

Recruitment Procedures in the Hotel Industry. Results of a survey on the island of Crete.

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Abstract

The current paper presents the findings of a research project in Crete regarding employment procedures in Hotel enterprises. According to the bibliography, the setting in the field of enterprises has changed very rapidly with decisive consequences in the administration of human resources. Competitiveness, productivity, quality and efficiency are essential characteristics of a company. Employees play a vital role in attaining these characteristics. They constitute the unique force that can activate and develop all the factors of production, so that each company achieves its predetermined objectives.

The present study analyses the data that were collected by field research in 66 hotel enterprises on the island of Crete. Crete constitutes one of the regions in Greece where tourism is most developed. It accounts for 21% of the hotel beds in Greece and is characterized by mass tourism. Therefore, in Crete, where the largest hotel units and chains of hotels are established, the need for new personnel is increasing each year.

The scope of the research was to examine the human resource management procedures and the criteria used for the selection of human capital. The research focused on the largest hotels, which had autonomous Human Resource (HR) Divisions for staff recruitment.

The survey consisted of questions which corresponded to 5 different fields: a) information with regard to the form and operation of each Hotel unit, b) description of the human resource department c) the objective and subjective factors that influence the recruitment of personnel d) induction procedures for newly hired staff, as well as employee evaluation and e) the most commonly used employment practices in Cretan hotels.

Keywords: Tourism, Hotel, Crete, Human resources, Employment procedures.

Introduction and Scope of the research

Tourism is a major force in globalisation and one of the world's largest industries, generating 12% of international consumer spending and 1 in 12 jobs worldwide. In 2006, the sector generated 10.3 percent of the world's gross domestic product (GDP), providing 234 million jobs, or 8.2 percent of total world employment. (Vogeler, 2007, WTTC, 2006)

The fact that tourism in Greece is primarily seasonal influences the employee characteristics evident in this sector which to a large extent are seasonal and unskilled. Employment in the tourism sector often occurs while simultaneously being employed in another area of the economy i.e. agriculture or industry. (Mathieson & Wall, 1981, pp, 35-52, Tsartas, P., 1996, pp. 257-337) resulting in an increase of household income per capita. Especially in regions with seasonal tourism, the engagement in multiple jobs constitute the norm for a high percentage of the population (Kokkosis C., Tsartas P. 1999).

Moreover, it is widely accepted that the quality of services offered by Hotel personnel and the resulting customer satisfaction are key to the survival and success of Hotel units. The enterprises must have the capacity to: (Pigors, & Myers, 1981 pp, 201-207)

- 1 perceive the services that customers desire and promptly provide them at the lowest cost possible
- 2 continually improve the services provided, in terms of quality and approval
- 3 be one step ahead and anticipate the customer's needs

It is evident that if the quality of services rendered is ensured, the benefits that the hotel enterprises reap will be substantial, first and foremost, in terms of customer satisfaction and consequently in terms of an increase in customers, financial gains, prestige and reputation. In addition, it is very important that the assessment and expectations of hotel directors regarding the quality of services extended to their customers as well as the hotel personnel available be considered and understood in order to ensure that these expectations are met at the desired level.

The fact that there were no preexisting data globally examining the human resource departments in Hotel units constituted the motivation for conducting this research. This phenomenon presents a significant omission and concerns everybody involved in this sector. Relevant data from human resource agencies dealing in the Tourism Sector exist. However, even when available, these data include only partial information regarding their specific clientele. It was noted that the Institute for Tourism Research and Forecasts (I.T.R.F.) in Greece, has presented statistical data regarding employment, personnel training in hotels, etc. on occasion. However, these data were subsumed in more general research/studies such as the Regional Analysis of Greek Hotels (ITRF, 2001), Competitiveness in the Greek Tourism Industry (ITRF, 2002), and Employment in Greek Hotels (ITRF, 2004).

The opinions and attitudes of Hotel directors regarding hiring procedures are examined in the present study in an attempt to identify flaws due to incorrect implementation of hiring procedures so as to come up with proposals for improvements in this department.

The island of Crete was selected as the area to be studied. Crete constitutes one of the regions in Greece where tourism is most developed. It accounts for 21% of the hotel beds in Greece and is characterized by mass tourism. Therefore, in Crete the largest hotel units and chains of hotels are established and provide new employment places each year. Moreover, the seasonal operation of most hotel facilities (April - October) generates the need for these enterprises to be in a continual quest for personnel which is indicative of most hotels in Greece.

Tourism and employment

The contribution of tourism to employment

Tourism is the leading industry in many countries, as well as the fastest growing economic sector in terms of job creation worldwide. In 2006, the sector generated 234 million jobs, or 8.2 percent of total world employment. The economic significance and potential of Travel & Tourism is particularly prominent in the developing world. Most new jobs in developing economies are created in the tourism industry. In addition, travel & tourism helps diversify economic activity and enables the creation of wealth and jobs in rural areas. (Vogeler, 2007)

Statistical data regarding tendencies in tourism indicate that this industry is expanding rapidly and that the universal consent is that this industry promises brilliant prospects. The forecast for the new millennium predicts an increase in tourist travel for the next few years, having attained 842 million International Tourist Arrivals in 2006 (+4.9% over 2005) and 735 billion International Tourism Receipts (+4.5% over 2005).

That is an average of 780 US\$ per arrival and excludes international transportation, as that expense is incurred at the origin and not destination. If we were, however, to consider the total expenditure we would be looking at close to 900 billion US\$. (Vogeler, 2007), (WTO, 1995)

The labor market and employment in general is particularly influenced by the above developments. Most Greek Hotel enterprises are aware of this situation. These changes need to be addressed directly and immediately by the enterprises - that is to say its employees. Consequently, the necessary adjustments and adaptations in human resource management need to be made. (Chytiris L., 2001).

The annual data from the labor force survey in the services sector provided by the National Statistical Service of Greece investigates only Hotels and Restaurants respectively. According to this research, employment in these services amounted to 229,000 individuals in the year 2001, and represented 6% of total employment as depicted in the results of Table 1.

Table 1: Distribution of employment by economic activity (2001)

Sector	Total number of employees (thousands)	%
Primary Sector	765.0	19.80
Mining and quarrying	17.3	0.40
Manufacturing	558.7	14.37
Electricity - Gas - Water	40.7	0.89
Construction	249.0	7.30
Trade	642.6	17.41
Hotels - Restaurants	229.9	6.05
Transport - Communication	246.7	6.38
Other Services	1,104.1	27.40
Total	3,854.0	100.00

Source: NSSG. Distribution of employment by economic activity (2001)

A study by the Association of Greek Tourism Enterprises determines the number of people employed full-time and directly in tourism at 255,308 without calculating those employed in food enterprises. ("S.E.T.E.", 2003)

If a portion of those employed in food enterprises as well as those employed in the entertainment sector are added to the above number, it is apparent that the number of people directly employed in tourism in Greece can exceed 320,000 or 8.3% of total employment.

Human Resource Planning in Hotels

The tourism industry is a service sector that focuses on customers which have different needs. Thus, the management of human resources in hotel enterprises constitutes one of the most significant factors in the consolidation of the organization and its development. The two main operational objectives in the administration of human resources in hotel enterprises are (1) An increase in productivity (2) The survival of the enterprise and its ability to deal successfully with internal as well as external pressure. (Prinianaki E., 1995)

The objectives mentioned above can be attained by establishing and maintaining a committed staff. This devotion will emanate from ideal working conditions which will promote a qualitative as well as quantitative increase in productivity and will encourage skilled and competent employees to be retained at the enterprise, which is essential for the survival of the organization.

Given the fact that the personnel department includes a wide variety of activities as well as activities which differ from one enterprise to another, it is not surprising that there are significant differences in terms of their size, structure, power and hierarchy.

Moreover, even the name of the department which is in charge of human resource management as well as its title may also differ considerably. Titles such as HR Director, personnel manager, director of personnel training and development may alternatively be used and are indicative of the status and importance that an enterprise associates with the management of human resources. (Prinianaki E., 1995)

It should be noted that the administration of human resources has traditionally been considered a simple matter. Thus, micro-enterprises often do not even have an autonomous department for the management of human resources.

Some researchers consider human resource planning only necessary for specialized personnel requiring lengthy initial training or when it is known that the personnel required by the enterprise will not quickly be found in the job market. Micro-enterprises usually delegate the planning of human resources to the human resource department or to the personnel department yet many large enterprises have established a specific department to carry out this operation. (Jenks J., 1996, p. 296)

Research indicates that in respect to other areas of management, there is a lack of vision in the administration of human resources and that the implementation of current practices is limited. (Hassid, J. 1980). As for the administration of personnel in Greece, it has been characterized not only as non-existent but tragic as well. (Michailidis, 1995)

However, due to the general tendencies and developments taking place in tourism, the value and advantages of personnel administration are

beginning to be acknowledged by enterprises. Its main goal is the development of working conditions which will facilitate the productivity of goods and services in tourism in such a way as to ensure maximum benefit to the enterprise.

The planning of human resources aims to: reduce costs in hiring personnel, minimize ambiguities in existing personnel, deal with future needs as well as minimize hiring errors. Preventing shortages of skilled personnel, circumventing the economic ramifications of redundant or incompetent personnel, maintaining continuity and formulating the most desirable future personnel pool, hiring competent managers, specialists, technicians and the appropriate number of skilled workers are further goals in human resource planning. (Green, R. T., 1993, p. 296)

The necessity for more effective administration of human resources, particularly in hotels, arises from the following reasons:

- 1 The high labor cost
- 2 Changes in the business environment
- 3 The seasonal operation of most hotels in tourist resorts
- 4 Fluctuations in tourist demands within a season
- 5 Difficulties in finding competent personnel in tourist regions

Hotel enterprises face stiff competition and the high labour cost is a serious factor. As a result, enterprises examine the most expensive operational component, its human resources, not only to reduce the cost of labor but also to determine ways in which employees can maximize their contributions towards realizing their enterprise's objectives. (Brewster, et al. 1996, pp., 5-24)

The second cause relates to changes in the business environment. Nowadays, enterprises function in the global village of production and labour. The changes taking place are many and frequent and have definitive consequences on the strategies, policies and employment procedures as well as the exploitation of personnel. These changes are related to (Platis, 2003):

- 1 Competition among enterprises
- 2 Downsizing / Acquisitions / Mergers
- 3 National and European Legislation
- 4 Information Technology
- 5 New philosophies in administration
- 6 New forms of employment

Seasonal operation poses additional challenges in the functioning of hotels. The administration in such hotels has to ensure the existence of the required personnel at the beginning of each season, and repeat the same recruitment procedures each year.

Apart from during seasonal operation and high season (which includes the summer months, beginning in April and continuing until the end of October) the need for human resources varies, peaking in the months of July, August and September. Consequently, the need for human resources presents significant fluctuations even within the high summer season for each hotel unit.

At the same time, the functioning of hotels outside of urban settings has the additional challenge of attracting suitable employees. As a

result, such hotels are forced to recruit personnel from other regions or even from abroad.

The steps that need to be taken to deal with the above challenges have to do with the necessity of human resource administration and include human resource planning, job analysis, recruiting suitable candidates, performance evaluation, and labor relations. Whether an activity takes place or not within the personnel department of a particular enterprise depends on a number of parameters. All employers need to have a set of procedures in hiring personnel, in order to determine job descriptions and wages. However, the extent to which this occurs in sectors such as communication, education, etc. often depends on the size of the enterprise, its policies and attitudes as well as the philosophy of the proprietor and administration.

Tourism on the Island of Crete

In 2006, Greece was ranked 17th in international tourist arrivals, with 14.4 million international arrivals (excluding Albanians). More significant, is the revenue that those arrivals brought to their destination, in terms of wealth. Taking into consideration and analysing International Tourism Receipts, Greece was ranked 12th with 14.3 billion US\$ worth of receipts due to international tourism. This indicates a surplus of more than 11 billion US\$, in the balance of payments for tourism in Greece, since the expenditures generated by Greek residents travelling abroad amounted to 3 billion US\$.

With an area of 8261 km² and 1046 km of coastline, the Island of Crete is the largest island in Greece and the 5th largest in the Mediterranean. The growth of tourism on the island increased rapidly. Crete's geographic independence, its size, and its continuous presence in Mediterranean history are the obvious assets that establish Crete as an autonomous tourist destination in the global tourist market. Its internationally recognizable name, ideal climate conditions abundant coastline has drawn the attention of international tour operators. Consequently, the tourism industry on the island has oriented its services to the average European consumer traveling for recreational reasons.

In 1971, the first 15,000 tourists arrived on charter flights in Heraklion, Crete. This event marked the onset of mass tourism on the island. (Velissariou, 1991:43). In the mid 70's Crete welcomed merely 12% of Greece's foreign visitors (approximately 200,000 people) on charter flights. By the end of the 80's, this percentage had reached 23%, and by the mid 90's, the percentage reached 26%. In 2005 the 2.4 million arrivals represented 33.8% of visitor's arrivals to Greece on charter flights. Arrivals by boat, 200,000 people annually, as well as by regular flights, 100,000 people annually, should also be figured into the number of arrivals by foreign visitors. (Velissariou, 1999: 45)

In 1971, Crete had 6,460 hotel beds or 7.7% of Greece's hotel capacity. In 1995, the number of hotel beds amounted to 93,402 or 18.4% of Greece's hotel capacity, while in 2005, with 143,480 hotel beds it represented 21% of Greek hotel lodging offered. (Velissariou, 1999:46, www.statistics.gr)

Table 2: Hotel capacity in Crete

		Greece 2005	Crete 2005	Prefecture			
				Hera- klion	Lassi- thi	Rethim- non	Chania
5 star	Units	155	37	14	13	6	4
	Beds	56,888	18,209	8,866	4,637	3,281	1,425
4 Star	Units	944	200	110	30	31	29
	Beds	173,431	42,309	24,249	5,980	7,724	4,356
3 star	Units	1,712	295	93	39	68	95
	Beds	159,351	28,896	10,376	3,698	7,391	7,431
2 star	Units	4,496	741	190	110	157	284
	Beds	233,315	44,048	11,961	6,179	8,971	16,937
1 star	Units	1,729	233	103	45	26	59
	Beds	59,065	10,018	5,579	1,120	921	2,398
TOTAL	Units	9,036	1,506	510	237	288	471
	Beds	682,050	143,480	61,031	21,614	28,288	32,547

Source: G.N.T.O. (2008)

According to past research findings, it was calculated that 480 night stays in Crete created a full-time position emanating from tourism (Velissariou, 1991). In the same study, it was calculated that the average length of stay for tourists arriving on Charter flights was 14.3 days and 13.6 days for other tourists (Velissariou, 1991: 196). However, more recent studies find that in Europe, the average number of night stays have decreased to 9.4 days (European Travel Commission, 2002). The latter findings can be justified by the tendency for tourists to have more frequent vacations of shorter duration.

Therefore, when calculating the total number of tourist arrivals in Crete at 2.5 million tourists, with an average length of stay of 9.4 days, the night stays amount to 23.5 million US\$ and the number of positions created to 48,958, of which 41.7% are employed in the accommodations sector.

Table 3: Distribution of employment in the tourism industry in Crete

Economic sector	Percent
Lodgings	41.7
Restaurants / Entertainment	40.6
Travel agencies	4.4
Rent a car / motorcycle	2.9
Tourist information and Public services	1.4
Commercial tourist shops	3.1
Self-catering	2.1
Transportation / Communication	3.2
Bank / Insurance	0.6
Total	100.0

Source: Velissariou E., 1999: 115

Research Methodology

In order to achieve the study's objectives, it was necessary that primary research, including interviews with hotel directors or human resource directors, be conducted. The objectives of this research were:

- 1 To determine the current situation of hotels in Crete in terms of the extent to which Human Resource Departments exists.
- 2 To examine hiring/recruitment procedures in Hotel Units on the island of Crete.
- 3 To investigate the attitudes of Hotel Directors in Crete with respect to the application of recruitment procedures.
- 4 To determine the existence of personnel induction and evaluation procedures in hotel units.

Initially, 100 hotels were selected to partake in this study which took place during the summer of 2005. A random sampling from the Hotel Guide of Greece (2005) was made. According to this Guide, Crete allocates 532 hotels with a 3, 4 or 5-star rating, from which the 100 hotels in the study were randomly chosen. The selection was made from these particular hotels because of the possibility that they would have a personnel department and because they were of interest in regards to their personnel recruitment.

Personal Interviews were conducted as the means of data collection. A structured questionnaire was used and the interviews took place during a personal visit to each workplace. The personal interview is considered to be the most comprehensive means of communication with the public. (Stewart, D.W., & Shamdasani, P.N., 1990) Moreover, personal interviews constitute the most prevalent method of data collection (Eastearby - Smith et al., 1991).

The accuracy with which the administrative executives of each enterprise completed the questions was based on their willingness to respond to the questionnaire with sincerity. Consequently, the researcher did not have the ability to dispute the validity of the responses.

Research Findings

Profile of the Hotels in the Sample

Of the 100 hotels chosen, 66 hotel units responded. More specifically, merely 7, 3-star hotel units responded (10.6%), 34, 4-star hotel units (51.5%) and 25, 5-star hotel units (37.9%). The meagre response from 3-star hotels further indicates the limited organization in these hotels. Fifty-nine of the total 66 hotels (89.4%) operated on a seasonal basis and only 7 (10.6%) were open the all year.

Hotels who belong to the highest categories and operate on a seasonal basis often have a large bed capacity. For this reason, only 8 of the hotel units in the study (12.1%) had less than 150 beds, whereas more than 65% of the hotels had a capacity of over 300 beds.

Table 4: Hotel Capacity of the sample

Hotel Capacity of the Sample (in beds)	N	%
up to 150	8	12.1
150-299	15	22.7
300-600	22	33.3
more than 600	21	31.8
TOTAL	66	100

Source: Research findings

The number of employees at the hotel units sampled depended on the size of the hotel. Table 5 indicates that in 15 of the 66 hotels studied (22.7%), 20 to 50 people were employed, at 20 of the hotels (30.3%), 51 to 100 people were employed, at 10 of the hotels (15.2%), 101 to 150 people were employed, at 17 of the hotels (25.8%), 151 to 300 people were employed and finally at 4 of the hotels (6.1%) the number of people employed differed from the abovementioned categories. Thus, the average number of employees in the hotels sampled amounted to 130 people.

Table 5: Number of Employees in the Hotels sampled

	N	%
20-50	15	22.7
51-100	20	30.3
101-150	10	15.2
151-300	17	25.8
more than 300	4	6.1
TOTAL	66	100

Source: Research findings

Human Resource Management in Hotel Enterprises

Human Resource Departments

The second set of questions investigates the management of human resources. First of all, it examines the existence of human resource departments in hotels. In response to the question "Does a separate recruitment department exist?", 52% of the hotels studied answered yes, that such a department existed in their enterprise. However, a comparably large percentage 48% (32 units) did not have such a department.

Personnel Selection

In response to the question "Who is responsible for selecting personnel in the enterprise", the answers given indicate that the selection of employees is made by:

- the hotel director at a rate of 66.8% (this percentage increases to 86% in 3-star hotels)
- the hiring committee at a rate of 25.9% (this percentage increases to 32% in 5-star hotels)
- the personnel manager at a rate of merely 7.6%

The responses to the two aforementioned questions indicate that approximately half of the hotel units sampled does not have a specialised personnel department. Moreover, the hotel director plays a significant role in hiring personnel.

Recording hiring needs and recruitment procedures

According to the research findings, the recording of hiring needs is based on an evaluation form which is filled in by administrators at a rate of 52.2%. In 5-star hotels, this rate is increased to 61.8%. Furthermore, 41.2% of the hotels sampled maintained "Job Descriptions" as well as a description of qualifications/skills of personnel candidates. This percentage was only 2.9% in 3-star hotels.

In order to examine the methods used to recruit personnel in the hotels, seven alternative methods were presented. As indicated in table 6 below, 91% of the hotels studied used personal contact (word of mouth), 89% of the enterprises placed classified ads, 68% contacted post-secondary educational institutes, while only 20% projected their needs on the Internet. A small percentage, 11%, chose to address their needs through subsidized programs provided by the public employment services (OAED), 5% used employment agencies and 5% used other techniques to make their needs known. The findings of the research show that the recruitment methods chosen had no significant differences among hotel categories.

Table 6: Recruitment Procedures in Hotels

	METHOD	%	5*	4*	3*
1	Personal Contact	91.0	96.0	91.2	100.0
2	Classified Ads	89.0	88.0	85.3	85.7
3	Contacting post-secondary educational institutions (Career Services)	68.0	80.0	61.8	57.1
4	Internet	20.0	32.0	14.7	28.6
5	Subsidised Employment Programs (Stages - Greek Manpower Employment Organization)	11.0	16.0	2.9	0.0
6	Enlisting employment agencies/consultants	5.0	12.0	0.0	0.0
7	Other (explain)	5.0	12.0	0.0	0.0

Source: Research findings

Objective and Subjective Factors that influence the hiring of personnel

Eighteen different criteria were presented in order to investigate the objective criteria used in the hiring of potential employees. Directors were asked to rank the 10 most significant factors. The results indicate that "general intelligence" ranked first and was considered to be very important, "previous experience in the same field" ranked second, "specialized training" ranked third, "Degree/Diploma" was fourth, "decision-making ability" was fifth, followed by "self-respect", "flexibility", "training in new technologies", "leadership qualities", "post-graduate degree" etc. The remainder of the criteria ranked lower, as shown analytically in table 7.

Table 7: Ranking of the ten most significant criteria in hiring hotel personnel

Criteria	Ranking
General Intelligence	1
Previous experience at the same/other hotel	2
Specialized training	3
Degree/Diploma	4
Creativity	5
Decision-making ability	6
Self-respect	7
Flexibility	8
Training in new technologies	9
Leadership qualities	10
Post-graduate Degree	11
References	12
Age	13
Specialised technical knowledge	14
Confidence	15
Previous experience in another field	16
Marital Status	17
Place of Origin	18

Source: Research findings

The objective criteria were also examined in terms of their importance in hiring employees for specific positions, and particularly for those of Department Directors, kitchen manager, receptionists and restaurant employees. Table 8 indicates that certain criteria are highly esteemed regardless of the position, while others are directly related to the position.

More specifically, "Previous experience at the same/other hotel" is regarded as most significant at 87.5%, the "Degree/Diploma" with 85.2% comes second, while "Knowledge of a foreign language" with 84.3%, comes third. However, knowledge of a foreign language rises in importance to a rate of 93.9% for the position of Department Director, while it's only rated as 56.9% important for the position of kitchen manager. The results are presented analytically in Table 8.

Table 8: Factors considered essential for certain hotel positions.

	QUESTION	Average	Head of Department	Kitchen Manager	Restaurant	Reception
1	Previous experience at the same/other hotel	87.5	89.4	90.8	84.8	84.8
2	Degree/Diploma	85.2	77.3	92.3	83.3	87.9
3	Foreign language	84.3	93.9	56.9	93.9	92.4
4	References	72.3	75.8	81.5	59.1	72.7
5	Age	69.2	63.6	63.1	80.3	69.7
6	Specialized training	59.0	68.2	64.6	47.0	56.1
7	Training in new technologies	48.3	63.6	44.6	22.7	62.1
8	Specialised technical	47.6	53.0	60.0	36.4	40.9

	knowledge					
9	Post-graduate Degree	35.0	65.2	29.2	15.2	30.3
10	Previous experience in another field	23.6	27.3	26.2	16.7	24.2
11	Place of Origin / Nationality	22.8	24.2	24.6	22.7	19.7
12	Marital Status	20.2	33.3	18.5	15.2	13.6
13	Other Factors (explain)	13.3	21.2	13.8	7.6	10.6
14	Other Personal Details (explain)	5.3	4.5	4.6	6.1	6.1

Source: Research findings

Apart from the above objective criteria, the study also examined the subjective factors that influence the hiring of personnel. More specifically, three characteristics were defined. These characteristics are mainly assessed during the interview process and have to do with "Appearance", "Cultural Traits" (such as nationality, race, and religion) and thirdly, "Personal Traits" (such as general knowledge, confidence, decision-making ability, flexibility, etc.).

According to the findings as classified in Table 9, everybody agreed that "Appearance" at a rate of 100% constitutes a prerequisite for hiring. "Personal Traits" were considered very significant at a rate of 57.6%, moderately significant at 28.8%, a prerequisite at a rate of 6.1% and not significant at 7.6%

"Cultural traits" were considered moderately significant at a rate of 50%, very significant at a rate of 24.2% and 13.6% responded that cultural traits did not play a significant role.

Table 10: Subjective Factors in Recruitment

Importance	Appearance	Cultural Traits (Gender, Race, Nationality)	Personal Traits
Prerequisite	100.0%	12.1%	6.1%
Very Significant	0.0%	24.2%	57.6%
Moderately Significant	0.0%	50.0%	28.8%
Not Significant	0.0%	13.6%	7.6%
Total	100.0%	100.0%	100.0%

Source: Research findings

Personnel induction and evaluation procedures

In the fourth section of the study, the existence of processes for the induction of new employees and performance evaluation of hotel personnel was investigated. As depicted in Table 10, 68.5% of the hotels studied had procedures for the induction of new employees via seminars, 43.9% via Coaching, 10.6% via mentoring and a rate of 9.1% incorporates other methods for the induction of new personnel.

Table 11: Processes for the induction of personnel

	INDUCTION METHODS	N	%
1	Coaching	29	43.90%
2	Mentoring	7	10.60%
3	Seminars	45	68.20%
4	Other (explain)	6	9.10%

Source: Research findings

In order to achieve its objectives, various tasks need to be completed in a certain manner within a specified area and time frame by all employees of an enterprise. The completion of these tasks is defined as output and is an area that needs to be evaluated. The information derived from this evaluation is beneficial for both the enterprise and the employee.

As depicted in Table 11, the factor which is considered most significant is "Interaction with the customer" at a rate of 86.4%. "Job interest" and "Attention to quality" follow at a rate of 83.3% respectively and "Productivity", "Communication Skills", and "Ability to achieving goals" come next at a rate of 81.8%. "Reliability" and "Job awareness" are rated at 80.3% and finally comes "Creativity" 72.2%. The results indicate that interaction with customers is the main area that enterprises are interested in while the remaining factors follow. This makes sense, since a customer would be willing to forgive a technical error; however, would never forgive bad behaviour.

Table 12: Performance Evaluation Criteria in Hotels

Interaction with customers	86.4%
Job interest - eagerness	83.3%
Attention to quality	83.3%
Ability to achieve goals	81.8%
Productivity	81.8%
Communication Skills	81.8%
Job awareness	80.3%
Reliability	80.3%
Creativity	72.7%

Source: Research findings

After examining all the criteria having to do with recruitment, induction and evaluation of human resources, the duration of employment for each of the following categories of employees was investigated. (Directors, Department Heads and Employees) The results indicate that the duration of employment for Hotel Directors lasted for more than a year at a rate of 62.2%. This percentage increased to 76% in 5-star hotels. On the other hand, the duration of employment for other employees is mainly for one season (64.2%), while for department heads the responses were somewhere in between with the most significant lasting for more than a year but at a rate of only 44.4%.

Table 13: Duration of Employment for Hotel Employees

	1 Season	< 1 Year	> 1 Year
Hotel Director	18,4	18,4	62,2
Department Head	32,1	24,5	44,4
Other employees	64,2	3,0	33,8

Source: Research findings

Conclusions

The findings of this study relate to 66, mainly 4 and 5-star large hotel units in Crete. This tourist region makes up 26.3% of Greece's luxury hotel capacity. Because larger hotels are better organized and equipped, the research took place there.

The first conclusion of this study, in which 53 hotel directors and 13 HR directors participated, was that Human Resource Departments had not yet been well-established in the organization of hotels on the island of Crete. Hotel Directors were responsible for hiring new employees at a rate of 66.8% while only 41.2% of the hotels sampled had Job descriptions and Job Specifications.

The main recruitment methods were by means of personal contact (word of mouth) at a rate of 91%, by placing classified ads, 89% and by contacting educational institutes at a rate of 68%. Alternatively, other means of recruitment such as by internet, or through private or public employment agencies were used less frequently.

Presentation of the objective and subjective criteria used in choosing new personnel indicate that the choice is based primarily on the appearance and intelligence of the candidate, on previous experience and on the possession of basic qualifications. Nevertheless, for certain posts in hotels, the criteria used differed greatly depending on the position.

Evidence of inducting new staff members into the corporation was positive, with 68.5% of enterprises applying such techniques, primarily those of seminars and coaching.

The duration of employment depends on the level of the position in the personnel hierarchy. While for management, the duration of employment is for a period of more the one year, at a rate of 62.2%, for the lowest level of personnel, employment lasts only for the tourist season, at a rate of 64.2%.

Finally, when examining evaluation criteria, "Interaction with customers", "Job interest" and "Attention to Quality" constitutes the three most significant criteria.

The results generally indicate that the extent of organization of human resource departments in 5-star hotels and in those belonging to hotel chains is superior to those found in lower categories. However, the full potential of human resource departments in tourism, according to today's standards, is not realized. Furthermore, the majority of hotels do not customize their services and consequently their tourist

product in such a way as to be competitive according to the current needs of the Tourist Market.

It can be concluded that the hotels in Crete, have yet to realize that true profits can be gained by taking full advantage of the their human resource departments.

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