organization's ability to retain its employees over a specific period. This involves various strategies and practices aimed at maintaining a stable and committed workforce, reducing employee turnover, and ensuring that valuable skills and knowledge remain within the company. High retention rates are often indicative of job satisfaction, employee engagement, and a positive workplace culture.

Customer Retention: The activities and actions companies take to reduce customer defections. Successful customer retention strategies enable companies to retain as many customers as possible, often through customer loyalty initiatives and programs. *D.Swaroopa and Prof.B.Sudhir* reviewed various contributions on employee retention from 1990 to 2016.

Hotel professionals are individuals who work in the hospitality industry, focusing on delivering exceptional service and creating memorable experiences for guests. They operate in various areas, including hotel management, food services, luxury hospitality, and event planning¹. Their primary goal is to ensure guest satisfaction, loyalty, and repeat business. *Peter Venison*: author of "Hotel Management," which provides comprehensive insights into hotel operations and management.

In the context of recruitment, "retention" refers to a company's ability to keep newly hired employees from leaving the organization, essentially meaning the process of actively engaging and satisfying new hires to ensure they stay with the company for a significant period, rather than quickly leaving for another job; it's about minimizing employee turnover

and maintaining a stable workforce. Armstrong's Handbook of Human Resource Management Practice was published in Jan 3/2023.

Employee retention refers to the strategies organizations use to prevent employees from leaving. It's crucial to maintain a high retention rate, as high turnover can be costly and impact on team morale. Effective retention involves competitive benefits, a positive work environment, and growth opportunities.

Retention is defined as the process by which a company ensures that its employees don't quit their jobs. Every company and industry have a varied retention rate, which indicates the percentage of employees who remained with the organization during a fixed period. From website: <https://www.spiceworks.com>.

There are three different types of retention which are customer retention, revenue retention, and policy retention.

Customer retention is the percentage of customers who continue to buy a company's products or services over time

Revenue retention refers to the percentage of revenue a company keeps from its existing customer base over a specific period, essentially measuring how well a business can maintain revenue from its current customers by considering factors like upgrades, downgrades, and cancellations, and is particularly important for subscription-based businesses where customer loyalty is crucial.

Policy retention refers to a set of rules or guidelines within an organization that dictate how long specific data or information should be stored, where it should be kept, and how it should be disposed of once it is no longer needed, often adhering to legal and compliance requirements; essentially, it's a plan for managing the lifecycle of data within a company.

Lewis (1985) defines recruitment as: "The activity that generates a pool of applicants, who have the desire to be employed by the organization, from which those suitable can be selected." In other words, "recruitment is a process of attracting applicants with certain skills, abilities and other personal characteristics to job vacancies in an organization".

According to Indeed's Editorial Team (22 August 2023), a good employee is someone who consistently puts in their best effort, is motivated to perform well, and actively seeks opportunities to learn and develop new skills, contributing positively to the company's goals while feeling valued and empowered in their role; they also emphasize the importance of employers providing clear feedback and opportunities for growth to retain top talent.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter describes the research methodology used in this study which gives a detail description of description area, research design, target population, research instrument, and finally the model specifications used for data analysis which are applicable and used in the study are included.

3.1. Description of the Study Area

This study focuses on the city of Mekelle, the capital of the Tigray region in northern Ethiopia. Mekelle is a historic and vibrant city known for its rich cultural heritage, strategic location, and growing prominence in Ethiopia's hospitality and tourism industry. Over the years, Mekelle has become a hub for both domestic and international travelers, fostering the development of star-rated hotels that cater to diverse clientele.

Mekelle's status as a regional capital and a gateway to Tigray's rich historical and cultural sites, such as the Gheralta rock-hewn churches, has elevated its importance in Ethiopia's tourism landscape. The city's hotels play a critical role in supporting this industry, serving as both accommodation providers and cultural ambassadors.

The unique context of Mekelle, coupled with the challenges posed by the recent conflict in Tigray, adds a layer of complexity to the recruitment and retention of skilled professionals in the hospitality sector. By focusing on Axum and Planet Hotels, this study seeks to understand how these institutions navigate recruitment strategies to maintain service quality and operational efficiency in a post-conflict environment.

This exploration of recruitment approaches within these two flagship hotels provides valuable insights into the broader dynamics of the hospitality industry in Mekelle, contributing to the development of sustainable and effective human resource practices in the region.

Among these establishments, **Axum** and **Planet Hotel** stand out as two of the most prominent star-category hotels in the city. Both hotels have earned a reputation for their commitment to quality service, modern amenities, and a focus on providing exceptional guest experiences.

Axum Hotel

Axum Hotel is part of a renowned chain of hotels in Ethiopia, named after the historic city of Axum, which is a UNESCO World Heritage site. The hotel in Mekelle reflects this heritage through its elegant design and emphasis on traditional Ethiopian hospitality. It caters to a wide range of guests, including business travelers, tourists, and conference attendees, offering a blend of cultural and contemporary experiences.

Axum Hotel was established in 1985 E.C and set on 8052 care square meters of land which offers a friendly welcome and warm hospitality. Axum Hotel has two buildings (G+3 and G+6) and other different buildings, and the hotel has 184 guest room categories with five different room types. These room types are standard, double twin, suite deluxe, and family size.

Except for the room division department the hotel, has six different departments, such as human resources, food and beverage, marketing and sales, finance and accounting, engineering and maintenance, IT and security. The hotel provides for the guests such services with a VIP Lounge and a well-stocked two bars including a very well-decorated and modern, two restaurants with a wide selection, a Swimming pool, two lifts, and five different size conference halls such as Kaleb, Sheba, and other under Kaleb and Sheba with a capacity of 500 up to 1500 number of participants that can be arranged for conference or wedding occasions as the client desires.

All meeting halls are equipped with the latest presentation and communication technology, built-in AC, and an excellent Sound System. The meeting halls feature a complimentary LCD projector, Wireless Internet, a Flip chart stand, a White screen, and Stationery materials.

There is a free shuttle bus from the hotel to the airport and vice versa, different administration offices, a gymnasium for adults and children, and a large space parking area

with more than the capacity of 50 cars. Axum Hotel was given a three-star rating in the year 2008E.C by the Ministry of Culture and Tourism hotels rating requirements and classifications with **99** males and 134 females. The hotel has 233 employees.

From the total number of employees up to diploma educational level are 93, certificate **81** and in different qualifications, master's 2, degree graduates are also 22 and 36 employees are under grade eight educational level. Each head of department professionally assigns in general manager, human resources, food and beverage, finance and accounting, marketing and sales, maintenance, IT, and security except the room division department all are well established, but when we see in general their educational level some are masters, some are degree, some are diploma and some are certificate and under certificate graduates. The hotel has not vision and mission.



Image: Exterior Image of Axum Hotel

Planet Hotel

The Planet Hotel is one of the largest and most modern establishments in Mekelle, known for its state-of-the-art facilities and international standards. The hotel frequently hosts

conferences, corporate events, and high-profile guests, making it a significant contributor to the city's hospitality sector. Its strategic location in the heart of Mekelle makes it accessible and appealing to a diverse clientele.

Planet Hotel is established in 2006 E.C and is set on 4000-meter square of land and offers a friendly welcome and warm hospitality. The hotel is located on Sematat Hawelti Street. Planet Hotel has one building with G+10 and the hotel has 87 guest room categories with eight different room types. These room types are standard, royal, twin, king, junior executive, suit, Deluxe, and family rooms. Except for the room division department, the hotel has six different departments. These departments are human resources, food and beverage, marketing and sales, finance and accounting, engineering and maintenance, and security. The hotel provides services such as a VIP Lounge with a well-stocked three bars, a very well-decorated and modern three restaurants that include international and national dishes with a modern kitchen, a Swimming pool for adults and children, five different sizes of conference halls such as Dalul, Tkeze, Abaye and others with a capacity of 30 to 1000 number of participants that can be arranged for conference or wedding occasions as the client demand.

All meeting halls are equipped with the latest presentation and communication technology, built-in AC, and an excellent Sound System. The meeting halls feature a complimentary LCD projector, Wireless Internet, a Flip chart stand, a White screen, and Stationery materials. There is a free shuttle bus from the hotel to the airport and vice versa, different administration offices, a gymnasium and it have parking area that can accommodate 20 cars, treated water, and three lifts (two for the guests and one for the employees). The hotel has a vision, mission, plan, objective, and goals.

The vision of the hotel is a quoted "world on own is always" which implies that the hotel should be the first choice for guests, employees, and business partners in Ethiopia. The mission of the hotel is to be committed to providing corporate guests and luxury travelers. The hotel holds a briefing and seminar to discuss hotel's activity based on strong and weak points weekly, monthly, quarterly, and yearly. Planet Hotel is categorized into a four-star rating in the year 2008E.C by the Ministry of Culture and Tourism hotels rating requirements and classifications with 76 males and 93 females. The hotel has **169** employees. The hotel's employee's education level is grade eight to Masters, **3** Degree, **34**, diploma 61, certificate 56, and 15 employees are under eighth grade. The hotel consists of departments such as general manager, vice manager, human resources, food and beverage, finance and

accounting, marketing and sales, maintenance, and security except the room division department.



Image: Exterior Image of Planet Hotel

3.2. Research Design

This research adopts a **case study design** to provide an in-depth and focused analysis of recruitment strategies and challenges at Axum and Planet Hotels, two prominent star-rated hotels in Mekelle City. By selecting these hotels as representative entities, the study aims to explore their specific recruitment practices, identify gaps, and propose actionable strategies that could be applicable to similar establishments within the region.

To achieve a comprehensive understanding of the topic, the research employs a **mixed-method approach** that integrates both quantitative and qualitative methodologies. This approach ensures a holistic examination of the recruitment processes, combining numerical data for measurable insights with rich contextual information that captures the nuances of human experiences and organizational practices. In short

Case Study Design:

The research adopts or accepts a **case study design** to provide an in-depth and focused analysis of recruitment strategies and challenges in Axum and Planet Hotels.

Methodology:

- Mixed-methods approach (quantitative + qualitative)
- Structured surveys and semi-structured interviews

Justification:

- In-depth understanding of recruitment challenges
- Combines numerical (quantified) data with contextual insights

Data Analysis and Presentation of Results

Primary Data:

- ❖ Interview (HR staff, managers, employees, applicants)
- ❖ Survey

Secondary Data:

- ❖ Internal reports, recruitment policies, and employee records
- ❖ Published literature and industry analyses

Tools for Data Gathering

Questionnaires:

- Close-ended, targeting hotel professionals
- Efficient for large datasets

Interviews:

- Semi-structured, face-to-face for detailed insights

Case Study Design

The case study design is particularly suitable for this research as it allows for an in-depth exploration of real-world practices within a specific context. Focusing on Axum and Planet Hotels provides a valuable lens to examine recruitment strategies, challenges, and outcomes in star-rated hotels in Mekelle City. The findings from these cases can inform broader discussions and offer practical recommendations for the hospitality industry in similar settings.

Mixed-Method Approach

The mixed-method approach balances the strengths of both quantitative and qualitative research:

- ↳ **Quantitative Methods:** Structured surveys have been distributed to employees and staff across various departments to gather measurable data on recruitment strategies, perceptions of effectiveness, and identified gaps. Descriptive statistics were used to analyze this data, providing a clear overview of trends and patterns.
- ↳ **Qualitative Methods:** Semi-structured interviews with HR managers, department heads, and other key stakeholders provided detailed insights into recruitment practices, challenges, and skill requirements. Thematic analysis has been employed to identify recurring themes and contextual factors that influence recruitment outcomes.

Justification for Research Design

This research design was chosen for its ability to:

1. Provide a deep and contextualized understanding of recruitment strategies in the hospitality industry.
2. Combine numerical data with narrative insights to capture both the scope and complexity of recruitment practices.
3. Enable the identification of actionable recommendations grounded in real-world observations and stakeholder experiences.

By adopting this research design, the study aims to bridge gaps in the literature, contribute to the strategic development of recruitment practices, and enhance the operational performance of star-rated hotels in Mekelle City.

3.3. Data Sources

This study utilized both primary and secondary data sources to ensure a comprehensive analysis of the recruitment approaches for professionals in Axum and Planet Hotels, Mekelle City. The integration of these data sources provided a robust foundation for understanding the strategies, challenges, and opportunities in recruitment practices within star-rated hotels in the study area.

Primary data was collected directly from stakeholders involved in or impacted by recruitment processes in the selected hotels. To gather firsthand insights into the existing strategies and challenges, interviews with hotel managers and human resource staff were conducted. These interviews shed light on the recruitment strategies currently employed, the criteria for professional selection, and the challenges faced in attracting and retaining skilled personnel. Additionally, surveys and focus group discussions with employees of Axum and Planet Hotels has been undertaken. These sessions aim to capture employees' perspectives on the effectiveness of recruitment practices, opportunities for professional growth, and potential gaps in existing strategies.

Engaging with job applicants and former employees would further enrich the study by uncovering their perceptions of the recruitment process, reasons for accepting or leaving positions, and suggestions for improvement. Furthermore, consultations with professionals and academics specializing in tourism and hospitality provided a broader context and expert opinions on recruitment trends and best practices in the industry.

Secondary data would supplement the primary data, providing additional context and supporting the analysis of recruitment practices in the hospitality sector. Internal reports, recruitment policies, performance evaluations, and employee turnover records from Axum and Planet Hotels have been reviewed to offer quantitative and qualitative insights into the hotels' recruitment practices. Published literature, including academic articles, research papers, and case studies on recruitment strategies in the hospitality industry, served as a reference for understanding global and regional trends, as well as best practices.

Reports from Ethiopia's Ministry of Tourism, labor market studies, and industry-specific analyses helped contextualize the study within national and regional frameworks.

Additionally, articles, reviews, and online discussions about Axum and Planet Hotels, as well as employment trends in Mekelle's hospitality sector, will provide valuable supplementary insights.

By triangulating these data sources, the study ensured a holistic understanding of recruitment strategies and their impact on professional staffing in Axum and Planet Hotels. This approach enhanced the validity and reliability of the research findings while addressing the specific objectives of the study.

Questions used in this Research:

I used both types of questions the *closed – ended* and the *open – ended*.

Close – ended question:

- **Multiple-choice questions:** Present a list of answer options where the respondent selects the one that best fits their response.

Open – ended question:

- **Interview:** a qualitative data collection method where a researcher asks questions directly to a participant to gather detailed information about their thoughts, experiences, and perspectives on a specific topic.

3.4. Data Collection

Data collection involves interviews, questionnaires, and a review of recruitment documents. Surveys have been distributed together with insights into the candidate's experience and perceptions of the recruitment process.

3.4.1. Data Collection Instrument

Questionnaire

Questionnaires are used to generate information from hotel experts as a means of data collection tools because they enable wider information from a widely dispersed sample population to make possible an economy of time and provide a high proportion of usable responses. In this study, questionnaires were used to collect information about recruitment professionals in international Axum and Planet hotels. The questionnaires would contain mainly close-ended items. Depending on the type of question it would be choice questions.

3.4.2. Key Informant Interview

The interview method of collecting data involves the presentation of oral-verbal stimuli and oral-verbal responses. This study has been used face-to-face encounters to conduct the interview. The semi-structured interview would help employees to collect factual and detailed information.

3.5. Research Approaches

The quantitative component involves collecting data through structured surveys administered to employees of the selected hotels. These surveys aim to gather detailed information on their experiences with the recruitment process, perceptions of its effectiveness, and suggestions for improvement. Additionally, recruitment metrics—such as employee turnover rates, time-to-hire, and success rates of hires in terms of performance and retention—are analyzed. These metrics provide objective insights into the efficiency and outcomes of the recruitment strategies currently in practice.

The qualitative aspect of the research is conducted through in-depth interviews and focus group discussions with key stakeholders, including hotel managers, HR personnel, employees, and industry experts. These methods are designed to uncover deeper insights into the recruitment challenges, decision-making processes, and cultural or organizational factors influencing recruitment practices. Qualitative data provides rich, nuanced perspectives that complement the statistical findings, offering context and uncovering underlying dynamics that may not be captured through quantitative methods alone.

By integrating these approaches, the study ensures both breadth and depth in understanding recruitment practices, challenges, and opportunities in the star-rated hotels under investigation. This mixed-methods approach enhances the reliability of the findings and supports the development of well-rounded, actionable recommendations for optimizing recruitment strategies.

3.6. Population and sampling

The target population for this study comprises key stakeholders involved in or affected by recruitment practices in Axum and Planet Hotels, Mekelle City. These stakeholders include hotel managers, human resource personnel, current employees, job applicants, and experts in the tourism and hospitality industry. By focusing on individuals directly connected to the recruitment processes, the study aims to gain a comprehensive understanding of the strategies, challenges, and opportunities within these star-rated hotels.

3.6.1. Target Population

1. **Hotel Managers and HR Personnel:** These individuals play a central role in designing and implementing recruitment strategies. Their insights will be critical in understanding the processes, criteria, and challenges involved in attracting and retaining professionals.
2. **Current Employees:** Employees' perspectives are valuable for evaluating the effectiveness of recruitment strategies, as well as identifying gaps and potential areas for improvement.
3. **Tourism and Hospitality Experts:** Specialists and academics in the field can offer an external perspective, contextualizing the findings within industry trends and best practices were on sharing their long experience and knowledge.

3.6.2. Sampling

The study adopts a purposive sampling technique to select participants who are most relevant to the research objectives. This purposive sampling method ensures that only individuals with direct experience or expertise in recruitment practices are included, enhancing the relevance and depth of the data collected.

A total sample size of approximately 50 participants is targeted, distributed as follows:

- **Hotel Managers and HR Personnel:** 10 participants (five from each hotel).
- **Current Employees:** 70 participants (30 from Planet Hotel and 40 from Axum Hotel, based on workforce size).

But only 70 employees filled and answered correctly, and 10 employees didn't answer the questions. So, the total number of respondents is 70 from both hotels.

Rationale for Sampling Design

By targeting a diverse group of stakeholders, the study ensures a well-rounded analysis of recruitment practices, capturing perspectives from decision-makers, employees, and industry experts. This approach strengthens the reliability and validity of the findings, supporting the development of actionable recommendations for improving recruitment strategies in the study area.

3.7. Data Analysis

Thematic analysis has been conducted on qualitative data, while quantitative data was analyzed using statistical methods based on tables recording. The integration of data provided a comprehensive/complete/ understanding of recruitment professional practices at Axum and Planet Star category hotels in Mekelle City.

3.8. Ethical consideration

The researcher assures the ethical undertaking of the research by adhering to the following ethical standards of doing research. Informed agreement, Voluntary participation, Confidentiality, and privacy of respondents.

Before data collection, a letter was issued from concerned administrative bodies of Mekelle University postgraduate office to the hotel and hotel experts from where valuable information has been obtained for the research. The hotel management and staff under the study was also informed about the study and a formal letter was obtained. During data collection, each respondent was informed about the purpose, scope, and expected outcome of the research, and appropriate written agreements were taken from the respondents. Anyone who was not willing to participate was excluded from studying.

CHAPTER FOUR

DATA RESULT, DISCUSSION AND ANALYSIS

4.1. Introduction

This part of the study is *recruitment and employee retention practices of Axum and Planet Hotels in Mekelle, Ethiopia*. Here the data for analysis collected from the primary sources structured questionnaires for the employees and Management bodies respectively.

As per the target population in chapter three of the study, the researcher distributed a questionnaire to employees and management bodies that were 80 respondents. Out of the distributed questionnaires, 70 were collected. After that descriptive analysis was made and the results were presented using percentages and tables. The research study attempted to analyze recruitment in the professional star hotel category. Generally, the characteristics of respondents are such as managers, human resource managements and employees.

In this chapter, the results the presented through triangulating the different source results. The chapter consists of three sections excluding the introduction. The first section deals with the analysis of descriptive results collected through a questionnaire. The second section deals with descriptive results. The third section is about the results and interpretation of quantitative results collected through a questionnaire. Therefore, this Chapter presents the analysis and discussion of the research findings from primary sources.

4.2. Descriptive Results and Discussion

4.2.1. Demographic Characteristics of Respondents

These demographic characteristics of respondents help to investigate what circumstances the analyzing the recruitment of approach of professionals in star hotels categorical in Axum and planet hotel. The demographic characteristics of respondents in this regard consist of gender, educational level or academic qualification, and working experience.

Table 4.1. The employees in both planet and Axum hotel

Gender of employees	Axum Hotel	Plant Hotel	Total
Male	99 (42.48%)	76 (44.97%)	175 (43.53%)
Female	134 (57.51%)	93 (55.02%)	227 (68.90%)
Total	233	169	402

Source: Survey Data (2024)

The workforce composition of Axum and Planet Hotels, as illustrated in Table 4.1, highlights the gender distribution within these star-rated establishments. At Axum Hotel, the total number of employees amounts to 233, with 99 male employees (42.48%) and 134 female employees (57.51%). Similarly, at Planet Hotel, there are 169 employees, with 76 males (44.97%) and 93 females (55.02%).

When combining the workforce from both hotels, the total number of employees reaches 402, with 175 males (43.53%) and 227 females (56.47%). This gender distribution underscores the relatively higher representation of female employees across both hotels.

For the purpose of this study, the researcher has chosen to select a representative sample comprising 20% of the total workforce from both hotels. This sampling strategy ensures that the responses accurately reflect the perspectives of employees while maintaining a manageable and focused data collection process. By selecting a proportionate number of respondents from each gender and hotel, the study aims to capture a balanced and comprehensive understanding of the recruitment practices within these establishments.

4.2.2. Questionnaire Response Rate

In the study, a total of 80 questionnaires were issued of which 70 were successfully filled, returned, and taken as valid samples.

Table 4.2: Questionnaire Response Rate

Questionnaires Issued	Returned	Percentage of Return Rate
80	70	89.4%

Source: Survey Data (2024)

Mugenda (2003) suggests that a response rate of 50% is considered adequate, 60% is deemed good, and a rate exceeding 70% is rated as very good. In light of this assertion, the response rate achieved in this study 89.4%—is exceptional and falls within the "very good" category. This high response rate, as presented in Table 4.2, reflects the strong engagement and participation of the targeted respondents, enhancing the reliability and validity of the study's findings. The robust response rate underscores the effectiveness of the data collection methods employed and the relevance of the research topic to the participants.

4.2.3. Gender of the respondent

According to the study, 70 respondents are asking for a questioner from those 47 (62.5 %) of which were female and the remaining 23 (37.5%) were males. A maximum of respondents have been female which means from the general population of the respondents the higher part is covered by females, it shows that in Axum and Planet hotel mostly hair for females.

Table. 4. 3: Gender of respondent

Item		Frequency	Percent	Valid Percent	Cumulative Percent
1	Male	23	37.5%	37.%	37.5%
2	Female	47	62.5%	62.5%	62.5%
	Total	70	100.0	100.0	

Source: Survey Data (2024)

As presented in Table 4.3, the distribution of respondents reveals that 37.5% are male, represented by the green color, while 62.5% are female, depicted in blue. This indicates that the majority of the respondents are female, highlighting a higher level of female participation in the study. The color-coded representation provides a clear visual distinction of gender proportions, allowing for an easy interpretation of the demographic composition of the respondents.

4.2.4. Educational background of the result

In the survey, respondents were asked to indicate their level of qualification. In the educational attainment formula, respondents stated the highest level of education. According to their answers, 35 (43.75%) of those asked have an under diploma (10+2) as the highest

educational qualification. 25 (31.25) % of respondents have a graduate degree or master's degree as the highest educational qualification.

Table 4.4: Educational background of respondent

Item		Frequency	Percent	Valid Percent	Cumulative Percent
1	Under diploma	30	43.75%	43.75	43.75
2	Diploma	20	31.25%	31.25	75
3	Bachelor of degree	15	18.75%	18.75	93.75
4	Master's degree	5	5.33%	5.33	100.0
Total		70	100.0	100.0	100%

Table 4.5: Departments in Planet and Axum Hotels

<i>DEPARTMENT</i>	<i>NO OF RESPONDANT</i>
<i>FOOD AND BEVERAGE</i>	25 (35.7%)
<i>FRONT OFFICE</i>	08 (11.4%)
<i>ACCOUNTANT</i>	05 (7.14%)
<i>MANAGER</i>	04 (5.71%)
<i>MARKETING</i>	05 (7.14%)
<i>HR</i>	02 (2.87%)
<i>HOUSE KEEPING</i>	10 (14.28%)
<i>STORE</i>	04 (5.71%)
<i>BANQUET</i>	03 (4.28%)
<i>MAINTENANCE</i>	04 (5.71%)
<i>TOTAL</i>	70

Source: Survey Data (2024)

The Food and Beverage Department in both Axum and Planet Hotels employs the largest number of staff, reflecting the industry's strong reliance on food and service operations to satisfy customer needs. Specifically, 25 employees (35.71%) are recruited for this

department. Other departments within the hotels include the Front Office, with 8 employees (11.42%), and the Accounting Department, which employs 5 staff members (7.14%). The Management, Marketing, and Human Resources departments each contributed 4 (5.71%) and 2 (2.85%) employees, respectively. Additionally, the Housekeeping Department employs 10 staff members (14.28%), while the Store, Banquet, and Maintenance departments each have 4 employees (5.71%). This distribution illustrates the priority given to food and beverage services, while also highlighting the various other departments that support the operations of the hotels.

4.3. Descriptive Statistics for Recruitment

	Number of respondents in Axum hotel	Position or Title	Year of experience in the hotel	Year of employment of Axum hotel
<i>Department of F&B</i>				
	1	Head	8	5
	2	F&B control	6	4
	1	Chef	13	9
	1	Sue chef	15	10
	1	B&R head	6	5
	2	Head waiter/s/	4	3
	1	Waiter/s/	5	3
	3	Barman/made/	8	6
	1	Bakery	9	4
	1	Butchery	6	2
<i>Department of Front office</i>				
	1	Head	8	6
	2	receptionist	6	4
	1	Porter	10	8
<i>Department of Accounting</i>				
	1	Head	14	10
	1	Senior	8	5
	1	Jonner	6	4

<i>Department of managers</i>				
	1	G.Manager	15	11
<i>Department of marketing</i>				
	1	Head	11	8
	2	purchaser	13	9
<i>Department of HR</i>				
<i>Human resource</i>	1	Head	4	3
<i>Department of house keeping</i>				
	1	Manager	10	7
	1	supervisor	13	8
	1	supervisor	8	5
	1	Room cleaner/GRA/	7	5
	1	Laundry attendant	12	7
	1	General cleaner	9	6
<i>Department of Store</i>				
	1	G. store keeper	10	6
	1	Ass. store	6	4
<i>Department of Banquet</i>				
	1	Head	13	8
	1	G. maintenance	10	7
<i>Department of Maintenance</i>				
	1	Head	15	8
	1	G. maintenance	13	9
<i>Department of Security</i>	1	Head	10	6
	1	Security	7	4

Total department number of respondents in Axum hotel = 40

	Number of respondents in Planet hotel	Position or Title	Year of experience in the hotel	Year of employment of Planet hotel
<i>Department of F&B</i>				
	1	Head	6	4
	2	F&B control	4	3
	1	Chef	10	7
	1	Sue chef	9	6
	1	B&R head	4	2
	1	Head waiter/s/	2	1
	1	Waiter/s/	3	2
	1	Barman/made/	5	3
	1	Bakery	6	4
	1	Butchery	3	2
<i>Department of Front office</i>				
	1	Head	6	5
	3	receptionist	4	3
	1	Porter	8	6
<i>Department of Accountanting</i>				
	1	Head	8	6
	1	Senior	6	4
<i>Department of managers</i>				
	1	G.Manager	8	2
<i>Department of marketing</i>				
	1	Head	5	3
	1	Purchaser	7	5
<i>Department of HR</i>				
<i>Human resource</i>	1	Head	4	1
<i>Department of house keeping</i>				
	1	Manager	10	6
	1	supervisor	11	4
	1	supervisor	6	3
	1	Room cleaner/GRA/	5	2
<i>Department of Store</i>				
	1	G.store keeper	8	6
<i>Department of Banquet</i>				

	1	Head	7	5
<i>Department of Maintenance</i>				
	1	Head	9	7
<i>Department of Security</i>	1	Head	8	6

Planet Hotel

Total department number of respondents in planet hotel= 30,

Total respondents in both hotels = 70

Survey questions

Section 2: current recruitment strategies

Description for recruitment

Table 1: question 1: What recruitment methods does your hotel primarily use?

Item	Axum hotel			Plant hotel			Axum and Plant hotel total		
	No of respondent	percentage	Accumulated percentage	No of respondent	Percentage	Accumulated percentage	No of respondent	percentage	Accumulated percentage
A. Online job posting	3	7.5%	7.5	2	6.67%	6.67	5	7.14%	7.14
B. Recruitment agencies	4	10 %	17.5	2	6.67%	13.34	6	8.57%	15.71
C. Employee referrals	0	0	17.5	0	0%	13.34	0	0%	15.71
D. University partnerships	0	0	17.5	0	0%	13.34	0	0%	15.71
E. Job fairs	33	82.5%	100	26	86.66%	100	59	84.29%	100
F. Other (specify)	0	0	100	0	0%	100	0	0%	100
Total	40	100	100	30	100	100	70	100	100

Source: Survey Data (2024)

According to the table above, which addresses question (Q1), respondents were given seven options (a-f) to choose from regarding their preferred recruitment sources. The data reveals that 5 respondents (7.14%) rely on an online job page for recruitment, while 6 respondents (8.57%) opt for recruitment agencies. A significant majority, 59 respondents (84.29%), select job fairs as their preferred method of recruitment. This indicates that job fairs are the most popular choice among the respondents for finding employment opportunities.

Section 2: current recruitment strategies

Descriptive Statistics for attracting skilled professional

Table 2: Question 2: How effective do you believe these recruitment methods are in attracting skilled professionals?

Item	Axum hotel			Plant hotel			Axum and Plant hotel total		
	No of respondent	Percentage	Accumulated percentage	No of respondent	Percentage	Accumulated percentage	No of respondent	percentage	Accumulated percentage
A. very effective	23	57.5%	57.5	19	63.33%	63.33	42	60%	60
B. Effective	10	25%	82.5	5	16.67%	80	15	21.43%	81.43
C. Neutral	1	2.5%	85	1	3.33%	83.33	4	5.71%	87.14
D. Ineffective	3	7.5%	92.5	3	10%	93.33	5	7.14%	94.28
E. Very ineffective	3	7.5%	100	2	6.67%	100	4	5.71%	99.99
Total	40	100	100	30	100	100	70	100	100

Source: Survey Data (2024)

The table depicts that for (Q2) 42 (60%) of the respondent chose that the attracted skilled professional is very effective, 15(21.4%) of the respondent chose effective, 4(5.71%) respondents chose neutral, 5(7.14%) of respondent choose that ineffective and 4(5.71%) choose that very ineffective. Also, the table shows that most of the respondents believe that recruitment attracts skilled professionals. According to Adeosun and OHIANI (2020), the impact of digitization is marked on the recruitment process of the firms; most of them took overall, firms outline benefit attached to a vacant position when seeking qualified candidates. In attracting quality talents, firms leverage certain factors, among such factors are salary, brand name, and flexible working conditions among others. Effect of such factors in attracting and recruiting quality talents advantage of technology to determine their selection, training, and placement processes.

Section 2: Current Recruitment Strategies

Descriptive Statistics for attracting skilled professional

Table3: Question 3: what specific qualities or skills do you prioritize when recruitment new employees?

Item	Axum hotel			Plant hotel			Axum and Plant Hotel total		
	No of respondent	Percent age	Accumulated percentage	No of respondent	percent age	Accumul ated percentag e	No of responde nt	percentag e	Accumu lated percenta ge
A. Relevant work experience	18	45%	45	12	40%	40	30	42.85%	42.85
B. Technical skills	11	27.5%	72.5	10	33.33%	73.33	21	30%	70.85
C. Soft skills (communication, teamwork, etc.	6	15%	87.5	4	13.33%	86.66	10	14.29%	87.14
D. Educational qualification	4	10%	97.5	2	6.67%	93.33	6	8.57%	95.71
E. Other (Please specify)	1	2.5%	100	2	6.67%	100	3	4.29%	100
Total	40	100	100	30	100	100	70	100	100

Source: Survey Data (2024)

The table shows that 30 (42.8%) of respondents have chosen the relevant work experience in qualities of new employers, 21 (30 %) of respondents have chosen technical skill, 10 (14.29%) respondent said that soft skill and communication, 6(8.57 %) of respondent chosen that educational qualification, and 3(4.29 %) chosen other. Largely, the table shows that when hiring a new employee, the hotel sees the relevant work experience. Firms or practices can be influenced by salary, brand name, referral, or transfer job security as core factors in attracting and recruiting quality talents or gifts. Also, digitization is a key strategy leveraged for attracting and recruiting quality talent. Techniques such as the use of social media,

traditional media, online interviews, and physical interviews have been established to help in selecting quality talents (Grirum,).

Also, Sintayehu argues that salary, brand name, referral, and job security as core factors in attracting and recruiting quality talents. Digitization is regarded as a key ingredient in attracting and recruiting quality talent. Techniques such as the use of social media, traditional media, online interviews, and physical interviews have proven to help in selecting quality talents. The study found a relationship between the network theory which gives an overview of the interactions within an organization and the views of the respondent. My findings are also almost the same as Sintayehu Birhane.

Section 3: challenges in recruitment and retention

Descriptive statistics for challenges and retention

Table 4: Question 4 What challenges do you face in recruiting skilled professionals?

Item	Axum hotel			Plant hotel			Axum and Plant hotel total		
	No of respondent	Percent age	Accum ulated percent age	No of respondent	percenta ge	Accum ulated percent age	No of respondent	percentage	Accumul ated percentag e
A.Limited candidate pool	11	27.5%	27.5	9	30%	30	20	28.57%	28.57
B. High competition from other	20	50%	77.5	15	50%	80	35	50%	80.57
C. Lack of awareness about job openings	6	15%	92.5	4	13.33%	93.33	10	14.29%	92.86
D. Inadequate compensation packages	0	0%	92.5	0	0%	93.33	0	0	92.86
E. Other (Please specify)	3	7.5%	100	2	6.67%	100	5	7.14%	100
Total	40		100	30	100	100	70	100	100

Source: Survey Data (2024)

The table shows that 20 (28.5%) of respondents have chosen the limited candidate pool, 35 (50%) of respondents have chosen high competition from others, and 10 (14.28%) respondents chose that lack of awareness. The rest is 5(7.14 %) of respondents chose the other alternative. Hotels did not have clear plans in advance of the talent staff needed or their talents, similarly, the current staff of the hotels are the main players, and the formation of a talent pool represents the substitute players in the team to face any deficit in the current positions. Regarding the practice of selection, more than half of the respondents indicated that they included the criteria of talents when choosing from a candidate’s talent selection. According to my research findings also there is a gap during recruiting selection of candidates for the different hotel positions.

Section 3: challenges in recruitment and retention

Descriptive statistics for challenges and retention

Table 5: Question 5: How would you rate your current employee retention strategies in your hotel?

Item	Axum hotel			Plant hotel			Axum and Plant Hotel total		
	No of responde nt	Percent age	Accum ulated percent age	No of respon dent	Percenta ge	Accumu lated percenta ge	No of respon dent	percenta ge	Accumul ated percentag e
A. Very effective	12	30%	30	12	40%	40	24	34.29%	34.29
B. Effective	25	62.5%	92.5	16	53.33%	93.33	41	58.57%	92.86
C. Neutral	0	0%	92.5	0	0%	93.33	0	0%	92.86
D. Ineffective	3	7.5%	100	2	6.67%	100	5	7.14%	100
E. Very ineffective	0	0%	100	0	0%	100	0	0%	100
Total	40	100	100	30	100	100	70	100	100

Source: Survey Data (2024)

The table illustrates that 24 respondents (34.29%) rated the effectiveness as "very effective," while 41 respondents (58.57%) considered it to be "effective." A smaller group of 5 respondents (7.14%) deemed it "ineffective." Notably, both the "neutral" and "very ineffective" options received no responses, as indicated by a zero value in the table. This suggests that most respondents view the recruitment process as either effective or very effective.

Section 3: challenges in recruitment and retention

Descriptive statistics for challenges and retention

Table6: Question 6: what are the main reasons employees leave your hotel?

Item	Axum hotel			Plant hotel			Axum and Plant Hotel total		
	No of respondent	Percent age	Accumu lated percenta ge	No of respond ent	Percent age	Accumu lated percenta ge	No of responde nt	Percent age	Accumulated percentage
A. Better job offer	25	62.5%	62.5	15	50%	50	40	57.14%	57.14
B. Lack of care advancement	5	12.5%	75	5	16.67%	66.67	10	14.29%	71.42
C. Unsatisfactory work environment	5	12.5%	87.5	3	10%	76.67	8	11.42%	82.84
D. Inadequate training and development	1	2.5%	90	2	6.67%	83.34	3	4.29%	87.12
E. Other	4	10%	100	5	16.66%	100	9	12.85%	100
Total	40	100	100	30	100	100	70	100	100

Source: Survey Data (2024)

The table reveals that the majority of respondents, 40 (57.14%), identified "Better job offer" as the primary reason for leaving their previous position. Additionally, 10 respondents (14.29%) cited "Lack of career advancement" as a key factor, while 8 respondents (11.42%) pointed to an "unsatisfactory work environment." A smaller group, 3 respondents (4.29%), mentioned "inadequate training and development" as a reason for their decision. Finally, 9 respondents (12.85%) selected "Other" as their reason, suggesting alternative factors not covered by the predefined options.

Section 4: impact of recruitment practices

Descriptive impact of recruitment practices

Table7: Question 7: in your opinion how do recruitment practices impact service quality in your hotel?

Item	Axum hotel			Plant hotel			Axum and Plant Hotel total		
	No of respondent	Percent age	Accumulated percent age	No of respondent	percent age	Accumu lated percent age	No of respon dent	Percenta ge	Accumulat ed percentage
A. Very positively	12	30%	30	10	33.33%	33.33	22	31.43%	31.43
B. Positively	22	55%	85	16	53.33%	86.66	38	54.29%	85.72
C. Neutral	0	0%	85	0	0%	86.66	0	0%	85.72
D. Negatively	5	2.5%	87.5	3	10%	96.66	8	11.43%	97.15
E. Very negatively	1	2.5%	100	1	3.33%	100	2	2.85 %	100
Total	40		100	30	100	100	70	100	100

Source: Survey Data (2024)

The table indicates that a significant portion of respondents, 22 (31.43%), expressed a very positive view. The majority, 38 respondents (54.29%), selected a positive response, reflecting an overall favorable perception. However, 8 respondents (11.43%) chose a negative response, and 2 respondents (2.85%) indicated a very negative view. This shows that while the majority of respondents hold a positive or very positive opinion, there is a smaller group that has a less favorable perspective.

Section 4: impact of recruitment practices

Descriptive statistics impacted the service of your hotel

Table 8: Question 8: how do you believe recruitment practices affect the operational performance of your hotel?

Item	Axum hotel			Plant hotel			Axum and Plant Hotel total		
	No of respondent	percentage	Accumulated percentage	No of respondent	Percentage	Accumulated percentage	No of respondent	Percent age	Accumulated percentage
A. Very positively	1	2.5%	2.5	0	0%	0	1	1.43%	1.43
B. Positively	2	5%	7.5	1	3.33%	3.33	3	4.29%	5.72
C. Neutral	0	0%	7.5	0	0%	3.33	0	0%	5.72
D. Negatively	5	12.5%	20	3	10%	13.33	8	11.43%	17.15
E. Very negatively	32	80%	100	26	86.67%	100	58	82.85%	100
Total	40	100	100	30	100	100	70	100	100

Source: Survey Data (2024)

The table reveals that a small percentage of respondents, 1 (1.43%), selected a very positive response, while 3 respondents (4.29%) chose a positive outlook. Notably, no respondents chose a neutral stance. A larger group, 8 respondents (11.43%), expressed a negative view, and the majority, 58 respondents (82.85%), chose a very negative response. This indicates that the overwhelming majority of respondents hold a highly unfavorable opinion, with only a small proportion offering positive or neutral feedback.

Section 5: Recruitment for improvement

Descriptive statistics impacted the service of your hotel

Table 9: Question 9: What additional support or resources do you believe would enhance the recruitment and retention of qualified professionals in your hotel?

Item	Axum hotel			Plant hotel			Axum and Plant Hotel total		
	No of responde nt	Percent age	Accumulat ed percentage	No of respon dent	Percenta ge	Accumu lated percenta ge	No of respon dent	Percenta ge	Accumul ated percentag e
<i>A. Increased budget for recruitment</i>	12	30%	30	10	33.33%	33.33	22	31.43%	31.43
<i>B. Enhance training programs</i>	6	15%	45	4	13.33%	46.66	10	14.29%	45.72
<i>C. Improved employee benefits</i>	11	27.5%	72.5	9	30%	76.66	20	28.57%	74.29
<i>D. Better workplace culture</i>	9	22.5%	95	6	20%	96.66	15	21.42%	95.71
<i>E. Others</i>	2	5%	100	1	3.34%	100	3	4.29%	100
<i>Total</i>	40	100%	100	30	100%	100	70	100%	100

Source: Survey Data (2024)

The table illustrates the preferences of respondents regarding potential improvements to recruitment strategies. A significant portion, 22 respondents (31.43%), selected an increased budget for recruitment as a priority. Meanwhile, 10 respondents (14.29%) emphasized the importance of enhancing training programs, and 20 respondents (28.57%) highlighted the

need for improved employee benefits. Additionally, 15 respondents (21.42%) chose better workplace culture as a key factor, while a smaller group, 3 respondents (4.29%), selected other alternatives. This data reveals that most respondents place high importance on financial and benefits-related enhancements in recruitment practices.

4.4. Result and interpretation of qualitative findings

During the discussion and interview, both hotels' employees were asked to describe the recruitment strategies currently employed by their hotels how to attract skilled professionals most of them stated that salary, comfortable work conditions, training, assigning the right person at the right place, internal careers development and interference of owners. Thus, it is possible to describe the current recruitment and how employed are attracted skilled professionals by their hotels are employing several innovative strategies in the competition, here are some key approaches as hotels are focusing on building a positive reputation as employers. This includes showcasing their work culture, values, and employee benefits on social media and professional networking sites. Also, many hotels are using advanced applicant tracking systems to streamline the recruitment process. These systems make it easier for candidates to apply and for recruiters to manage applications. As to the respondents encouraging current employees to refer potential candidates is a common strategy. This not only helps in finding skilled professionals but also employee morale and engagement.

One of the interviewees argues that for hotels to be profitable and effective, offering attractive salaries, benefits, and growth opportunities is crucial. This includes health benefits, retirement plans, and opportunities for career advancement. Also, participating in job fairs and specific events helps hotels connect with potential candidates and promote their brand. Simplifying and speeding up the hiring process can make a big difference to another method of being effective and attract also retain skilled professionals, ensuring they have the talent needed to succeed in a competitive hotel or industry (Interviewee C, 2024).

During the time of the interview most of the hotel employees state that most of the recruitment methods are done by agencies and employees, referring to the fact that some of several recruitment methods stand out as particularly effective in attracting top talent. According to the respondents, here are a few that are widely regarded as successful:

Employee referrals: these are the methods that leverages the networks of current employees to find potential candidates. It's effective because employees refer individuals who they believe will be a good fit for the hotel culture and role. Building a strong employer brand

helps attract candidates who are already interested in the hotel's mission and values. This can be achieved through social media, hotel websites, and employee recommendations. A strong brand can make a hotel more attractive to top talent. Facebook and Twitter are another powerful tools for reaching a broad audience. Social media allows recruiters to engage with potential candidates, share job postings, and showcase hotel culture. It's particularly effective for reaching passive candidates who may not be actively looking for a job. The other one is using technology systems, recruitment software can streamline the hiring process. These tools help in sorting through applications efficiently, scheduling interviews, and even conducting initial screenings.

Largely, actively seeking to diversify the workforce can attract a broader range of candidates. Besides, attending job fairs and hotel-specific events allows recruiters to meet potential candidates face-to-face. This personal interaction can be very effective in building relationships and attracting talent. Each of these methods has its strengths, and the most effective strategy often involves a combination of several approaches tailored to the specific needs and goals of the hotel (Interviewee, 2024).

The other important issue that the key informants discussed is how do they evaluate the effectiveness of these recruitment strategies and how successful in attracting qualified candidates are. According to the informants, there are several key metrics and feedback mechanisms that hotels use to assess the success of their recruitment efforts in attracting qualified candidates. Here are some of the most important ones:

Time to Fill this metric measures the number of days it takes to fill a position from the time the job is posted to when an offer is accepted. A shorter time to fill often indicates an efficient recruitment process. **Quality of hire:** This assesses the performance and retention of new employees. It can be measured through performance reviews, retention rates, and feedback from hiring managers. **Source of hire** is the best candidates are coming from, such as job boards, social media, employee referrals, or recruitment agencies. Understanding the most effective sources helps optimize recruitment strategies. **Cost per hire:** This calculates the total cost involved in hiring a new employee, including advertising, recruiter fees, and onboarding costs. **Candidate Experience:** Feedback from candidates about their recruitment experience can provide insights into the effectiveness of the process. This can be gathered through surveys and interviews. **Offer Acceptance Rate:** This measures the percentage of job offers that are accepted by candidates. A high acceptance rate indicates that the job offers are attractive and the recruitment process is effective. **Retention Rate:** This tracks the percentage

of new hires who stay with the company for a certain period, typically one year. High retention rates suggest that the recruitment process is successful in finding candidates who are a good fit for the company. Hiring Manager Satisfaction: Feedback from hiring managers about the recruitment process and the quality of candidates can provide valuable insights for improving recruitment strategies. These metrics help hotels understand the effectiveness of their recruitment efforts and identify areas for improvement.

During discussions and interviews with the employees about what additional resources or support would be beneficial overall in improving recruit and retention strategies most of them contend that salary and benefits, work for balance house rental, food and different incarnates. Thus, ensuring salaries and benefits are competitive within the hotels. Also, offering work options, flexible scheduling, and reduced workdays can significantly improve job satisfaction and retention. Investing in continuous training and development opportunities another important strategy. This is not only for employees' skills but also shows that the hotels are invested in their growth. Implementing programs that recognize and reward employees for their hard work and achievements, promoting a healthy work-life balance through policies that support employees' responsibilities and well-being, helping new hires feel welcomed and prepared to succeed in their roles, providing mental health support, fitness programs, and other health-related benefits additional ones.

When discussing qualities or skills to prioritize new employees during recruitment and how align with their hotel goals mostly relate with customer service, communication skills, and teamwork. This includes being friendly, approachable, and attentive to guests' needs. Mostly emphasizes that effective communication skills are crucial in the hotel employees must be able to clearly convey information, listen actively, and handle guest complaints with professionalism. The ability to work well with others is essential. Hotels rely on a team to ensure smooth operations, so employees must be collaborative and supportive of their colleagues. Henceforth, prioritizing customer service orientation and communication skills, hotels ensure that guests feel valued and well-cared for, leading to higher satisfaction and repeat business. Teamwork and problem-solving skills contribute to smoother operations, reducing downtime and improving overall efficiency.

4.5. Recruitment Challenges

During discussions and interviews about the major and primary challenges hotels face during recruiting top-tier talents with the employees, they indicated that shortage of skilled workers, and difficulty in getting experienced people. But when we see the above question the primary challenges those hotels face such as talent.

Accordingly, shortage of skilled workers in the hotel, making it difficult to find candidates with the right skills and experience. And the other primary challenges are:

Hotels compete with others for the same talent, especially for roles that require specialized skills. Finding candidates who not only have the necessary skills but also fit well with the hotel's culture and values can be challenging. The hotel industry sometimes has seasonal peaks and lows, making it hard to maintain a stable workforce. In the hotel industry is known for its high turnover rates, which can be costly and disruptive. Work life balance in the demanding nature of hotel spatiality jobs, including long and irregular hours, can lead to burnout and dissatisfaction among employees. Thus, offering competitive salaries and benefits is crucial, but can be challenging for the hotels due to budget constraints or mandatory. And providing clear career development opportunities and professional development is essential to retain top talent, but it requires significant investment and planning.

When interviewed about the challenges impact service quality of the hotels like overkilled man paw or, training and overwork. Generally, it is understood that challenges impact on service quality of the hotel is: High turnover rates and talent shortages can lead to understaffing, which strains existing employees and obstacles to daily operations. This can result in longer waiting times, slower service, and increased errors. Frequent recruitment and training for new employees are costly. These expenses can strain the hotel's budget, diverting funds from other critical areas like maintenance and guest amenities. High turnover and a lack of skilled staff can negatively affect employee morale. Overworked and stressed employees are less likely to perform at their best, which can further impact service quality.

The above discussed challenges impact on service quality. A decline in service quality, mistakes, and a lack of personalized service can harm the hotel's reputation. It is true that it takes time for new recruits to fully understand and embody the hotel's standards and culture.

Thus, poor service quality directly affects customer satisfaction. Dissatisfied guests are less likely to return and more likely to leave negative reviews

4.5.1. Common reasons employees leave your hotel

According to the shared informant's response, the common reasons and experiences why employees leaving the hotel most are low payment, unbalanced life, dissatisfaction, and unfair career development were their answer. But not only are these the common reason employees leave the hotel. However, hotel jobs often require long and irregular hours, including nights, weekends, and holidays, which can lead to burnout and dissatisfaction. Due to positions in the hotel industry are low paying, which can make it difficult for employees to meet their financial needs. The demanding nature of the job can make it hard for employees to balance their work and personal lives. Limited opportunities for advancement and professional growth can lead employees to seek better jobs. Poor management, lack of recognition, and workplace harassment can create a negative work environment and others are other reasons are that employees leave hotels (Interviewee E, 2024). Henceforth, it needs.

- Regularly reviewing and adjusting wages and benefits to stay competitive.
- Providing flexible scheduling and promoting a healthy work-life balance.
- Offering training programs and clear career progression paths.
- Recognizing and rewarding employees.

Most of the time turnover effects recruitment constantly replacing departing employees consumes time, resources, and effort. This includes costs associated with advertising job openings, conducting interviews, and onboarding new hires with high turnover, it often takes longer to fill vacancies. This is because the recruitment process becomes more frequent and urgent, leading to potential compromises in candidate quality. A high turnover rate can harm the hotel's reputation as an employer. Frequent departures can reduce the morale of remaining employees, who may feel overworked and undervalued. This can create a cycle where low morale leads to further turnover. When experienced employees leave, they take valuable knowledge and skills with them. This loss can affect the training and performance of new hires, further complicating recruitment efforts In general, to reduce the impact of turnover the hotel should offering clear paths for career internal development progression can motivate employees to stay and grow within the hotel.

4.6. Impact of Recruitment Practices

Recruitment practices directly influenced guests' satisfaction or service delivery. Some of the respondent's state that good service, work together and training are important ones. According to the information, some of them are provided as examples as follows:

Hiring for Customer Service Excellence; a hotel that prioritizes hiring employees with strong customer service skills and direct improvement in guest satisfaction. Cultural Fit and Team or unity; when a hotel hires employees who align well with its culture and values, it creates naturally this cultural fit ensures that employees work well together overall service quality Investment in Training and Development; hotels that invest in comprehensive training programs for new hires often see better service delivery. Employee Engagement and Retention; recruiting employees who are engaging them through recognition and internal career development opportunities can significantly impact service quality to go above and beyond in their roles. Engaged employees are more likely to provide exceptional service, directly influencing guest satisfaction. Technological Proficiency: incorporating technology employees' team can enhance service delivery, especially in modern hotels that use advanced systems for check-in, room service, and guest communication.

The ways recruitment practice impact during operational performance of the hotel is another key issue. Also, the respondents recommend as such:

Quality of Service Delivery; effective recruitment ensures that the hotel hires employees with the right skills and attitudes, which directly affects the quality of service provided to guests. Well-trained and motivated staff can deliver exceptional service, leading to higher guest satisfaction Operational Efficiency; hiring the right people can streamline operations. Employees who are well-suited to their roles require less supervision and can perform their tasks more efficiently. This reduces bottlenecks and improves overall productivity.

Employee Morale and Retention; good recruitment practices help in selecting candidates who fit well with the hotel's culture and values. This leads to higher job satisfaction and lower turnover rates. When employees are happy and engaged, they are more likely to stay with the hotel, reducing the costs and disruptions associated with high turnover. Training and Development Costs; recruiting candidates who already possess the necessary skills, and experience can reduce the time and money spent on training. This allows the hotel to allocate resources more effectively and ensures that new hires can contribute to operations more quickly.

Guest Experience: the recruitment process can also impact on the guest experience and the hotel is more likely to go above and beyond to meet guest needs. This can lead to positive reviews and a strong reputation for the hotel. **Adaptability to Change;** recruiting employees who are adaptable and open to learning can help the hotel navigate changes in the industry, such as new technologies or shifts in guest preferences. This adaptability is crucial for maintaining competitiveness and operational resilience.

Cost Management: effective recruitment can help manage costs by reducing the need for frequent hiring and training. By selecting candidates who are likely to stay long-term and perform well, hotels can minimize the financial impact of turnover and improve overall cost efficiency.

Thus, based on the respondents' suggestions, strategies for Effective Recruitment are.

Clear Job Descriptions: Providing detailed and accurate job descriptions helps attract candidates who are well-suited to the role. **Cultural Fit:** Assessing candidates for cultural fit ensures they align with the hotel's values and work environment. **Use of Technology:** Leveraging recruitment technologies can streamline the hiring process and help identify the best candidates more efficiently. **Employee Referrals:** Encouraging current employees to refer candidates can lead to higher quality hires who are more likely to fit well with the team. During the discussion, respondents of employees note that specific operational metrics that they have noticed are recruitment strategies.

- This metric measures the number of days it takes to fill a vacant position. Efficient recruitment strategies that reduce the time to fill in can help maintain operational continuity and reduce the strain on existing staff.
- Quality of hire assesses the performance and retention of new employees. High-quality hires contribute positively to service delivery and guest satisfaction, while poor hires can lead to increased turnover and operational disruptions.
- A lower turnover rate often indicates successful recruitment processes. High turnover can also lead to increased recruitment costs and operational inefficiencies,
- Engaged and satisfied employees are more productive and provide better service, directly impacting guest satisfaction.
- Guest satisfaction scores can be influenced by the quality of staff interactions. Effective recruitment strategies that prioritize customer service skills can lead to higher guest satisfaction and positive reviews.
- Lower costs may indicate that new employees are better prepared and require less training to reach full productivity.

- Metrics such as average check-in/check-out times, room turnover rates, and service delivery times can be impacted by the quality of hires.

By and large, most of employees involved in this study suggest that basic issues like training, work experience and education relatively have valuable assets on skilled manpower on hotel professions. These, improvement for the recruitment at Axum and Planet hotels on targeted strategies. Benefits, encouraging employees, and flexible work schedules are important. In addition, the suggestions are here put as follows:

- Ensure job descriptions are clear, detailed, and accurately reflect the role and expectations. Aspects of the job and the benefits of working at my hotel.
- Help with initial screening, reducing and speeding up the hiring process.
- Encourage current employees to refer candidates.
- Offering flexible work schedules can attract a broader range of candidates, especially those who have a life balance.
- Build relationships with local hospitality schools and programs to create a pipeline of qualified candidates.
- Ensure the recruitment process is smooth and respectful. Timely communication and feedback can make a big difference in how candidates perceive their hotel.
- Make sure our compensation is competitive within the hotel industry.
- Focus on creating a workplace. This can enhance our hotel's reputation and attract a wider pool of candidates`.
- Collaborate with universities, colleges, and vocational training centers to identify potential candidates.
- Encourage current employees to refer qualified individuals.
- Offer internship programs to attract young talent and train them for future roles. And during candidate screening and selection the hotels should have to
- Develop clear and detailed job descriptions that outline the specific requirements and expectations for each position.
- Implement screening process that includes:
- Pair new employees with experienced mentors to provide guidance and support.
- Offer competitive salaries that align with hotel standards and local market rates.
- Provide a comprehensive benefits package such as; health insurance,
- Implement performance-based incentives to motivate and reward top performers.

4.7. Discussion

In this part of the study's analysis of strategic requirement approach for professionals in star categorical hotel a case study in planet and Axum hotel in focus. Here the data for analysis is collected from the primary sources, structured questionnaires and interviews for the employees. The hospitality industry in Mekelle city is undergoing significant expansion and effectively. Recruitment practices are important for hotels seeking to attract and retain top tier or row professionals and the industry a large and includes those places, established from one star up to high classical star level seeing significant growth, and the recruitment professional practices of star hotels play a crucial or grate role in securing skilled professionals to meet the industry's demands. These professionals collectively contribute to creating a positive and luxurious experience for guests staying at star hotels. Their expertise and commitment are crucial in maintaining the high standards associated with upscale hospitality establishments.

The specific roles and the level of expertise required may vary based on the hotel's star rating and the services it offers. Overall, being a professional goes beyond simply having a job; it implies a devotion to excellence, ethical behavior, and continuous improvement within a specific field or occupation.

The specific expectations and characteristics associated with professionalism vary across different professions and industries, but this research aims to conduct a detailed case study to Axum and Planet hotel evaluate and enhance to assess recruitment practice for professionals, identify challenges and opportunities and propose strategies for improvement practices within the context of selected star category Axum and Planets hotel in Mekelle city.

Before any recruitment and selection practices implementation job analysis to determine job description, job specification, and job evaluation. Through proper job analysis, the hotel will be able to fix up the specific duties and responsibilities of every employee. Job analysis will help in determining skills and knowledge to be possessed by the employees to hold various positions. It will also facilitate providing effective employees. Hotel should consistently always implement the HR /Human Resource/ manual where the gap regarding the internal recruitment and selection process is well aligned to the guidelines and modern HR concepts. Attention to this will result in motivating staff for improved performance and engagement as well as helping to retain outstanding performers. Hotel provides training and orientation to staff during joining the hotel. However, strengthening the process at all times is necessary to support new joiners to engage them on their performance as well as retain them in the hotel. The hotel should work on the possible available media to post the openings of jobs where

internal applicants can easily access the job posting on time. This can be using the internal outlook facility or providing links that lead to internal job postings and to achieve a large number of applicants, recruitment practice is expected.

The study discovered that hotel can leverage on salary, brand name, referral or recommendation, job security, improving recruitment and retention hotel strategies can be support that could be beneficial, competitive compensation and benefits, flexible work arrangements significantly improve job satisfaction and retention, professional development employee recognition programs, work life balance, strong on boarding process, employee feedback mechanisms, initiatives work place where all employees valued and respect satisfaction and retention, providing wellness offerings such as moral, health support and other benefits, internal career advancement opportunities clearly outlining potential career development paths provide opportunities for advancement are as core or major factors digitization is a key strategy on attracting and recruiting quality talents. Internal challenges which the staff members are not aware of it; this can be an indication of a lack of transparency in recruitment and selection practices from external challenges, shortage of manpower in the market for some specific positions like consultants, lack of qualified and experienced manpower in the market for higher level posts and In addition, the hotel faces challenges in acquiring competent candidates; and also faces delays concerning the standard time of recruiting new employees.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1. Summary of Major Findings

This chapter presents a summary of the results, and the findings based on the analysis conducted throughout the entire study. This research has attempted to study the practices of recruitment of professionals and selection at Planet and Axum Hotel. Hence, based on the data discussions, analysis, and interpretation the following summary of major findings, conclusions, and recommendation are presented here as follows.

The study revealed several key insights regarding recruitment practices in Axum and Planet hotels.

A predominant 84.29% of respondents indicated that job fairs were the primary method used for recruitment in the hotels. In contrast, employee referrals and university partnerships were not deemed applicable as primary recruitment methods, with 0% of respondents choosing these options. This suggests that job fairs play a central role in the hiring process within the hotel industry in Mekelle.

Regarding the effectiveness of recruitment methods in attracting skilled professionals, 60% of respondents considered the recruitment methods to be "very effective." However, a small portion, 2.85%, remained neutral, indicating uncertainty about the effectiveness of the current methods.

When it came to the importance of work experience in recruitment, 42.85% of respondents agreed that experience is a key factor in recruiting new employees, with a specific focus on particular qualities or skills. This emphasizes the value placed on prior experience in the recruitment process.

A significant challenge highlighted in the study was the high competition from other hotels, with 50.85% of respondents identifying this as a major obstacle in recruiting skilled professionals. This competition indicates that hotels in the region face difficulties in attracting and retaining top talent.

Regarding employee retention, 34.28% of respondents noted that there is a need for improvement in current employee retention strategies within the hotels. This finding suggests that retention practices may not be as robust as desired.

In terms of reasons for employee turnover, 57.14% of respondents pointed out better job offers and opportunities elsewhere as the primary factor behind employees leaving the hotel.

This underscores the need for hotels to offer competitive compensation and career development opportunities to retain talent.

On the impact of recruitment practices on service quality, 54.28% of respondents believed that effective recruitment positively impacts the service quality within the hotel. However, concerning 82.85% of respondents felt that recruitment practices had a very negative effect on the hotel's operational performance, signaling potential shortcomings in the recruitment process that may be undermining the hotel's overall efficiency.

When asked about strategies to improve recruitment and retention, 31.42% of respondents suggested increasing the budget for recruitment to attract and retain qualified professionals. This points to the importance of investing in recruitment resources to overcome challenges in talent acquisition.

The study also identified several factors that hotels can leverage to improve their recruitment efforts. These include offering competitive salaries, building a strong brand reputation, utilizing employee referrals, and ensuring job security. Digitization and recognition programs were also highlighted as important strategies for attracting quality talent. Additionally, providing training opportunities, mental health support, fitness facilities, and healthy food options can significantly enhance employee satisfaction and loyalty.

The study revealed that attending job fairs and hotel-specific events is an effective strategy for meeting potential candidates face-to-face, building relationships, and diversifying the workforce. Combining various recruitment methods tailored to the specific needs and goals of each hotel is often the most effective approach.

In conclusion, the employees of Axum and Planet Hotels provided valuable feedback through interviews and questionnaires. Some of the major concerns raised by employees included low salaries, lack of consistent training, and dissatisfaction with the work environment. Other issues included unfair recruitment practices, lack of professional development opportunities, and inadequate employee benefits. Additionally, employees highlighted the absence of medical checkups, transportation, and incentives, as well as the lack of engagement between hotel owners and staff. These factors suggest a need for significant improvements in both recruitment and retention practices to enhance employee satisfaction and delivery service.

5.2. Conclusion

The following conclusions are drawn based on the basic research questions and the set research objective.

As per the findings of the study, it is gaudily shone that there truly exists a procedure that guides the process of recruitment and selection of hotel areas of improvement concerning its proper implementation of the recruitment and selection procedure. In addition, the hotel's recruitment and selection procedure does not show the hotel's strength in attracting competent candidates, employees are attracted based on different factors. The study found that the hotel's recruitment strategy is not diversified or expanded as it should be because it uses only local newspapers as a channel to announce vacancies. The hotel also needs to revise the job description as frequently as needed. The recruitment and selection document of the hotel does not include an evaluation of the whole recruitment and selection procedure.

In addition, the hotel faces challenges in acquiring or gaining competent candidates for recruiting new employees. The recruitment and selection practices of the hotel are not comprehensive enough to include all the accepted staff selection principles. All the staff selection techniques and procedures are not followed at each stage, which limits the ability to recruit the best candidate and ensure the best employer brand. The recruitment and selection practice fails to include significant steps like selection tests and feedback to unsuccessful candidates. In addition, professional reference checks are being done randomly for selected positions, most of the time for higher-level positions. This leads to us not getting further information that verifies the accuracy and objectivity of applicants. The hotel doesn't use different options for advertising, it is limited. This implies that the other methods were not effective, which led to not getting large pool of applicants for the best candidates. The recruitment and selection practice in hotels is challenging, which shows the lack of transparency and lack of refreshment pieces of training for staff members. The shortage of manpower in the market for some specific positions like head of departments including managers, qualified and experienced manpower in the market for higher level posts, leads to spending high costs for the employee training program and hotels.

A strong relationship with many concerned organizations to open different hotel training centers and to have a solution to different challenges to be discovered and to be achieved successfully in the hotel industry in the focused Axum and Planet hotel.

As we know the main purpose or the general objective of any research proposal serves as a roadmap for a research project, outlining its purpose, objectives, methods, and expected

contributions to the field. It provides a structured and comprehensive overview to convince reviewers, finders, or stakeholders that the proposed research is well-planned, feasible, and valuable. In summary, the meaning of research lies in its capacity to generate new knowledge, solve problems explore and inquire into various subjects, validate existing theories, contribute to evidence-based decision-making, support continuous improvement, and facilitate intellectual exploration. Research is a dynamic and essential activity that reinforces or supports progress for the hotels.

In conclusion, this research proposal based on recruitment professionals in the hotel aims to briefly state objectives. By addressing research questions or objectives, this study aims or proposes to make significant contributions to the field of the hotel industry. Through a comprehensive literature review, the researcher has identified recruitment of hotel professionals with a lot of gaps or challenges, and my proposed methodology is designed to indicate or address these issues.

5.3. Recommendations

Given the above conclusions drawn from the findings, the following recommendations were made to contribute to the practices of recruitment and selection of Axum and Planet Hotel. As for the important benefits of the identified recruitment and selection practices, the following recommendations are noted as follows.

Align Selection Practices:

- ✓ Ensure consistency with best practices in staff selection.
- ✓ Adhere or to keep strictly defined recruitment procedures.

Strategic Staff Selection Policy:

- ✓ Include objectives beyond selecting the best candidate.
- ✓ Build a strong employer brand and promote equal opportunity.

Formal Policies for Recruitment:

- ✓ Develop clear and transparent staff selection policies.
- ✓ Enhance or include accountability and attract both internal and external candidates.

Optimize Job Descriptions:

- ✓ Provide detailed and accurate role expectations.

Flexible Work Arrangements:

- ✓ Attract a broader range of candidates by encouraging work-life balance.

Competitive Compensation:

- ✓ Ensure salaries and benefits match or exceed competitors

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Appendixes



Mekelle University

Institute of Palo environment and Heritage Conservation

Department – Tourism Management and Hospitality Studies

Questionnaire-

The questionnaire is structured to gather insights from hotel managers, department heads, and employees regarding the recruitment strategies, challenges, impacts, and potential improvements in the recruitment processes.

Dear respondent

Thank you for participating in this survey. This questionnaire is part of a research proposal on recruitment procedures for professionals in star categorized hotels in Mekelle City, Tigray, Ethiopia. This study is under taken by a researcher (MA Candidate in Mekelle University Arid Campus).

The purpose of this questionnaire is to analyze the strategic recruitment approaches employed by Axum and Planet Hotels in Mekelle City. Your responses will be invaluable in identifying effective recruitment practices and challenges faced by the hotels. All responses will be kept confidential and used solely for research purposes.

For any concerns or suggestions on the questionnaire or the overall study, please feel free to contact me at the following address: 0913753055 Gebregziabher Mekonnen. Thank you for your time.

Introduction

Section 1: Respondent Information

1. Name (Optional)
2. Position/Title
3. Department
4. Years of Experience in the Hotel Industry
5. Years of Employment at Axum/Planet Hotels

Section 2: Current Recruitment Strategies

6. What recruitment methods does your hotel primarily use? (Select all that apply)
 - a) Online job postings
 - b) Recruitment agencies
 - c) Employee referrals
 - d) University partnerships
 - e) Job fairs
 - f) Other (Please specify): _____
7. How effective do you believe these recruitment methods are in attracting skilled professionals?
 - a) Very effective
 - b) Effective
 - c) Neutral
 - d) Ineffective
 - e) Very ineffective
8. What specific qualities or skills do you prioritize when recruiting new employees? (Select all that apply)
 - a) Relevant work experience
 - b) Educational qualifications
 - c) Soft skills (communication, teamwork, etc.)
 - d) Technical skills
 - e) Other (Please specify): _____

Section 3: Challenges in Recruitment and Retention

9. What challenges do you face in recruiting skilled professionals? (Select all that apply)

- a) Limited candidate pool
- b) High competition from other hotels
- c) Lack of awareness about job openings
- d) Inadequate compensation packages
- e) Other (Please specify): _____

10. How would you rate the current employee retention strategies in your hotel?

- a) Very effective
- b) Effective
- c) Neutral
- d) Ineffective
- e) Very ineffective

11. What are the main reasons employees leave your hotel? (Select all that apply)

- a) Better job offers elsewhere
- b) Lack of career advancement opportunities
- c) Unsatisfactory work environment
- d) Inadequate training and development
- e) Other (Please specify): _____

Section 4: Impact of Recruitment Practices

12. In your opinion, how do recruitment practices impact service quality in your hotel?

- a) Very positively

- b) Positively
- c) Neutral
- d) Negatively
- e) Very negatively

13. How do you believe recruitment practices affect the operational performance of your hotel?

- a) Very positively
- b) Positively
- c) Neutral
- d) Negatively
- e) Very negatively

Section 5: Recommendations for Improvement

14. What improvements would you recommend for the recruitment processes at Axum and Planet Hotels? (Please provide specific suggestions):

15. What additional support or resources do you believe would enhance the recruitment and retention of qualified professionals in your hotel? (Select all that apply)

- a) Increased budget for recruitment
- b) Enhanced training programs
- c) Improved employee benefits
- d) Better workplace culture
- e) Other (Please specify): _____

Conclusion

Thank you for your time and valuable insights. Your feedback is crucial in enhancing recruitment strategies and overall hotel performance in Mekelle City. If you have any additional comments or suggestions, please feel free to share me below: 0913753055.

Interview Guide

Introduction

Thank you for agreeing to participate in this interview. The purpose of this discussion is to explore the recruitment strategies employed by Axum and Planet Hotels in Mekelle City, focusing on their effectiveness in attracting skilled professionals and the challenges faced in

this process. Your insights will be invaluable in understanding the current recruitment landscape and identifying potential improvements. Please feel free to express your thoughts openly.

Section 1

Current Recruitment Strategies

1. Can you describe the recruitment strategies currently employed by your hotel to attract skilled professionals?

- Follow-up: What specific methods (e.g., online job postings, recruitment agencies, employee referrals) do you find most effective, and why?

2. How do you evaluate the effectiveness of these recruitment strategies?

- Follow-up: Are there specific metrics or feedback mechanisms used to assess success in attracting qualified candidates?

3. What qualities or skills do you prioritize when recruiting new employees, and how do these align with your hotel's goals?

Section 2

Challenges in Recruitment and Retention

4. What are the primary challenges your hotel faces in recruiting and retaining top-tier talent?

- Follow-up: Can you elaborate on any specific instances or trends that illustrate these challenges?

5. How do you believe these challenges impact the overall performance and service quality of your hotel?

6. In your experience, what are the common reasons employees leave your hotel?

- Follow-up: How does this turnover affect your recruitment efforts?

Section 3

Impact of Recruitment Practices

7. How do you perceive the relationship between recruitment practices and the service quality provided by your hotel?

- Follow-up: Can you provide examples where recruitment choices have directly influenced guest satisfaction or service delivery?
8. In what ways do you think recruitment practices impact the operational performance of your hotel?
- Follow-up: Are there any specific operational metrics that you have noticed correlating with recruitment strategies?

Section 4

Recommendations for Improvement

9. Based on your experience, what strategic improvements would you recommend for enhancing the recruitment processes at Axum and Planet Hotels?
- Follow-up: How would these changes address the challenges identified earlier?
10. What additional resources or support do you think would be beneficial in improving recruitment and retention strategies?
- Follow-up: Are there any successful practices from other hotels or industries that you believe could be implemented?

Thank you for your time and valuable insights. Your feedback will significantly contribute to understanding and enhancing recruitment strategies in star-rated hotels in Mekelle City. If you have any further thoughts or suggestions that we haven't covered, please feel free to share me below address 0913753055.

Budget

Research timeline

No	Activities	Implementation months					
		Jun	July	August	Sep.	Oct.	Nov.
	Phase 1						
1	Questioner preparation						
	Schedule interviews						
2	Survey and collection data						
3	Transcribe interviews						
	Phase 2						
4	Data analysis interpretation						
5	Organize first draft research project report sub mission						
6	Revising and finalizing the research project						
7	Sub mission of research project report on hard and soft copies and presentation						

Budget breakdown

No	Activities & participants	Number of participants	Duration of activities	Daily payment(Birr)	Total payment(Birr)	Remark
1	Assistant data collectors	2	8	150.00	2,400.00	
2	Supervision and facilitation fee				10,000.00	
3	Participant incentives (soft drink, coffee or tea)	39	1	20.00	780.00	
4	Researcher activities	1	40	220.00	8,800.00	
5	Transportation	1	10	500.00	3,000.00	
6	Note book	no	5	45.00	225.00	
7	Flash disk(16 GB)	no	1	350.00	350.00	
8	Printing and binding	pages	300	15	4,500.00	
Grand Total					20,055.00	