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# Table of Content

**Assessing working-environment of employees in the hospitality industry: The case of hotels in Dessie and Kobolecha towns**  
Tesfaye Fentaw Nigatu

*Full Length Research Paper*

# **Assessing working-environment of employees in the hospitality industry: The case of hotels in Dessie and Kobolecha towns**

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**The study assesses the working environment of employees in the hospitality industry in the case of the hotel sector in Dessie and Kobolecha towns. Descriptive type of research was applied with a survey design. A close ended questionnaire method was used. The reliability measure of the questionnaire items is 0.86 based on Cronbach's Alpha. Samples of 78 employees were selected based on simple random sampling method. The main finding of the study revealed low levels of health protection support systems at the work place. Tools, equipment, technology products, aesthetically pleasing atmosphere, lighting and ventilations were available in a less and moderate extent in the hotels. Help and support among the staff, as well as willingness of the staff members to listen to their problem at the work place are still low. Clear objective of the work, the fair treatment of the employees and the management respect towards employees were very low. The employee's salary level, the informed consent of employees in the issue of important decisions about the hotels, recognition of work and appreciation by the management, the immediate supervisors' ability to work on planning and solving conflicts is still low and needs improvements in the sampled hotels.**

**Key words:** Hospitality industry, hotel industry, working-environment, work place.

## **INTRODUCTION**

Tourism is a multidisciplinary science that involves more than 185 supply side economic activities. Among these industries directly or indirectly related with tourism, the hospitality industry plays a great role and without it the tourism industry is paralyzed. This service industry is directly or indirectly associated with jobs and job quality in the issue of work-environment attributes and values that are practiced in and around the hotel industry (UNWTO, 2010). The hospitality industry is a multibillion-dollar industry, serving millions of people globally, and is

expected to grow significantly within the next few years (Mattera and Moreno, 2012).

McCoy and Evans (2005) defines the working environment as a composite of three major sub-environments: the technical, human and organizational. The physical working environment refers to the type of environmental factors that can make a person fit or be unfit for the workplace. The human environment refers to peers, others with whom employees relate, team and work groups, interactional issues, the leadership and

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management; whereas organizational environment includes systems, procedures, practices, values and philosophies. Management has control over the organizational environment (Tan, 2011).

### Statement of the problem

Starting from the last few years, the number of hotels is increasing in Dessie and Kobolecha towns. In Dessie and Kobolecha towns, the presence of old aged historic buildings, geographical proximity with Borena Sayint Worehimenno National Park, and the presence of Dessie Kobolecha Airport, Haik Estifanose Monastery and its natural and cultural treasuries, Kobolecha industrial park and other untapped tourism resources in and around these towns are the stimulants for the increasing trend of visitors. Therefore, in order to accommodate the increasing number of guests and customers, the number of hotels increased in alarming rate in the towns. When the number of hotels increased, the number of employees also increased in parallel, because by its nature, the hospitality industry is a labor intensive industry. The hospitality industry is unique because employees are part of the product (Kotler and Lee, 2005) On the other hand, Matten and Crane (2003) explained that employees of the firm are closely integrated and contributed to the fundamental area of the firm, "the main resource of the corporation". Even if they are the true assets, the interaction, status of employees working environment and the value factors at the work place are a critical issue in the hospitality industry in the world. The study conducted by Ondieki and Kung'u (2013) in Kenya revealed that 56% of the employees in the hotel industry were not satisfied with the working condition. Due to unconducive working environment, the same percent of employees feel stressful. In Kenya, the employers consider the employee's salary as an expenditure and not a job wage. In Ethiopia, some studies were conducted in relation with employees working condition. For example, in Addis Ababa, Alelign (2013) indicated and found that the employees working condition, safety and security at the workplace and other work related issues are great challenges for the development of hospitality industry. Based on the policy direction of labor proclamation of Ethiopia (No.377/2003), the Ministry of Labor and Social Affairs established labor inspectorates at national and regional level. The inspectorates conduct regional and nationwide labor inspection. However, due to their educational background (Physics, Chemistry, Biology and other hard science) of the inspectorates and work clash, they neglected the hospitality industry and only the health and safety concern are studied but no social values and other socially oriented work-environment concern of the employees are incorporated

(Jeff and Keith, 2013). The inspectorate strongly recommended the assessments of labor and working conditions at the local level to address employees working conditions in each economic sector (Mayer et al., 2013). As a result, it is timely to discuss and assess the level and status of the work-environment at workplace factors in the hotels. Therefore, this study was conducted with the major aim of assessing work-environment at work place factors in Dessie and Kobolecha towns' hotels for the employees.

### Objective of the study

The main objectives of the study are to:

- (1) Analyze the status of the physical/ergonomic work environment factors for the employees in the hotels of Dessie and Kobolecha towns.
- (2) Explore the level of behavioral/human work-environment factors for the employees in the hotels of Dessie and Kobolecha towns.
- (3) Assess the status of organizational work-environment factors for the employees in the hotels of Dessie and Kobolecha towns.

### METHODOLOGY

#### Study design

The research follows a descriptive type of research. The survey design was employed to explore the issues.

#### Data sources and data collection methods

The data for this study was collected from both primary and secondary sources. The secondary sources of data were collected from published and unpublished sources, whereas primary sources of data were collected through the following methods.

#### Questionnaire

The nature of the questionnaire was close ended (Kothari, 2004). It was prepared to address the stated research objectives. The questionnaire was prepared firstly in English, and then translated with great care into Amharic language. The questions that were given to the respondents were extracted from different previous research work and different literature in the research main agenda. The questions were modified to suit the context of this research general objective. The questionnaires were mainly developed and guided by the National Center for the working environment psychosocial questionnaire developed in Copenhagen, Denmark. The model of the questionnaire was modified in the context of Ethiopian hotels without dogmatic following of Copenhagen Psychosocial questionnaires for employees' working environment. A total of 88 sampled questionnaires were administered and given to sample employees of the hotels. Out of 88 administered questionnaires, 78 were returned. Ten questionnaires were not fully

**Table 1.** Overall reliability of the questionnaire items.

Cronbach's Alpha	No. of Items
0.861	26

responded to and not properly filled necessitating their removal and are not used in the analysis. Thus, a total of 78 questionnaires were used for the analysis of this research work. Therefore, 88.63% of the questionnaires were used for the analysis of this research work. This percentage is very high and enough for the research analysis with high survey response rate.

Reliability of the measures was examined through the calculation of Cronbach's alpha coefficient, the most widely used method to test the reliability of the questionnaire (Yalw, 2011). Based on this, the reliability of all of these items/attributes was 0.861. Table 1 shows the overall reliability score of the questionnaire items in Cronbach alpha.

The reliability score of the research questionnaires (0.861) implied that each item in the questionnaire was well understood by the respondents and also the items measured what they had intended to measure or the items used to measure work environment factors in the hotels in this study were very highly reliable.

#### Sampling strategy and sample size determination

In order to obtain samples, the researchers used both probability sampling and non-probability sampling method for different participants for this study. Based on the preliminary survey and the researchers experience, around 12 "high standard" hotels were found in Dessie and Kobolecha towns. Locally, high standard hotels are described as "no star" or other classification by the national and international standard committee while local classification/star as high standard; or we can say it has a star rate by their own standard or by the regional government. However, it was not manageable to use all these hotels as the research target. Therefore, the researchers used purposive sampling technique by considering their standards and service delivery varieties. Based on this logic, the researchers selected only six hotels (three from Dessie and three from Kobolecha Town).

The sample employees' were selected first by purposive sampling/judgment by considering their service time; whereas those who were serving in the hotel for at least two months were included in the research. The researchers believed those who served the hotel for less than two months would not be able to observe the whole practices of the hotel. The employees who were involved in this research are the permanent employees. The researchers gave an equal chance of selection to avoid sampling bias by using simple random sampling method. The employees included were from the major department of the hotels. These major departments are, front office workers, housekeeping staff, food and beverage department staff and customer contact employees. Based on the available data at that time the number of employees in the selected hotels was 215. Out of this total number of employees, around 38 employees were the newly employed one. Therefore, the researchers excluded 38, getting a sampling frame of 177. From this, a sample frame of 50% was used for the final questionnaire distribution purpose. Thus, 88 samples were used as a sample from the selected hotels to distribute the questionnaire. This determination of the sample is based on the logic that a sampling frame of 10% and above is satisfactory in research work (Efiong, 2013). Thus, using a figure

of 50% for this research work was more than satisfactory.

#### Method of data analysis

After the data was collected by using different data collection strategies, the data was edited and analyzed to get the proper information. The researchers firstly, tested the hotel work environment factors in their different settings (Kobolecha and Dessie towns). However, similar tendencies were seen in both towns. Based on this, the researchers combined the data and analyzed it, by merging the two town's hotel employees' responses. The quantitative data was analyzed by using simple statistical packages by applying descriptive statistics. Statistical package for social science version 20 (SPSS) software package was used for computations.

## DATA ANALYSIS AND INTERPRETATION

### Demographic characteristics of the respondents

In Table 2, the percent and frequency of the gender of the respondents are shown. 62.8% (Frequency=49) of the respondents are females while the remaining 37.2% (Frequency=29) are males. This figure shows that the number of female respondent is almost high as compared to male respondents.

As shown in Table 2, the majority (50% Frequency=39) of the respondents are found in the age limit of 24 to 28 years. 20.5% (Frequency=16) of the respondents are found in the age limit of 18 to 23 and 29 to 34 years, while the remaining 9% (Frequency=7) of the respondents are found in the age interval of 34 to 39 years.

In addition to the demographic characteristics of the respondents in Table 2, the length of service of the respondents in the hotel is noted. Among the respondents, the majority (52.6% Frequency=41) of the respondents serve in their respective hotels from two months up to one year. The remaining 39.7% (Frequency=31) and 7.7% (frequency=6) have a service year in the hotel between 1 up to 2 years and 2 up to 3 years, respectively.

### Physical/Ergonomic work-environment factors for the employees in the hotels of Dessie and Kobolecha towns

According to the survey result on a five-point scale (Table

**Table 2.** Gender, age and length of service of the respondents in the hotels.

Question/Item	Category	Number/Frequency	Percent
Gender	Male	29	37.2
	Female	49	62.8
Age	18 up to 23	16	20.5
	24 up to 28	39	50.0
	29 up to 34	16	20.5
	35 up to 39	7	9.0
Length of service year in the hotel	2 months up to 1 year	41	52.6
	1 year up to 2 years	31	39.7
	2 years up to 3 years	6	7.7

Source: Survey Data (2018)

3), the respondents indicated that in their hotels, tools, equipment and technology products at the work place were available largely to a small and very small extent, because the mean (Mean=2.50 SD=1.17) value and the percentage is very low; also, 60.2% of the respondents were inclined to say this attribute is available in a very small and small extent. At the same time, the respondents indicated that their work surroundings were not aesthetically pleasing, not organized and efficient. In addition, the building and space of the hotel is not suitable for work and the atmosphere; lighting and ventilation availability for safety of the work was available to a very small extent because more than 50% of the respondents answered very low and low availability of these factors in their hotels. Surprisingly, any health protection support at the work place like, water, laundry or uniform was found to a very small and small extent as claimed by 65.4% of the respondents. Also, the respondents SD value from the mean is not significantly large. That means the respondents response for the statement is an almost similar tendency or the respondents response is closer to the mean value on average. This indicates that something needs to be done to develop and improve the physical working environment of the employees while they are in their work place. In a service-oriented business like a hotel, the employee's physical working environment should be given good priority since these factors have their own impact on employee's productivity, health, and psychological makeup. The latest technological tools and equipment are needed for the employees to be effective and efficient in their daily tasks in the 21st century business. The atmospheric condition, lighting, ventilation, as well as the space in the hotels are necessary for the health and safety of the employees; thus, their standards need to be upgraded. Realistically, these issues are also legally

binding. In theoretical assumption, as Maslow (1943) pointed in his theory of motivation of need, if the employees are not provided adequate and safe working conditions, the social interaction among employees in the work place will not be satisfied.

#### **Behavioral/Human work-environment factors for the employees in the hotels of Dessie and Kobolecha towns**

For this research, the human environment is explained in the form of peers to peer relations, others with whom the employees relate, team and work groups and interactional issues. This environment is designed in a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. Therefore, based on this concern, these factors are shown in Table 4 and the respective respondent's response on these items is listed. 52.5% of the respondent employees of the hotels in the study area felt that they can get help and support from their colleagues at their work place to a very small and small extent, while 37.2% got the help and support from their co-workers to a somewhat large extent as shown in Table 4. Only 10.3% (8) of the respondents got very high support from their colleagues at their work place. Similarly, 66.7% (52 out of 78) of the employee respondents indicated that their colleagues are not willing to lessen their problem at work place. Beyond the percentage and frequency presentation, the mean value for this item in the questionnaire was very low as compared with other items (Mean=2.15). This information is very high and very surprising because the employees even they did not listen and talk to each other about their problem in their work place. Very few (19.2%) were able

**Table 3.** Mean, SD, frequency, and percentage of physical work environment factors of employee's measurement items in the study area.

Items	Mean	SD	1 [Freq. (%)]	2 [Freq. (%)]	3 [Freq. (%)]	4 [Freq. (%)]	5 [Freq. (%)]
Tools, equipment and technology products availability at work place	2.50	1.17	14 (17.9)	33 (42.3)	16 (20.5)	8 (10.3)	7 (9.0)
your surroundings are aesthetically pleasing	2.65	1.36	19 (24.4)	25 (32.1)	6 (7.7)	20 (25.6)	8 (10.3)
Your work environment is organized and efficient	2.60	1.43	23 (29.5)	21 (26.9)	9 (11.5)	14 (17.9)	11 (14.1)
The building, the space of the hotel is suitable for your work	2.60	1.09	13 (16.7)	27 (34.6)	18 (23.1)	18 (23.1)	2 (2.6)
The atmosphere, lighting and ventilation available and work properly for your working condition safe	2.67	1.31	16 (20.5)	26 (33.3)	14 (17.9)	12 (15.4)	10 (12.8)
Is there any health protection support at your work place like, water, laundry or uniform	2.37	1.30	24 (30.8)	27 (34.6)	7 (9)	14 (17.9)	6 (7.7)
Grand Mean	2.56	-	-	-	-	-	-

1= to a very small extent, 2= to a small extent, 3= same what, 4= to a large extent, 5=to a very small extent.

Source: Survey Data (2018).

to communicate the problem of their work and willing to talk to a large and very large extent. Not only this, 53.8% (Frequency=42) of the respondents indicated that their cooperation and feeling of team member is very low because the respondent employees responded with a very small and small extent answer for the question of "is there a good atmosphere and cooperation between you and your colleagues".

Besides the relationship with their colleagues, the employee's attitude about their work was also measured. Therefore, that the employees feel somewhat very good about their work gives them the opportunity to develop their skills and become meaningful. 47.5% (Frequency=37) of employees express that their work gives an opportunity to develop their skill and make them meaningful. At the same time, 47.5% of the employee respondents enjoy telling others about their place of work. The mean value shown for these two times indicates that the employee has somewhat good feeling as compared to other measurement attributes of behavioral work environment factors

(Table 4). However, the employee respondents indicated that they feel that their place of work is of great importance to them to a very small extent (23.1%) and a small extent (28.2%).

The employee's behavioral/human work environment factors are not measured only on their relation with their colleagues and their attitude about their place of work but also on their relation with their immediate supervisors. Therefore, here we can see the measurement result of their factors in percentage and frequency. In such a way, more than half 64.1% (Frequency=50) of employee respondents feel that their nearest superior is willing to listen to their problems at work to a very less extent and less extent. Similarly, 44.8% (Frequency=35) of the employee respondents in the sampled hotels indicated that their nearest superior helped, supported and talked concerning their work to a very small and small extent. However, around 42.3% of the employed respondents of the hotels feel that their nearest superior help, support and talk concerning their work to a large extent.

### **Organizational work-environment factors for the employees in the hotels of Dessie and Kobolecha towns**

For this research objective, the organizational environment includes systems, procedures, and philosophies of the organization to the employees. The specific elements include the degree of freedom at work, commitment to the workplace, predictability, rewards, role clarity, role conflicts, quality of leadership, social support, social relation, and social community at work. Based on this, some of the measurement factors were identified (Table 5).

Employee respondents 46.1% (Frequency=36) felt that at their place of work they are informed well in advance concerning an example in the issue of important decisions, changes, or plans for the future in their hotels to a very small and small extent. However, while almost a proportional percentage (38.5%) of the employees inclined to say a very large extent level and large extent level, 15.4% of the employees responded

**Table 4.** Mean, SD, frequency and percentage of behavioral work environment factor for hotel employees in the study area.

Items	Mean	SD	1 [Freq. (%)]	2 [Freq. (%)]	3 [Freq. (%)]	4 [Freq. (%)]	5 [Freq. (%)]
Do you get help and support from your colleagues	2.71	1.29	15 (19.2)	26 (33.3)	12 (15.4)	17 (21.8)	8 (10.3)
Are your colleagues willing to listen to your problems at work	2.15	1.16	30 (38.5)	22 (28.2)	11 (14.1)	14 (17.9)	1 (1.3)
Does your colleague talk with you about how well you carry out your work	2.94	1.35	13 (16.7)	22 (28.2)	12 (15.4)	19 (24.4)	12 (15.4)
Does your nearest superior willing to listen to your problems at work	2.32	1.17	24 (30.8)	26 (33.3)	9 (11.5)	18 (23.1)	1 (1.3)
Your nearest superior help, support and talk concerning to your work	2.95	1.37	14 (17.9)	21 (26.9)	10 (12.8)	21 (26.9)	12 (15.4)
Is there a good atmosphere and cooperation between you and your colleagues	2.46	1.21	22 (28.2)	20 (25.6)	17 (21.8)	16 (20.5)	3 (3.8)
Does your work give you the opportunity to develop your skills and meaningful	3.01	1.26	11 (14.1)	21 (26.9)	9 (11.5)	30 (38.5)	7 (9)
Do you enjoy telling others about your place of work	3.14	1.27	8 (10.3)	22 (28.2)	11 (14.1)	25 (32.1)	12 (15.4)
Do you feel that your place of work is of great importance to you	2.61	1.25	18 (23.1)	22 (28.2)	12 (15.4)	22 (28.2)	4 (5.2%)
Grand Mean	2.69	-	-	-	-	-	-

1= to a very small extent, 2= to a small extent, 3= same what, 4= to a large extent, 5=to a very small extent.

Source: Survey Data (2018).

**Table 5.** Mean, SD, and frequency and percentage of organizational work environment factors of the hotel employees in the study area.

Items	Mean	SD	1 [Freq. (%)]	2 [Freq. (%)]	3 [Freq. (%)]	4 [Freq. (%)]	5 [Freq. (%)]
At your place of work, are you informed well in advance concerning for example important decisions, changes, or plans for the future	2.91	1.22	9 (11.5)	27 (34.6)	12 (15.4)	22 (28.2)	8 (10.3)
Do you receive all the information you need in order to do your work well	2.83	1.26	14 (17.9)	22 (28.2)	10 (12.8)	27 (34.6)	5 (6.4)
Is your work recognized and appreciated by the management	2.74	1.39	17 (21.8)	26 (33.3)	5 (6.4)	20 (25.6)	10 (12.8)
Does the management at your workplace respect you	2.45	1.29	24 (30.8)	23 (29.5)	6 (7.7)	22 (28.2)	3 (3.8)
Are you treated fairly at your workplace	2.55	1.20	14 (17.9)	33 (42.3)	11 (14.1)	14 (17.9)	6 (7.7)
Is your salary fair in relation to your effort at work	2.62	1.39	24 (30.8)	15 (19.2)	15 (19.2)	15 (19.2)	9 (11.5)
Does your work have clear objectives	2.31	1.44	32 (41.0)	21 (26.9)	3 (3.8)	13 (16.7)	9 (11.5)
Your immediate superior gives high priority to job satisfaction	2.68	1.53	26 (33.3)	17 (21.8)	3 (3.8)	20 (25.6)	12 (15.4)
Your immediate superior is good at work planning	2.71	1.43	21 (26.9)	18 (23.1)	15 (19.2)	11 (14.1)	13 (16.7)
Your immediate superior is good at solving conflicts	2.88	1.42	20 (25.6)	11 (14.1)	17 (21.8)	18 (23.1)	12 (15.4)
Are you worried about becoming unemployed	2.29	1.30	27 (34.6)	26 (33.3)	5 (6.4)	15 (19.2)	5 (6.4)
Grand Mean	2.63	-	-	-	-	-	-

1= to a very small extent, 2= to a small extent, 3= same what, 4= to a large extent, 5=to a very small extent.

Source: Survey Data (2018).

somewhat extent level for this statement.

Respondents (46.1 and 41%) indicated that they

received all the information they need in order to do their work well at the work place to a very small

and small extent as well as large extent and very large extent, respectively. The question of

recognition of the work and appreciations from the management question was responded to in a very small (21.8%) and small extent (33.3%) level of availability in the hotels.

The majority of the respondents 60.3% (Frequency=47) responded that the management at the workplace respected them and that fair treatment at the work place existed to a very small and small extent level. Half of the respondent employees indicated that their salary is low in relation to their effort at work. This figure gives us information to work on the adjustment of the employee's salary for the employees. This is because, as some researchers indicated, their salary is an important factor for the employee's satisfaction and the reduction of staff turnover. For example, Manzoor (2012) found in his research work that money is the fundamental magnet to maintain and motivate the employees to give higher performance. Manzoor (2012) added that no other incentives or motivational technique comes closer to money in regard to influential value of employees' work performance. He also found that one of the employee's motivational factors for the employee's satisfaction and work performance is competitive salary. Logically, employees who perceive their jobs to be secure and competitive, become very committed workers, are "happier" and contribute to the financial and overall performance of their hotels.

In addition to this, the researcher believed that job commitment is a crucial ingredient in the service delivery industry including the hotels, because service delivery industries deal with people, communicate with people for better business and not machinery efficiency. They manage people, serve them in face to face contact and is just another people oriented industry. Therefore, to deal with people, the employees are found on the heart and in front page of the industry. Thus, the employees are the major tool for the success of the business. More importantly, as a strategic framework of approach, the employees secure job approval and competitive wage system is a good opportunity. In principle and practice, when the employee's salary system and secure job is well sunk in the organization, it is important for the long stay of the employee and the staff turnover decreases. More directly, when staff turnover is low, it is a great opportunity to establish organizational culture continuity and lower the training costs to the new recruits. Therefore, for the indirect and direct importance of adequate salary scheme (not satisfactory level in this research), hotels in the study area need to imbibe this as part of their culture.

As an organizational work environment factor, 67.9% (Frequency=53) of employee respondents replied that their work was clear to a very small and small extent level. Based on this statement, the management of the hotels should work towards clarifying the jobs of the

employees in the hotels.

The organizational work environment is not only measured by the management, procedures, and the salary but also the manager's ability in solving conflicts and work planning. In line with these two statements, more than half (50%) of the respondents feel that the hotels work for the employees to a very small and small extent. Surprisingly, 67.9% (Frequency=53) of the employees feel very low and low in terms of worrying over being unemployed in the future. They are confident of being employed in other hotels or institutions if they leave their present hotel workplace. Like a true asset of an organization/business institution, employees should be treated and considered as the backbone of the business. Meister (2012) indicated that even the better of technology and best infrastructure would not be of much use if employees do not perform up to the mark and are not satisfied with their current profile, working conditions, their values as well as the social connection developed in their work place. Nowadays, employees want more than a paycheck from their employer; they want a sense of pride and personal fulfillment from their work along with value creation for themselves Meister (2012).

## Conclusion

This research aims to assess the working environment factors in the hospitality industry with special emphasis on hotels in Dessie and Kombolecha towns. This research particularly focused on the physical, human, organizational and values in the selected six hotels operating in Dessie and Kobolecha town.

From the study, the availability of any health protection support system at the work place like water, laundry and uniform is very low. Tools, equipment, technology products, aesthetically pleasing, organized and efficient work environment, the space of the building, atmosphere, lighting and ventilations were available to a less and moderate extent. The human work environment factors such as help and support among the staff, willingness of the staff members to listen to their problems at the work place, the cooperation among the staff and the supervisor's willingness towards listening to employees' problems are also still low in the sampled hotels found in Dessie and Kombolecha towns. The employee's attitude about their work as an opportunity for developing their skill, alongside how they esteem their jobs by telling others are the employee's behavioral working environment factors found in a good position.

As found from the study, the clear objective of the work, the fair treatments of the employees and the management respect towards employees were very low. The employee's salary level, the informed consent of employees in the issue of important decisions about the

hotels, recognition of work and appreciation by the management, information clarity about the work, the immediate supervisors' attention towards job satisfaction of employees, the immediate supervisors' ability to work planning and solving conflicts are still low and need improvements in the sampled hotels operating in Dessie and Kombolecha towns. One particular good thing that this study reveals is that the employees are not so much worried about being unemployed. Generally, information gathered from the employees of the hotels revealed that the sampled hotels rated low in terms of working towards physical, behavioral/human, and organizational work-environment factors.

## RECOMMENDATIONS

- (1) The hotels in the study area should work on the development and improvement of physical working environment factors for employees especially in the availability of health protection system like water, laundry and uniform; technology products availability, efficient and organized working environment, lighting, space and the creation of aesthetically pleasing environment.
- (2) The employees themselves should cooperate and be supportive at work place.
- (3) The immediate supervisors of the employees in the hotels should discuss the employees' problems and try to help them.
- (4) The hotels should prepare and develop clear objective as regards the job profile in the hotels.
- (5) The management staff in the hotels should treat the employees with respect.
- (6) The hotels should inform the employees about important decisions, changes, or plans for the future and appreciate the employees when they do a great job.
- (7) The immediate supervisors should develop their skill in solving conflicts, work planning and how to satisfy the employees.

## LIMITATION AND RECOMMENDATION FOR FURTHER STUDY

Similar to other research works, this study has some limitations. First, it relies on just one direction of respondents, that is, only employees of the hotels and does not include other respondents. Therefore, to eliminate this bias, further research should employ multi-respondents and that includes survey of owners, managers and government agencies. There is also a possibility of applying a longitudinal study to assess the working environment of the employees in the hotels. Since, it has not yet been proven whether there is a positive or negative relationship between good or bad

working environments and financial performance, image building, employee turnover and reputation, it is therefore possible to conduct a study on the relationship between working environments and financial performance, reputation, employee and customer's loyalty, employee turnover, and image building in the context of Ethiopian hospitality industry in general and Dessie and Kobolech towns in particular.

## CONFLICT OF INTERESTS

The authors have not declared any conflict of interests.

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