Value driven – HRM

- The Human Resources Management as an integrated Value – Driven Business Function in the hotel industry in Greece

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Synopsis

This research aims at depicting the importance of human resources management as a value-driven function, and to present how its core functions could be sources of value creation in hotel units of Greece. In particular, it investigates the extent of adoption of HRM practices, the existence HR strategies and HR metrics and the degree of development of the HR function, in the Greek hotel industry.

The specific aims of this study were to explore the way managers in the hotel industry are thinking about what they identify as concerns, the HRM issues and practices they perceive as important in employee management, and the future plans they have for HRM. The data were gathered from the manager which each hotel identified as being best placed to discuss these issues.

Executive summary

Purpose: This study aims to explore the way managers in the hotel industry of Greece are thinking about what they identify as concerns, the HRM issues and practices they perceive as important in employee management, and the future plans they have for HRM. Previous researches on the topic are scarce.

Design/ methodology/ approach:
A qualitative method was utilized in this research and semi-structured interviews were chosen as the main vehicle for data collection.

Findings: On the bases of these findings, this study also concludes that human resource managers have a valuable role to play in the executive management teams of hotels.

Research limitations/implications: we were investigated the concepts that exist for human resources management in 5 star hotel units. The human resource management in hotel units of Greece hasn't been so developed, and there are many hotels that they haven't human resource management department.

Practical implications: 25 hotels were selected including only those with a minimum of 65 bedrooms, which are representative of the region and which have a star rating of 5.

Originality / value: up to our knowledge this is the first systematic research for Greek hotel units. The value of this investigation is that author has many interests in HRM functions and practices and with this research a personal goal is carried out.

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Chapter 1

Introduction

Human resources are an organizations greatest assets because without them, everyday business functions such as managing cash flow, making business transactions communicating through all forms of media, and dealing with customers could not be completed. Human resources and the potential they possess are key drivers for an organizations success. The heritage and growth of the human resources management profession is closely linked to people's attitudes about work, the evolution of employment related laws and sociological trends (Losey, 1998). With globalization and technological advances, today's organizations are continuously changing, thus, organizational change impacts not only the business but also its employees. In order to maximize organizational effectiveness, human potentials, individuals' capabilities, time, and talents must be managed and developed. Hence, the practice of human resource development works to ensure that employees are able to meet the organizational goals (Haslinda, 2009)

1.1 *Research objectives*

The main objective of this research was to investigate the Human Resource Management issues identified as important to HR managers operating in the hotel industry of Greece and more specific in Thessaloniki, Athens and Khalkidhiki. Organizations and managers in the tourism and hospitality industry face real challenges in recruiting, developing and maintaining a committed, competent, well- managed and well-motivated workforce which is focused on offering a high quality product to the increasingly demanding and discerning customer. (Martin 2005). The themes to be explored include the human resource management issues which human resource managers identify as being of concern to the industry and their own organization; the specific strategies and practices they employ to engage with them; and the further developments they are planning for the future.

So, it was important to formulate the specific research questions that we tried to analyze:

- What's the importance of tourism and hospitality as an employment sector?

- What are the major issues and concerns in the hotel industry of Greece?

- What are managers of hotels future plans?

- What are the major HRM functions and practices used to engage with them?

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1.2 *The reason for choosing the topic*

In hotel industry the job of HR manager can be compare with the job of conductor, whose job is to instruct and direct all of the various musicians so that they can perform well together. But before a conductor can direct a beautiful performance all the musicians must be able to play their instruments well.

That is why the department of Human resources is so important for the organization. No other industry provides so much contact between employees and customers.

As in the five star Hotels in Greece, there are many employees involved in different jobs in different fields there is dire need to look and control them. These hotels are globally competitive in the quality of service provided, facilities offered and accommodation option. For that reason Human resource Department are established separately and to execute and to follow the concept of HR strictly, HR professional are hired.

1.3   *Background information about the topic*

In the past luxury was a privilege for the few. Today a large number of consumers have access to luxury products. In the international market, the "democratization" of luxury not only presents new business opportunities, but also poses major challenges with regarding to finding effective strategies to maximize performance through customer satisfaction (Kotler, 2003).

The focus of this particular research project, human resources management in hotel industry in Greece focused on the business administration of a hotel unit. We explored the proper operation of a hotel by making reference to the theories concerning hotel business, by giving attention to the way that a hotel can be affective.

Through the development of human resources a hotel become more competitive, since in the contemporary market the foundation stone of a hotel unit is its own staff. In this point many conclusions may come to light about the future of a hotel, which depends on the decision of its administration.

Also it must be underlined that manager is the one who decides and materializes, the hotels are not addressed by the powers of the market, in times of crisis or welfare, the manager is responsible to choose the right strategy in favor of the business. (Thompson, Martin 2005). It is then very important to understand that the main cause of any kind of effectiveness of a hotel organization is the human factor.

Effectiveness of Greek hotel industry depends on factors as the culture of a nation, the degree of the activity, the state interference and the power of social partnership (Richard and Johnson 2001).

However Lucas and Deery (2004) note that the hospitality industry has been of interest to a relatively small number of mainstream human resource academics compared with other industries.

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Chapter 2

Literature review

2.1 Hrm and organizational performance

A number of trends have emerged in the field of Human resources management over the past years. Dyer and Reeves (1995), Guest (1997), Wright and Gardner (2003) and Dowling et al. (2008) researched some of the mediating relationships that exist between the Hrm practices and organizational performance. Other authors, such as Ferrari et al. (1999), Guest (1997), Rogers and Wright(1998), Wood (1999), Gerhart (1999), Gehart et al. (2000a, 2000b) and Wright et al. (2001), studied the problem from a theoretical point of view reaching various and frequently conceptual conclusions.

2.2 The hotel industry

The hotel industry is an important industry in both Greece and many other countries. For example, U.S.A is the second largest employer. Considered, as an integral part of the tourism industry, as it is a circuit, which apart from accommodation including travel agencies, car rental agencies, the food units, and units of leisure. (Kotler et al, 2006).

The hotels are not characterized by uniformity. Show significant differences related to their location (urban, non- urban, coastal, mountain areas), the period of operation (annual, seasonal), the market in which mainly targeted (tourism city coastal, alternative, etc.), ownership (Greek, mixed, foreign ownership), legal form, etc. These differences may be affect the organization, operation, capabilities and efficacy (Kotler et al, 2006)

The administrative methods employed in hotels vary. The independent hotels maintain administrative, legal, managerial and operational their independence. It is not unusual and the case of the award of exploitation and management of the unit to third parties (ICAP).

Empirical studies show that professional administrative contracts provide a better environment for innovation (Orfila-Sintes et al., 2005).

2.3 The major Hrm functions and practices in the hotel industry

The role of HRM within hotels varies greatly between hotels and countries, and it plays a key organizational role through the following five core HR activities:

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Resourcing refers to the recruitment and selection of employees within an organization. It is the one of HR department's key roles, as linked in with resourcing is the concept of knowledge management and talent management. Through training and development, the HR department is able to develop the talent that it has selected enhancing the employees' competencies. Through appraisals and reward systems, HRM acts as a motivator to employees. At all times, the HR department plays an important role in communicating management prerogatives to the workforce and is involved at the basic administrative level in a number of different forms (Towers, 2006).

Therefore, HR departments are explicitly concerned with people management and planning; anticipating future changes in the workforce in order to ensure appropriate people are working within the organization (Roger and Rive, 2007)

Recruitment and Selection process considered as a vital HR function within every organization's HR Department. According to Rynes (1991), recruitment involves the utilization of organizational practices in order to influence the number and types of individuals who are willing to apply for any job vacancies, while it could focus on the internal or external labor market. For successful recruitment, the HR department needs to analyze the vacant position, so that detailed job descriptions and job specification can be created to efficiently help with the hiring process (Rynes and Cable, 2003). On the other hand, selection is the process of choosing, with the utilization of the appropriate methods, the best candidates for the organizational position we want to fill (Rioux and Bernthal, 1999). The importance of selection to organizations is very clear as it identifies those individuals who have the ability to perform a job well (Gatewood, Field and Barrick, 2008). Generally, the purpose of the recruitment and selection process is to match people to work. Employers are always looking for the right staff to fill the job vacancies that they have an offer. Consequently, finding the right staff means that recruitment and selection process is a key factor in the success of any business. Many theoretical and empirical studies have been carried out with the view that people are valuable resources for business success, and can be the source of sustainable competitive advantage for a firm (Chan, Shaffer and Snape, 2004). Having people who enjoy their jobs and want to make a success of them, they can be the making of a company. There are plenty of researches that show the importance of the recruitment and selection processes and the importance of its pivotal phases that recruiters have to follow. For example, Arvey, Gordon, Massengill, and Mussio (1975) found that delays between recruitment phases had substantial effects on the size and composition of the applicant pool. Similarly, Soelberg's (1967) work suggested that recruitment timing might have substantial effects on eventual

choices. The intricacy of matching the right applicant to the right job is a perpetual activity for management and HR practitioners considering the organization's economic, social and political context, in order to avoid failures associated with poor recruitment and selection procedures (Kearney and Hays, 2002). The 85% of the interviewees answered that their organizations experienced several setbacks in the recent past, which resulted in unsuccessful recruitment and selection processes, unsuccessful training and development programs, high absenteeism and turnover rates etc.

It is also the most important element in any organization management of people, simply because it is not possible to optimize the effectiveness of human resources, by whatever method, if there is a less than adequate match (Roberts, 1997). Recruitment and Selection allow management to determine and gradually modify the behavioral characteristics and competences of the workforce. Finally, the importance of the recruitment and selection process is also vital for organizational competitiveness, as organizations are increasingly becoming focused on being competitive on a global level (Maund, 2001). Based on the findings of our questionnaire, employees, in most of the organizations where we conducted an interview, hold a university of a master's degree. Therefore, it is obvious that their educational level, in accordance with the highly competitive market, plays a major role to the competitiveness of any organization. Furthermore, questions 4 and 5 reveal the necessity of matching the right people to the right position-job; alternatively, there are several setbacks and missed opportunities for the organization. There are three main objectives of each recruitment process:

• 	Increase the pool of job applicants at a minimal cost.

• 	Ensure that the organization compiles with legislative requirements.

• 	Improve the selection process.

Technological changes occurred over the last years, made the traditional recruitment processes (advertising, open houses, previous jobs applicants etc) to look out of date. Nowadays, recruiters have the ability to reach a larger number of applicants easier than before (Walsh and Kleiner, 1990). Every recruitment and selection system should be well organized that always aims at maximizing the positive outcomes of its process while minimize the negative one. HR managers and practitioners must approach the recruitment and selection process from a strategic perspective. Recruitment and selection strategies and policies must integrate within both human resource and organizational strategies. Human resource specialists need to look at their effectiveness in the organization and they must have the ability to see a connection between human resource management and the other processes that go on in business. The integrating of recruitment tools, such as job

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analysis and design, as well as an understanding of the organization's culture, are necessary to establish selection criteria in selecting potential employees. This will eventually ensure validity and reliability for all selection methods including interviews and psychological testing.

Training is a planned process to modify attitude, knowledge or skill behavior through learning experience in order to achieve performance in an activity or range of activities, while development is a learning process, with a longitudinal character, which helps employees to acquire knowledge and to develop skills, so to use them in the future where more responsibilities and initiatives may be required (Maund, 2001)

Because of the nature of contemporary business, its complexity and need for expertise, knowledge work is required so to create fresh understanding of the nature of organizations, markets and to help knowledgeable workers to deal with ever-changing information, which is very complex and only them can understand it (Boland and Tenkasi, 1995). Organizations are very complex systems, and training programs are but one subsystem. Thus, changes in the recruitment and selection process, which can result in people with higher or lower job-relevant skills and abilities, will have a dramatic effect on the level of training required (Goldstein and Ford, 2002). Furthermore, changes in jobs as new technologies develop can have similar effects. More effective training programs can also affect all other systems in the work organization; thus, their dynamics must include the realization that one of the first places to which many new employees are sent is a training program (Goldstein and Ford, 2002). Based on our interviewees' answers, the educational level of their employees (university and higher) in conjunction with the high competition level in their operating market, demand excessive training and development programs, so to be able to stay on the top of their industry.

The benefits of a training program are intangible and investing in training benefits both for the organization and its employees, for a long period. Training also enhances a worker level of skills, and provides sense of satisfaction, which is an intrinsic motivator. Moreover, it also provides organization with multi skill employees, and increases an employer commitment to their job and their organization, while better understanding of jobs reduces accidents. One of the most important benefits of training for an organization is that it provides skills inside the organization and reduces overall cost of an organization's operations (Ansar, 2009). High employee turnover may be a serious threat to an organization existence, major benefit of training is that it reduces it and helps an organization to retain its staff. Better training can also provide an organization competitive advantage over others in industry. Finally, training programs increases communication between different levels of an organization. Any deficiency in processes and jobs are

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eliminated and those close to production processes become involve in the management. Staff empowerment is a recent trend in management; such empowerment will only be successful when proper training is provided to those empowered (Ansar, 2009). Therefore, training and development is enormous for an organization and the whole process must be aligned with organizational strategies and goals. The importance of training could also be shown by answers 7 and 8, where organizations are willing to invest time and effort in building competencies. In a highly competitive industry as this one of information technology, training and development plays a critical role, as technological changes are continuous. Employees should be on a continuous educational effort to stay in touch with these changes, so to be able to instantly react to new business realities. All of the interviewees pointed out their organization's top management belief of a competency based business with competent employees who can contribute the greatest value from their work.

Employee reward covers how people are rewarded in accordance with their value to the organization. Many people are motivated by money, at least for a period of time. But the motivational power of money often wears off as employees simply get used to their current level of compensation (Internet Article – Fast Trac, 2007). Ultimately, most people are motivated more by the work they do and the environment in which they work than by the money they earn. Therefore, the compensation and rewards system is about both financial and non-financial rewards and embraces the strategies, policies, structures and processes used to develop and maintain reward systems. The ways in which people are valued can make a considerable impact on the effectiveness of the organization and is at the heart of the employee relationship.

According to Fisher (1996), a compensation system refers to any kind of payment to the employees as a return of their employment and contribution to the achievement of the business goals and their individual needs as well. Reward is defined as something which is given or received for behavior that is commendable and valuable (Maund, 2001). The aim of employee reward policies and practices is to help attract, retain and motivate high-quality people. Getting it wrong can have a significant negative effect on the motivation, commitment and morale of the employees (C.I.P.D, 2008). Effective reward systems include all forms of monetary compensation plus a wide variety of other motivators that are important to people in a work setting. Even though in most of the rewards systems the monetary (extrinsic) rewards cover the majority of the remuneration package, intrinsic rewards are also very important, as presented in answers of our questionnaire. The effectiveness of any reward system requires two primary factors. First, the recipient must perceive the reward as a positive event, and second, the

reward needs to encourage the desired behavior, which must be consistent with the strategic goals of the company (Smilor and Sexton, 1996). Every compensation system should be closely aligned with all functions of the HR department, such as: job design, recruitment and selection, performance management and development, training by taking into consideration the dimension of performance. An integrated approach to human resource management means that all these aspects have to be considered together so that a mutually reinforcing and interrelated set of personnel policies and practices can be developed (CIPD, 2008).

In today's global business environment, effective organizational communication, internal and external, has a significant impact on an organization's success. Reasons for the increasing importance of organizational communication are many, with workplace change front and center (HR Magazine, 2008). Marcouse, Gillespie, Martin, Surridge and Wall (1999) define communication as the process by which information is exchanged between one group or person and another. Effective communication is vital to the survival of an organization and acts as a coordinator of all activities within the organization. That is why most or the organizations use team briefings, notice boards, memoranda, meetings and emails in order to exchange useful information. Communication is a medium by which information can be shared because it is through communication that individuals express and share their individual emotions (Maund, 2001). Caldwell (1995) suggested that effective communication is one of the most direct forms of employee involvement. Moreover, Hubbard (1996) argued that communication plays a large part in managing employee expectations in times of change.

Many aspects of communication are closely bound up with culture, and if the culture is appropriate for the organization, all aspects of communication should aim to reinforce it (Hussey, 2002). According to Blum (1997), employees in culturally diverse organizations are increasingly demanding appropriate management and communication. In order to ensure that, it is essential that a manager understands the importance of culture. By understanding different national behavioral norms, managers can better manage across national cultures and it is through the manner of their communication that understanding is expressed (Manning, 1992). All of the HR executives pointed out the importance of the communication process within their organization. It is through communication that the company could clearly inform employees of its vision and mission. Therefore, effective organizational communication is critical to actively engage employees, foster trust and respect, and promote productivity

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The last value driven HR function refers to general administration. Actually, its responsibility is not only to help the employees, but also to manage all the paperwork and filing related to them. The duties of this function includes typical office work like data entry, answering phones and questions from employees, maintaining private files or records, handing out and writing documents for employees, and overall interaction with other departments within the company. While these duties are common in the HR departments, many companies also require that related duties to be taken care of on an as-needed basis. Consequently, it manages to contribute to the accomplishment of Human Resources practices and objectives that will provide an employee-oriented, high performance culture which emphasizes at empowerment, quality, productivity and standards, goal attainment, and the recruitment and ongoing development of a superior workforce.

Researches have examined HRM practices in the tourism and hospitality industry. Individual HRM practices, employee recruitment and employee turnover examined in Bonn and Forbringer (1992) and Jonshon (1995) researches. A range of assessments in the selection process should be utilized to evaluate the work values, personality, interpersonal skills and problem-solving abilities of potential employees to assess their 'service orientation'.

Moreover, Umbreit (1986, 1987) Mc Conell (1986) and Breiter(1998) on their research for performance appraisal investigate employee recognition, retention compensation and promotion. Generally, all the performance appraisal systems should focus on the quality goals of the organization and the behaviors of employees needed to sustain these.

 In addition Ashness and Lashley (1995) Sosteric(1996) and Sparrowe (1994) explain that empowering employee increase teamwork, employee relationship, morale and customer satisfaction. Including employee participation and involvement, job satisfaction, improves the quality of service, sales, and reduce costs. With retention is avoided avoid the development of a 'turnover culture', which may of course be particularly prevalent in tourism and hospitality, for example, the use of 'retention bonuses' to influence employees to stay.

Conell (2001), Deery and Jago (2001), Simons and Roberson (2003) believe that different management styles make leadership more effective.Orientation and training, is the need to equip operative level staff with team working and interpersonal skills to develop their 'service orientation' and managers with a new leadership style which encourages a move to a more facilitative and coaching style of managing.

The other stream comprises a few studies analyzing the state and impact of various bundles of HRM practices. The systems view has emerged as the dominant trend in linking HRM practices to employee, customer, and organizational outcomes.

2.4 *Specific HRM issues in the hotel industry*

Many researches were carried out about the "best – practice" model and best-fit model in strategic employee management. The "best practice model" argues that all units will be better off if they can identify and adopt "best-practice" in the way of employee management, irrespective of context. However, "best-fit model argues that HRM strategy will be more effective when it is designed to fit in specific units.

Boselie et al. (2003) in their research "Human Resource Management, institutionalization and organizational performance: a comparison of hospitals, hotels and local governments" collected the data on the effectiveness of HRM from Germany, France, and Netherland found a lower effect of HRM than in other sectors.

Wood (1999) makes a distinction between the best practices stream and the best fit stream. In the mode "best fit" is mainly focused on external fit. Fit between HRM and the external market situation. However, the best fit model argues that HRM strategy will be more effective when it is integrated and designed appropriately to fit certain critical contingencies in specific organizational context.

Delery and Doty (1996), assumed that the successfully strategy depends greatly on the behavior of the employees.

Lockyer and Scholarios (2004) consider the best practice showing a reliance on informal methods of recruitment ana selection in Scottish hotel sectors. They found that that the idea of "best practices" fails to consider the external constraints place on recruitment and selection in the industry, where the demand is highly unpredictable and subject to seasonal variation.

Guest (1999) presented the results of a survey which shows how the number of HR practices and the resulting presence of a high involvement climate result in workers reporting a more possirive psychological contract and in turn, greater satisfaction, job security and motivation, as well as lower levels at work.

Arthur's (1994) empirical results on the effectiveness of Hr control versus Hr commitment suggested that commitment Hr system in USA have significant higher scores on productivity and lower scores on employee turnover.

Alleyne et al. (2006) suggested that the "best practice" concept is problematic because it is based on a US style of management which focuses on individualism in terms of national and organizational culture. Results showed an adoption oh HR practices in Barbados hotels that are more prevalent than in the UK sample of Hoque's (2009) work.

According to Hoque (1999), HRM should prove effective only within hotels which emphasize a quality-enhancing or innovative approach to business strategy, and should prove ineffective where the hotel's business strategy is focused on cost- cutting or price competition.

Chand and Katou (2007) in their research in India hotel industry find that hotel performance is positively associated with category and type of hotel. Hotel performance is related to the HRM system of recruitment and selection manpower planning, training and development and pay systems.

Additionally, Knox and Walsh (2006), focusing on Australian hotels, find that luxury hotels adopted more systematic employee management techniques in order to strength their internal labour markets.

2.5 *HRM issues in hotel industry of Greece*

Best fit model is adopted for Greek Hotel units. That happened because HR strategy becomes more efficient when it is linked to the environment of the organization.

The model expressed by Baird and Meshoulam (1988) as follows: Human resource management's effectiveness depends on its fit with the organization's stage of development. As the organization grows and develops, human resources management programmes, practices and procedures must change to meet its needs. Consistent with growth and development model it can be suggested that human resource management develops through a series of stages as the organization becomes more complex.

This model has two elements: external fit and internal fit. Schuler and Jackson (1987) assumed that external fit is linked to the operations strategy and developed the connection between competitive advantage, employee behaviors and HR practices. In internal fit hr policies and practices must be coherent.

In Greece most of the hotel units adopt HRM practices, as a strategic part of their own business strategy. According to Hoque(1999) we can split the sample into three categories: First in strategic HRM hotels, secondly in non strategic HRM hotels and finally in low HRM hotels.

Strategic human resources management enhances productivity and the effectiveness of hotel units. The hotel units of Greece have added human resources department in recent years, and still focuses many difficulties to apply hrm theories. We can see that hotels belonging to international chains are more strategic than domestic –owned hotels which become more non strategic or low strategic hrm. Although, all of the hotel units make great effort to be more effective in adopting the best fit practices in order to increase efficiency, employees productivity and profitably. By empowering first line service workers maximize the profits of the business and make customers more satisfied. And when employees feel powerful they provide customers successful services and great affects of outcomes. For example in Marriot Hotel represent different designs by managers and produce different impressions amongst employees who are so empowered.

Recruiting is the first action that proves a company and specifically a hotel unit to acquire staff, which needs to specifically jobs. To attract new staff to different tasks matching to the skills they need is a very important function, as it includes a series of actions, which are crucial for the proper functioning of Hotel and consequently its success.

When the need arises to respond to a job, internal recruiting looks if there are any promotions or transfers for the hotel employees. If the staff is not sufficient external recruiting will be used. Openly vacancies advertised through newspapers,   internet and agencies.

Selection is the next step for a hotel unit. The selection process differs among the hotels philosophy. Many hotels believe that the correct service comes from the "heart". When they hire people combine a rigorous assessment system with a significant dose of intuition. Individuals selected both for emotional intelligence and for the technical skills and their ability to be polite. For example, Hilton has invested much time and effort in selecting and developing staff skills through "Hilton University" and other initiatives.

Employers are becoming pickier with who recruited. The quality of employees reflects the quality of service that the series of establishing whether the hotel will be successful or not. Today, most hotels begun to address recruiting and selection process at the same level as their corporate branding policy. Besides, old technical recruiting methods like advertisement on newspapers are not used, as multicolor advertising takes place speaking for "career" and not for job work.

Many hr executives argued that it's hotels goal to keep employees and let them grow within the hotel.

Training usually is done on the job through classes or with working with old staff. The mission is to train them to provide innovative skills in order to reduce employee turnover and encourage employee development.

Performance appraisal is establishing a culture in which individuals take responsibility for the continuous improvement of business process and of their own skills, behavior and contributions.

Except from the questionnaire semi-structured interviews were conducted with hr executives. When asked which HRM practices increase organizational effectiveness and create sustain competitive advantage, many interviewees identified training and development as the most important factors in achieving these goals.

2.6 *The Importance of HR Metrics.*

Hr metrics are measuring the Effectiveness of the HR Department.

Human resources are the most critical asset of any organization, as the HR function has serious impact on general business performance. In fact, an organization's competitive advantage largely depends on the way it manages its largest asset – its people, which represent a key strategic resource, while the HR strategy should be linked to the business goals and objectives. Pfeffer (1996) proposed that organizations "occasionally do dumb things," specifically failing to adopt people management practices that evidence seems to help achieving strategic objectives. For that reason, the measurement of HR department's effectiveness is essential and it could be achieved by the usage of several HR Metrics. When creating effective HR measurements, an organizational management should consider whether each set of these metrics contributes to its business performance and provides an insight into productivity assessment and resources appraisal which lead to efficiency gains and customer experience improvement. Typically, HR metrics are classified in three key categories: historical, real-time and forward-looking (Internet Site, 2010).

Kaplan & Norton (1996) proposed that HR metrics must articulate HR strategy, just as the "balanced scorecard" articulates organizational strategy. If strategy cannot be so articulated, it is difficult to imagine how key constituents can implement or evaluate its success. HR metrics are not simply an evaluation tool, or a method of justifying HR investments. Rather, they represent the "flight simulator" for understanding how people contribute to

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organization success, and for designing, implementing and modifying the HR investments that lead to that success. The importance of using metrics in order to articulate specific linkages among the levels could be presented in Kirkpatrick research, (1994). It is not simply enough to specify measures at each level, but to link those measures to a strategic model reflecting between-level tradeoffs. Coff (1997) provided several examples showing how human resources can contribute to sustainable competitive advantage, by tracing the links between the levels. To be "strategic," metrics must be perceived and experienced to enhance decisions or other valued outcomes for key strategic constituents. Strategic HRM must encompass not only plans and tactics, but the design of metrics systems that will allow corrections to strategies, and allow the strategic impact to be recognized. Boudreau (1996) noted that HR metrics create value according to their effects on key constituencies. "Persuasion" involves influencing receivers of HR information in ways that benefit the senders of that information. Thus, the measure of value would be how favorably information receivers (e.g., employees, managers, shareholders, regulatory agents) react to the information. HR metrics "work" if receivers provide funds, authority, influence, or regulatory approval. "Fashion-setting" involves convincing others that practices are innovative and based on the latest thinking.

The importance of HR metrics also derives from the fact that with them, organizations could turn their human resources data into meaningful information about their human capital. There are several internal and external HR metrics, which can be summarized into the following categories:

- *Productivity Metrics* (Revenue per Full-Time Equivalent, Profit per FTE, Human Capital ROI, Absenteeism Rate).
- *Compensation Metrics* (Labor Cost per FTE, Labor Cost Revenue Percent, Labor Cost Expense Percent).
- *Recruitment Metrics* (Vacancy Rate, 1st Year Resignation Rate).
- *Retention Metrics* (Turnover, Voluntary Turnover Rate, Cost of Voluntary Turnover, Involuntary Turnover Rate, Resignation Rate, Retirement Rate).
- *HR Efficiency Metrics* (HR FTE Ratio, Hr Costs per Employee, HR Costs per FTE).
- *Workforce Demographics Metrics* (Promotion Rate, Union Percentage, Average Age, Average Length of Service) – (BC HRMA, 2010), (Birkman, 2008).

It is obvious that all of the above mentioned HR metrics could be used in order to reach useful data, which could be arithmetical explained and

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expressed into numbers and tangibles, where 70% of the interviewees positively answered that they use HR Metrics in order to measure the effectiveness of their HR practices.

As HR departments know that people matter and make a difference to the organization, the usage of HR metrics is a way to prove to the rest of the organization that human capital makes the difference between profitability and bust (BC HRMA, 2009). The interviews we conducted with several HR executives also outlined the significance of the HR metrics in order to be able to track the value of their programs. It is quite obvious that HR Metrics can clarify what is important, while they could also allow fact-based decision making processes, and can change behaviors when communicated throughout the organization. According to Koenig and Associates (2009) research, fifty seven (57%) percent of companies do not track the impact of their human resource management on their business, even though they are aware that their human capital costs could constitute half or more of their organization's overall expenses. If metrics align with business objectives and operational capability, then they could be business-intelligence tools for HR departments in order to track the impact of their HR practices on the business and on the behavior of the people, so to be able to improve performance. The theory presented reflects emerging evidence about the strategic effect of human resources on firm's performance.

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Chapter 3

3.1 Research methodology

Research design

This chapter presents the research design and the methodology. Also, it accompanies the study's research focus and research objectives. Based on the research process "onion", the researcher fulfilled the goals of her research (Saunders et al., 2003). There are two research processes that dominate the literature: positivism and phenomenology. The form is more based on quantitative data, whereas the latter is more driven by qualitative observations. Because every organization could be considered as a unique business unit with special characteristics, instead of theorizing by definite "laws" in the same way as physical sciences (positivism), the social world of business and management demands rich insights, thus phenomenology could help discovering the details of a situation, and understand the reality or perhaps a reality working behind them (Remenyi et al, 1998; Truss, 2001). The main steps to follow in a qualitative research are the following: (a) develop general research questions, (b) select relevant site and subject of research, (c) collect relevant data through several sources, (d) interpret the data, (e) conclude and write findings (Bryman and Bell, 2007). According to the proposed topic of research and the author's objectives, which have been explained at the dissertation proposal, this dissertation follows a phenomenology philosophical approach (Saunders et al., 2003).

Methodology is described as the theory examining how research should be carried out, taking account of the underlying theoretical and philosophical assumptions and how these impact decisions on which method or methods are used (Saunders et al., 2009). An inductive approach will be adapted, which is explained by the need of collecting data and develop theories in a more flexible way, and it will be particularly concerned with the context of the Greek hotel industry HR counteractions. Therefore, the study of a small sample may be more appropriate than a large number as with the deductive approach (Saunders et al, 2003; Zikmund, 2003). As a part of the proposed methodology, semi-structured interviews and questionnaires were

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utilized. An exploratory, cross-sectional study took place as there was a search of relevant literature and contact-interviewing with HR experts regarding their HRD policies during recession. To achieve the research objectives, we had conducted a thorough database search in the disciplines of HRM and HRD. To further narrow our research, interviews held with HR executives as a primary source of data. A thoughtful usage of primary (reports, theses, unpublished manuscript sources, company reports, interviews), secondary (books, journals, newspapers, internet), and tertiary (abstracts, encyclopaedias, indexes) literature sources was the guide in order to build a theoretical framework of the proposed subject. A deep review and screening of all available literature sources was wended, and only those articles with explicit reference to our subject of research were considered.

The research is concerned with answering the following three emerging research questions, which have been put in a sample of the most senior HR Managers of the Greek chain hotels during the summer of 2013:

1. What are the major Human Resources Management issues and concerns in the hotel industry of Greece?

2. What are the major Human Resources Management function and practices used to engage with them?

3. What are your future plans for Human Resources Management?

The positioning of this research project was based on a research carried out by out by Hui-O YANG for the University of Melbourne on July 2007. (http://www.swin.edu.au). The approach of her research was social construction, with a focus of uncovering the ways in which individuals and groups participate in creating their perceptions of reality. The researcher therefore made a decision to explore the broader thinking of participants about major HRM issues, current and emerging, and to encourage discussion of specific functions and practices in the context of those broader issues. As will be described later, this focus proved to be a challenge for many potential

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and actual participants in the study, and caused some to decline to participate.

3.2 *The Data Collection Methods*

A variety of research strategies have been used among the literature, adapting either a qualitative or a quantitative approach. Many of them triangulated their data findings by using multiple research methods consistent with case study research, structured and semi-structured or in depth interviews, and analysis of documentaries and archived HR materials. Others used surveys and either participant or structured observation in order to be able to understand the "why" and "how often" a behavior/action occurs. Questionnaires also utilized either by conducting an interview or by posting them to participants, as they are considered helpful in gathering data about a specific event or activity in order to obtain a complete picture of the entire researched situation. After having reviewed the literature of research methods in social science, generally, and decided the research questions and objectives, the researcher chose to apply semi-structured interviews and questionnaires in order to fulfill her goals.

Interviews with HR executives (purposive sampling) had enable the researcher to have a better understanding of the researched topic, to gather valid and reliable data relevant to his/her research questions and objectives, while also to have a deeper look on the way in which organizations put emphasis on their HR processes (Kahn and Cannel, 1957). Many researchers have argued that using a specific sample (HR executives) enables the researchers to get a higher overall accuracy than a census for their data (Moser and Kalton, 1986; Henry, 1990). Furthermore, purposive sampling technique premises that participants are those who have the knowledge to provide the desired information; hence, respondents' selection enhances the reliability and validity of the research design (Yin, 2009). In this regard, interviewing is often claimed to be the best method of gathering qualitative information for complex and sensitive issues, while it is easier to increase the participation rates by prior explaining to the interviewees the project and its

value (Hair et al., 2011; Easterby-Smith et al., 2008). Semi-structured interviews were conducted as they allow a lot of flexibility to include probe questioning, follow the interviewees' tangents of thought, and eventually result in unexpected and insightful information coming to light, thus enhancing their outcomes (Saunders et al., 2003; Cooper and Schindler, 2011). There are three types of interviews such as structured, semi-structured and unstructured interviews. Another typology (Healey, 1991; Healey and Rawlinson, 1993; Healey and Rawlinson, 1994) differentiates between standardized and non-standardized interviews. The author decided to gather data through telephone semi-structured interviews in order to be able to unfold the general idea of a value-driven human resource management and to allow probing questions during the interview process as well. The questions tried to cover all of the HRM aspects by focusing on its core HR functions, so to come with useful information and concurrently to seek for new insights (Robson, 1993). However, phone interviewing has certain peculiarities and requires special attention during the interview since there is no visual contact. For this reason, the nature of the telephone interview poses specific demands on person who will conduct the interviews and specific restrictions on the type's questions and scales that can be used (Krowinski and Steiber, 1996). Furthermore, interviews are considered time consuming, they could generate a large amount of detail, and they are reliable and easy to be analyzed. However, a number of data quality issues can be identified in relation to the use of semi-structured interviews related to *reliability* (lack of standardization – Robson, 2002), *forms of bias* (interviewer bias, interviewee or response bias – Easterby-Smith et al., 2008), and *generalizability* (difficult to generalise about the entire population). Moreover, the issue of reflexivity emerges as interviewees may expresses what the interviewer want to hear.

Additionally, a questionnaire was also be utilized. According to Sekaran (2003, p.236), a questionnaire can be defined as "*a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives*". Questionnaires can be used, supplementary with interviews, as data collection methods (Walliman, 2005). Through the questionnaire, the author tried to present the importance of HRM in

accordance with all relative secondary data presented, therefore, it was a quite supportive tool. The researcher sent the questionnaire to the participants' offices to make sure that the questionnaire would be completed by them. After completing the questionnaires, the HR executives returned the completed questionnaire to the researcher so to start with its analysis. In this study, the researcher used an existing questionnaire formulated and launched by another author from Melbourne University (Hui-O YANG). Questionnaires, like all other data collection methods, have their advantages (high response rates, fast and economical, inexpensive, no need for highly skilled researcher etc.) and disadvantages (hard to produce, time consuming during their design, inaccuracy by non-response bias or missing data etc.) – (Creswell, 2009; Saunders et al., 2003).

3.3 Sample
Data requirement

In this research, we aimed to investigate the concept of HRM within the 5 stars hotel industry in Greece. The HRM in Greek hotels is relatively and under-developed area, nonetheless to highlight that there are many hotels without an established HR department at all (2, 3, 4 star hotels). One of the highlights of the research is to determine the sample and the method of selection. According to the Chamber of hotel in Greece (2008) only 199 are 5star hotels. The breakdown by region is as follows:

Central Greece: 37

Epirus: 2

Macedonia: 28

Peloponnesus: 10

Thessaly: 17

Thrace: 2

Aegean islands: 6

Crete: 48

Cyclades: 18

Dodecanese: 19

Ionia islands: 12

The first step in selecting the sample was the accurate determination of the population they would carry out the investigation. In this work, the population of the sample is the 5 star hotels in Greece, and more precisely within the following regions: Attica, Thessaloniki, and Khalkidhiki. Thus, the sample of this study is characterized by homogeneity as it focuses on a particular group in which all members share "similar" HR and industry characteristics. However, since the population of this research is small, the sample targeted the entire population, which consists of 25 hotels (5 stars).

3.4 *Data analysis*

There is no standardized approach to analyze qualitative data since its nature implies that it cannot be collected in a standardized way. Therefore there are many qualitative research traditions and approaches with the result that there are also different strategies to deal with the data collected (Sarantakos, 2005). The analysis process started concurrently with the process of data collection, as well as after that. The benefit of doing this was that early data analysis guided subsequent data collection and resulted to better findings.

A total of 25 questionnaires were distributed, of which 20 completed questionnaires were returned and usable. Participants at each hotel were asked to complete a survey of HRM practices covering recruitment, selection, orientation, training and development, performance appraisal, overall, demographic information and employment detail. Most of them were able to provide completed information but there were exceptions due to concerns about confidentiality or because the data were not available. As indicated by De Vaus (1990, p.99), calculating the response rate can be executed by using the following formula: Response rate = Total number of responses / (Total number in sample - (Unreachable respondents - Ineligible respondents)). Applying this formula, the response rate = 20 / (25 - 0)) = 80%. It was decided to use three statistical procedures in order to investigate the results, descriptive statistics, correlations-x^2 and regression analysis. The data

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collected were coded, quantified and processed using the statistical package SPSS (Statistical Package for Social Sciences) and the findings (comparison of means) were presented on tables (appendix) and matrixes. The analysis of the findings is presented in details in chapter four.

With questions 1 to 25 we tried to explore the existence of clear HR policies and strategies, the dynamic of each hotel management's involvement in HR processes and how other managers think of HRM (Hussey, 2002). Following the sequence of the questionnaire at the end, from question 1 to 8 there given some general information of the hotel. Based on the answers we have given, all of the organizations presented their HRM's central strategic audit and their HR's value adding role as well.

This survey data is mostly integrated into the findings from interview presented in Chapter 4, covering the HRM functions and practices thought to be important by participating hotels. The survey results were integrated with the main data gathering from in-depth interviews, to provide an opportunity to compare what participants thought and what they actually do, if the survey results are an accurate representation of practice.

On the other hand, the semi-structured response rate was 100% since the researcher intended to conduct interviews at each hotel HR departments, and the actual number of the interviews was the same.

3.5 *The ethical issues*

According to Saunders et al. (2003), most self-administered questionnaires are better to be accompanied by a covering letter in order to explain the purpose of the survey. In this study, the researcher has previously conducted the targeted audience (by phone), explained them the purpose of her study and assured them that confidential data and their names will remain unpublished. Anonymity was to be ensured as far as possible. The names of participants were not required in answering any of the research questions, while the researcher did not mention any of the interviewees by name, or their organization's name in this research. All references to them made by using symbols or type (such as organization A, hotel A etc.). All in all, confidentiality

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will be of the utmost importance to this dissertation, as it will follow all codes of value principles in its context.

Chapter 4

The research hypotheses of this dissertation were the following:

H_1: It is expected that recruitment and selection are the main human resource management issues confronting the hotel industry in Greece

H_2: It is expected that employee training and development is the key human resource management activity that increase organizational effectiveness

H_3: It is expected that performance appraisal supports the business strategy

H_4: It is expected that the employee attitude survey is necessary in order to manage employees in a customer service culture

4.1 Recruitment

As one can see from the following table, 65% of the respondents claimed that they have a recruitment plan in their company, compared to 35% who answered negatively.

Table 1. Existence of recruitment plan

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	13	65.0	65.0	65.0
No	7	35.0	35.0	100.0
Total	20	100.0	100.0	

With regard to the external recruitment sources that the companies use, one can see from the following figure that the majority uses direct recruiting (45%). No one uses referral, while a small percentage (5%) uses employment agencies. The same percentages apply also to the case of the most favourable external recruitment sources.

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Figure 1. External recruitment sources and favourable external recruitment source
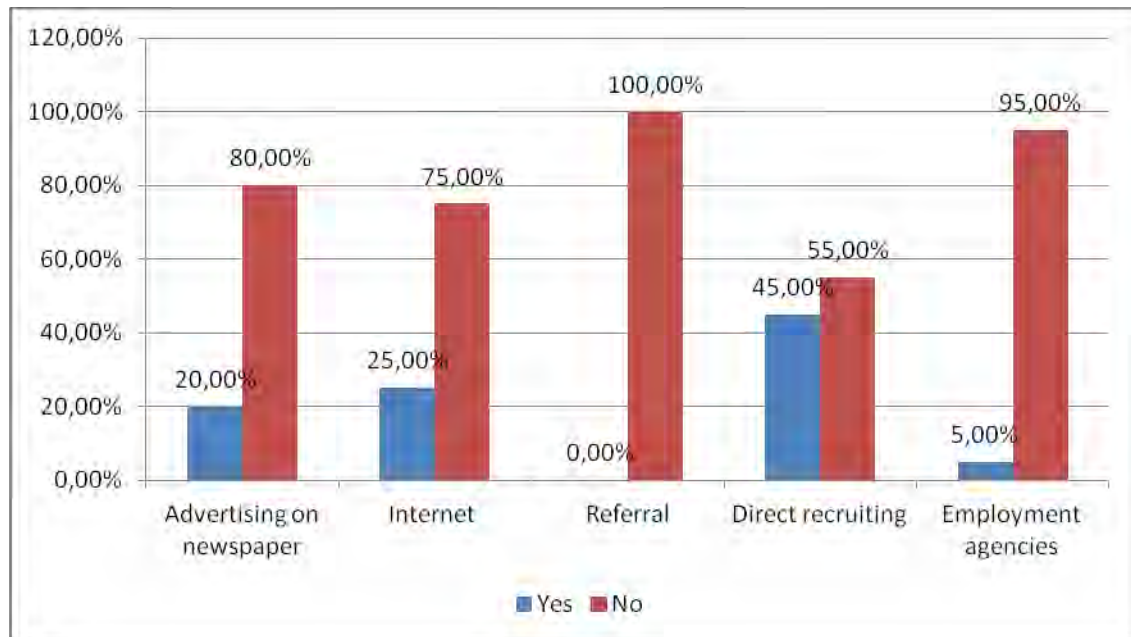
As for the question whether recruitment effectiveness has been evaluated, 75% of the respondents answered positively.

Table 2. Evaluation of the recruitment effectiveness

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	15	75.0	75.0	75.0
No	5	25.0	25.0	100.0
Total	20	100.0	100.0	

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4.2 Selection

All the participants claimed that interviews are used for selection. Reference checking is the second most common method used for selection, according to 90% of the participants, after interviews. Regarding testing, 55% of the participants use it for selection.

Figure 2. Tools used for selection
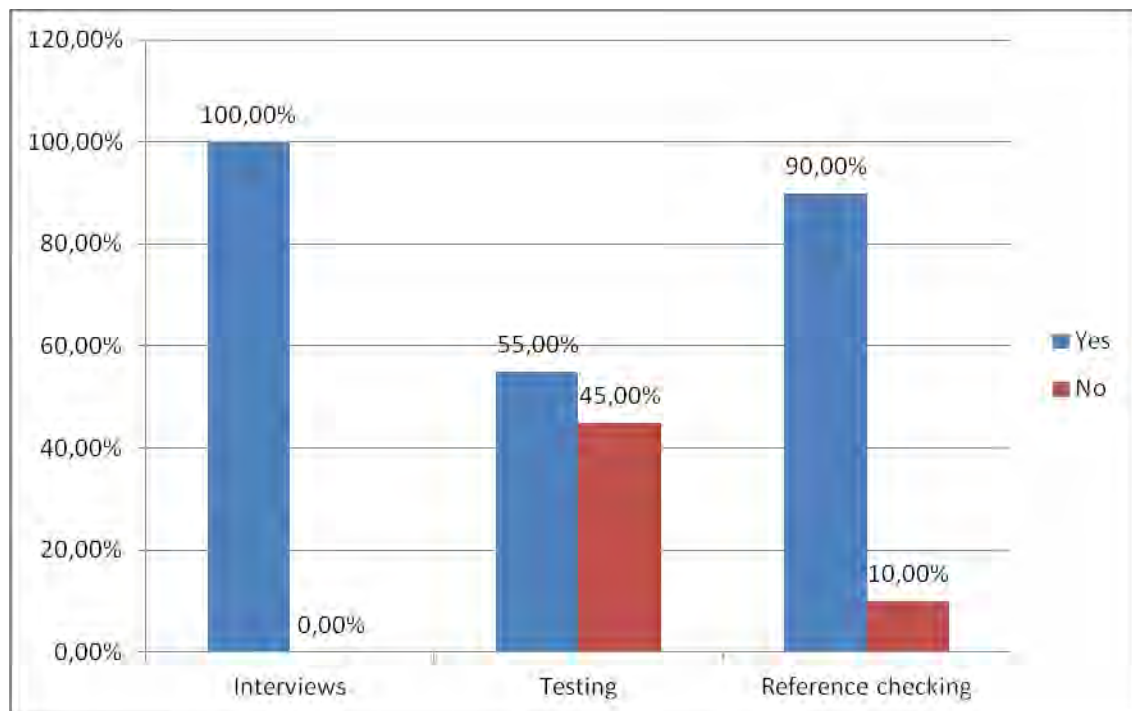
Moreover, 75% of the participants claimed that their company does not use different selection tools at managerial level and operative level, as it can be seen from the following table.

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Table 3. Differentiation of tools used at managerial level and operative level

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	5	25.0	25.0	25.0
No	15	75.0	75.0	100.0
Total	20	100.0	100.0	

4.3 Orientation

The majority of the participants in the research argued that the company offers an orientation program for the new employees.

Table 4. Orientation program for new employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	18	90.0	90.0	90.0
No	2	10.0	10.0	100.0
Total	20	100.0	100.0	

This orientation program is conducted primarily from the Human Resource Department (65%) and second from the Department Manager (50%). In addition, the following figures indicates that the immediate supervisor and foremost the employees are not responsible for the conduct of this orientation program.

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Figure 3. Responsible for the conduct of the orientation program
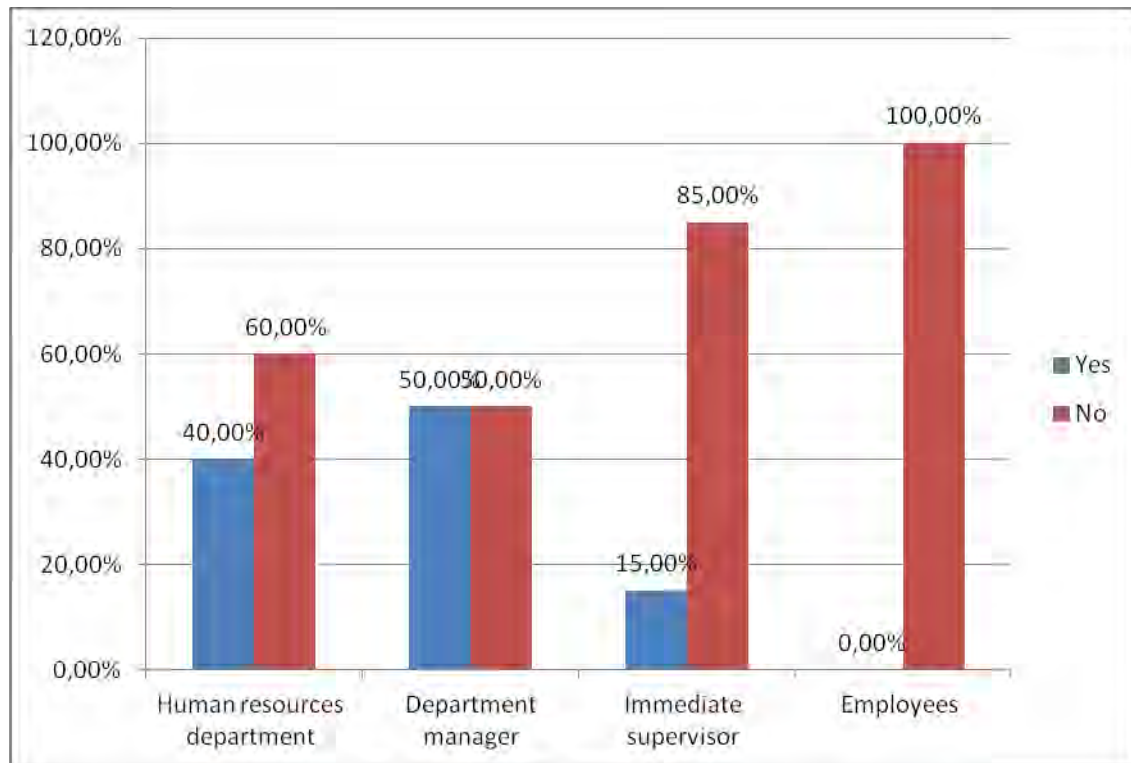
Finally, 60% of the respondents mentioned that employee handbook is provided, as it can be seen from the following table.

Table 5. Provision of employee handbook

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	12	60.0	60.0	60.0
No	8	40.0	40.0	100.0
Total	20	100.0	100.0	

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4.4 *Training and Development*

All the participants in the research claimed that their company has a training plan which includes training needs, goals, and objectives. Moreover, 95% of the respondents stated that is not compulsory for employees to attend training programs.

Table 6. Obligatory attendance of training programs from the employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	1	5.0	5.0	5.0
No	19	95.0	95.0	100.0
Total	20	100.0	100.0	

Finally, the majority of the participants (80%), argued that the newly acquired knowledge and skills through training are evaluated with the use of the performance appraisal systems.

Table 7. Use of performance appraisal systems for the evaluation of the newly acquired knowledge and skills through training

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	16	80.0	80.0	80.0
No	4	20.0	20.0	100.0
Total	20	100.0	100.0	

4.5 *Performance Appraisal*

Almost all the participants in the research (95%) argued that performance appraisal is conducted periodically.

Table 8. Periodic conduct of performance appraisal

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	19	95.0	95.0	95.0
No	1	5.0	5.0	100.0
Total	20	100.0	100.0	

In addition, the statistical analysis indicated that the performance appraisal purposes, schedule and dimensions are clearly communicated with employees.

Table 9. Communication of performance appraisal with the employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	18	90.0	90.0	90.0
No	2	10.0	10.0	100.0
Total	20	100.0	100.0	

With regard to the top three important purposes of performance appraisal practices, the answers of the respondents showed the following purposes:
- Identify employees' strengths and weaknesses (90%)
- Evaluate employees' goal achievement (60%)
- Recognize employees for works done well (55%)
- Plan training programs for employees (50%)
- Determine employees' promotability (45%)

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Figure 4. Purposes of performance appraisal practices
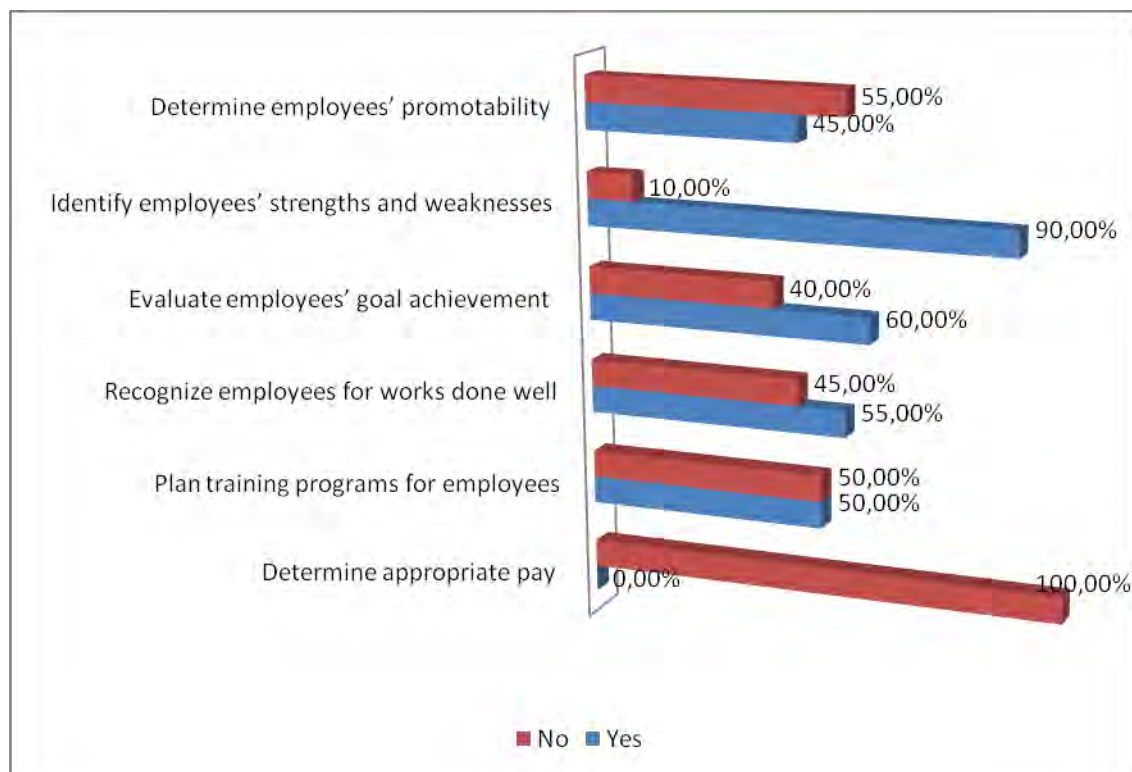
Moreover, 80% of the respondents stated that appraisal interview is conducted, compared to 20% who answered negatively.

Table 10. Conduct of appraisal interview

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	16	80.0	80.0	80.0
No	4	20.0	20.0	100.0
Total	20	100.0	100.0	

In addition, as one can see from the following table, 90% of the respondents stated that after performance appraisal the company conducts a follow-up, in order to confirm improvement.

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Table 11. Conduct of follow-up after performance appraisal

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	18	90.0	90.0	90.0
No	2	10.0	10.0	100.0
Total	20	100.0	100.0	

However, only 40% of the participants in the research claimed that the company offers employees incentive programs for performance or retention. On the contrary, 60% stated that their company does not offer any incentives to the employees either for performance or retention.

Table 12. Incentive programs the company offers to the employees for performance or retention

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	8	40.0	40.0	40.0
No	12	60.0	60.0	100.0
Total	20	100.0	100.0	

Finally, no one of the respondents supported the view that they have any difficulties or constraints in doing performance appraisal, as it can be seen from the following table.

Table 13. Difficulties or constraints of the companies in doing performance appraisal

	Frequency	Percent	Valid Percent	Cumulative Percent

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	Frequency	Percent	Valid Percent	Cumulative Percent
No	20	100.0	100.0	100.0

4.6 *Overall*

As one can see from the following figure, 40% of the participants in the research admitted that their company has conducted an Employee Attitude Survey.

Table 14. Conduct of an Employee Attitude Survey

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	8	40.0	40.0	40.0
No	12	60.0	60.0	100.0
Total	20	100.0	100.0	

Regarding the turnover rate of the company in the last years, 55% of the respondents stated that they had 6%-10%, 30% claimed that their company's turnover was up to 5%, whereas 15%, which means only three companies, said that their turnover was 11%-15%.

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Figure 5. Turnover of the company in the last years
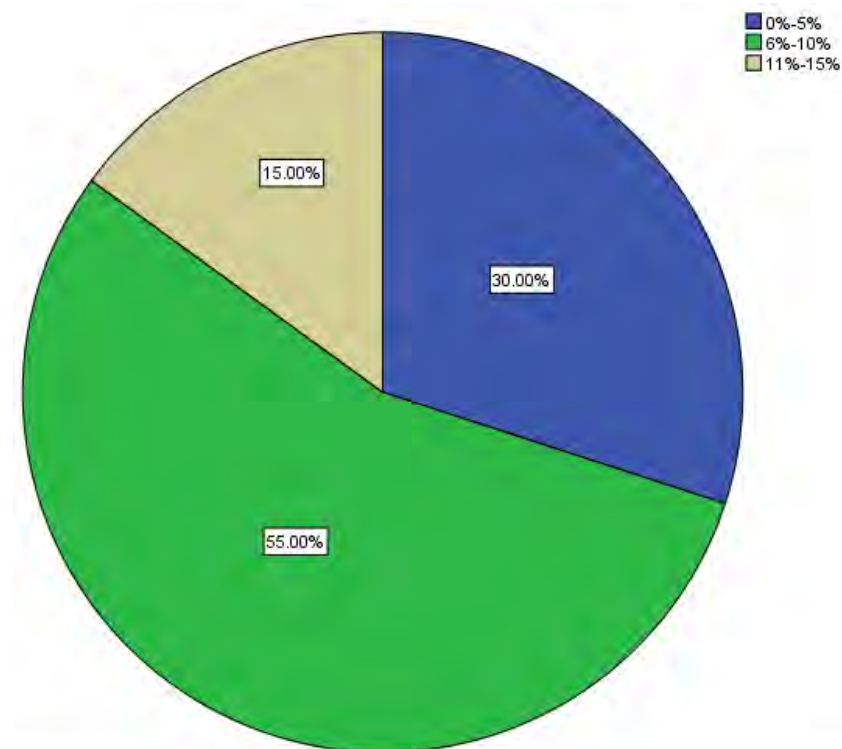
Furthermore, 60% of the participants answered that the company in which they work has conducted exit interviews, in comparison to 40% who answered negatively.

Table 15. Conduct of exit interviews

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	12	60.0	60.0	60.0
No	8	40.0	40.0	100.0
Total	20	100.0	100.0	

With regard to the most common reason for individual's turnover, the answers of the respondents indicate the following:

- External factors (e.g. housing, transportation etc.) (30%)
- Unclear factors (30%)

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- Organization initiated (e.g. layoff, end of temporary employment etc) (20%)
- Personal factors (e.g. personal illness, personal injury, pregnancy etc) (20%)

Figure 6. Reasons for individual's turnover
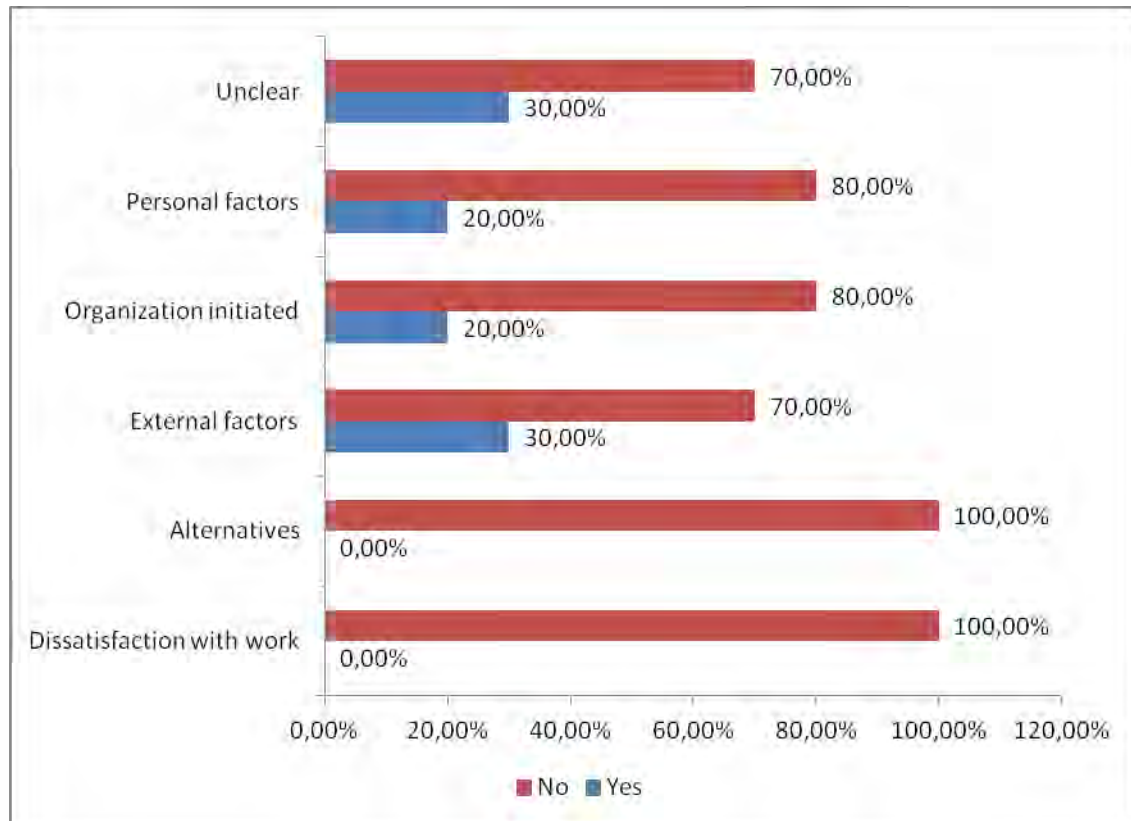
4.7 *General Information*

The following table presents the year in which the company was founded. As one can see, 10% was founded in the decade of 1960 and in the decade of 1990, 20% was founded in the decade of 1980 and finally 30% was founded in the decade of 1970 and 2000.

Table 16. Year in which the hotel was founded

	Frequency	Percent	Valid Percent	Cumulative Percent
1963	1	5.0	5.0	5.0
1964	1	5.0	5.0	10.0
1973	1	5.0	5.0	15.0
1974	1	5.0	5.0	20.0
1976	2	10.0	10.0	30.0
1977	1	5.0	5.0	35.0
1978	1	5.0	5.0	40.0
1980	2	10.0	10.0	50.0
1982	1	5.0	5.0	55.0
1984	1	5.0	5.0	60.0
1996	1	5.0	5.0	65.0
1998	1	5.0	5.0	70.0
2000	1	5.0	5.0	75.0
2001	1	5.0	5.0	80.0
2002	2	10.0	10.0	90.0
2005	1	5.0	5.0	95.0
2010	1	5.0	5.0	100.0
Total	20	100.0	100.0	

With regard to the hotel's operation pattern, 65% claimed that it is domestic company – owned Chain, while the rest 35% answered domestic chain with a franchise agreement.

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Figure 7. Hotel's operation pattern
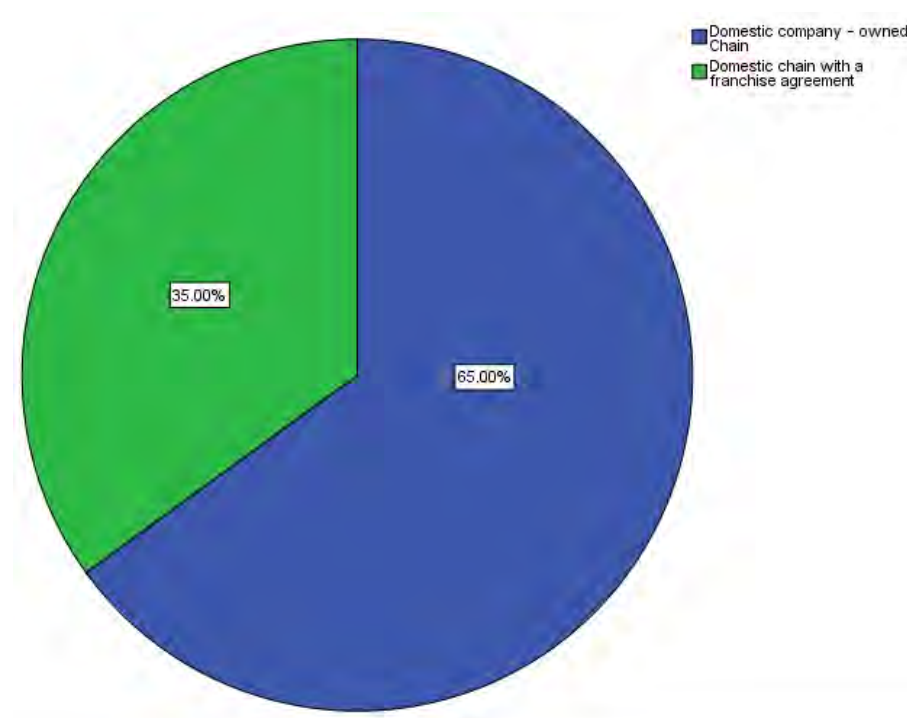
Regarding the total number of employees in the Human Resource Department, 55% of the hotels claimed that their HRD consists of 1-3 employees, while 45% answered that the HRD includes 4-6 employees.

Figure 8. Number of employees in the Human Resource Department
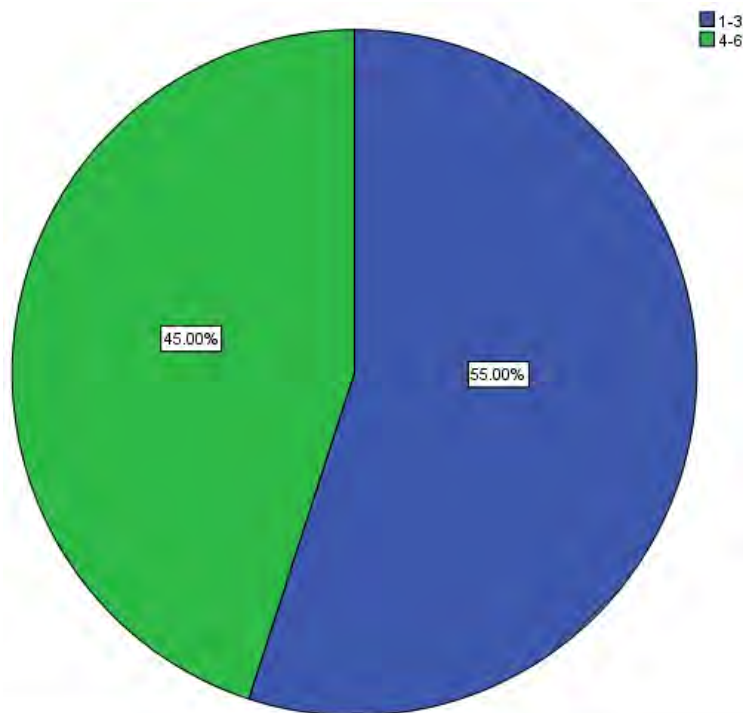
Regarding the total number of employees in the hotels, at first it should be mentioned that all the employees are full-time. 10% of the hotels have one employee, 30% have two employees, 15% have three employees, 10% have four employees and 35% have five employees, as it can be seen from the following figure.

Figure 9. Number of full-time employees in the hotels
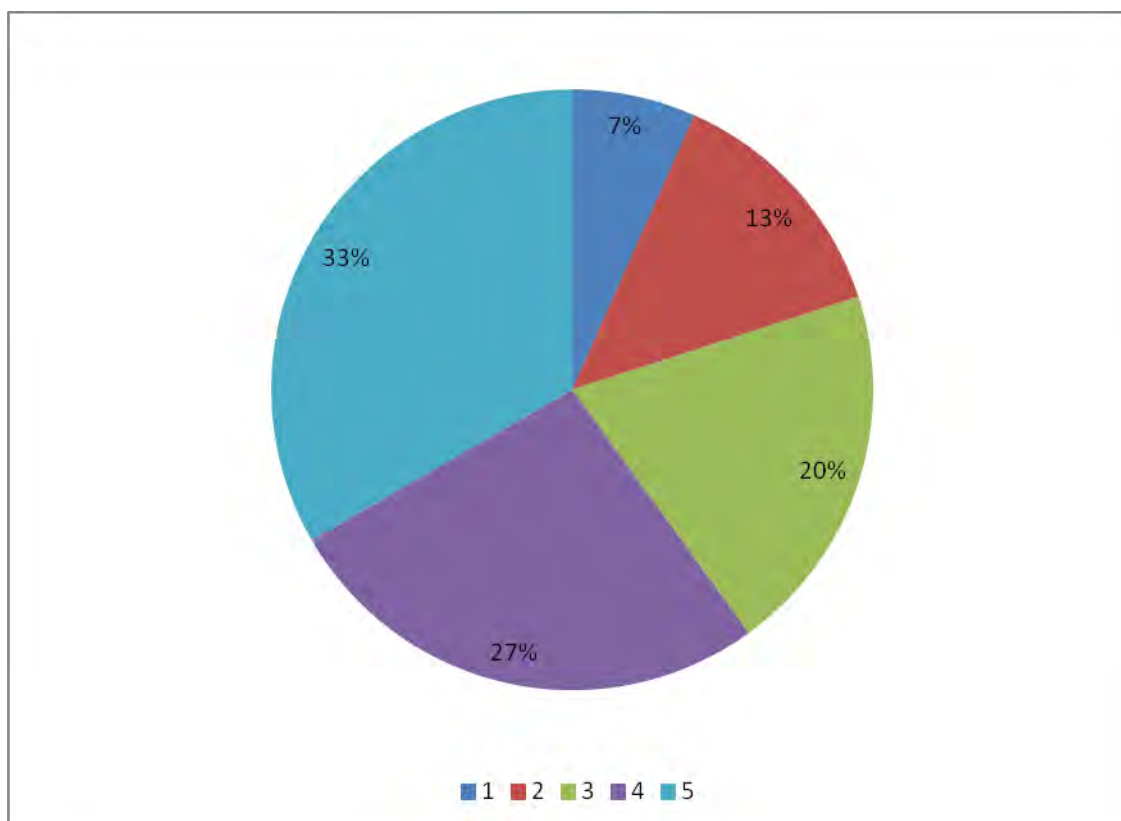
From the following table it can be seen that the minimum number of full-time employees in the hotels is 1 and the maximum 5, which means that the hotels occupy a mean of 3 employees.

Table 17. Descriptive statistics for the number of employees in the hotels

	N	Minimum	Maximum	Mean
Full-time employees	20	1	5	3.30
Part-time employees	20	0	0	.00

The following table depicts the number of male and female employees in the hotels. The majority of the hotels have one male employee (35%), and two female employees (40%).

Table 18. Number of employees in the hotels per gender

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	Males		Females	
Number of employees	Frequency	Percentage (%)	Frequency	Percentage (%)
1	7	35	5	25
2	4	20	8	40
3	2	10	4	20
4	0	0	3	15

In total there are 21 male (31.82%) and 45 female (68.18%) employees in the hotels, as it can be seen from the following figure.

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Figure 10. Employees in the hotel per gender
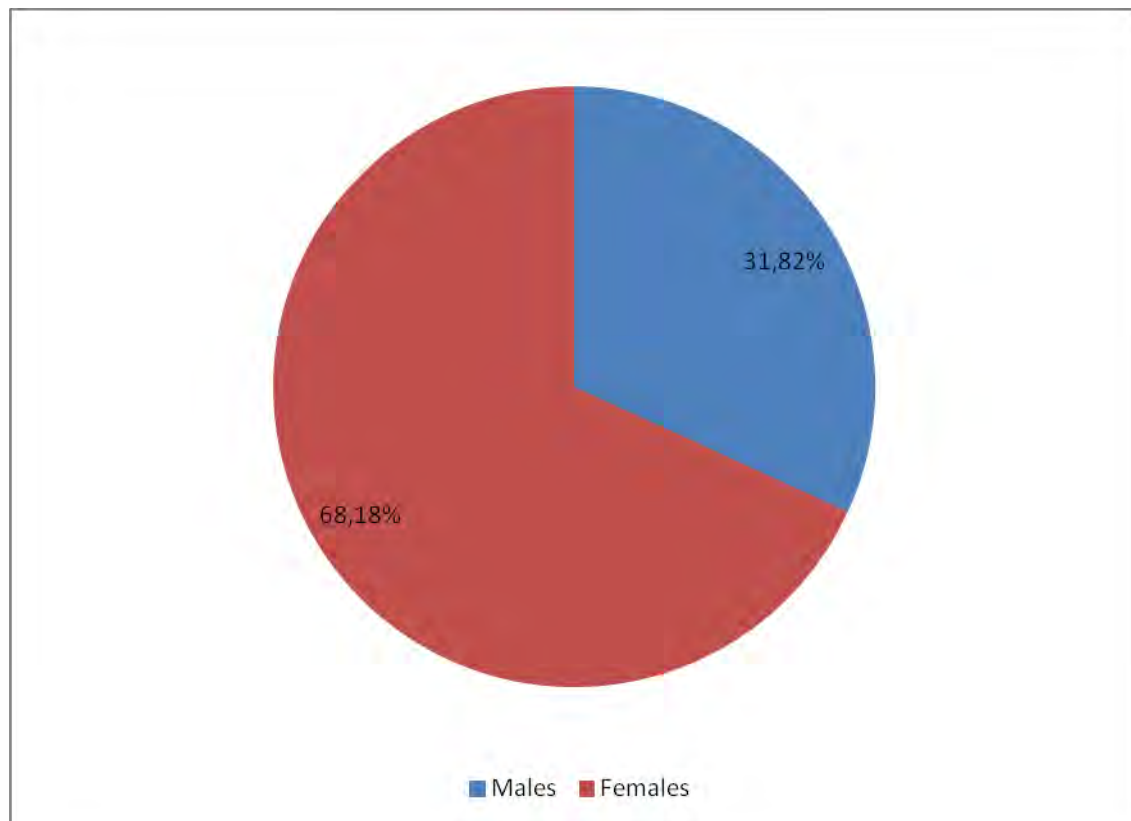
The following table and figure depict the number of the employees per age. All the employees are between 30-59 years old. There are 13 employees who are between 30-39 years old (19.70%), 43 employees between 40-49 years old (65.15%) and 10 employees between 50-59 years old (15.15%).

Table 19. Number of employees per age

	Frequency	Percentage (%)
30-39	13	19.70%
40-49	43	65.15%
50-59	10	15.15%

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Figure 11. Age of the employees
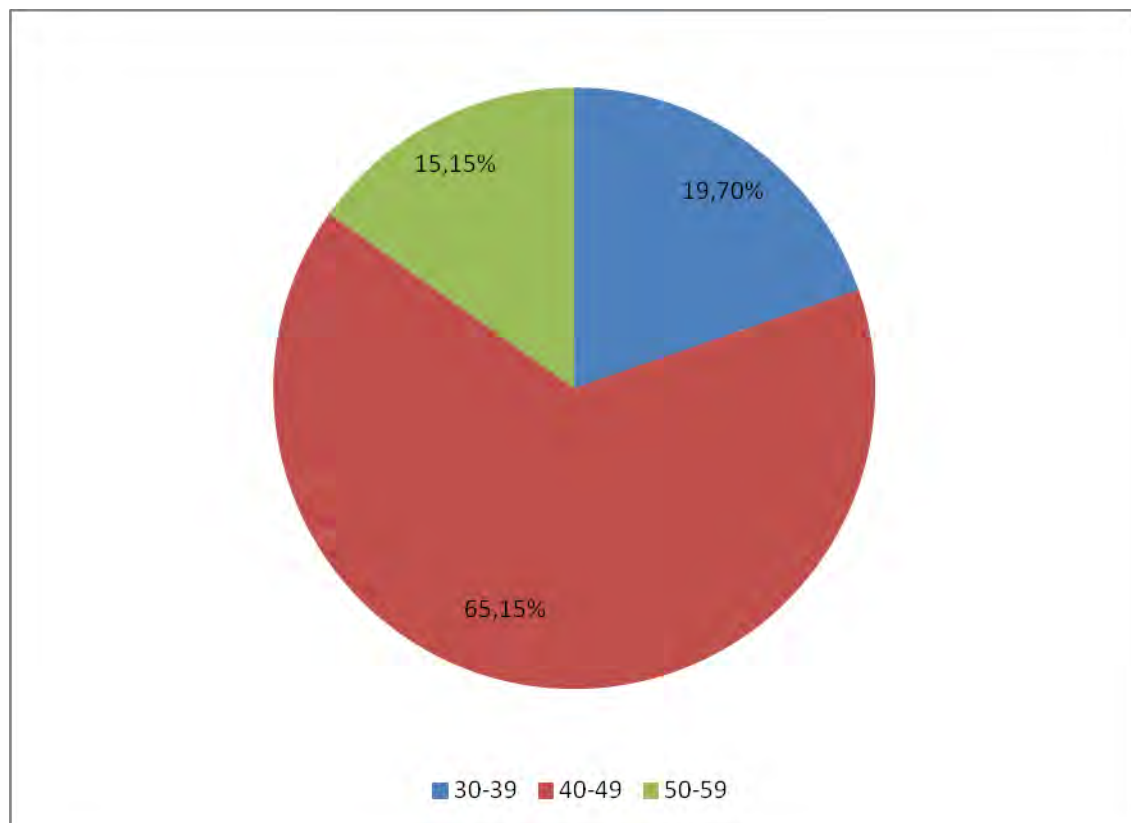
The figure below gives information about the education level of the employees. As it can be seen, all the employees have bachelor and / or master degree. More precisely, 47 employees have a bachelor degree (71.21%) and 19 employees have a master degree (28.79%).

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Figure 12. Education level of the employees
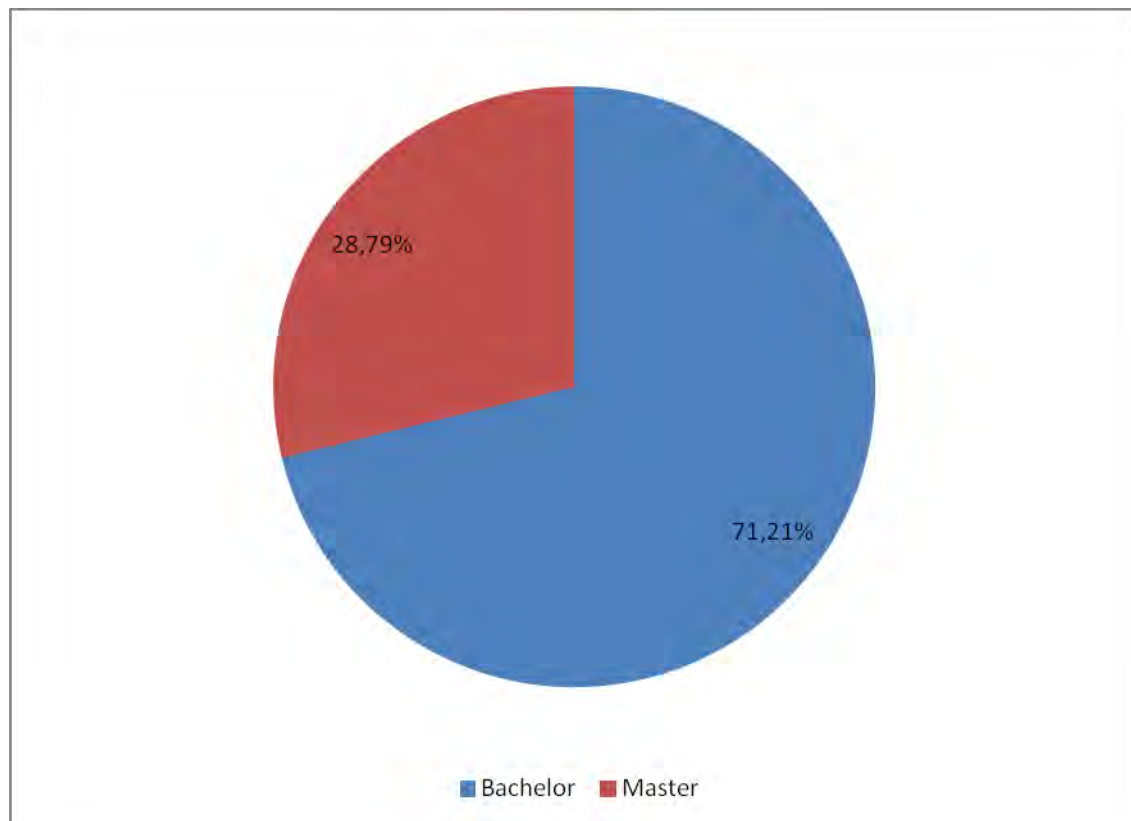
Finally the figure below illustrates the educational field of the employees. More precisely, 8 employees deal with hospitality management (12.12%), 19 employees with tourism or leisure management (28.79%) and 39 employees with other fields (59.09%).

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Figure 13. Educational field of the employees

Legend: Hospitality Management · Tourism or Leisure Management · Others

Slices: 12,12% · 28,79% · 59,09%
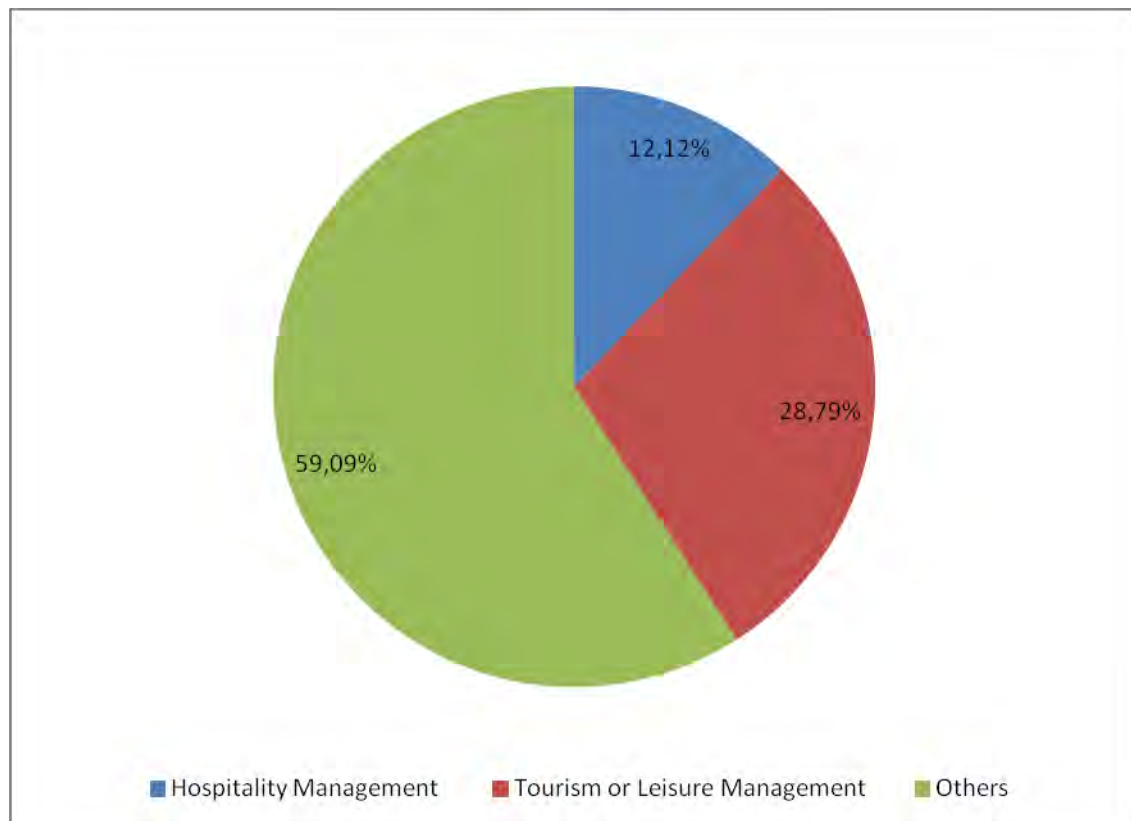
4.8 *CORRELATIONS*

This chapter presents the correlations between the variables using the chi-square test. This test examines the following hypothesis and its alternative:

H_0: There is not a statistically significant correlation between the two variables
   H_1: There is a statistically significant correlation between the two variables

In the case p-value is above the significance level, which is 0.05, we do not reject the null hypothesis and we accept that there is not a statistically significant correlation between the two variables. On the contrary, if p-value is less that 0.05, then we reject the null hypothesis and we accept that there is a statistically significant correlation between the two variables.

At first we examine whether there is a correlation between the answers of the employees (questions 1-25) and the company's orientation pattern. The statistical analysis indicated that there are no correlations between these variables. This means that the hotel's orientation pattern does not influence the opinion of the respondents.

Then we examine the answers of the participants in the research and the age of the employees. From the following table we can see that there is a statistically significant correlation between the fact that the companies do not make use of other external recruitment sources, apart from advertising on newspaper, internet, referral, direct recruiting and employment agencies, and the employees who are 30-39 years old (p-value=0.024). This means that the age of these employees influence their opinion.

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Crosstab

Do you make use of other external recruitment sources?			Number of employees aged 30-39 years old in the company				
			0	1	2	4	Total
Yes		Count	0	0	1	0	1
		% of Total	0.0%	0.0%	5.0%	0.0%	5.0%
No		Count	12	5	1	1	19
		% of Total	60.0%	25.0%	5.0%	5.0%	95.0%
Total		Count	12	5	2	1	20
		% of Total	60.0%	25.0%	10.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.474[a]	3	.024
Likelihood Ratio	5.168	3	.160
Linear-by-Linear Association	1.774	1	.183
N of Valid Cases	20		

a. 7 cells (87.5%) have expected count less than 5. The minimum expected count is .05.

The same is true for the most favourable external recruitment sources. More precisely, there is a statistical significant correlation between the fact that the most favourable external recruitment sources are not any other apart from advertising on newspaper, internet, referral, direct recruiting and employment agencies, and the employees who are 30-39 years old. This means that the age of these employees influence their opinion.

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Crosstab

			Number of employee aged 30-39 years old in the company				
Is any other your favourable external recruitment source?			0	1	2	4	Total
	Yes	Count	0	0	1	0	1
		% of Total	0.0%	0.0%	5.0%	0.0%	5.0%
	No	Count	12	5	1	1	19
		% of Total	60.0%	25.0%	5.0%	5.0%	95.0%
Total		Count	12	5	2	1	20
		% of Total	60.0%	25.0%	10.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.474[a]	3	.024
Likelihood Ratio	5.168	3	.160
Linear-by-Linear Association	1.774	1	.183
N of Valid Cases	20		

a. 7 cells (87.5%) have expected count less than 5. The minimum expected count is .05.

Furthermore, there is a statistically significant correlation between the fact that the orientation program is conducted by the immediate supervisor and the employees who are 30-39 years old (p-value=0.031). This means that the age of these employees influence their opinion.

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Crosstab

| | | | Number of employee aged 30-39 years old in the company | | | | |
			0	1	2	4	Total
Does the immediate supervisor conduct the orientation program?	Yes	Count	0	0	1	0	1
		% of Total	0.0%	0.0%	5.0%	0.0%	5.0%
	No	Count	12	5	1	1	19
		% of Total	60.0%	25.0%	5.0%	5.0%	95.0%
Total		Count	12	5	2	1	20
		% of Total	60.0%	25.0%	10.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.889[a]	3	.031
Likelihood Ratio	7.252	3	.064
Linear-by-Linear Association	5.947	1	.015
N of Valid Cases	20		

a. 7 cells (87.5%) have expected count less than 5.
The minimum expected count is .15.

From the following table we can see that there is a statistically significant correlation between the fact that the newly acquired knowledge and skills through training are evaluated in the performance appraisal systems and the age of employees who are 50-59 years old (p-value=0.026). This means that the age of these employees influences their opinion about the evaluation of the new skills and knowledge through the performance appraisal systems.

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Crosstab

Are the newly acquired knowledge and skills through training are evaluated in the performance appraisal systems?			Number of employee aged 50-59 years old in the company				Total
			0	1	2	3	
Yes	Count		12	4	0	0	16
	% of Total		60.0%	20.0%	0.0%	0.0%	80.0%
No	Count		1	1	1	1	4
	% of Total		5.0%	5.0%	5.0%	5.0%	20.0%
Total	Count		13	5	1	1	20
	% of Total		65.0%	25.0%	5.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.231[a]	3	.026
Likelihood Ratio	7.961	3	.047
Linear-by-Linear Association	7.308	1	.007
N of Valid Cases	20		

a. 7 cells (87.5%) have expected count less than 5. The minimum expected count is .20.

Moreover, the age of the employees who are 50-59 years old seems to influence their opinion about whether the performance appraisal purposes, schedule and dimensions are clearly communicated with employees. This can be seen from the following table where there is a statistically significant correlation between these variables (p-value=0.000).

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Crosstab

			Number of employee aged 50-59 years old in the company				Total
			0	1	2	3	
Are performance appraisal purposes, schedule and dimensions clearly communicated with employees?							
	Yes	Count	13	5	0	0	18
		% of Total	65.0%	25.0%	0.0%	0.0%	90.0%
	No	Count	0	0	1	1	2
		% of Total	0.0%	0.0%	5.0%	5.0%	10.0%
Total		Count	13	5	1	1	20
		% of Total	65.0%	25.0%	5.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.000^a	3	.000
Likelihood Ratio	13.003	3	.005
Linear-by-Linear Association	12.991	1	.000
N of Valid Cases	20		

a. 7 cells (87.5%) have expected count less than 5.
The minimum expected count is .10.

Finally, the age of the employees who are 50-59 years old seems to influence their opinion about whether they think that the reasons for the employees' turnover are organization initiated (p-value=0.024).

Crosstab

			Number of employee aged 50-59 years old in the company				Total
Are the reasons for the employees' turnover organization initiated?			0	1	2	3	
	Yes	Count	2	0	1	1	4
		% of Total	10.0%	0.0%	5.0%	5.0%	20.0%
	No	Count	11	5	0	0	16
		% of Total	55.0%	25.0%	0.0%	0.0%	80.0%
Total		Count	13	5	1	1	20
		% of Total	65.0%	25.0%	5.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.423[a]	3	.024
Likelihood Ratio	8.854	3	.031
Linear-by-Linear Association	4.111	1	.043
N of Valid Cases	20		

a. 7 cells (87.5%) have expected count less than 5.
The minimum expected count is .20.

Then we examined the relation between the education level of the participants in the research and their opinions expressed. At first it was found a statistically significant relation between the fact that the employees have a master degree and the fact that they use advertising on newspaper as an external recruitment source (p-value=0.033).

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Crosstab

| | | | Number of employees who have a master's degree in the company | | | |
			0	1	2	Total
Do you use advertising on newspaper as an external recruitment source?	Yes	Count	3	1	0	4
		% of Total	15.0%	5.0%	0.0%	20.0%
	No	Count	2	10	4	16
		% of Total	10.0%	50.0%	20.0%	80.0%
Total		Count	5	11	4	20
		% of Total	25.0%	55.0%	20.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.818[a]	2	.033
Likelihood Ratio	6.584	2	.037
Linear-by-Linear Association	5.201	1	.023
N of Valid Cases	20		

a. 5 cells (83.3%) have expected count less than 5.
The minimum expected count is .80.

There is a statistically significant relation between the fact that the employees have a master degree and the fact that their favourable external recruitment source is advertising on newspaper (p-value=0.033).

Crosstab

			Number of employees who have a master's degree in the company			Total
			0	1	2	
Is advertising on newspaper your favourable external recruitment source?						
	Yes	Count	3	1	0	4
		% of Total	15.0%	5.0%	0.0%	20.0%
	No	Count	2	10	4	16
		% of Total	10.0%	50.0%	20.0%	80.0%
Total		Count	5	11	4	20
		% of Total	25.0%	55.0%	20.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.818[a]	2	.033
Likelihood Ratio	6.584	2	.037
Linear-by-Linear Association	5.201	1	.023
N of Valid Cases	20		

a. 5 cells (83.3%) have expected count less than 5. The minimum expected count is .80.

Finally, there is a statistically significant relation between the fact that the employees have a bachelor degree and their opinion that the most common reason for individual's turnover is related to personal factors (e.g. personal illness, personal injury, pregnancy etc.) (p-value=0.049).

Crosstab

Is the most common reason for individual's turnover related to personal factors?			Number of employees who have a bachelor degree in the company						Total
			0	1	2	3	4	5	
Yes		Count	1	3	0	0	0	0	4
		% of Total	5.0%	15.0%	0.0%	0.0%	0.0%	0.0%	20.0%
No		Count	2	1	5	1	5	2	16
		% of Total	10.0%	5.0%	25.0%	5.0%	25.0%	10.0%	80.0%
Total		Count	3	4	5	1	5	2	20
		% of Total	15.0%	20.0%	25.0%	5.0%	25.0%	10.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.146^a	5	.049
Likelihood Ratio	11.698	5	.039
Linear-by-Linear Association	4.628	1	.031
N of Valid Cases	20		

a. 12 cells (100.0%) have expected count less than 5. The minimum expected count is .20.

Then we examined the educational field of the employees and how this is related to their opinions expressed. At first, we see that there is a statistically significant relation between the fact that the educational field of the employees is other than Hospitality Management and tourism or leisure management and the fact that the external recruitment source that is used is employment agencies (p-value=0.001).

Crosstab

Are employment agencies the external recruitment source that you use?			Number of employees in the company whose educational field is other than Hospitality Management and tourism or leisure management						Total
			0	1	2	3	4	5	
Yes		Count	0	0	0	0	0	1	1
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%
No		Count	5	3	6	1	4	0	19
		% of Total	25.0%	15.0%	30.0%	5.0%	20.0%	0.0%	95.0%
Total		Count	5	3	6	1	4	1	20
		% of Total	25.0%	15.0%	30.0%	5.0%	20.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.000[a]	5	.001
Likelihood Ratio	7.941	5	.160
Linear-by-Linear Association	3.801	1	.051
N of Valid Cases	20		

a. 11 cells (91.7%) have expected count less than 5. The minimum expected count is .05.

There is a statistically significant relation between the fact that the educational field of the employees is Hospitality Management and the fact that the external recruitment source is 'other' (p-value=0.000).

Crosstab

Do you make use of other external recruitment source?			Number of employees in the company whose educational field is Hospitality Management				Total
			0	1	2	3	
Yes		Count	0	0	0	1	1
		% of Total	0.0%	0.0%	0.0%	5.0%	5.0%
No		Count	15	3	1	0	19

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		75.0%	15.0%	5.0%	0.0%	95.0%
	% of Total	75.0%	15.0%	5.0%	0.0%	95.0%
Total	Count	15	3	1	1	20
	% of Total	75.0%	15.0%	5.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.000[a]	3	.000
Likelihood Ratio	7.941	3	.047
Linear-by-Linear Association	10.562	1	.001
N of Valid Cases	20		

a. 7 cells (87.5%) have expected count less than 5.
The minimum expected count is .05.

There is a statistically significant relation between the fact that the educational field of the employees is other than Hospitality Management and tourism or leisure management and the fact that the favourable external recruitment source that is used is employment agencies (p-value=0.001).

Crosstab

			Number of employees in the company whose educational field is other than Hospitality Management and tourism or leisure management						
Are employment agencies your favourable external recruitment source?			0	1	2	3	4	5	Total
	Yes	Count	0	0	0	0	0	1	1
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%
	No	Count	5	3	6	1	4	0	19
		% of Total	25.0%	15.0%	30.0%	5.0%	20.0%	0.0%	95.0%
Total		Count	5	3	6	1	4	1	20
		% of Total	25.0%	15.0%	30.0%	5.0%	20.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.000[a]	5	.001

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	Value	df	Asymp. Sig.
Likelihood Ratio	7.941	5	.160
Linear-by-Linear Association	3.801	1	.051
N of Valid Cases	20		

a. 11 cells (91.7%) have expected count less than 5.
The minimum expected count is .05.

There is a statistically significant relation between the fact that the educational field of the employees is Hospitality Management and the fact that the favourable external recruitment source is 'other' (p-value=0.000).

Crosstab

			Number of employees in the company whose educational field is Hospitality Management				
Is 'other' your favourable external recruitment source?			0	1	2	3	Total
Yes		Count	0	0	0	1	1
		% of Total	0.0%	0.0%	0.0%	5.0%	5.0%
No		Count	15	3	1	0	19
		% of Total	75.0%	15.0%	5.0%	0.0%	95.0%
Total		Count	15	3	1	1	20
		% of Total	75.0%	15.0%	5.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.000[a]	3	.000
Likelihood Ratio	7.941	3	.047
Linear-by-Linear Association	10.562	1	.001
N of Valid Cases	20		

a. 7 cells (87.5%) have expected count less than 5.
The minimum expected count is .05.

There is a statistically significant relation between the fact that the educational field of the employees is tourism or leisure management and whether the companies use different selection tools at managerial level and operative level

(p-value=0.040). This means that the fact that the employees have this specific educational field influence their opinion about the selection tools.

Crosstab

			Number of employees in the company whose educational field is tourism or leisure management					
Do you use different selection tools at managerial level and operative level?			0	1	2	4	5	Total
	Yes	Count	0	3	0	1	1	5
		% of Total	0.0%	15.0%	0.0%	5.0%	5.0%	25.0%
	No	Count	9	5	1	0	0	15
		% of Total	45.0%	25.0%	5.0%	0.0%	0.0%	75.0%
Total		Count	9	8	1	1	1	20
		% of Total	45.0%	40.0%	5.0%	5.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.000[a]	4	.040
Likelihood Ratio	11.908	4	.018
Linear-by-Linear Association	7.620	1	.006
N of Valid Cases	20		

a. 8 cells (80.0%) have expected count less than 5. The minimum expected count is .25.

There is a statistically significant relation between the fact that the educational field of the employees is tourism or leisure management and the fact that the orientation program is conducted by the immediate supervisor (p-value=0.011).

Crosstab

Number of employees in the company whose educational field is tourism or leisure management

Is the orientation program conducted by the immediate supervisor?			0	1	2	4	5	Total
Yes		Count	1	0	1	0	1	3
		% of Total	5.0%	0.0%	5.0%	0.0%	5.0%	15.0%
No		Count	8	8	0	1	0	17
		% of Total	40.0%	40.0%	0.0%	5.0%	0.0%	85.0%
Total		Count	9	8	1	1	1	20
		% of Total	45.0%	40.0%	5.0%	5.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.028[a]	4	.011
Likelihood Ratio	10.629	4	.031
Linear-by-Linear Association	3.672	1	.055
N of Valid Cases	20		

a. 8 cells (80.0%) have expected count less than 5.
The minimum expected count is .15.

There is a statistically significant relation between the fact that the educational field of the employees is tourism or leisure management and whether the performance appraisal purposes, schedule and dimensions are clearly communicated with employees (p-value=0.036).

Crosstab

			Number of employees in the company whose educational field is tourism or leisure management					
Are the performance appraisal purposes, schedule and dimensions clearly communicated with employees?			0	1	2	4	5	Total
Yes		Count	9	7	1	0	1	18
		% of Total	45.0%	35.0%	5.0%	0.0%	5.0%	90.0%
No		Count	0	1	0	1	0	2
		% of Total	0.0%	5.0%	0.0%	5.0%	0.0%	10.0%
Total		Count	9	8	1	1	1	20

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| | | % of Total | 45.0% | 40.0% | 5.0% | 5.0% | 5.0% | 100.0% |

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.278[a]	4	.036
Likelihood Ratio	6.975	4	.137
Linear-by-Linear Association	2.902	1	.088
N of Valid Cases	20		

a. 8 cells (80.0%) have expected count less than 5. The minimum expected count is .10.

There is a statistically significant relation between the fact that the educational field of the employees is other than Hospitality Management and tourism or leisure management and whether the companies have even conducted an Employee Attitude Survey (p-value=0.005).

Crosstab

Have you even conducted an Employee Attitude Survey?			Number of employees in the company whose educational field s other than Hospitality Management and tourism or leisure management						Total
			0	1	2	3	4	5	
Yes		Count	0	3	0	1	3	1	8
		% of Total	0.0%	15.0%	0.0%	5.0%	15.0%	5.0%	40.0%
No		Count	5	0	6	0	1	0	12
		% of Total	25.0%	0.0%	30.0%	0.0%	5.0%	0.0%	60.0%
Total		Count	5	3	6	1	4	1	20
		% of Total	25.0%	15.0%	30.0%	5.0%	20.0%	5.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.875[a]	5	.005
Likelihood Ratio	22.422	5	.000

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Linear-by-Linear Association	4.428	1	.035
N of Valid Cases	20		

a. 12 cells (100.0%) have expected count less than 5. The minimum expected count is .40.

With regard to the demographic profile of the hotel, the majority is domestic company – owned Chain, having 1-3 employees to the Human Resource Department. Regarding the demographic profile of the employees, all the employees of the hotels are full-time, females, aged between 40-49 years old, having a bachelor degree.

According to the statistical analysis, the majority of the hotels that participated in the research have a recruitment plan, an evaluation of the recruitment effectiveness, whereas the most common and favourable external recruitment source is direct recruiting. Selection is made primarily through interviews and second through reference checking. Moreover, there is not differentiation of tools used at managerial level and operative level. Almost all the hotels offer an orientation program for the new employees, which is conducted primarily from the Human Resource Department and second from the Department Manager. Finally, an employee handbook is provided.

All the participants in the research claimed that their company has a training plan which includes training needs, goals, and objectives, while the attendance of training programs is not compulsory. In addition, the newly acquired knowledge and skills through training are evaluated with the use of the performance appraisal systems.

Performance appraisal is conducted periodically, whereas the performance appraisal purposes, schedule and dimensions are clearly communicated with employees. The top three important purposes of performance appraisal practices are: a) identification of employees' strengths and weaknesses; b) evaluation of employees' goal achievement and c) recognition of employees for works done well. Finally, appraisal interviews and a follow-up, in order to

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confirm improvement are conducted in the majority of the hotels. No one of the respondents supported the view that they have any difficulties or constraints in doing performance appraisal, but most of the participants claimed that the hotels do not offer the employees incentive programs for performance or retention.

Finally, Employee Attitude Survey has not been conducted from the majority of the hotels that took part in the research, compared to exit interviews. Regarding turnover, it was 6%-10% for the majority of the hotels, whereas external factors are the most common reason for individual's turnover.

4.9 *ONE-WAY ANOVA*

Additionally, it was decided to examine if there is any statistically significant influence between the total number of employees in the Human Resource Management Department and the Questions 4, 6, 8 16 and 22. In specific, we wish to explore if the total number of employees in the HRM department is related with the evaluation of recruitment effectiveness (Q4), the selection testing (Q6), the use of different selection tools at managerial level and operative level (Q8), the question 16 (Are performance appraisal purposes, schedule and dimensions clearly communicated with employees?) and the conduction of employee attitude survey by the company (Q22).

Depedent Variables	F-statistic	Sig*
Question 4	6.750	0.018
Question 6	3.726	0.069
Question 8	3.556	0.076
Question 16	2.829	0.110
Question 22	5.760	0.027

*95% confidence interval

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It was discovered that there is statistically significant influence (F=6.750, Sig=1.8%) between the total number of employees in the Human Resource Management Department and the evaluation of recruitment process (Q4). Also, there is statistically significant influence between the independent factor and the conduction of employee attitude survey by the company (Q22). At the end, no statistically significant influence occurred between the other dependent variables (Questions).

4.10 *REGRESSION*

We examine how the total number of employees in the HRM department (dependent variable) is affected by the following factors (independent variables): the evaluation of recruitment effectiveness (Q4), the selection testing (Q6), the use of different selection tools at managerial level and operative level (Q8), the question 16 (Are performance appraisal purposes, schedule and dimensions clearly communicated with employees?) and the conduction of employee attitude survey by the company (Q22).

From the table below one can see that there is a strong positive correlation between the dependent and the independent variables (R=0.837). Moreover, the dependent variable is explained satisfactory by the independent variables (R^2=0.700 or 70%).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,837[a]	,700	,593	,325

a. Predictors: (Constant), Q22, Q8, Q4, Q6, Q16

The following table indicates whether the regression model predicts the outcome variable significantly well. In our case, this is true, since

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p=0.002<0.05, which means that the regression model predicts the outcome variable statistically significant.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,467	5	,693	6,545	,002^b
	Residual	1,483	14	,106		
	Total	4,950	19			

a. Dependent Variable: Q28

b. Predictors: (Constant), Q22, Q8, Q4, Q6, Q16

Finally, the table below provides information for the predictor variables. What we see is that three of the independent variables used predict the dependent variable which means that these variables contribute to the total number of employees in the Human Resource Management Department.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,899	,924		5,300	,000
	Q4	-,596	,188	-,518	-3,171	,007
	Q6	-,067	,169	-,067	-,399	,696
	Q8	-,607	,223	-,528	-2,726	,016
	Q16	-,506	,352	-,305	-1,437	,173
	Q22	-,618	,174	-,609	-3,562	,003

a. Dependent Variable: Q28

In specific, the evaluation of recruitment effectiveness (Q4), the use of different selection tools at managerial level and operative level (Q8) and the conduction of employee attitude survey by the company (Q22) influence negative the dependent variable (total number of employees). The impact of these three variables is quite similar, but the effect of the conduction of employee attitude survey by the company is quite stronger (more negative) on the dependent variable.   On the other hand, no statistically significant impact occurred on the dependent variable by the use of different selection tools at

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managerial level and operative level (Q8) and the question 16 (Are performance appraisal purposes, schedule and dimensions clearly communicated with employees?).

The majority of the hotels participated in this research claimed that they have a recruitment plan in their company and more precisely they make use of direct recruiting, while at the same time they evaluate the recruitment effectiveness. Moreover, most of them use interviews for selection and that this choice is not different between managerial and operative level. Moreover, almost all of the participants in the research argued that the company offers an orientation program for the new employees, which is conducted primarily from the Human Resource Department and directed by the immediate supervisor. From this results one could argue that recruitment and selection are two of the most important issues in HRM in the Greek hotel industry, which does not contradict the findings of Yang (2007). More precisely, Yang (2007) found also in her survey that the majority of the hotels of the sample of her research have a recruitment plan, evaluate the recruitment effectiveness, use interviews for selection, offer orientation programs for employees conducted primarily from the Human Resource Department and directed by the immediate supervisor

The majority of the participants in the research admitted that their company has not conducted an Employee Attitude Survey, which does not coincide with the results of Yang (2007). However, Yang (2007) did not find a clear result for whether the selection tools are different between managerial and operative level. On the contrary, out results confirm the results of Yang (2007) that the hotels provide an employee handbook.

However, the majority of the participants in the research admitted that their company has not conducted an Employee Attitude Survey, which does not coincide with the results of Yang (2007). Moreover, all the participants in the research claimed that their company has a training plan which includes training needs, goals, and objectives, despite the fact that its attendance is

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not compulsory for employees. This comes in contradiction with the findings of Yang (2007), who has found that the attendance of training program for employees is compulsory, but it coincides with the finding of Yang (2007) that training programs are offered to the employees of the hotels.

Finally, the majority of the participants (80%), argued that the newly acquired knowledge and skills through training are evaluated with the use of the performance appraisal systems, which coincides the outcomes of Yang's (2007) study. Almost all the participants in the research argued that performance appraisal is conducted periodically, as in the case of Yang's (2007) study. In addition, the statistical analysis indicated that the performance appraisal purposes, schedule and dimensions are clearly communicated with employees. This finding is in line with the same finding of Yang (2007). Furthermore, the majority of the respondents in both studies claimed that appraisal interview is conducted. However, unlike the study of Yang (2007), we have found that the hotels conduct a follow-up after performance appraisal, in order to confirm improvement. Additionally, our study found that only some of the hotels employees incentive programs for performance or retention, which is the opposite result of Yang (2007). One more difference from Yang's (2007) research is that we have found that no one of the respondents claimed to have any difficulties or constraints in doing performance appraisal, compared to the findings of Yang (2007), where most of the hotels answered that they have some difficulties.

Overall, we can see from the above that there are some differentiations between the results of our study and Yang's (2007).
One further research can be also conducted, comparing the Greek hotel sector with the hotel sector of another European country, so as to see if HRM practices are differentiated and if so to what extent.

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Chapter 5

Conclusions and recommendations

5.1 *Conclusions and recommendations*

On the bases of these findings, this study also concludes that human resource managers have a valuable role to play in the executive management teams of hotels. This role needs to be further developed and encouraged. The current and emerging challenges facing the industry demand an approach to HRM which is far more strategic than the traditional focus of personnel administration; instead, HRM has a key role to play in creating and sustaining competitive advantage in organizations.

In conclusion, the hotel business must be located in constant vigilance towards new trends and ready to try new products.

Integration innovation is now a real and necessary event for the hotel industry mainly because the product life cycle they offer presents two main challenges. First, because all the products eventually decline, the hotel company must find new products to replace the older. Second, the company needs to understand how which declining products and then have to change strategy, as these products are going through the stages of life.

Our research pointed out that top management does value this role by situating HRM at the value-driven stage of the involvement model. We argued that, in order to become a member of the management team, human resource management has to be certainly involved with the business. Human Resource professionals can have the greatest amount of impact and add the greatest amount of value, if they are involved at the earliest stages of strategy formulation.

To have value driven HR in our organization, our manager should also recognize HR's impact on investor, customer, business, and employees' results. HR executives need to develop more powerful HR agendas as laid out in the HR value proposition and then to develop HR professionals able to deliver on the agendas (Ulrich and Blockbank, 2005). Human resources management encompasses many different functions, all of which contribute value or risk reduction in various ways for the organization.

HR executives should clearly understand the confluence of economic, social, and technological forces that drive industry competition, so to be able to create value through their HR practices (Wright and Snell, 2005). Real progress can only be made by looking at the broader picture of developments

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in the field of strategic management, the speed of change within companies and what this implies for managing people and stakeholders. A real contribution to performance, in its multidimensional meaning, will only happen once we approach human resource management from a more holistic and balanced perspective, including part of the organizational climate and culture, aimed at bringing about the alignment between individual values, corporate values and societal values. This will be a unique blending for each organization, which is difficult to grasp by outsiders – competitors and thus contributes to sustained competitive advantage

5.2   limitations of the study

The sample has been used to this research is only 20 hotels from Thessaloniki, Athens and Khalkidhiki. We were investigated the concepts that exist for human resources management in 5 star hotel units. The human resource management in hotel units of Greece hasn't been so developed, and there are many hotels that they haven't human resource management department.

5.3   Recommendations for further research

When asked about the future, many interviewees said they intend to maintain the status quo, without implementing much in the way of innovative HRM strategies or practices. They believe that finding the right people is the most important issue, and that people's personality and characteristics such as enthusiasm, energy, positive attitudes and language proficiency, are the most important factors in hiring future employees, particularly at the entry level.

Future research focusing on human resource management in the hotel industry specifically could examine differences between international chain hotels and domestic chain hotels, or between hotels that are company-owned, franchised, or operated under management contract.

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APPENDIX I

Survey of HRM Practices

- **Recruitment**

1. Does your company have a recruitment plan?

   ☐ Yes

   ☐ No

   If yes, please describe what the key strategies are or issues it addresses.

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   │   │
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   └───┘

2. What kind of external recruitment sources are used?

   ☐ Advertising on newspaper

   ☐ Internet

   ☐ Referral

   ☐ Direct recruiting

   ☐ Employment agencies

   ☐ Others………………………

3. Which external recruitment source is the most favorable?

   (Please select only one)

   ☐ Advertising on newspaper

   ☐ Internet

   ☐ Referral

   ☐   89

Direct recruiting

☐ Employment agencies

☐ Others………………………

4. Has recruitment effectiveness been evaluated?

☐ Yes

☐ No

- **Selection**

5. Are interviews used for selection?

☐ Yes

☐ No

6. Is testing used for selection?

☐ Yes

☐ No

7. Is reference checking used for selection?

☐ Yes

☐ No

8. Does your company use different selection tools at managerial level and operative level?

☐ Yes

☐ No

If yes, please indicate the differences

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- **Orientation**

9. Does your company offer orientation program for new employees?

☐ Yes

☐ No

10. Who conducts the orientation program?

☐ Human resources department

☐ Department manager

☐ Immediate supervisor

☐ Employees

☐ Others……………………….

11. Is employee handbook provided?

☐ Yes

☐ No

- **Training and Development**

12. Does your company have a training plan which includes training needs, goals, and objectives?

☐ Yes

☐ No

    If yes, please describe the content

13. Is it compulsory for employees to attend training programs?

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☐

Yes

☐ No

14. Are newly acquired knowledge and skills through training evaluated in the performance appraisal systems?

☐ Yes

☐ No

- **Performance Appraisal**

15. Is performance appraisal conducted periodically?

☐ Yes

☐ No

16. Are performance appraisal purposes, schedule and dimensions clearly communicated with employees?

☐ Yes

☐ No

17. What are the top three important purposes of performance appraisal practices?

(Please select three only)

☐ Determine appropriate pay

☐ Plan training programs for employees

☐ Recognize employees for works done well

☐ Evaluate employees' goal achievement

☐ Identify employees' strengths and weaknesses

☐ Determine employees' promotability

☐ Others………………………

18. Is appraisal interview conducted?

☐

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Yes

☐ No

19. Any follow- up conducted after performance appraisal to confirm improvement?

☐ Yes

☐ No

20. Does your company offer any incentive program for performance or retention?

☐ Yes

☐ No

If yes, please detail the content

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21. Do you have any difficulties or constraints in doing performance appraisal?

☐ Yes

☐ No

If yes, please indicate it

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- **Overall**

22. Had your company even conducted an Employee Attitude Survey?

☐ Yes

☐ No

If yes, please describe why and how to conduct the survey and what is the result?

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23. What turnover rate has your company had in the last years?

☐ 0%-5%

☐ 6%-10%

☐ 11%-15%

☐ 16%-20%

☐ 21%-25%

☐ 26%-30%

☐ 31% and above

24. Have exit interviews been conducted?

Yes

No

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25. What is the most reason for individual's turnover?

(Please select one only)

☐ Dissatisfaction with work

☐ Alternatives, eg: new job, returning to school, starting own business etc.

☐ External factors, eg: housing, transportation etc.

☐ Organization initiated, eg: layoff, end of temporary employment etc.

☐ Personal factors, eg: personal illness, personal injury, pregnancy etc.

☐ Unclear

☐ Others…………………………….

- **General Information of the Hotel?**

1. When was your company founded?

2. Which best describes your company operation pattern?

☐ Domestic company – owned Chain

☐ Domestic chain with a franchise agreement

☐ International Chain with a management contract

☐ International Chain with a franchise agreement

☐ Others

3. What is the total number of employees in the Human Resource Management Department?

☐ 1-3

☐ 4-6

☐ 7-9

☐ 10 and above

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4. Numbers of employees:

    Full time ———————— people

    Part time ———————— people

5. Gender of employees:

    Female ———————— people

    Male ———————— people

6. Age of employees:

    19 and below ———————— people

    20-29 ———————— people

    30-39 ———————— people

    40-49 ———————— people

    50-59 ———————— people

    60 and above ———————— people

7. Education level of employees:

    High school/Vocational school ———————— people

    Junior college/ Associate ———————— people

    Bachelor degree ———————— people

    Master degree ———————— people

    Doctorate degree ———————— people

    Others ———————— people

8. Educational Field of employees:

    Hospitality Management ————————

    Tourism or Leisure Management ————————

    Others ————————

    Thank you very much for your participation!

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APPENDIX II

Characteristics of respondents of Hui-O Yang research

Table 1 (characteristics of respondent hotels by age)

Age	Number of hotels	Percentage of the sample	Total population of hotels	Percentage of the population
Below 10	5	35.71%	21	45.62%
11-20	3	21.43%	7	15.22%
21-30	3	21.43%	6	13.04%
Above 31	3	21.43%	5	10.87%
Unknown	0	0%	7	15.22%
Total	14	100%	46	100.00%

Table 2 (characteristics of respondent hotels by number of rooms)

No of rooms	Number of hotels	Percentage of the sample	Total population of hotels	Percentage of the population
Below 200	4	28.57%	16	34.78%
201-400	4	28.57%	17	36.96%
401-600	3	21.43%	8	17.39%
Above 601	3	21.43%	4	8.70%
Unknown	0	0%	1	2.17%
Total	14	100.00%	46	100.00%

Table 3 (characteristics of respondent hotels by occupancy rate)

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Occupancy rate	Number of hotels	Percentage of the sample	Total population of hotels	Percentage of the population
Below 69.99%	4	28.57%	11	23.91%
70%-74.99%	4	28.57%	6	13.04%
75%-79.99%	2	14.29%	5	10.87%
Above 80%	4	28.57%	14	30.43%
Unknown	0	0%	10	21.74%
Total	14	100.00%	46	100.00%

Table 4 (profile of respondent's position title)

Respondent's position title	Number
Executive office director	1
Director of administration division	1
Human resource manager	1
Manager of personnel & general affair	4
Manager of general affair & personnel	1
Personnel manager of human resource department	1
Training manager of human resource department	1
Assistant manager of human resource division	1
Assistant manager of human resources	1
Assistant personnel manager	1
Assistant manager of general affairs department	1
Acting human resource supervisor	1

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Training officer	1
Total	18

Table 5 (profile of no of employees in the hrm department)

No of employees	Number of hotels	Percentage of the sample
1-3	8	57.14%
4-6	2	14.29%
7-9	3	21.43%
10 and above	1	7.14%
Total	14	100.00%

Table 6 (characteristics of respondent hotels by number of employees)

No of employees	Number of hotels	Number of the sample	Total population of the hotels	Percentage of the population
Below 200	2	14.29%	11	23.91%
201-500	7	50.00%	22	47.83%
501-800	2	14.29%	4	8.70%
Above 801	3	21.43%	3	6.52%
Unknown	0	0%	6	13.04%
Total	14	100.00%	46	100.00%

Table 7 (characteristics of respondent hotels by turnover rate)

Turnover rate	Number of hotels	Percentage of the sample
0%-10%	6	42.86%
11%-20%	1	7.14%
21%-30%	2	14.29%
Above 31%	4	28.57%
Unknown	1	7.14%
Total	14	100.00%

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Table 8 (employee demographic background of the participating hotels)

	Hotel 1	Hotel 2	Hotel 3	Hotel 4	Hotel 5	Hotel 6	Hotel 7
Gender:							
Female	57%	68%	53%	51%	47%	63%	55%
Male	43%	32%	47%	49%	53%	37%	45%
Age of employees:							
19 and below	4%			1%	5%	2%	0%
20-29	25%			38%	14%	46%	38%
30-39	20%	Unknown	Unknown	25%	13%	23%	24%
40-49	23%			21%	28%	14%	22%
50-59	28%			15%	38%	14%	15%
60 and above	1%			1%	1%	1%	1%
Educational level of employees:							
Junior high school and below	0%				31%	18%	
Senior high school	40%				42%	32%	
Junior college	37%	Unknown	Unknown	Unknown	18%	21%	Unknown
Bachelor degree	20%				8%	29%	
Master degree	3%				0%	1%	
Educational field of employees:							

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Tourism management	12%						
Hospitality management	17%	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Others	71%						
	Hotel 8	**Hotel 9**	**Hotel 10**	**Hotel 11**	**Hotel 12**	**Hotel 13**	**Hotel 14**
Gender:							
Female	60%	48%	55%	49%	42%	50%	50%
Male	40%	52%	45%	51%	58%	50%	50%
Age of employees:							
19 and below	0%	1%	1%	1%	7%	2%	
20-29	10%	44%	37%	32%	29%	42%	
30-39	40%	30%	24%	31%	34%	27%	Unknown
40-49	40%	19%	23%	25%	20%	22%	
50-59	10%	5%	14%	11%	11%	7%	
60 and above	0%	1%	1%	0%	0%	0%	
Educational level of employees:							
Junior high school and below	10%	12%	19%	28%	8%	19%	
Senior high school	80%	18%	31%	38%	56%	37%	Unknown
Junior college	3%	25%	25%	22%	19%	23%	
Bachelor degree	5%	23%	25%	12%	17%	19%	

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Master degree	0%	1%	1%	0%	1%	2%	Unknown
Educational field of employees:							
Tourism management	10%		14%	12%	9%		
Hospitality management	0%	Unknown	8%	8%	2%	Unknown	Unknown
Others	90%		78%	80%	89%		

HRM Practices Survey Findings

● **Recruitment**

1. Does your company have a recruitment plan?

   ☐ Yes (Hotel 1, 2, 3, 4, 5, 6, 7, 9, 11, 13, 14)
   ☐ No (Hotel 8, 12)
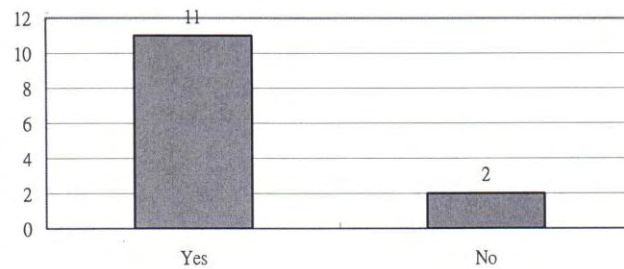
2. What kind of external recruitment sources are used?

   ☐Advertising on newspaper (Hotel 2, 3, 5, 6, 7, 9, 10, 12)
   ☐Internet (Hotel 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14)
   ☐Referral (Hotel 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14)
   ☐Direct recruiting (Hotel 2, 4, 5, 6, 7, 9, 10, 11, 12, 13)
   ☐Employment agencies (Hotel 1, 2, 4, 5, 6, 7)
   ☐Others (none)

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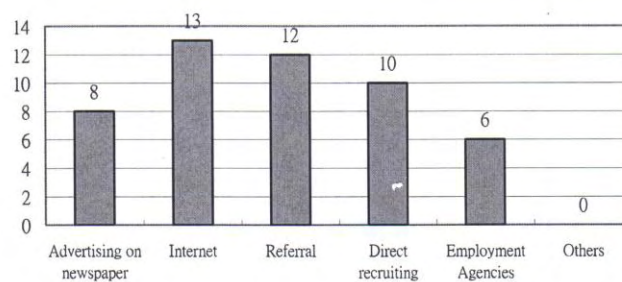
3. Which external recruitment source is the most favourable?
(*Please select one only*)

☐Advertising on newspaper (none)
☐Internet (Hotel 1, 2, 3, 4, 5, 7, 9, 11, 12, 13, 14)
☐Referral (Hotel 4, 5, 6, 8, 10, 12)
☐Direct recruiting (none)
☐Employment agencies (none)
☐Others (none)
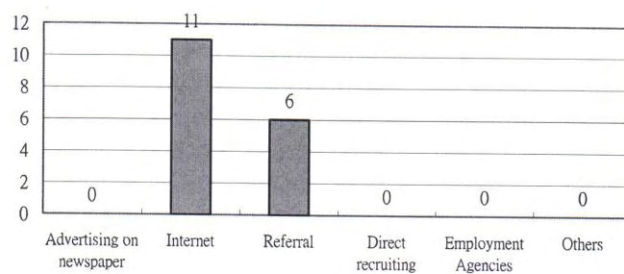
4. Has recruitment effectiveness been evaluated?

☐Yes (Hotel 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14)
☐No (none)

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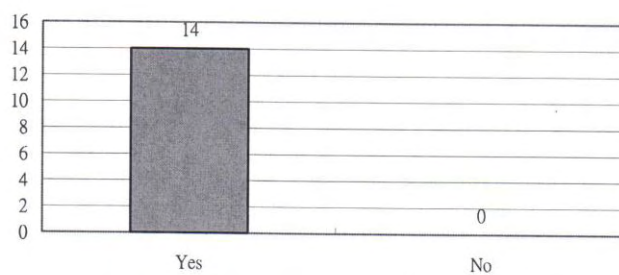
- **Selection**

5. Are interviews used for selection?

   ☐Yes (Hotel 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14)
   ☐No (none)
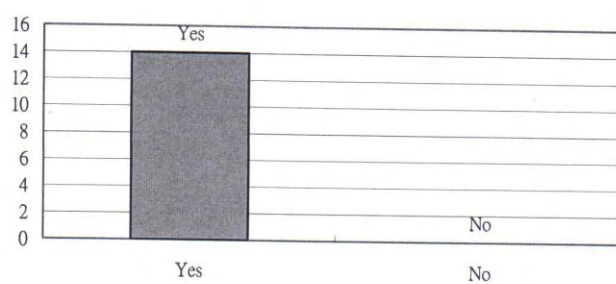
6. Is testing used for selection?

   ☐Yes (Hotel 1, 2, 3, 4, 5, 6, 7, 8, 10, 12)
   ☐No (Hotel 9, 11, 13, 14)

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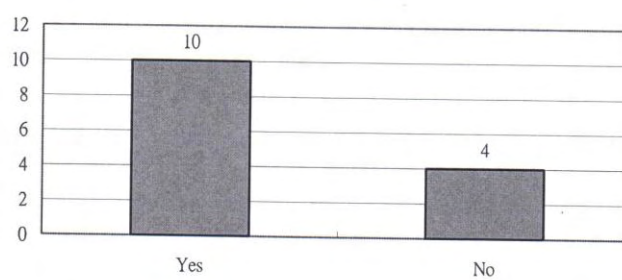
7. Is reference checking used for selection?

☐Yes (Hotel 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14)
☐No (none)
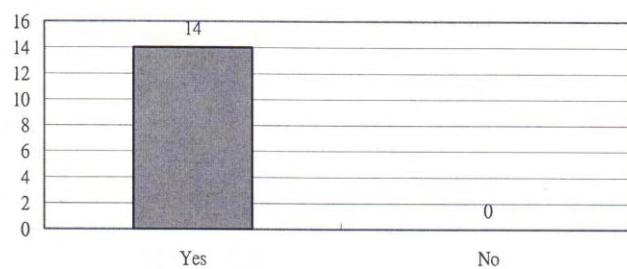
8. Does your company use different selection tools at managerial level and operative level?

☐Yes (Hotel 1, 2, 6, 8, 12, 13)
☐No (Hotel 3, 4, 9, 10, 11, 14)

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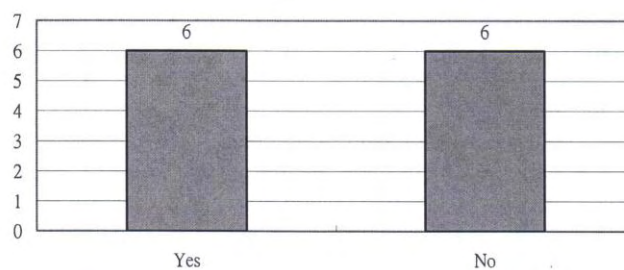
● **Orientation**

9. Does your company offer orientation program for new employees?

☐Yes (Hotel 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14)
☐No (none)
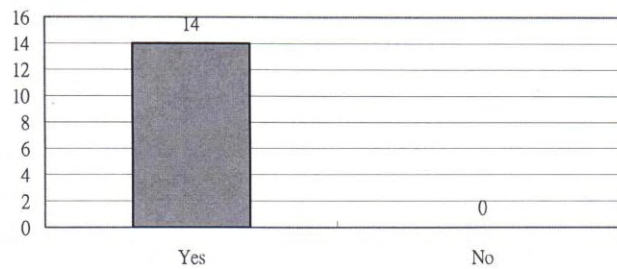
10. Who conducts the orientation program?

☐Human resources department (Hotel 1, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14)
☐Department manager (Hotel 4, 8)
☐Immediate supervisor (Hotel 2, 12)
☐Employees (none)
☐Others (Hotel 3)

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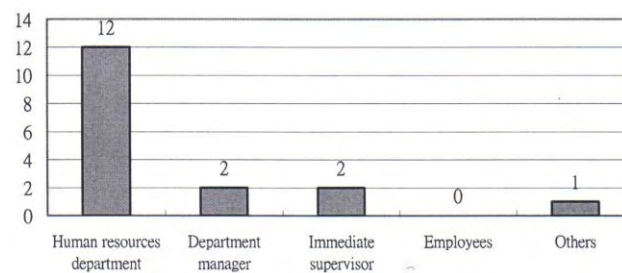
11. Is employee handbook provided?

    ☐Yes (Hotel 1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12, 13, 14)
    ☐No (Hotel 5)
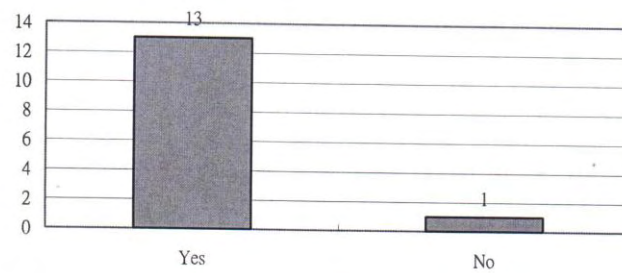
- **Training and Development**

12. Does your company have a training plan which includes training needs, goals, and objectives?

    ☐Yes (Hotel 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14)
    ☐No (none)

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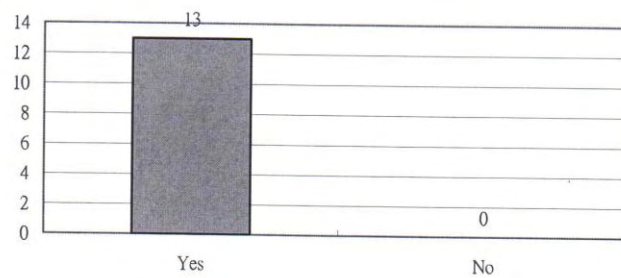
13. Is it compulsory for employees to attend training programs?

☐Yes (Hotel 1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14)
☐No (Hotel 3)
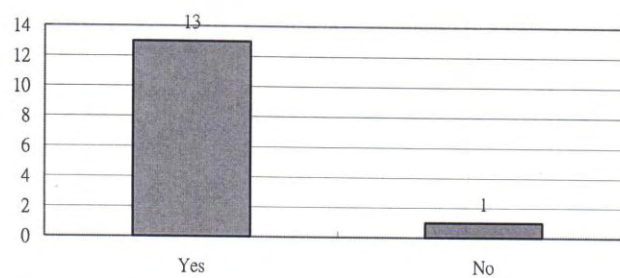
14. Are newly acquired knowledge and skills through training evaluated in the performance appraisal systems?

☐Yes (Hotel 1, 2, 7, 8, 10, 11, 12, 14)
☐No (Hotel 3, 4, 5, 6, 9, 13)
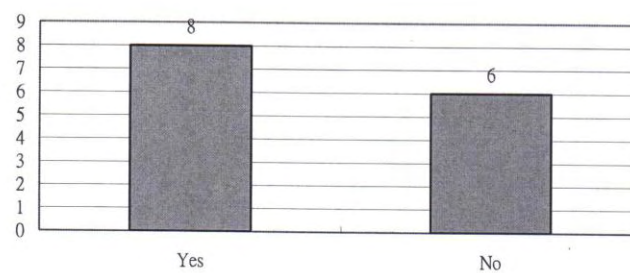
- **Performance Appraisal**

15. Is performance appraisal conducted periodically?

☐Yes (Hotel 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14)
☐No (none)
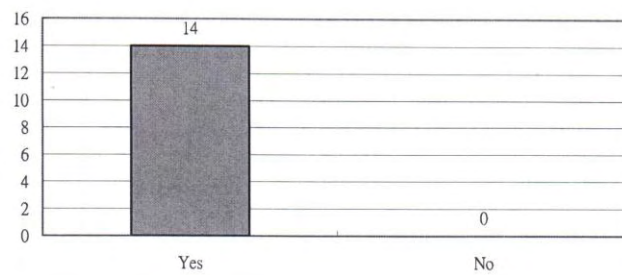
16. Are performance appraisal purposes, schedule and dimensions clearly communicated with employees?

☐Yes (Hotel 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14)
☐No (none)
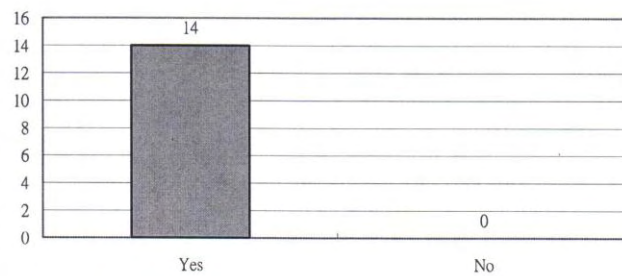
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17. What are the top three important purposes of performance appraisal practices?
(***Please select three only***)

☐Determine appropriate pay (Hotel 4, 6, 11, 12, 13)
☐Plan training programs for employees (Hotel 2, 5, 6, 8, 12)
☐Recognise employees for works done well (Hotel 3, 9, 12)
☐Evaluate employees' goal achievement (Hotel 2, 3, 4, 7, 8, 9, 10, 12, 13)
☐Identify employees' strengths and weaknesses (Hotel 1, 2, 6, 7, 8, 9, 10, 11, 12)
☐Determine employees' promotability (Hotel 1, 3, 4, 5, 10, 11, 12, 13)
☐Others (Hotel 1, 7, 14)
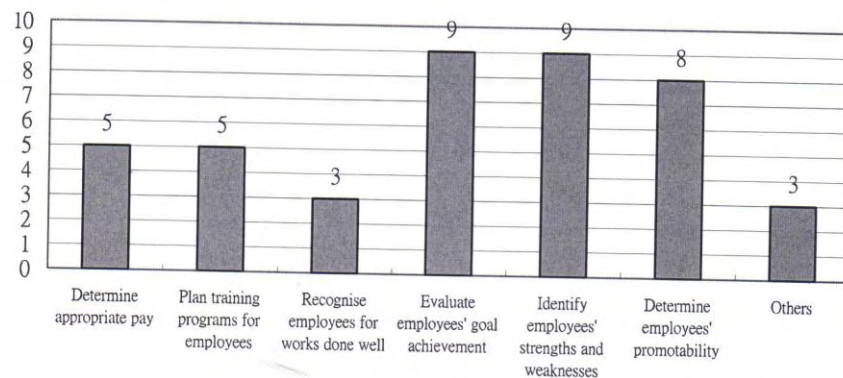
18. Is appraisal interview conducted?

☐Yes (Hotel 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14)
☐No (Hotel 12)

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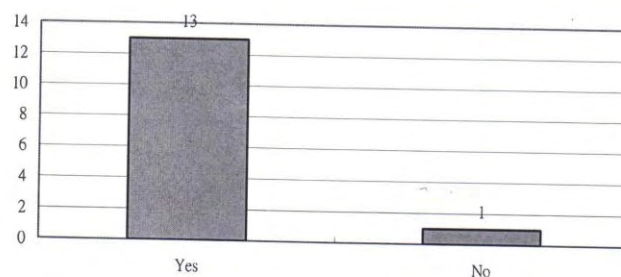
19. Any follow-up conducted after performance appraisal to confirm improvement?

☐Yes (Hotel 1, 2, 5, 7, 8, 13)
☐No (Hotel 3, 4, 6, 9, 10, 12, 14)
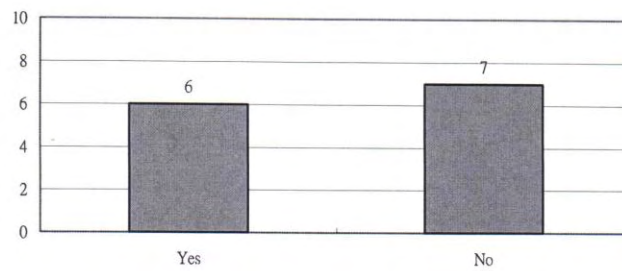
20. Does your company offer any incentive program for performance or retention?

☐Yes (Hotel 1, 2, 3, 9, 10, 11, 12)
☐No (Hotel 4, 5, 6, 8, 13, 14)

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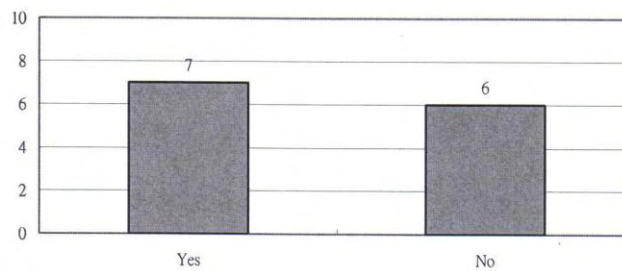
21. Do you have any difficulties or constraints in doing performance appraisal?

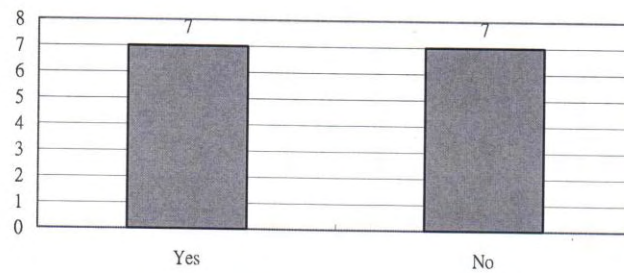☐Yes (Hotel 1, 2, 3, 4, 5, 6, 8, 9, 10)
☐No (Hotel 11, 12, 13, 14)
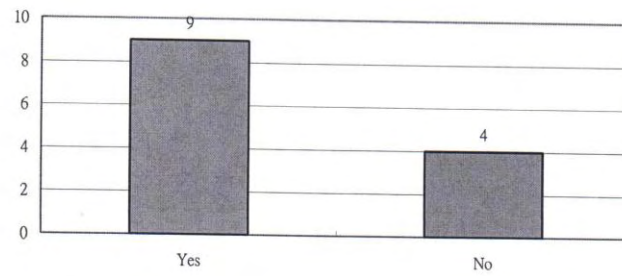
- **Overall**

22. Had your company even conducted an Employee Attitude Survey?

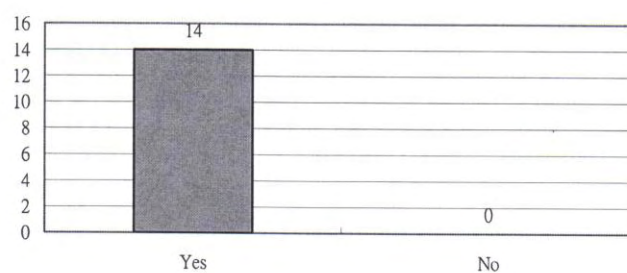☐Yes (Hotel 2, 4, 6, 7, 8, 9, 12)
☐No (Hotel 1, 3, 5, 10, 11, 13, 14)

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23. What turnover rate has your company had in the last years?

☐0%-5% (Hotel 1, 2, 5, 6, 8, 10)
☐6%-10% (none)
☐11%-15% (Hotel 11)
☐16%-20% (none)
☐21%-25% (Hotel 7)
☐26%-30% (Hotel 3)
☐31% and above (Hotel 4, 9, 12, 13)
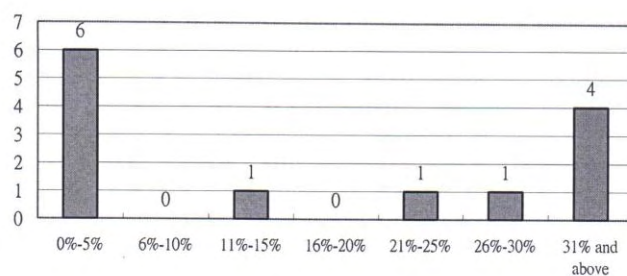
24. Have exit interviews been conducted?

☐Yes (Hotel 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14)
☐No (none)

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25. What is the most reason for individual's turnover? (***Please select one only***)

☐Dissatisfaction with work (Hotel 3, 9, 11, 13)

☐Alternatives, eg: new job, returning to school, starting own business etc.
   (Hotel 1, 2, 4, 5, 6, 7, 10, 12)

☐External factors, eg: housing, transportation etc. (none)

☐Organisation initiated, eg: layoff, end of temporary employment etc. (none)

☐Personal factors, eg: personal illness, personal injury, pregnancy etc. (Hotel 8)

☐Unclear (none)

☐Others (Hotel 14)
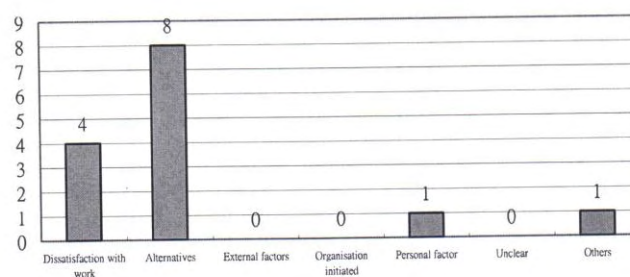
Staffordshire University Faculty of Business and Law
Application for Ethical Approval of Research Project

This form must be completed by the researcher, and submitted (in the case of undergraduate – and post graduate projects) to the designated supervisor, who should consider it and if approved, then forward it to the Faculty Research Ethics Committee (REC) for approval. No primary research may commence before approval is granted by the Faculty REC. All parties (researcher, supervisor, Faculty REC) should keep it on file as an agreed record of the research being undertaken. Proposals for staff research projects that require ethical approval should also be considered by this Committee.

Please see the accompanying notes. The boxes, below, should be expanded to fit the text as necessary.

1. RESEARCHER

Name: **Anastasia Kapoula**

Course (in full): **MBA**

Supervisor: **GEORGE BLANAS**

Academic status of applicant: **MBA STUDENT**

Commencement and expected duration of project: **1ST SEP.2010-29TH OCT.2013**

2. RESEARCH PROJECT

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Title: "**VALUE – DRIVEN HRM: THE HUMAN RESOURCES MANAGEMENT AS AN INTEGRATED VALUE – DRIVEN BUSINESS FUNCTION IN THE HOTEL INDUSTRY IN GREECE**"

The research carried out during the summer of 2013. The project was carried out properly without any adverse event. The only approvals have been gained were those from hr managers of hotels. **The data were gathered from the manager which each hotel identified as being best placed to discuss these issues.**

3. PURPOSE OF RESEARCH PROJECT

This research aims at depicting the importance of HRM as a value driven function, and to present how its core functions could be sources of value creation in the hotel industry.

The main objective of this research is to investigate the human resources management issues identified as important to hr managers operating in the hotel industry of Greece. **The specific aims of this study were to explore the way managers in the hotel industry are thinking about what they identify as concerns, the HRM issues and practices they perceive as important in employee management, and the future plans they have for HRM. The data were gathered from the manager which each hotel identified as being best placed to discuss these issues. it was important to formulate the specific research questions that we tried to analyze: What's the importance of tourism and hospitality as an employment sector ?What are the major issues and concerns in the hotel industry of Greece? What are managers of hotels future plans? What are the major HRM functions and practices used to engage with them?**

The focus of this particular research project, human resources management in hotel industry in Greece focused on the business administration of a hotel unit. We explored the proper operation of a hotel by making reference to the theories concerning hotel business, by giving attention to the way that a hotel can be affective.

Through the development of human resources a hotel become more competitive, since in the contemporary market the foundation stone of a hotel unit is its own staff. In this point many conclusions may come to light about the future of a hotel, which depends on the decision of its administration.

Hypothesis to be tested in statistical analysis: H1: it is expected that recruitment and selection are the main hrm issues confronting the hotel industry in Greece. H2: it is expected that employee training and development is the key human resource management activity that increase organizational effectiveness.

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H3: it is expected that performance appraisal supports the business strategy. H4: it is expected that the employee attitude survey is necessary in order to manage employees in a customer service culture.

4. BRIEF OUTLINE OF PROJECT

In the past luxury was a privilege for the few. Today a large number of consumers have access to luxury products. In the international market, the democratization of luxury not only presents new business opportunities, but also poses major challenges with regarding to finding effective strategies to maximize performance through customer satisfaction. Human Resources Management in hotel industry in Greece focuses on the business administration of a hotel unit. Author had explored the proper operation of a hotel by making reference to the theories concerning hotel business, by giving attention to the way that a hotel can be affective. Through the development of human resources a hotel become more competitive, since the contemporary market the foundation stone of a hotel unit is its own staff. In this point many conclusions came to light about the future of a hotel, which depends on the decision of its administration. Also it must be underlined that manager is the one who decides and materializes, the hotels are not addressed by the powers of the market, in times of crisis or welfare, the manager is responsible to choose the right strategy in favor of the business. (Thompson, Martin 2005). It is then very important to understand that the main cause of any kind of effectiveness of a hotel organization is the human factor. Effectiveness of Greek hotel industry depends on factors as the culture of a nation, the degree of the activity, the state interference and the power of social partnership (Richard and Johnson 2001). However Lucas and Deery (2004) note that the hospitality industry has been of interest to a relatively small number of mainstream human resource academics compared with other industries.

It was decided to use three statistical procedures in order to investigate the results, descriptive statistics, correlations-x^2 and regression analysis. The data collected were coded, quantified and processed using the statistical package SPSS (Statistical Package for Social Sciences) and the findings (comparison of means) were presented on tables (appendix) and matrixes.

The design of the project and the procedures were followed according to the provided instructions. The participants in the project referred in a paper in ethical approval.

5. RECRUITMENT OF PARTICIPANTS

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The participants of the study were hr managers of Greek hotel industry in Thessaloniki, Athens and Khalkidhiki. The number of participants involved in the study, their names their phones are included in a paper in ethical approval. There aren't any inclusion criteria, or any inducement to participate in the study.

6. CONSENT OF PARTICIPANTS

All of the participants provide me with their oral consent regarding their participation on our interview.

7. INFORMATION AND DATA

An inductive approach had be adapted, which is explained by the need of collecting data and develop theories in a more flexible way, and it had be particularly concerned with the context of the Greek hotel industry HR counteractions. Therefore, the study of a small sample may be more appropriate than a large number as with the deductive approach. As a part of the proposed methodology, semi-structured interviews and questionnaire had been utilized. An exploratory, cross-sectional study took place as there was a search of relevant literature and contact-interviewing with HR experts regarding their HRD policies during recession. The author decided to gather data through telephone semi-structured interviews. The sample was 20 hotels in Greece. The data stored both manually and electronically. The protection given to the participant was anonymity. Participants are willing for the results of the survey. It was decided to use three statistical procedures in order to investigate the results, descriptive statistics, correlations-x^2 and regression analysis. The data collected were coded, quantified and

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processed using the statistical package SPSS (Statistical Package for Social Sciences) and the findings (comparison of means) were presented on tables (appendix) and matrixes.

8. RISK, HARM AND OTHER ETHICAL CONSIDERATIONS

There will not be any issue of risk, harm or other ethical consideration within this research. All data will be referenced or it will be concluded from author's readings and findings from the interviews.

9. SIGNATURES OF RELEVANT PERSONS

I undertake to carry out the project described above in accordance with ethical principles. I have completed the application in good faith. I accept that providing false information constitutes scientific fraud and will be subject to appropriate disciplinary procedures.

Signature of Researcher   Date: **29/10/2013**

I have examined this proposal, confirm that the rationale and methodology is appropriate and that it can proceed to the stage of ethical consideration.

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Signature of Supervisor or relevant Head of Unit   Date: **29/10/2013**
This research proposal has received ethical approval either by a supervisor on behalf of the Committee or has been considered by the Committee and received ethical approval.
Signature of Chair of Faculty   Date
Research Ethics Committee

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