

Employees Questionnaire - Frequencies & Means

CODE	QUESTION - (RECRUITMENT & SELECTION)	EXISTANCE OR IMPORTANCE	HOTEL 1 Valid Questionnaires: 81			Existence Vs Impotance VAR %	HOTEL 2 Valid Questionnaires: 74			Existence Vs Impotance VAR %	
			FREQUENCY	PERCENT	MEAN		FREQUENCY	PERCENT	MEAN		
B1	Staff morale and staff empowerment	EXISTANCE	78	96.3	3.33	-16.96	69	93.2	3.92	-11.91	
		IMPORTANCE	75	92.6	4.01		66	89.2	4.45		
B2	"Employee Handbook"	EXISTANCE	70	86.4	2.95	-19.62	59	79.7	3.64	-9.00	
		IMPORTANCE	74	91.4	3.67		63	85.1	4		
B 3	During your selection process:										
	a. Interview	EXISTANCE	76	93.8	4.1	-19.62	67	90.5	4.25	-8.80	
		IMPORTANCE	72	88.9	4.34		69	93.2	4.66		
	b. Recommendation letter	EXISTANCE	49	60.5	3.28	-2.38	43	58.1	3.06	-6.13	
		IMPORTANCE	57	70.4	3.36		49	66.2	3.26		
	c. Oral recommendation	EXISTANCE	45	44.4	3.17	-7.85	39	52.7	3.56	-7.53	
		IMPORTANCE	56	69.1	3.44		55	74.3	3.85		
	d. Employment test/s	EXISTANCE	42	51.9	3.16	-0.32	41	55.4	2.39	-8.08	
		IMPORTANCE	56	69.1	3.17		48	64.9	2.6		
	e. C.V.	EXISTANCE	58	71.6	3.65	-5.44	45	60.8	3.62	-13.81	
IMPORTANCE		65	80.2	3.86	55		74.3	4.2			
B 4	Recruitment channels during your selection process:										
	a. Newspaper	EXISTANCE	48	59.3	2.62	-5.44	42	56.8	3.09	0.00	
		IMPORTANCE	64	79	3.14		57	77	3.09		
	b. Trade Unions	EXISTANCE	62	75.5	3.2	-11.11	56	75.7	3.44	-14.64	
		IMPORTANCE	71	87.7	3.6		58	78.4	4.03		
	c. Employment services	EXISTANCE	43	46.9	3.02	-12.21	40	54.1	3.02	4.50	
		IMPORTANCE	66	81.5	3.44		47	63.5	2.89		
	d. Internal notices	EXISTANCE	49	60.5	3.34	-10.22	42	56.8	3.76	-8.07	
		IMPORTANCE	66	81.5	3.72		51	68.9	4.09		
	e. Recommendations	EXISTANCE	51	63	3.6	0.00	42	56.8	4.07	1.75	
		IMPORTANCE	61	75.3	3.6		54	73	4		
	f. Word of mouth	EXISTANCE	57	70.4	3.82	-3.78	56	75.7	4.17	-6.29	
IMPORTANCE		67	82.7	3.97	61		82.4	4.45			
B5	SOFT or "Behavioural" skills	EXISTANCE	62	76.5	3.9	-6.25	60	81.1	4.3	-2.71	
		IMPORTANCE	72	88.9	4.16		61	82.4	4.42		
B 6	HARD or "Technical" skills	EXISTANCE	61	75.3	3.6	-8.86	61	82.4	3.77	-9.16	
		IMPORTANCE	71	78.7	3.95		59	79.7	4.15		
B 7	Job Description	EXISTANCE	62	76.5	3.51	-9.30	59	79.7	3.77	-10.66	
		IMPORTANCE	63	77.8	3.87		58	78.4	4.22		
B 8	Factors contributed during your Recruitment & Selection process:										
	a. Experience	EXISTANCE	75	92.6	3.77	-9.30	69	93.2	4.11	-11.61	
		IMPORTANCE	73	90.1	4.16		67	90.5	4.65		
	b. Skills	EXISTANCE	74	92.1	3.93	-7.75	66	89.2	4.1	-11.06	
		IMPORTANCE	73	90.1	4.26		65	87.8	4.61		
	c. Motivation	EXISTANCE	67	82.7	3.85	-9.84	61	82.4	4.19	-6.89	
		IMPORTANCE	68	84	4.27		64	86.5	4.5		
	d. Reference	EXISTANCE	57	70.4	3.49	-3.06	46	62.2	4.26	16.08	
		IMPORTANCE	61	75.3	3.6		55	74.3	3.67		
	e. Availability	EXISTANCE	65	80.2	4.07	-1.21	50	67.6	4.06	-5.36	
		IMPORTANCE	64	79	4.12		54	73	4.29		
	f. Recommendations	EXISTANCE	48	59.3	3.5	-4.11	41	55.4	3.56	-3.78	
		IMPORTANCE	60	74.1	3.65		50	67.6	3.7		
	g. Age	EXISTANCE	56	69.1	3.37	-13.37	44	59.5	3.38	5.63	
		IMPORTANCE	59	72.8	3.89		48	64.9	3.2		
	h. Nationality	EXISTANCE	54	66.7	3.11	10.68	45	60.8	3.17	21.46	
		IMPORTANCE	55	67.9	2.81		47	63.5	2.61		
	i. Sex	EXISTANCE	57	70.4	3.17	8.93	48	64.9	3.45	13.49	
IMPORTANCE		62	76.5	2.91	50		67.6	3.04			
B 9	Employment application form	EXISTANCE	71	87.7	3.6	-4.00	63	85.1	4.06	-9.38	
		IMPORTANCE	66	81.5	3.75		64	86.5	4.48		
B 10	Academic qualifications during your employment process	EXISTANCE	71	87.7	2.95	-18.73	61	82.4	2.91	-23.22	
		IMPORTANCE	69	85.2	3.63		64	86.5	3.79		
B 11	Working experience during your employment process	EXISTANCE	75	92.6	3.7	-7.50	66	89.2	4.04	-8.18	
		IMPORTANCE	70	86.4	4		62	83.8	4.4		
B 12	Discriminations	EXISTANCE	58	71.6	2.55	0.39	50	67.6	2	-54.85	
		IMPORTANCE	59	72.8	2.54		58	78.4	4.43		
B 13	"Cognitive, Ability Test"	EXISTANCE	55	67.9	2.92	-1.02	45	60.8	1.86	-16.59	
		IMPORTANCE	66	81.5	2.95		55	74.3	2.23		
					AVER.	-6.64				AVER.	-6.83

CODE	QUESTION - (TRAINING & DEVELOPMENT)	EXISTANCE OR IMPORTANCE	HOTEL 1 Valid Questionnaires: 81			Existence Vs Impotance VAR %	HOTEL 2 Valid Questionnaires: 74			Existence Vs Impotance VAR %
			FREQUENCY	PERCENT	MEAN		FREQUENCY	PERCENT	MEAN	
C 1	Working satisfaction, job empowerment, morale	EXISTANCE	79	97.5	3.36	-19.23	70	94.6	3.78	-18.00
		IMPORTANCE	77	95.1	4.16		72	97.3	4.61	
C 2	Training programmes frequency occurring	EXISTANCE	80	98.8	2.82	-28.97	72	97.3	3.7	-15.72
		IMPORTANCE	75	92.6	3.97		71	95.9	4.39	
C 3	Training evaluation process as regards need and importance	EXISTANCE	78	96.3	2.79	-27.15	63	85.1	3.47	-23.90
		IMPORTANCE	71	67.7	3.83		66	89.2	4.56	

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C 4	Training towards Service Quality Assurance	EXISTANCE	79	97.5	3.08	-22.22	65	87.8	3.98	-13.48	
		IMPORTANCE	75	92.6	3.96		63	85.1	4.6		
C 5	Part time staff training programmes	EXISTANCE	66	81.5	2.96	-19.78	65	87.8	3.23	-20.64	
		IMPORTANCE	72	88.9	3.69		67	90.5	4.07		
C 6	Development tools										
	a. Knowledge	EXISTANCE	78	96.3	3.47	-15.57	65	87.8	4.13	-10.22	
		IMPORTANCE	78	96.3	4.11		65	78.8	4.6		
	b. Career	EXISTANCE	76	93.8	2.77	-29.70	64	86.5	3.15	-29.69	
		IMPORTANCE	77	95.1	3.94		66	89.2	4.48		
	c. Reward	EXISTANCE	76	93.8	2.57	-29.78	66	89.2	2.9	-32.08	
		IMPORTANCE	74	91.4	3.66		65	87.8	4.27		
	d. Pay raise	EXISTANCE	75	92.6	2.06	-38.51	67	90.5	2.43	-38.64	
		IMPORTANCE	74	91.4	3.35		64	86.5	3.96		
	e. Job security	EXISTANCE	76	93.8	3.09	-19.95	69	93.2	3.65	-18.89	
IMPORTANCE		76	93.8	3.86		70	94.6	4.5			
C 7	Training techniques:										
	a. On-the-job	EXISTANCE	78	96.3	3.51	-14.81	69	93.2	3.94	-13.41	
		IMPORTANCE	78	96.3	4.12		70	94.6	4.55		
	b. In-house training	EXISTANCE	70	86.4	3.2	-14.44	67	90.5	3.65	-17.05	
		IMPORTANCE	77	95.1	3.74		67	90.5	4.4		
	c. External training	EXISTANCE	59	72.8	2.5	-23.31	60	81.1	2.75	-27.82	
IMPORTANCE		73	90.1	3.26		64	86.5	3.81			
C 8	Frequency of training programmes:										
	Winter	EXISTANCE	78	96.3	3.47	-15.57	72	97.3	2.48	-46.44	
		IMPORTANCE	77	95.1	4.11		68	91.9	4.63		
	Summer	EXISTANCE	61	75.3	2.63	-19.57	62	83.8	3.17	-9.69	
IMPORTANCE		72	88.9	3.27		61	82.4	3.51			
C 9	Training programmes attended in 2012	EXISTANCE	77	95.1	2.57	-35.43	63	85.1	2.92	-26.63	
		IMPORTANCE	73	90.1	3.98		61	82.4	3.98		
C 10	Training evaluation programmes by employees after the end training	EXISTANCE	68	84	2.51	-31.04	55	74.3	2.92	-28.43	
		IMPORTANCE	73	90.1	3.64		58	78.4	4.08		
C 11	Annual Performance Appraisal Process	EXISTANCE	74	91.4	3.51	-7.63	65	87.8	3.32	-23.85	
		IMPORTANCE	77	95.1	3.8		66	89.2	4.36		
C 12	Fairness of the annual Performance Appraisal Process	EXISTANCE	75	92.6	3.06	-22.14	66	89.2	3.34	-34.77	
		IMPORTANCE	75	92.6	3.93		66	89.2	5.12		
C 13	Employee's involvement in the "Performance Appraisal Process"	EXISTANCE	75	92.6	2.58	-31.75	62	83.8	2.7	-35.71	
		IMPORTANCE	69	85.2	3.78		65	87.8	4.2		
						AVER.				AVER.	
											-23.33
											-24.25

CODE	QUESTION - (COMMUNICATION PROCESS)	EXISTANCE OR IMPORTANCE	HOTEL 1 Valid Questionnaires: 81				Existence Vs Impotance VAR %	HOTEL 2 Valid Questionnaires: 74				Existence Vs Impotance VAR %
			FREQUENCY	PERCENT	MEAN			FREQUENCY	PERCENT	MEAN		
D 1	Communication between management and staff	EXISTANCE	80	98.8	3.33		72	97.3	3.7		-18.14	
		IMPORTANCE	76	93.8	4.07	-18.18	71	95.9	4.52			
D 2	Communication between management, staff and guests	EXISTANCE	80	98.8	3.67		69	93.2	4		-13.04	
		IMPORTANCE	75	92.6	4.28	-14.25	70	94.6	4.6			
D 3	The following customers' components for effective communication	a. Guest's culture	EXISTANCE	73	90.1	3.76		69	93.2	3.79		-8.23
			IMPORTANCE	73	90.1	3.79	-0.79	68	91.9	4.13		
		b. Guest's background	EXISTANCE	72	88.9	3.41		66	89.2	3.68		-9.58
			IMPORTANCE	73	90.1	3.61	-5.54	67	90.5	4.07		
		c. Guest's mentality	EXISTANCE	70	86.4	3.6		66	89.2	3.72		-10.58
			IMPORTANCE	73	90.1	3.71	-2.96	66	89.2	4.16		
D 4	Greek language knowledge between employees	EXISTANCE	76	93.8	3.22		74	100	3.59		-9.11	
		IMPORTANCE	75	92.6	3.6	-10.56	73	98.6	3.95			
D 5	English language knowledge between employees	EXISTANCE	79	97.5	4.2		73	98.6	4.09		-7.88	
		IMPORTANCE	73	90.1	4.26	-1.41	74	100	4.44			
D 6	Russian language knowledge between employees	EXISTANCE	77	93.8	2.73		72	97.3	2.61		-22.78	
		IMPORTANCE	75	92.6	3.24	-15.74	71	95.9	3.38			
D 7	Adequate Guests Questionnaires' reply	EXISTANCE	64	79	3.56		60	81.1	3.5		-18.03	
		IMPORTANCE	71	87.7	3.78	-5.82	70	94.6	4.27			
D 8	Guests Questionnaires follow-up and corrective action	EXISTANCE	62	76.5	3.54		56	75.7	4		-11.50	
		IMPORTANCE	71	87.7	4.02	-11.94	63	85.1	4.52			
D 9	Guests Questionnaires corrective action by the right people	EXISTANCE	61	75.3	3.67		58	78.4	4.05		-10.60	
		IMPORTANCE	72	88.9	4.12	-10.92	65	87.8	4.53			
D 10	Clear working responsibilities between management and your department	EXISTANCE	77	95.1	3.45		70	94.6	3.65		-20.13	
		IMPORTANCE	73	90.1	4.21	-18.05	69	93.2	4.57			
D 11	Good listening and openness to new ideas from supervisors to employees	EXISTANCE	79	97.6	3.32		71	95.9	3.4		-25.76	
		IMPORTANCE	73	90.1	4.23	-21.51	67	90.5	4.58			
D 12	Clarity of information between management and staff	EXISTANCE	77	95.1	3.27		65	87.8	3.47		-17.97	
		IMPORTANCE	74	91.4	4.71	-30.57	67	90.5	4.23			
D 13	Language barrier:											
	a. Between staff	EXISTANCE	76	93.8	2.56		68	91.9	2.41		-28.27	
		IMPORTANCE	75	92.6	2.46	4.07	66	89.2	3.36			
	b. Between staff and management	EXISTANCE	78	96.3	2.69		68	91.9	2.51		-5.28	
		IMPORTANCE	76	93.8	2.53	6.32	67	90.5	2.65			
	c. Between guests and management	EXISTANCE	78	96.3	2.73		69	93.2	2.53		-8.33	
		IMPORTANCE	2	88.9	2.54	7.48	64	86.5	2.76			
	d. Between guests and staff	EXISTANCE	77	95.1	2.87		68	91.9	2.37		-14.44	
IMPORTANCE		75	92.6	2.61	9.96	68	91.9	2.77				

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D 14	Communication effectiveness towards service quality increase	EXISTANCE	68	84	3.44	-12.24	57	77	3.7	-16.48	
		IMPORTANCE	71	87.7	3.92		65	78.8	4.43		
D 15	Barriers occurring between employees and guests:	EXISTANCE	73	90.1	2.91	18.78	68	91.9	2.64	-7.04	
		IMPORTANCE	73	90.1	2.45		66	89.2	2.84		
	a. Language	EXISTANCE	75	92.6	2.6	14.54	65	87.8	2.29	-35.49	
		IMPORTANCE	76	93.8	2.27		65	87.8	3.55		
	b. Psychological aspects (shyness, aggressiveness)	EXISTANCE	72	88.9	2.09	0.48	62	83.8	2.14	-18.01	
		IMPORTANCE	75	92.6	2.08		65	87.8	2.61		
		AVER.				-5.40				AVER.	-15.30

CODE	QUESTION - (SERVICE QUALITY)	EXISTANCE OR IMPORTANCE	HOTEL1 Valid Questionnaires: 81			Existence Vs Importance VAR %	HOTEL 2 Valid Questionnaires: 74			Existence Vs Importance VAR %	
			FREQUENCY	PERCENT	MEAN		FREQUENCY	PERCENT	MEAN		
E 1	Service quality efficiency that contributes to employees and guests satisfaction as well as guests and staff loyalty	EXISTANCE	79	97.5	3.51	-27.78	71	95.9	4.07	-12.47	
		IMPORTANCE	74	91.4	4.86		70	94.6	4.65		
E 2	Management's awareness of customers' clear quality perception	EXISTANCE	79	97.5	3.62	-14.22	70	94.6	3.95	-16.84	
		IMPORTANCE	71	87.7	4.22		72	97.3	4.75		
E 3	Customers' satisfaction effectiveness	EXISTANCE	79	97.5	3.75	-11.35	73	98.6	4.16	-12.42	
		IMPORTANCE	71	87.7	4.23		73	98.6	4.75		
E 4	Customers' effective complaints handling	EXISTANCE	73	90.1	3.56	-15.44	67	90.5	4.08	-13.56	
		IMPORTANCE	70	86.4	4.21		73		4.72		
E 5	Customers' complaints handling by the right people	EXISTANCE	64	79	3.67	-10.71	98.6	83.8	4.06	-14.71	
		IMPORTANCE	69	85.2	4.11		68	91.9	4.76		
E 6	High level of customers' complaints	EXISTANCE	74	91.4	2.67	-14.42	66	89.2	2.21	-22.73	
		IMPORTANCE	66	81.5	3.12		68	91.9	2.86		
E 7	Customers requiring the same employees to serve them at all times	EXISTANCE	69	8.2	3.39	-4.51	67	90.5	3.2	-13.51	
		IMPORTANCE	68	84	3.55		65	87.8	3.7		
E 8	Efficiency as regards the following service modes used	EXISTANCE				19.69					
		IMPORTANCE									
	a. Face-to-face	EXISTANCE	77	95.1	4.62	-11.06	64	86.5	4.35	-6.45	
		IMPORTANCE	71	87.7	3.86		66	89.2	4.65		
	b. Telephone	EXISTANCE	75	92.6	3.62	-5.70	61	82.4	3.98	-18.21	
		IMPORTANCE	68	84	4.07		65	87.8	4.56		
c. Internet	EXISTANCE	66	81.5	2.98		64	86.5	3.1			
	IMPORTANCE	65	80.2	3.16		64	86.5	3.79			
E 9	Frequent employee pay raise	EXISTANCE	74	91.4	2.06	-34.81	67	90.5	2.16	-42.71	
		IMPORTANCE	67	82.7	3.16		67	90.5	3.77		
E 10	Employee pay raise according to criteria achieved	EXISTANCE	74	91.4	2.56	-29.09	62	83.8	2.22	-49.32	
		IMPORTANCE	73	90.1	3.61		63	85.1	4.38		
E 11	College, university effective internship programmes	EXISTANCE	66	81.5	2.34	-30.97	58	78.4	3.03	-27.51	
		IMPORTANCE	63	77.8	3.39		59	79.7	4.18		
E 12	"HACCP"	EXISTANCE	58	71.6	3.41	-12.11	55	74.3	4.09	-11.85	
		IMPORTANCE	61	75.3	3.88		53	71.6	4.64		
E 13	Effective use of "HACCP"	EXISTANCE	58	71.6	3.41	-14.32	52	70.3	3.98	-14.59	
		IMPORTANCE	60	74.1	3.98		53	71.6	4.66		
E 14	ISO 9001	EXISTANCE	58	71.6	3.67	-9.38	61	82.4	4	-12.85	
		IMPORTANCE	59	72.8	4.05		61	82.4	4.59		
E 15	Effective use of ISO 9001	EXISTANCE	59	72.8	3.62	-12.35	62	83.8	3.98	-12.72	
		IMPORTANCE	59	72.8	4.13		62	83.8	4.56		
E 16	Global organisation membership i.e. "Leading Hotels of the World", "Luxury Hotels", "Preferred Hotels", etc	EXISTANCE	65	80.2	3.75	-8.54	63	85.1	3.8	-9.74	
		IMPORTANCE	69	85.2	4.1		65	87.8	4.21		
E 17	Positive "Word of Mouth"	EXISTANCE	67	82.7	3.55	-16.47	68	91.9	4.29	-10.06	
		IMPORTANCE	72	88.9	4.25		67	90.5	4.77		
E 18	Effective service quality offered in your department	EXISTANCE	71	87.7	3.77	-11.92	67	90.5	4.01	-16.46	
		IMPORTANCE	73	90.1	4.28		68	91.9	4.8		
E 19	Good repair and condition of the various tangible services i.e. (landscape, lighting, furniture and building)	EXISTANCE	70	86.4	3.45	-19.01	69	93.2	4.26	-10.88	
		IMPORTANCE	72	88.9	4.26		70	94.6	4.78		
E 20	All guests are greeted in respect to warmth and friendliness	EXISTANCE	72	88.9	3.79	-11.86	70	94.6	4.28	-10.27	
		IMPORTANCE	72	88.9	4.3		64	86.5	4.77		
E 21	All employees have good knowledge of their job	EXISTANCE	72	88.9	3.36	-20.38	71	95.9	3.73	-20.64	
		IMPORTANCE	72	88.9	4.22		72	97.3	4.7		
E 22	Your employment satisfaction in this hotel	EXISTANCE	72	88.9	3.47	-17.18	71	94.6	3.84	-13.71	
		IMPORTANCE	71	87.7	4.19		68	91.9	4.45		
		AVER.				-14.33				AVER.	-16.96

Index:

- Mean less than 3.1 (negative results)
- Mean higher than 4.1 (positive results)
- Mean variance (between existence and importance) over -10
- Dependent variable