

Qualitative Analysis of Hotel Managers, HR & Quality Directors, Hotel Training Managers, Hotel Executive & Managing Directors - Exploratory Matrix

INTERVIEW QUESTIONS

NO	INTERVIEWEE	1	2	3a	3b	4a	4b	5
1	INTERVIEWEE "1"	<p>*Very important part of the hotel</p> <p>*Without the right personnel, not the right quality of service, not the right revenue results</p> <p>*HR department, no comparison with personnel department that used to be some years ago</p>	<p>*The more important HR component of the hotel</p> <p>*Important issue towards long term quality of service assurance</p> <p>*More qualified and educated departmental managers nowadays, improve results</p> <p>*If not the right R&S process you can call it as fail!</p> <p>*Starwood franchise assist in the right recruitment channels decision</p> <p>*Easy to find good candidates due to the hotel's good name</p> <p>*Selection for important than recruitment</p>	<p>*Word of mouth and recommendations the most important</p> <p>*Important is the Starwood employment office as well</p> <p>*Newspapers and Trade Unions, not so important</p>	<p>*After the CV and the application form, the interview is the next, most important procedure</p> <p>*I am involved into heads of departments and supervisors interviews only, however I sign all new selection reports</p> <p>*We do not use tests here</p>	<p>*Experience comes first</p> <p>*The least important is the reference letter</p> <p>*After the experience is motivation and skills</p>	<p>*SOFT more important than HARD, maybe SOFT constitutes to 70%</p>	<p>*They are both interconnected</p> <p>*Without the right training, development is minimum</p>
2	INTERVIEWEE "2"	<p>*The most important issue</p> <p>*I am in this hotel because of my staff training knowledge</p> <p>*Our director's no 1 goal in the hotel is employee satisfaction</p> <p>*No happy staff, no happy guests, no loyalty, not enough profit and growth</p> <p>*Our motto is "Its our people who make the difference"</p> <p>*Part of our culture is "WE" instead of "I"</p> <p>*We invest in our people by: training, development, social events, private staff parking, staff parties, staff excursions)</p>	<p>*Even though very little seasonal staff is recruited, however recruitment is very important</p> <p>*Selection process: candidates are met with the HR department the head of department and from a management position ownword the hotel manager also</p> <p>*One of our slogans is "If in doubt, don't"</p> <p>*Almost 1000 application forms are coming in the hotel every month due to the hotel's good name</p> <p>*Once a year we employ an out source company to work employee survey matters</p> <p>*One of the reasons that staff turnover is lower than 3% is</p>	<p>*Due to our culture mainly we count of employees recommendations since they know our culture and they know better who fits more</p> <p>*Recruitment agencies only for specific positions i.e. tae massage and sushi chefs</p> <p>*We use a lot the internal notice boards and broadly internal communication process regarding recruitment channels</p> <p>*Collaboration with 2-3 universities for internships per year</p>	<p>*Mainly use of CV and application form prior to the interview procedure</p> <p>*Recommendations broadly the word of mouth process are used as well, mainly internally between staff</p>	<p>*Since there is only less than 3% of staff turnover, therefore the only available positions are seasonal, in that respect experience is not so important</p> <p>*Motivation and then skills are the most important</p> <p>*No matter what procedures followed, we always put into account "MOT", mementos of truth</p> <p>*The least important is the reference letter</p> <p>*Tests are rarely used since 21 of the 25 departmental managers of the hotel are with the hotel since the opening, 20 years ago, therefore they know better than anyone the hotel culture and needs</p>	<p>*SOFT skills are more important than HARD skills, by far</p> <p>*The hard skill can be tough easily compared to the hard skill which is very difficult to work on it, furthermore we have no time to spend on soft skill trainings</p>	<p>*We are part of the "IIP" programme, Investors in people, we were evaluated few months ago, after 3 years, fortunately we upgraded to the second stage / level of the 3 levels available, we are the only hotel in Cyprus part of IIP</p>

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			because of effective recruitment and selection techniques used *Even though there is 5% of tolerance, of making a mistake, there is a probation period after selection					
		*The most important aspect of the hotel *Without the right staff, we cannot have customer satisfaction	*The first and more important part for the creation of a TEAM *Customers are coming here with high expectations due to	*We incorporate all recruitment channels available, the most important one though is the "Word of Mouth"	*First thing is to fill in the application form along with the CV attached when available *The most important key procedure	*According to the position we have specific criteria to follow through as well *The most important is the good	*Both needed however SOFT skills much more important than HARD *We prefer candidates with good characters, training and experience	*Extremely important *As far as new employees are concerned they start officially work after other one or two days
		and quality of service *We invested on the tangible issues four years ago a lot on renovation, in the same time we invited on the intangible issues	high prices charged, therefore the HR level has to as good and qualified as possible *Due to the current building renovation, we need to keep	*It is also easier to acquire good candidates, not only due to financial crisis but also due to the fact that the hotel is member of "The Leading Hotels of the World"	to follow is the interview *Screening is done from both HoDs and the HR department, for supervisory positions onwards I see them over an interview as well	character and motivation, training and experience is coming afterwards *Nationality is not an issue in our hotel even though we have only	comes on a mutual, scheduled time *Of course it is much better if candidates acquire both skills	after they have their orientation, get their uniforms, job descriptions and so on. After the second day they start officially work gradually along with their mentors'
3	INTERVIEWEE "3"	as well, however there were grounds for more investments on that *Basically we worked not on the issue of increasing the staff number levels but on training and developing of existing staff more	staffing quality level at the same level as well, therefore we try to interview the best possible candidates *Easier job nowadays, a. Due to the hotel's name and image as well as due to the high demand level and the low supply level *Due to the economical crisis we try to get cheaper staff, therefore with lower qualifications however we invest a lot on their training, provided they have a lot of potentials *In 2009 we proceeded with approximately 25 employees redundancies, however the level of business kept at the same levels or even higher, therefore we invested on the existing staff's training and development	*Newspapers are only used to special occasions, especially when we are looking for specific jobs, i.e. Sushi chef, etc *The same goes with the Employment services *We attract a lot of students from abroad on internship programmes	*For supervisory, management position and so on, an extensive interview is prepared as well as questionnaire to go through during the interview. After my approval the managing directors are informed as well for the final decision	4-5 nationalities, since we have so many guests' nationalities *Age is only concerned due to frontline staff, we tend to have younger, enthusiastic, fresh faces there *We have about 60% Cypriot staff and about 40% foreign staff in this hotel		assistance *They have their first official appraisal after the first month of work to communicate with HR department and see how they are doing. The second interview is after the sixth month of employment to decide upon official employment or not
		*I personally disagree with the wording Human Resource, in my opinion it should be Human Capital in order to give the right importance as far as human employees are concerned *In my opinion HR is one of the	*Recruitment and Selection might be the most important area of HR department *Recruitment is much easier today due to the current financial difficulties and crisis that Europe and specifically	*I am personally involved with the selection process. Having said that I personally sign all new selections, after I check all CVs. *I am personally involved in the interview process when it comes to Heads of Departments, Super-	*They are all used here *The most important one is the application form as well as the CV *After we have all applications and CVs we proceed with the right screening before we proceed with interviewings	*It depends on the position we are looking for *They are all very important though *For instance experience is very important when we are looking for Sales people or an HR supervisor	*SOFT skills are definitely more important than HARD skills, therefore this is what I mentioned more earlier on *According to our culture and philosophy, we are looking for good and enthusiastic characters	*Training is fundamental in order to achieve Service Quality *Also monitoring and follow-up are very important for more efficient training and development results

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4	INTERVIEWEE "4"	<p>four major hotel departments along with Accounting and Finance, Hotel Operation and Sales and Marketing</p> <p>*HR is an on-going thing that has to do with present and helps towards better future results which are interrelated with sales</p>	<p>Cyprus is facing over the last few years, therefore there is a pool of potential candidates to choose from and very little supply, therefore, it is easier to find the right candidates at the right time, without much effort nowadays</p> <p>*For instance very little use of Head Handing is employed nowadays due to all the above mentioned earlier</p> <p>*Selection is also very important therefore, provided we did go for the right candidates selection, training and compensations used are less and less time consuming and more cost effective</p>	<p>visors and so on</p> <p>*Internships are very important and we use them here as well since they have added value</p> <p>*Inerns pass from many departments and they are obtained with the right experience at the end of their internship programme</p> <p>*Interns when they are happy, they come back next year and they use positive word of mouth a lot</p> <p>*A lot of candidates are coming via Trade Unions, however their professional calibre is not as good as it from other channels used</p>	<p>*Cognitive, knowledge, ability tests are only used from supervisors onwards</p> <p>*We look for personality skills mainly to potential candidates</p>	<p>*Cabability is very important and it comes from personality and experience</p> <p>*In our hotels behavioural skills are very important, since we give time to all candidates / employees for training in order to increase their experience and professionalism as well</p>	<p>with high morale and motivation</p> <p>*Education and experience can come later on provided that they obtain the right package of all the above</p>	
5	INTERVIEWEE "5"	<p>*It is the initial stage of the right hotel, product structure that we offer to customers</p> <p>*It is a very important component towards hotel's success</p>	<p>*As far as we are concerned it is the most important part</p> <p>*With regards to our philosophy it is of a paramount importance, staff to be obtained with the right culture, mentality, attitude, generally speaking to be good characters, provided they have all this package, the rest we can provide them with</p> <p>*Having said that, most of our existing staff is with us either from the beginning ,20 years ago, or they came on board few years after, in that respect promotion wise is limited since 21 out of 25 HoDs are with us since the opening</p> <p>*Even so, 3 years ago we lounged 3 new theme restaurants, therefore new supervisory positions were available, especially for our existing staff , ie chefs etc</p> <p>*Another thing we do is to</p>	<p>*They are all very important to us</p> <p>*Cyprus is a small place therefore the "word of mouth" works for us since we have a very good name in the market</p> <p>*Over the previous months we had an analysis from KPMG to analyse and evaluate the first 3 years of the "Investors in People" program we joined 3 years ago. We successfully went to the second over 3 stages IIP programme provides to companies with</p> <p>*One of the things IIP analysis showed few months ago is that staff is 100% satisfied with their job, having said that, we are the only organisation all over the world that achieved 100% success</p>	<p>*Primarily they all have to fill in an application form along with their CV attached with</p> <p>*Traditionally like most of the other companies we proceed with the interviewing process</p> <p>*Tests are only used for specific cases, ie front office positions where figures analysis need to be tested</p>	<p>*Motivation is the most important by far</p> <p>*In order to fit with our culture they need to be motivated and good characters</p> <p>*Of course it all depants on the position we are looking at</p>	<p>*Definitely SOFT are more important than HARD skills</p> <p>*We strive for new employees who have the right "Social Skills" available</p> <p>*We also check upon career stability over their cv screening</p>	<p>*They are both very important and interelated</p> <p>*It is a proof that we employed the right staff, therefore we can proceed with training and development</p> <p>*This is where we invest more on HARD skills rather than SOFT skills</p>

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			exchange HoDs positions and departments in order to increase their challenge, and reduce routine problems					
6	INTERVIEWEE "6"	<p>*HR is a quite broad term</p> <p>*It is also misunderstood in Cyprus</p> <p>*In our hotel we do not have a HR manager or a personnel manager, we just have someone who does the staff payroll and gathers all new applications and distributes them to all relevant departments. It is down to each HoD to validate applications in collaboration with the Operations Director and according to budget proceed according.</p> <p>*In my opinion what is more important is what we created here, each department head is in charge of his/her department, and we try to create happy faces and each HoD cares for his/her own staff well being</p> <p>*As a managing director I am involved in the Supervisory onwards selection process</p>	<p>*Both of them are very important, your staff is your key asset</p> <p>*Tangible issues is not everything, key and more important is intangible issues and more specifically our employees</p> <p>*Just for your information, we have about 200 full time staff, where almost 100 of those are over 10 years with us, just to inform you that the hotel is 25 years old now</p> <p>*One thing you cannot buy is loyalty, is something you build over the years</p> <p>*We try to create team-building culture and philosophy in our place</p> <p>*I try to pass to all our staff that it is not me who runs and owns the place but them</p> <p>*We also try to create flexible staff at all times</p>	<p>*They are all equally important</p> <p>*As a good 5* established hotel, many people are interested to work for us</p> <p>*We also use Unions here as well as newspapers sometimes and consulting agencies for specific positions</p> <p>*There is a great deal of applications arriving here either in personal or via e-mails</p> <p>*We do not work with colleges and universities via internship programmes</p> <p>*We support recommendations from our existing staff however we are very careful in order not to employ family people of our existing staff since it will back fire us</p>	<p>*Every HoD sees each candidate and decides upon those candidates who fits and who doesn't fit in our culture and our hotel</p> <p>*We only use personality tests to the management of the hotel</p> <p>*We work as a family here, more like team work in our place and we share together all concerns accordingly</p>	<p>*Experience comes first</p> <p>*We also support candidates with high morale who are highly motivated and we invest on them accordingly</p> <p>*I have no concern about age or sex of employees provided they fit the actual job we are looking for and they are motivated and enthusiastic</p>	<p>*SOFT - behavioural skills are by far more important than technical skills</p> <p>*If someone is enthusiastic and SMILES but makes some mistakes, it's not a problem since we will work on their weak points intensively and sort them out eventually</p>	<p>*Extremely important, also for the existing, experienced staff of our hotel</p> <p>*We have internal trainers in places also</p> <p>*We invest on training a lot in our hotel, we also provide "Train the trainer" training programmes</p>
		<p>*It is one of the most important parameters towards quality of service improvement and upgrades</p> <p>*That is why that profit and growth can eventually come</p>	<p>*It is one of the most important tools in terms of enhancing staff retention increase in staff morale, security, motivation, employee and customers</p>	<p>*We use all of the above regarding each case separately, position, needs, time</p>	<p>*They are all important and we use all of them in certain extent</p>	<p>*I agree with all elements mentioned since all of them are important and needed</p> <p>*I believe that motivation, morale, enthusiasm and staff empowerment are very</p>	<p>*Definitely SOFT are more important than HARD skills</p> <p>*Provided that personality and character are given, the rest can be improved with a certain training and</p>	<p>*It is the next step after a careful recruitment and selection process</p> <p>*It is a very important process in terms of development achieving as</p>
7	INTERVIEWEE "7"	<p>in a hotel, provided that hotels have the patient and the right culture and philosophy in terms of investing in people therefore investing in quality of service eventually</p>	<p>satisfaction, loyalty and quality of service improvement</p>			<p>important as well</p>	<p>development programme assigned</p>	<p>well as successful future employees' planning and development</p>
		<p>*It is the most important area of a hotel</p> <p>*No matter if you have the best hotel establishments, without the right staff and management and the right training and</p>	<p>*They are both very important and interrelated</p> <p>*In my opinion, selection is more important than recruitment</p> <p>*We use many sources in</p>	<p>*We are collaborating with 18 different schools and colleges with very good results, however some problems are faced every here and then, ie homesick especially the first few days,</p>	<p>*Normally we check SOFT skills and then we proceed to HARD skills, as well as management skills etc, and in the end we provide them with feedback accordingly</p>	<p>*Motivation is very important for all job requirements</p> <p>*Experience skills are also needed for some particular positions i.e for students it is desired but not compulsory. Reference and</p>	<p>*SOFT are by far more important than HARD skills</p> <p>*SOFT skills can be difficultly be learnt whereas HARD skills are</p> <p>*It is very important to be highly motivated candidates striving for</p>	<p>*Training is very important for all positions at all times and it is an on-going process</p> <p>*Training starts from the induction and orientation</p> <p>*Training and development</p>

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8	INTERVIEWEE "8"	development investment nothing can be achieved in respect to quality of service, profit and growth	terms of recruitment, locally Cypriots, European staff, students, as well as overseas i.e. european and 3rd countries employees as well as students *We also use the hotel school both in Cyprus and abroad, which are the major solutions as regards seasonal staff is concerned *Since Cyprus depends a lot on seasonality (6-7 months) all the above staff sources are the solution to seasonality *There are some good schools and colleges both in Cyprus and abroad that young, passionate, enthusiastic student with energy and knowledge are attracted	mentality and culture difficulties, as well as communication barriers *An additional benefit from 18 different colleges internship programmes variety, flexibility and personality skills enhancement can be achieved *Unfortunately some of these candidates are not the best solution since they are employed and after 1-2 months of training they leave the hotel for another place with few euros more than what we give *We use all recruitment channels some of them are more trustworthy than others, for instance Trade Unions are not so successful whereas recommendations as well as word of mouth more important	*When there is a vacancy the procedure we follow is the application form and the CV *We use pre-selection tools, i.e. 5 years of experience, preparation in advance ie gather together all candidate's information and we also prepare the interview place, telephone barriers, coffee, I personally use the L-shape interviewing method and we also use an interview questions template accordingly	recommendation for students is difficult to be obtained with Age is important but not always is we are looking for a Night Receptionist here therefore age is important since we are looking for a mature, trustworthy person with experience at the age of 55 approximately which means that he will be staying with us until retirement *Language skill is important especially for frontline staff, ie greek, english and russian language	learning, open-minded a team work person	are both very important and interrelated
9	INTERVIEWEE "9"	*HR is the heart of the hotel *The HR director is the liaison between employees and management *Everyone refers to the HR director for anything concerning them *HR department plays the role of the catalyst in order to mild and resolve problems	*They are both important and they go together, you cannot only do with one of the two, both are needed to bring results *Selection though is more important than recruitment and a great deal of careful work needs to be done for more effective results	*Most employees in this hotel are employed via Trade Unions *For management recruitments we count a lot on the word of mouth, from recommendations and we also work with specific Recruitment Agencies *To be honest with you we receive a lot of application form due to the hotel's good name as well as the increased in the unemployment level in Cyprus *We also receive a lot of CVs, many of those unfortunately are not up to our standard *We also collect a lot of CVs from the internet, and also via Starwood Hotels that we are members at *Trade Unions are considered important since we get references from also lot of CVs are coming also in person	*We go via the traditional way where we examine both application forms as well as CVs and then we proceed with 2-3 interviews accordingly, normally from the HoD and the HR department and from supervisory positions onwards from the hotel manager as well *To proceed with the final selection approval, three signatures are required from the financial controller, the HR department and the hotel manager, sometimes for managerial positions onwards, managing directors need to approve and sign as well *If the result is negative an oral communication is provided from the HR department to the actual candidate	*Age plays an important role in this hotel, in other words employees are more preferred not to be over 40-45 years old especially for management *The hotel management believes that over the age of 45 you cannot bring the best results as regards management employees are concerned *Personally I disagree with the above idea, it could be ok for some positions however I do not believe that this is the case for all positions *Personally I believe that the most important one is experience and then all the others. Reference letters are not valid since we can personally pick up the phone and get reference via telephone	*SOFT is more important than the HARD skills. We can easily work on HARD skills but not as easy on the HARD skills *You can obtain a lot of SOFT skills from a candidate during the interview, but not all of them, however as I mentioned earlier we get oral telephone references as well from previous employments	*As far as I am concerned the most important one is training *In order to have development on an employment, training plays a very important role
		*It is important, but it is an	*It is the most important	*They are all very important	*Life is simpler than literature	*There are stereotypes in all of these	*SOFT are more important than	*They are both very important

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10	INTERVIEWEE "10"	<p>important part of the whole process, it is therefore very important as regards the hotel's culture and philosophy especially for us that we are people's driven organisation</p> <p>*It is equally important with the rest of the hotel's goals and components, therefore we all have to work together for the best possible results</p>	<p>component as regards HR</p> <p>*It is very important to find the right people for the right jobs according to our culture and philosophy</p> <p>*Generally speaking, flexibility and elasticity are needed at all times since changes and new trends might come up at any time, therefore we have to ready for changes in that respect our employees must be trained and able to change or alter at any time</p> <p>*In order to give you an idea of how alert we should be, we should sleep and wake up and have the hotel in our dreams</p>	<p>and maybe we adopt some other as well, however it is very important to bare in mind the time, place and so on</p> <p>*It is very important for us to be able to understand the percpective candidates we have in front of us, if they can blend we the rest of the staff, our culture and so on</p> <p>*The HR manager must be able to adopt to changes at all times and be flexible and sensitive to changes</p> <p>*There are though some red lines, in other words there are some things that are non-negotiable i.e. culture, values etc for instance the German culture to our Cypriot place, it is not that it cannot be done but it is defficult</p> <p>*Success is subject to team work collectivity, rather than individuality and single units</p>	<p>as far as HR is concerned especially in this hotel since we run the hotel for 20 years now, and most of the HoDs are on-board from the opening, we all HoDs speak the same language, share the same concerns and ideas and comprehension the same phylosophy and culture in this hotel, therefore candidates who pass from 3-4 different interviews do not maximise the risk of variety of issues and ideas from the hotel management team since we all share the same culture and we know what we want from each other and new candidates as well</p> <p>*Our job when doing an interview is not a difficult job any more since our instict is high and it also comes from the experience each of us have in this hotel over the years spend together in the same working place</p>	<p>*HR changes from year to year, from decade to decade, everything goes and comes, but we must always have in mind the various HR stereotypes - literature of HR since we are dealing with people therefore we must be more flexible</p> <p>*Having said that, in this hotel we have 500 F.T. staff, therefore I do not expect everyone to think the same like me or the general manager, what we need to do well is place the right person at the right job</p> <p>*We also have to respect every-one's ideas and concepts</p> <p>*Even if sometimes we do not want to believe we are made with heart, that means that unfortunately age, sex, nationality and so on influence selection and we must not be biased with these</p> <p>*There is always a mistake margin therefore we have to be very careful</p>	<p>HARD but always depense on the position available</p> <p>*SOFT are very important since they have to do with our culture's biliefs but if you do not have in hand the major core competences as far as SOFT skills are concerned, HARD skills are not very important, however I believe in a balance of both</p>	<p>*We commit employees towards our vision via training and development in order to achieve goals and culture targets therefore primarily training and secondly development are very important for the achievement of the hotel's goals</p> <p>*We must be able foresee things in order to increase skills and potentials of each employee. In that respect we must be flexible and allerted according to needs</p> <p>*We must also be able to unlock employee's abilities and being able to reach them to the best optimum level</p> <p>*We make mistakes towards training programmes and results from training, however we are flexible to changes</p>
11	INTERVIEWEE "11"	<p>*HR is the heart of a hotel</p> <p>*You try to recruit and select the best employee options that you can develop and train them in order to retain them</p> <p>*The human relations development in a hotel helps in knowing better our rights as employees and protect our selves at work</p> <p>*I believe that HR department is the NO1, major area in a hotel without it the hotel cannot work</p>	<p>*Both of them are very important and work for more reliable employees towards increase employees satisfaction and increased quality of service</p> <p>*Sometimes over an interview we believe that we have the right employee in front of us since our instict says a lot, however we might be wrong</p> <p>*By the time we ask the interviewee 2-3 questions we can realise if we have the right employee in front of us or not</p> <p>*Basic questions that can be asked are i.e. about positive thinking, love about the job, therefore answers we should be requiring are i.e. love about the job and not just need of the job and so on</p>	<p>*We use all channels above, newspapers are not used as often as the other methods</p> <p>*The most important for us is the "Internal Notices" thus our existing employees find out for new jobs, either to apply for or even suggest us people they know that can fit in our culture, therefore be suitable for the jobs required</p>	<p>*Mainly recommendations from our existing employees are the most important element to use</p> <p>*It is more secure to find the best suitable candidates for our job vacancies - people that can fit to our culture, our phylosophy</p>	<p>*Nationality is the least important one, it is only important when we are looking for Russia speaking staff etc</p> <p>*No1 is motivation and passion for work, the rest can be trained therefore experience and skill we be aquired soon, that is why we look for trully talented people</p> <p>*Recommendation letters were important until 10-15 years ago but not any more</p> <p>*Age is normally experience, however motivation is the most important one towards quality of service achieved eventually via training and development programmes and planning</p>	<p>SOFT skills are more important than HARD skills, in other words if the candidate has a good attitude and behaviour the job is becoming easier for us in the training department</p> <p>*All the above help in order to satisfy customers more, retain them and increase quality of service and suggestive selling</p> <p>*We pass a message during orientation that our job is to "Delight our customers"</p> <p>*A motto we have here is "How can I delight at least one customer per day?"</p>	<p>*Training and development are both working together</p> <p>*One of the major reasons employees do well in this hotel is due to an on-going training experience they have with us</p> <p>*We respect all our staff and we equally treat them as regards training and development</p> <p>*I requested to participate on a proctor's seminar and the company was positive to it without asking a thing, even though that the particular seminar will not directly positively effect the hotel</p> <p>*Even so I appreciated what the company did for me and I use it for the hotel's benefit it is a "win, win" situation</p> <p>*We try to pass to all staff that training is provided for</p>

								authensitidy reasons, ie "To delight our customers"
12	INTERVIEWEE "12"	<p>*I believe that the term and position of HR in the hotel industry of Cyprus initiated few years ago, whereas before they used to have the personnel department which used to perform different things for sure compared to HR departmetn as it is today</p> <p>*Due to high seasonality of six months with about 80 new recruitments, out of those, 50 of them are students from colleges we have to be very careful with these since problems arise</p> <p>*For instance when I visited CUT University of Cyprus, out of 30 final year, hotel management students, only 2-3 of those wanted to work in the hospitality industry!</p> <p>*Another problem is that HRD of Cyprus reduced their training programmes subsitisation</p>	<p>*Definitely Recruitment and Selection is 100% important as regards the HR department</p> <p>*We have our vision, targets, we have our short term 3-5 years, strategic planning</p> <p>*We prepare our annual HR and payroll budgets, regarding positions, and we all do a careful internal monitoring of people and their existing positions and we primarily look from within for new positions and promotions rather than from outside</p> <p>*Interviewing starts from the HoD, to the HR department and finally from the general management when it comes from supervisory positions onwards</p> <p>*After the candidate is been selected, after the first month he/she go through a 60 questions, a TEST to find out how this person is doing, in order to proceed with the rest of the 5 months prior to the provision of F.T. time to new employees after the 6th month</p>	<p>*We adopt all the above</p> <p>*We use newspapers mainly for HoDs as well as the Employment Offices</p> <p>*The most important one is the "Word of Mouth" and refernces as well as recommendations</p> <p>"We also place all vacancies on notice boards outside the HR office, in the staff canteen and in individual, departmental notice boards</p> <p>*We also use Trade Unions a lot however there are some politics behind and we have to double check and be very careful with new recruitments since we have to do a lot of screening</p> <p>*As I mentioned earlier CUT university seems that does not provide good student's options</p> <p>Higher Hotel Institute seems to do badly as well</p> <p>*Regarding CUT university, it came to my attention that they do not provide technical modules at uni. and there is a debate between lectures if students during their internship programmes should be trained either on management only or to the actual depatments to get experience from each one!</p>	<p>*Primarily is the application and then the CV and finally is the interviewing process</p> <p>*We follow a specific tamplate we prepared for interviews where both soft and hard questions are mentioned in there</p>	<p>*Training along with skills and experience are the more important</p> <p>*Nationality is not so important it is only important for specific positions, ie reception where we look for Cypriots there, people who speak the language of Cyprus</p>	<p>*It is a combination of both, however SOFT skills are mort important than HARD</p> <p>*The core competences for someone to get a job is to pass the body language satisfactory level which is SMILE</p>	<p>*If the professional route of a new employee is ie start = selection and then end is the EXIT interview prior someone's exit from the hotel</p> <p>*The middle level though is training and development where empowment, motivation and expereience along with skills are enhanced</p> <p>*The most important one is to establish a grounded level of employees satisfaction, therefore loyalty and increased business</p> <p>*As a matter of fact we give a lot of emphasis on training, just for your information for instance last year the refund we got from the HRD of Cyprus was over 100000 euros</p>
		<p>*Like all the rest of the departments HR department is also important</p> <p>*In the hotel industry though</p>	<p>*It is the first important step towards attacting the best cadidates for all positions in</p>	<p>*We employ all these over the last 7 years that I am with the company</p> <p>*We used to collaborate with</p>	<p>*The procedure is a. Application form along with the CV attached when available, after a careful</p>	<p>*They are all very important</p> <p>*Academical skills and experience are very important in my opinion</p>	<p>*They are both important however SOFT skills are more important that HARD, but again</p>	<p>*Training is very important for us and we pay a lot of attention on that in order to</p>

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13	INTERVIEWEE "13"	<p>HR is very important since it is a people's oriented place</p> <p>*Also the quality of service is a fundamental issue in the success of the hotel and it is quiet involved with the HR area</p> <p>*It also has to do with the team work building</p> <p>*I believe though that the HR area as such is a new area in the hotel industry in Cyprus</p> <p>*Its role is to connect the various departments together, it creates and assurance culture presence</p> <p>*It also contributes towards hotel's and departmental operating manuals and procedures installation and implement</p> <p>*Most of the staff is working with collective agreements and also about 80 employees out of 280 on fixed daily salary, casual labor</p>	<p>order to establish quality assurance</p> <p>*For instance we are looking for 2 candidates out of 30 applicants, we do the first screening and then we follow with the interviewing process, lets say that with the screening we went down to 12 applicants and we proceed with interviews, there are 3 interviews, one from my assistances in the HR area regarding SOFT questions via a specific questions template and another one from the HoD regarding HARD questions and they both decide together who they recommend for the job and all 3 of us together we decide upon who to employ. For HoDs onwards there is an interview from the General manager as well</p> <p>*A template of 25 questions what to avoid in an interview</p>	<p>Recruitment Agencies due to our geographic position, since we are located on a village in the middle of Limassola and Pafos</p> <p>*Trade Unions and Recommendations are the most important ones</p> <p>*Of course everything is down to culture, new candidates must fit to our organisation, our culture</p> <p>*We also use newspapers for supervisory positions onwards</p> <p>*Passion and motivation constitutes a lot to our culture's character</p>	<p>screening done we proceed with the interviewing process</p> <p>*As mentioned earlier we proceed with 3 different interviews, using different methods and templates before we proceed with the actual finalisation</p> <p>*Psychometric and personality tests are done for supervisory positions onwards</p> <p>*This kind of tests are very good for the future of the candidate in the company as well as for more effective communication process achieved in the hotel</p>	<p>*It all depends on the actual position though</p> <p>*Age and nationality, not so important, it depends on the actual position we are looking for</p>	<p>it depends on the actual position ie. for a painter's position, HARD skills are also important, since this person is mainly working alone, away from customers and employees most of the time, and he needs to be a good technician who can demonstrate good technical skills be productive, efficient and quick</p>	<p>enhance employee's morale, empowerment and quality of service achievement</p> <p>*It is an on-going, planned procedure in order to increase development plans for each employee at any given time</p> <p>*Training has to do with communication a lot as well as feedback issues in terms of employees and management</p> <p>*We also launched the "Columbia Academy" as well after some years of preparation which was funded by the HRD of Cyprus</p> <p>*The Columbia Academy is a two week programme which deals with all new candidates. During the first week all candidates pass from all departments and are informed about everything. During the second week they go to their department, however they are not in the actual operation yet</p>
14	INTERVIEWEE "14"	<p>*HR is very important as far the service industry is concerned</p> <p>*HR department is area that employees can be obtained with moral satisfaction ie well done, thank you, bravo, good job, keep it up etc</p>	<p>*The most important ones as regards the HR department</p> <p>*It is important since it ensures the right procedures use in terms of selection process in employing the right candidates</p>	<p>*They are all very important especially recommendation</p> <p>*Word of mouth is also important even though is unofficial</p> <p>*Official is the recommendation ie when the HR manager or the hotel manager, picks up the phone and requests oral recommendations from previous employments</p>	<p>*They are all very important provided they are properly done</p> <p>*It is very important that the person in charge has a clear picture of what we have in hand what we need, where and when to find them. Make sure that we have clear budgets and targets and we work on them</p> <p>*They must be alerted and react quickly at unexpected situations</p> <p>*The most important one is the interview, provided that are done correctly at the right time, to the right people</p> <p>*We have to have protocols regarding interview about the actual interview, place, conditions things to ask, what to observe and feedback interviewees accordingly</p>	<p>*Whatever we do have to be in line with the culture of the hotel</p> <p>*Motivation and good character are very important in my opinion and are more important than experience and skills</p>	<p>*95% is SOFT skills</p> <p>*I believe that HARD skills are mainly important towards back of house positions and have nothing to do with direct services</p> <p>*The character in my opinion cannot be changed, it can only improved in a way but not successfully improved</p>	<p>*Very important and inter-related with recruitment and selection and communication</p> <p>*It's a long term strategic planning and investment</p> <p>*With training and development targets must be placed ie we must achieve over 85% of service offered to customers</p>
		<p>*HR is very fundamental as far as the hotel industry is concerned in order to achieve</p>	<p>*It is a very important component of HRM</p> <p>*First rate people, hire</p>	<p>*I agree with all channels you mention since they are all needed</p> <p>*We have to have in mind that</p>	<p>*They are all important but we must always have in mind that each of them correspond</p>	<p>*They are all very important</p> <p>*Very important is skills, very important though are</p>	<p>*Both needed however SOFT skills are more important and famous the last few years</p>	<p>*Maybe the most important ones</p> <p>*You are the same person</p>

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15	INTERVIEWEE "15"	<p>common hotel goals and objectives which are excellent quality of service</p>	<p>first rate people, second rate people, hire second rate people, in other words everything is down to the culture of the organisation, the high targets set and high expectations you look for</p> <p>*If you are striving for excellency, you look for the best candidates available</p>	<p>we have to be linked-in with new technologies and new technical ways of achieving better HRM</p> <p>*Social media are very important as well to be incorporated</p> <p>*According to our culture we go for the best recruitment channels in order to successfully proceed with best possible selection process, CV is very important but on the other hand we have to be very careful regarding CV information if they are correct or not</p>	<p>certain cases</p> <p>*I believe that in certain cases psychometric tests are needed</p> <p>*I support the idea of an extensive investigation of a candidate according to his CV as well as his over background via oral references from previous employments, however these things, still are not enough. I support the idea of a better screening, ie in some cases used that I can remember candidates for supervisory positions were taken to a good restaurant for lunch in order to check their managerial as well as leader skills on the spot. For instance they order a well done stake and the chef was informed from before to prepare a rare stake, in order to see candidate's reactions</p> <p>*In other cases I remember candidates going to a mini-football game thus their team work, coordination and involvement skills were tested</p>	<p>experience and knowledge</p> <p>*Motivation and concistency are also very important ones</p> <p>*It all depends on the actual position we are looking at</p> <p>*There are certain positions that require too many hours, hard work, flexible working terms and so on, in that respects candidates should be at a certain mature age onwards with not so many social commitments etc</p>	<p>*When it comes to technicians many times technical skills are mainly required however there must be a balance between the two of them</p> <p>*Both of them are important and that comes from "Who you know determines what you know"</p> <p>*A simple example is for instance with regards to SOFT skills is why at the end of an SMS send we put a full stop rather than an exclamation mark!</p> <p>*HARD skills so your job is done, SOFT skills so your life is enhanced</p>	<p>today, like you are going to be in the future except from the books you read and the people you meet</p> <p>*In other words learning is very important for the future and for the better service quality of service offered</p>
16	INTERVIEWEE "16"	<p>*HR is the connection between management and HR management and employees</p> <p>*It is the employees that will come in first contact with guests, therefore they require to have all those core competences for the job</p> <p>*Employees are the people who</p>	<p>*They are both very important and needed however there are many hotels today that do not do good job or they even take advantage of crisis and search for cheap and not qualified enough employees</p>	<p>*They are all very important and they can be used according to each individual case, therefore Trade Unions are not the only channels that good and quality employees can be searched from</p> <p>*It is more important though</p>	<p>*They are all important and used</p> <p>*I support the idea many years now that the more qualified and professional the new candidate is the more qualitativie, trustworthy and investment for the hotel will be in the future with minimised staff turnover</p>	<p>*They are all very important</p> <p>*I believe that morale and motivation are the more important ones</p> <p>*By achieving so, we achieve "Positive Thinking", in that respect job can easily and successfully learnt eventually</p>	<p>*Personally I cannot expect people with education and experience but they are not good characters!</p> <p>*I would rather choose someone with educational background, without particular experience and experience will eventually come</p>	<p>*I believe on the on-going training and development of employees for better long-term results</p> <p>*Also hotels must be alerted especially in the HR department in terms of keeping up with new trends, innovations etc</p>
		<p>will contribute towards eventually hotel's profit and growth therefore the most important component in a hotel which leads from is culture</p> <p>*We believe that one of the reasons hotels face crisis in profit margins and seasonality are because of unfair treatment of managers to employees. Having said that more and more fixed salaries are offered to new employees working 6 days a week with very limited rights</p>	<p>*According to my experience about 20-30% of recruitment and selection is done correctly whereas the rest is done not so much professionally. Having said that most of the staff especially in summer is collected through the fishing process where new employees are collected from the road, whatever</p>	<p>not for the employees benefit only but for the hotel's benefit to go according to the collective agreements in order to retain staff, staff that hotels can invest on and work for quality assurance as well as increase in hotel's profit and growth</p> <p>*A competitive advantage of Trade Unions though is not that they are reliable and</p>	<p>*Few years ago we recommended hotels and all relevant bodies to collaborate together in terms of identifying and achieving optimum perspective and long term results in terms of increasing hotel's productivity and employee's productivity as well as increase professionalism, hotels and tourism image in Cyprus as well as increasing staff morale and job security as well. Unfortunately</p>	<p>*I also believe on the academical background, having said that and with specific training assigned, fruitful and professional experience will come eventually</p> <p>*Having said that, career, reward and pay raise should be therefore part of the investment and development plans of the hotels</p> <p>*I believe that chances should</p>	<p>*Good characters, good personalities can easily increase their morale and enthusiasm as well as productivity provided chances are given to them, instead of employing people with not so good characters but with good experience, because personally believe that soft skills cannot be easily improved in comparison with soft skills</p>	<p>*As I mentioned before again as a result of good training in order to increase morale and long term quality of service, reward, career and pay raise are also important and needed</p> <p>*I tend to believe that a big problem hotels have but they do not want to understand it is the internship programmes they have with colleges and universities that as I</p>

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16	INTERVIEWEE "16"	<p>whereas collective agreement agreements tent to minimise</p> <p>*Approximately 70% of seasonal staff is coming from internship programmes. Out of those we believe that very few go according to the collective agreements and the majority of those go according to personal agreements between universities and hotels on fixed salaries. The problem does not stop there since employers instead provide a spectrum internship programme to students they just place them in certain positions for the whole period during summer, the peaked seasons, whereas permanent staff in summer go on holidays which means that in winter period they have "0" holidays left and they have the right with "0" annual leaves left to send F.T. employees on 6 weeks unpaid leave!</p>	<p>appears in front of us because of our needs we collect whatever is available!</p> <p>*There are still hotels though that do good and professional jobs however I am not sure if they can handle any more being professional and going by the bible!</p> <p>*Only 20-30% of new employees are the professional ones, career candidates that can stay in the hotel and work according to the culture of the hotel for the best quality results achieved</p>	<p>trustworthy after so many decades of experience in the industry but also they can supply hotels, at any given time new perspective employees that are suitable for any vacant job, but also they have connections in all towns in Cyprus that go and search for any vacancy needed</p> <p>*In my opinion also hotels trust us more now rather than 5 years ago and I believe this is due to the economical crisis as well that many staff is either dismissed or walk away, therefore at any given time new employees are needed to fill in vacancies</p> <p>*Also due to our experience over the years they trust us for searching the right candidates</p>	<p>the idea was not welcomed enough that is why we did not proceed with it</p> <p>*We also suggested that all involved bodies again work together in order to a collective and mutual effort all of us work together and arrange meetings and gatherings at schools and hotel schools in Cyprus in order to educate them more about Tourism in Cyprus, hotel industry in Cyprus as well as Cyprus hospitality, however it did not succeed again</p>	<p>be given to all people, especially young generation, young employees</p>		<p>mentioned in question 1, they take advantage of it and instead of offering a spectrum training to students via various departments they just replace F.T. staff in peaked season with students, whereas if they would like to do a proper internship programme be going through various departments they could go through European or even international programmes such as "LEONARDO" or "ERASMUS" programmes that students at those cases are subsidised provided that students pass from all departments for certain time</p>
17	INTERVIEWEE "17"	<p>*It is a very important component of a hotel, starting from recruitment and selection from a pool of applicants to training and development, to employees' loyalty and satisfaction, reliability and assurance, to customer's satisfaction, increased profit & growth</p> <p>*Unfortunately HR department became a part of the hotel manager's office</p> <p>*Unfortunately hoteliers only see figures and cost rather than quality and optimum customer's satisfaction</p> <p>*Hotels nowadays are not as profitable as they used to be some years ago</p> <p>*Due to all these hotels in Cyprus are no longer quality oriented and therefore tend to be more and more seasonal hotels, therefore 5-6 months a year, during winter are closed down</p> <p>*As a result hotels tend to have 30-40% F.T. highly paid staff and the rest is P.T. staff with the minimum payment remuneration schemes</p> <p>*Since I come in contact with staff, realise that service tends to minimise every year</p>	<p>*Crisis in Cyprus was taken advantage by Tour Operators that require lower accommodation prices in order to bring business to hotels, therefore quality of service is minimised with lower revenue margins as well, which is a result of lower new candidates' remuneration packages with less and less Collective Agreements signed</p> <p>*Recruitment and Selection are very important as regards hotels but hoteliers take advantage of the economical crisis and they employ new staff with very low salary packages which led to staff unhappiness, less service quality offered, therefore less training to staff and therefore less profit and growth results achieved</p> <p>*The last few years hotels use Trade Unions less and less and this is due to the fact that there is a pool of less qualified and lower paid staff available around to fish in</p>	<p>*I agree with all channels you mention however the realistic picture of hotels today is that more and more foreign staff leave our country due to the economical crisis and also due to the fact that there is a great deal of unemployed staff in the hotel industry of Cyprus, many candidates do not bother our offices any more requesting for jobs since they have a clear picture of the unemployment level in Cyprus, therefore they just fill in a form in our office with all their personal information in there wishing to get a job as soon as possible by the time they have a call from us accordingly</p> <p>*Even though there are many subsidised, internship programmes from the EU ie "ERASMUS", "LEONARDO" still hoteliers do not use them thoroughly because is that case students must have a cross training from all departments, in summer, something that hotels do not agree with</p>	<p>*All of them have their importance however interview is the most important one</p> <p>*A hotel with a quality driven and an employee driven culture and vision will definitely be gained from in the near future, however very few hotels follow that and I believe this in one of the reasons today we have 5* and 5* hotels, in other words 5* hotels with better facilities and quality of service provided compared to some other ones with less quality of service offered, however still be 5* hotels!</p> <p>*We, as Trade Unions, since we are many decades in the industry, with an extensive experience in hand and with a big employees available portfolio, we can more accurately and more effectively fill in empty positions at the right time with the right options at any given time</p>	<p>*The most important ones are motivation and skills</p> <p>*Age, nationality and sex are the least important ones, except for certain cases that either certain sex or nationality or age are needed, however again, this is for very limited cases</p>	<p>*There must be a balance of both of them, however, SOFT skills are indeed more important than HARD ones</p> <p>*Since frontline staff in hotels are in a direct contact with customers, SOFT skills must be of a great importance</p>	<p>*They are both very important with development to be the result of good training which aims to enhance service quality assurance and increase profit and growth eventually</p> <p>*Training must be on-going and with an open communication between staff and management all trends and needs must be identified in terms of becoming accurate, up-to-date and as efficient as possible when it comes to customer satisfaction</p> <p>*Unfortunately due to the fact that hoteliers take advantage of the economical crisis more and more less qualified and cheaper staff is employed which leads to the fact that more of the F.T. staff play also the role of mentors in order to train new employees on an on-the-job training programme assignment</p>

18	INTERVIEWEE "18"	<p>*Since Cyprus has a reputation for its hospitality, therefore HR must be the most important component in a hotel</p> <p>*Hospitality and people's oriented environment must be part of each hotel's culture</p> <p>*In that respect employees' satisfaction, employees' high morale and empowerment must be highly rate in all hotels and especially 5* hotels</p> <p>*The optimum goal must be "Satisfied employees contribute to satisfied customers"</p> <p>*Satisfied customers end up to customers' loyalty and therefore increased profit and growth</p> <p>*Unfortunately there are 5* hotels and 5* hotels, hotels with high service quality assurance and 5* hotels with lower quality of service assurance as well as decreased employees and customers' satisfaction</p>	<p>*In my opinion, selection is the most important component of the whole HR department's strategic plan</p> <p>*Provided that the hotel makes the right selections, less training and development will be needed</p> <p>*Employees and customers' satisfaction will be increased and therefore reliability, stability and increased business will be achieved in the end</p> <p>*Unfortunately still many hotels work without an HR department and a lot of employees fishing is done ad hoc from the street!</p> <p>*Unfortunately many hotels are not obeying Collective Agreements and are not collaborating much with Trade Unions for employees' rights</p>	<p>*I believe that there are hotels that are doing a good job, via their HR department and hotels with wrong HR procedures and even hotels without HR department and HR procedures and each HoD is responsible for his/her recruitment and selection processes as well as training and development of their staff, baring in mind that Ayia Napa and Protaras as well half of the Pafos' hotels are seasonally opened!</p> <p>*About 40-45% of hotels' employees are foreign staff in my opinion. I believe that there is a lot foreign staff that is highly motivated, well organised and well communicated and educated in all hotels, however there are a lot of foreign staff that due to the wrong selections, training, developments, lack of culture and lack of communication cannot be efficiently utilised</p>	<p>*They are all very important however interview is the most important one</p> <p>*Interviews though in order to be successful, they have to be as detailed and in depth as possible in order with the right screening to select the best candidates available</p>	<p>*I believe that sex and nationality should not be so important</p> <p>*Age is required when we are looking for ie pool bar staff where seasonal staff is needed and as young and fresh as possible</p> <p>*Motivation is the most important one. Having said that, even in cases where candidates do not have experience but they are highly motivated with good communication and body language techniques, experience is coming second</p> <p>*After the motivation in my opinion experience and skills are following</p>	<p>*SOFT skills are in deed more important than HARD skills, however staff has to be as flexible as possible in order to obtain a combination of both</p> <p>*If an employee is not a "Positive Thinker", results will not be so successful</p>	<p>*Both are very important, especially if we are looking for employees' stability, reliability and loyalty</p>
19	INTERVIEWEE "19"	<p>*Very important</p> <p>*One of the most important departments of a hotel</p> <p>*A major link towards a hotel's success or failure in terms of achieve service quality, employee's and customer's satisfaction and customer's value for money they paid at the hotel</p>	<p>*Maybe the most important hotel's department</p> <p>*The more correct as well as detail job done, the more efficient work will be achieved</p> <p>*In that respect mistakes, risk and misunderstandings will be minimised</p> <p>*It is all down to the hotel's culture and philosophy</p> <p>*Target, and goals must be equally and correctly distributed to all employees</p>	<p>*They are all correct</p> <p>*They are all depented though according to the position, department and period</p>	<p>*I support the traditional method whih is a. Application form along with the CV attached and interview to be assigned on a second stage, besides it is a method used extensively over the years in hotels in Cyprus with success</p> <p>*I did not know that hoteliers use TESTS as well!</p>	<p>*They are all very important and needed</p> <p>*The most important one as regards quality and reliability is concerned is motivation</p> <p>*The second in command is experience and then education and skills</p>	<p>*SOFT skills are by all means more important than technical, HARDS skills especially when dealing with services , communication, frontline staff as well as dealing with customers from different cultures and backgrounds with different mentalities</p>	<p>*They are both very important and needed especially when quality assurance and retention is required</p>

Qualitative Analysis of Hotel Managers, HR & Quality Directors, Hotel Training Managers, Hotel Executive & Managing Directors - Exploratory Matrix

6	7	8	9	10a	10b	11a	11b	11c	11d
<p>*We strive towards personalised service, therefore, both important</p> <p>*We focus more on on-the-job training</p> <p>*There are good mentors, internal certified trainers in the hotel</p> <p>*We provide certified programmes along with Starwoods</p> <p>*We provide good job here since staff turnover is very minimum</p> <p>*No external training programmes are provided any more due to the economical research</p> <p>*Training appraisal assessments are provided by staff-trainees</p> <p>*Staff is appraised on the first and on the sixth month prior to full employees employment</p> <p>*Collecting points from Starwood it is an extra incentive to staff</p> <p>*Employee of the month scheme</p> <p>*Bonus schemes to managers also</p> <p>*Less and less training programmes due to financial crises</p>	<p>*First is career, then knowledge, then reward and last is pay raise</p> <p>*We also have Starwood's Golden, Platinum scheme, point system</p>	<p>*We do employee appraisal once a year in winter, P.T. and seasonal staff are not included</p> <p>*We assess employee reliability and satisfaction</p> <p>*Incentives and job security are stressed out as well</p>	<p>*Maybe one of the most important components</p> <p>*Without good communication mistakes can occur</p> <p>*We have the "Employee Suggestion Box", however results are not so good</p> <p>*I am a hands on person and I am mingling with staff always</p>	<p>*All three of them are very important</p> <p>*We are aware of different countries religious restrictions</p> <p>*We have enough, experienced staff to deal with different nationalities, cultures and backgrounds</p>	<p>*They are all three very important</p> <p>*The biggest barrier is the language one</p> <p>*Russian speaking staff in all front line departments</p> <p>*Russian speaking staff in all front line shifts</p> <p>*Two Guest Relations officers for the Russian the European market</p>	<p>*Face-to-face is very important</p> <p>*Documentation is needed also in certain situations especially when written documentation is needed</p> <p>*They all have their importance</p> <p>*When a complaint comes up, a face-to-face meeting is needed</p>	<p>*Except from guest questionnaires we also have Starwood questionnaires after the guests' departure</p> <p>*Trip advisor is important for sales and marketing issues as well, however politics are there as well</p> <p>*Guests are influenced from Trip Advisor guests' comments</p>	<p>*Very important as mentioned earlier</p> <p>*All comments are "Food for thought"</p>	<p>*Unfortunately Cypriots are not good listeners</p> <p>*"We have the answer ready prior listening the guest's concern"</p> <p>*Good listening is very important provided is done correctly</p>
<p>*"You either pay for training or for the luck of it"</p> <p>*Training programmes twice a year (winter and summer)</p> <p>*Most of the heads of departments are certified internal trainers</p> <p>*We provide many certifications i.e. "Certified Hotel Supervisors" as well as with Dale Carnegie's programmes</p> <p>*We adopt all three types of training techniques</p> <p>*We have an in-house first of all training manager who coordinates training with the HR Director</p> <p>*We all provide off-the-job training abroad, i.e. benchmarking, training in hotels, restaurants, schools abroad, such as Michelin restaurants for ideas, chefs and pastry</p>	<p>*We invest a lot on training, knowledge</p> <p>*We sent a cook in a Michelin restaurant abroad on a cross training for 6 months!</p> <p>*We send the whole F&B team every year once or twice abroad for benchmarking</p> <p>*Then is incentives and bonuses / rewards</p> <p>*Pay raise is coming then however is limited due to collective agreements with trade unions</p> <p>*Career is very limited since most of the staff is with us from the opening 20 years ago</p> <p>*The same goes with Heads of Departments where 21 out of 25 are with us from opening</p>	<p>*Performance appraisal is done once a year, our goal is "teach not to punish"</p> <p>*We are in a process to change our performance appraisal procedure and the actual report as well</p> <p>*We try to work on counseling of staff rather than to punish</p> <p>*I also try to see over 5 minutes meetings 2 employees per day to see how they are doing</p> <p>*Training needs are coming out of performance appraisals as well</p>	<p>*Employee appraisal is an official and important communication process</p> <p>employees are counting a lot on</p> <p>*There are two TVs in the staff canteen communicating everything to staff in 2-3 different languages</p> <p>*We even scan guest questionnaire comments and forward them on staff canteen TVs</p> <p>*There are daily departmental staff meetings and briefings prior to the operation, shift, service time</p> <p>*I am having 4 formal staff meetings with all staff in order to inform / brief them according to various issues, happenings, and converse with them</p>	<p>*Because of that we have 29 different staff nationalities in order to communicate efficiently with guests at all times</p> <p>*Cypriot hospitality is part of our culture</p> <p>*We promote more "body language", we believe on "smile that talks"</p> <p>*Russian customers are 3rd after the Greek and English language, apart from Russian staff we also managed to offer Russian lessons to most of the front line staff</p>	<p>*We have 53% of repeat guests, that means that guest's satisfaction is high</p> <p>*We try to be more efficient over intensive ongoing training programmes</p>	<p>*Oral, body language and eye contact are the more important ones</p> <p>*I schedule to have a coffee with all heads of department over the week in order to exchange information at all times</p> <p>*I rarely send e-mails to departments since most of the time I am around with guests and staff</p> <p>*Duty manager sometimes stands in front of the meeting signage to personally host and direct people of the seminar</p>	<p>*All of them are "the voice of customers"</p> <p>*We empower and minister mystery shoppers every month</p> <p>*All these are mentioned are part of the heads of departments over their budgets targets, to get their targets over CSQs, Mystery shoppers results, Trip Advisor and so on</p> <p>*Guests who depart without filling in their CSQs, we forward them our questionnaire to fill in</p> <p>*We have a free week for two accommodation as an incentive for guests thus to fill in their guest</p>	<p>*Very important and it has been thoroughly answered earlier</p>	<p>*We try to minister in all departments the "Chinese listening" which encounters eyes, ears feelings, heart, brain</p> <p>*It is not an easy job though</p>

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chefs training abroad, as well as F&B management team benchmarking abroad	however we try to give new potentials every few years, ie. 2-3 years ago we opened two new restaurants with internal promotions		*All departmental managers are all the time in the operation mingling with staff and guests at all times				questionnaire *We also do a "Guests Cocktail" once a week to communicate with them and exchange of information		
*We do all kind of training techniques, on-the-job by Hods, in-house by the HR Director and some consulting companies and	*We try to provide all kinds of development schemes at all times in a great extend We try to invest on	*We do it once a year *I believe it's a great tool in the management's hands, provided is done	*Extremely important, it keeps the organisation on the right track *I believe tha we should be an		*All 3 of them are very important *Regarding shyness, agressiveness, we can	*Communication process is very important as regards inoformation transfer	*I personally handle and monitor CSQs and Trip Advisor *Very often I arrange	*Very important as mentioned earlier	*Unfortunately we did not manage to achieve very effective use of "Good Listening" yet
a few external training programmes and seminars in Cyprus only *Mainly we do on-the-job briefings and trainings by Hods and supervisors	knowledge via training *We do in-house promotions, i.e someone from head waiter was promoted to a supervisor and only lately	correctly *I believe the most important is the daily on-the-job briefing and communication between	open book in a sense that staff should be communiated everything, ie procedures, hotel future plans, how we are doing in terms of quality,		easily find out during interview and proceed accordingly. *In the case that we proceed with a wrong	*We mainly adopt the direct - oral process *Oral is created via meetings, briefings, etc *Official communication	meetings, coffee-breaks lunches, dinners with many guests, especially repeat guests *Regarding CSQs we		*Its in cypriots' DNA and character to use more ego, defensive methods and generally weaknesses in using
*Few days ago we had the Cyprus Somelier competition where one of our staff won it. Our employee	was promoted to assistant F&B manager *We always try to offer	management and staff *Unfortunately some times is not done correctly, for	financial results and so on, they must be aware of these things and they should feel like stake	*First and most important is language knowledge, ie Russians prefer Russian staff	selection, there is a propation period over the first month, in that	outputs are also used ie written for instance when	send hotel questionnaires to all guests after their departure, thus in cases		good and effective listening
had an intensive 3 months training programme by an external consultant and she managed to win the competition	career and promotions from within this is why we invest a lot on development from a careful appraisal schemes and daily employee career monitoring *We also have the "Employee of the month" as well as the "Employee of the year" scheme *As far as the employee of the month is concerned, the nominated employee has the pin of the employee of the month with the star on *We also have the ad hoc rewards, for instance an employee saved a guest from drowning and he was rewarded for that *We avoid pay rewards and pay raise due to fin. Crisis	instance during the last appraisals the Hod assigned his assistant to curry the departmental appraisals and the results were not corresponding the realistic truth	holders, part of the furniture, showing to them that we repect them by informing them, and on the other hand keeping them alerted about everything *Unfortunately due to all this economical crisis in Cyprus, uncertainty works against staff morale and productivity	or Russian speaking staff *Experience says that specific nationalities or repeat guests request specific amenities in rooms *We did russian lessons to frontline staff, last year	respect if someone is finally not a good selection movement corrective action is taken accordingly *Regarding physical issues, action is taken in all relevant departments accordingly	warnings and so on are needed *I am personally involved in all areas and departments at all times	they did not fill in the quetionnaire prior their departure to do so, there and then		
*On-the-job training is very important since it is on-going and immediate, it can also be short to notice and carry out, ie guests' birthdays where we have to carefully follow procedures and so on	*They all very important and essential *It is the next step after training that ensures staff loyalty and reliability	*It is the time to officially exchange of ideas and concerns *I want to know what out-come they had after the training they had *It is an official communication	*It is very important and on-going *In cases we face communication difficulties they can be translated into bigger problems if they are not tackled correctly or even not hanged at all	*In my opinion we do not have a big problem with it since we have a big repeat guests ratio *It is also helpful since we have a big amount of employees that are with us for many	*Language barrier is very important *We have 20 different staff nationalities in the hotel, thus in my opinion it can resolve as well increase language	*They are very important *On the 11th of Jan.13 we are going to be having our Staff Annual Party. It is an inter-personal method that	*They are all very important *Trip advisor is important even though it incorporates politics in there *We have no Guest Relations department in this hotel since guests meet reception	*It is one of the most important parametres of the hotel's success towards customers satisfaction,	*We do not seem to have a problem here even though Cypriots in general are not so good listeners *Unfortunately hotel management

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<p>*In-house are also very important and we carry a lot of those here since they are so called "Procedural training" and they are also important due to "Certification" resorts</p> <p>*Of-the-job is also important and contributes to development issues</p> <p>*Normally we send Chef on off-the-job training programmes. We also support educational training trips for restaurant staff experience</p> <p>*We also support "Web Training" where specific trainings are achieved ie for accounting issues where there is a specialist - professor on the other line, camera in another country giving training to specific employees on specific areas of work</p> <p>*This kind of training is important since it is very accurate, efficient, time saving and cost effective</p>		<p>process between supervisors and employees as far as how good we do in our department, in the hotel etc</p> <p>*Until few years ago we had no appraisal programmes, until recently, the last few years. Since we started it results are very good</p>	<p>*It is an on-going process that takes places everywhere</p>	<p>years, therefore they know guests attitudes, cultures and so on</p> <p>*Even most of the seasonal staff we have here are well aware of guests needs, cultures and so on, since most of our seasonal staff keeps coming back year after year</p>	barriers	<p>we meet all staff, we communicate there and then with all staff accordingly</p> <p>*Oral communication is very important, however written is very important also since we keep records this way</p> <p>*Oral communication is more official than written</p>	<p>in this hotel during their check-in and check-out only</p>	<p>loyalty, productivity, profit and growth</p>	<p>team is not good listeners also since they are very busy most of the time doing many things, therefore they run out of time when it comes to effective listening and follow-up</p>
<p>*The most important techniques for us are on-the-job and in-house</p> <p>*We have in all departments departmental trainers as well that play the role of the so called "Shadows or Mentors" especially to new employees</p> <p>*We are one of the very few hotels in Cyprus that have a Training Manager who is responsible for two 6-month training programmes scheduled every year according to various needs that come up per period</p> <p>*Off-the-job comes third however we use it in a great extent every year i.e. chefs training abroad, menthmarking techniques where especially F&B management team goes twice a year to prestiges hotels all over the world to be obtained with new ideas to adopt in our hotel and so on. Once we send a cook at a Michelin</p>	<p>*All 4 of them are important and we use them here</p> <p>*Another thing we provide here is job security especially over these difficult times we are facing with all these economical crises, Cyprus is facing, up until now, none of our staff is facing a problem with either redundancy or even dismissal</p> <p>*Another thing we offer here as a competitive advantage is a very nice staff working environment with good remunerations, social activities and generally very good working conditions</p>	<p>*It is very important and we provide it once a year</p> <p>*We are currently in a process in liaison with a consulting company to change both both the performance appraisal report as well as the overall process in order to increase productivity results</p> <p>*We try to motivate staff more over this official process, that is why we try to change the whole concept in collaboration with a professional, consulting company</p>	<p>*It is the most important key to the hotel's success, end of story</p> <p>*It is also very important today with these very speeding ways communication is processing especially via technology</p> <p>*For instance an e-mail was sent to all collaborators for a specific special offer, without informing the departments first. The departments were informed 10 minutes after, however one of those tour operators took advantage of the offer and called back to the hotel withing 5 mintutes, therefore some people were not informed yet about the offer and all this caused a kind of misunderstanding</p>	<p>*All of them are very important and we take a note on each of those, especially language</p> <p>*We have to be careful and alerted at all times</p>	<p>*Language is the most important</p> <p>*For instance after the Russian market, nowadays Chinese market is increasing share, therefore we invest on Chinese speaking staff as well</p>	<p>*They are all very important, however it all depends on the actual departmental procedures</p> <p>*There are companies abroad that fire staff over a text sent to them!</p>	<p>*They are all very important</p> <p>*The CSQs reply is approximately 20% which is a very positive figure</p> <p>*We offer guests a free accommodation as an insentive in order to get more guest questionnaires reply</p> <p>*Due to our 20 years of operation now in Feb.2013 we are offering an one week free accommodation to guests as an insentive each month</p>	<p>*It is the most important one</p> <p>*It is an on-going process, that is carefully monitored at all times</p> <p>*We have to be carefull towards the means of accommodation used and how we use them</p>	<p>*I believe that generally speaking we are good listeners that is why we are carefully looking for an increased quality of service offered to guests at all times</p>

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restaurant in Europe for 6 months on a cross training programme									
<p>*We do a lot on-the-job and in-house training</p> <p>*We rarely do off-the-job training</p>	<p>*All the above are incorporated in a certain extent</p> <p>*That is why we have satisfied and loyal staff over the years in this hotel</p> <p>*We support a lot the promotion from within</p> <p>*Unfortunately I gather that some of the staff do not appreciate all these we offer to them</p>	<p>*We do have staff performance appraisals once a year</p> <p>*They are all gathered in the Operations Director's office for future follow-up, ie training needs scheduled and so on</p>	<p>*Marketing wise we are very proactive in terms of keeping up with what customers require and so on</p> <p>*HoDs have departmental meetings very often</p> <p>*Effective communication is very important for staff to feel more comfortable and feel management's friendliness to them</p>	<p>*We train staff to understand and appreciate guests' cultures</p> <p>*We are very sensitive and we care a lot about guests and matters influencing them like the above in order to understand them as much as possible</p>	<p>*We assign a lot of training programmes relevant to these</p> <p>*We are "hands on" departments and we immediately tackle issues like these on-the-spot</p> <p>*SMILING is very important for all of us and is part of our job to keep our personal problems away from work and concentrate on customers' needs</p>	<p>*We work e-mails a lot</p> <p>*Oral is used where is needed</p> <p>*We try to have departmental meetings often as well as daily departmental operational meetings</p>	<p>*Even though guests comments via CSQs are very limited, we code down all guests' comments and we investigate each issue and we take action for minimising similar future challenges</p> <p>*We offer a free annual holiday to guests as an incentive in order to fill in guests questionnaires</p> <p>*Guest Relations officer is also russian speaking and she does a very good job</p> <p>*Trip advisor is important and I personally follow it up and reply to all guests comments</p> <p>*Mystery shopping is not done officially, however we assign friends to come over and stay and experience the hotel for comments</p>	<p>*It is very important and we pay a lot of attention on it</p>	<p>*We try to give freedom and initiatives to front line staff in order to create fruitful results</p> <p>*Whatever comes up to all staff levels they must listen to the concern, code it down communicate it with guests that we are going to investigate it and come back to you, and they inform all relevant hotel bodies accordingly</p>
<p>*All 3 of them are very important and we incorporate all 3 of them in are strategic HR plans</p> <p>*Especially we invest on the on-the-job and in-house</p>	<p>*It is important and is should be in full effect at all times</p> <p>*We also offer incentives to staff in all levels in a point system approach</p>	<p>*It is very important and we officially use it once a year, however we support the day-to-day, on-going unofficial communication and quality improvement</p>	<p>*It should be on-going in order to bring the best quality results</p> <p>*Without an on-going at all levels communication between customers, staff,</p>	<p>*They are all very important especially guests' mentality. It is one of the most important reasons either to earn or loose guests, either increase</p>	<p>*All 3 of them are very important</p> <p>*Language it is without a doubt the most important one</p> <p>*We do encourage</p>	<p>*They are all very important according to the case and its important</p>	<p>*They are all very important and we encourage them all here</p> <p>*We have about 20-25% CSQs' questionnaires reply which is very positive</p>	<p>*As I mentioned earlier, it is the most important</p> <p>*It requires a</p>	<p>*"The customer is always right", we do support the idea of having open ears and listen to guests at all times</p>
<p>training</p> <p>*Off-the-job is not the case over the last few years due to economical difficulties, however up until few years ago we used to invest on cross trainings abroad</p>	<p>Having said that, all employees who positively contribute to new ideas, suggestions, take initiatives, show enthusiasm and increase sales and guests satisfaction they get rewarded</p>		<p>collaborates and competition nothing can be achieved</p>	<p>repeat business or reduce it</p>	<p>that all front line staff speaks the greek language and english</p> <p>*The third language on the row is the russian language</p>		<p>towards calculating guests' satisfaction at all times</p> <p>*Mystery shoppers are programmed 2-3 times a year via a professional company</p>	<p>Careful use of it in terms of achieving the best possible results</p>	<p>*We are very cautious and we evaluate all guests' comments, concerns and issues</p>
<p>*We have departmental trainers and we support the idea of mentoring a lot</p> <p>*We offer a lot of on-the-job training programmes with the support of the HoDs as well as</p>	<p>We use all of these, however we primarily invest on the right people on knowledge, then reward (bones, weekends off on a bonus scheme)</p>	<p>*Development planning is a result of Performance Appraisal, evaluation system</p> <p>*It is both used for both F.T. & P.T. staff</p> <p>*Everyone must understand</p>	<p>*The hotel industry is a people's industry, therefore communication is very important</p> <p>*We have to be careful with employees cultures, mentalities, personalities,</p>	<p>*Definitely all three of the above are very important</p> <p>*If you cannot understand customers you will loose the game without a doubt</p> <p>*We must also concentrate</p>	<p>*In my opinion the psychological is the most important,, even if you cannot speak the language however you are good with the</p>	<p>*Each one of them has its importance and need as well as its timing</p> <p>*For instance e-mails and Memos are important in order to</p>	<p>*CSQs are very important</p> <p>*Face-to-face is also very important via guests cocktails and other gathering types</p> <p>*Trip Advisor is both</p>	<p>*We give a lot of attention as regards communication improvement</p>	<p>*Good listening is very important towards better communication results</p> <p>*It requires positive</p>

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<p>in-house training programmes mainly by our department</p> <p>*We also do external training as well as external trainers within</p> <p>*Where we lack of specific expertise we call up qualified, external trainers</p> <p>*For instance we had to go for an external consultation company for Someliers training. After 3 months of training an employee joined the Cyprus Somelier Competition some days ago and won the competition!</p> <p>*According to the up-coming trends and staff needs we follow-up accordingly</p> <p>*We evaluate all new trends and needs coming from ie CSQs, Leading Hotels of the World mystery shoppers, new innovations and proceed accordingly</p>	<p>and so on as well as pay raise and career opportunities when required</p>	<p>and acknowledge the importance of the Performance Appraisal</p> <p>*In my opinion scoring system is not the issue but the identification of the improvement point</p> <p>*Training programmes are then assigned, either on an one-to-one basis or a group training programme</p> <p>*We then work on Action Plans according to needs</p> <p>*It does not mean that every year the Action Plans are the same</p>	<p>language barriers</p> <p>*Even if everyone is good there will still be a problem since an severe competition will be established between them, therefore communication is very important at all levels and always</p> <p>*Language and inter-personal barriers are very important as regards effective communication, in order to establish good working conditions, good team work</p>	<p>on interpersonal customers likes and dislike, ie what they like to drink, eat, etc</p> <p>*We must show empathy and be able to provide personalised service</p>	<p>body language, willness to learn and highly motivated good results can be achieved</p> <p>*However all three of them are very important</p> <p>*Since we are people's industry we need to be a management by example in order to achieve the best possible service quality results</p>	<p>inform all relevant people about the time a meeting will be held, where, agenda, etc</p> <p>*For instance oral is needed for a behavioral and attitude problems</p> <p>*When communicating in person, body language is taking place, therefore it is very important</p> <p>*Noticeboards in the staff canteen can bring good results as regards communication as well as notice boards outside the HR department and each department</p>	<p>"An Angel & an Evil, via owner's feedback for hotel's improvement</p> <p>*Mystery shoppers are also very important since it keeps you alsways on your tost</p>		<p>spirit</p> <p>*It cannot be improved when there is competition, when you are selling services</p> <p>*Cypriots generally speaking are not very good listeners it is in their mentality to defence themselves</p>
<p>*In-house training is the most important one for us along with the on-the-job training</p> <p>*Induction and orientation used to be for a day, whereas nowadays has been reduced to maximum two hours per session</p> <p>*Off the job is rare as regards Cyprus, however training abroad is not existed any more</p> <p>*During September each year we request from all HoDs to give us their departmental training needs for the year in order to prepare the annual training programme for all departments</p> <p>*Then the hotel manager's approval is required as well as the managing directors' as well</p> <p>*Unfortunately we do not have training budget any more!</p> <p>*We try to go for the more important, approved training courses</p> <p>*We do all three of tem, but it</p>	<p>*Theoretically development is very important however due to economical crisis we do not follow all aspects of development as should</p> <p>*If development is not done as it should be, a lot of service quality problems will occur in house</p> <p>*We invest in all of them,</p>	<p>*It is very important</p> <p>*It is a way to identify improvemet and therefore training needs</p> <p>*Unfortunately generally speaking we do not give the right emphasis to it since we do not do it every year and that happens for the HoDs from the hotel manager's point. Also HoDs do not understand correctly why performance appraisals are done and they do not do them correctly</p> <p>*It is a very good tool in</p>	<p>*It is one of the most important components in a hotel, if Hotel mgt cannot have an effectice communication between them and HoDs, then HoDs will not have an effective communication with staff and staff and management will eventually not establish good working communication between them and customers</p> <p>*Many employees come to me in order to sort out, solve problems between them and between them and HoDs</p> <p>*A lot of problems and challenges come to me, I believe that about 60% of them are resolved</p> <p>*Without communication</p>	<p>*They are all very important</p> <p>*I also believe that similar challenges are faced not only in 5* hotels but also in 4* and 3* hotels, maybe 5* hotel guests are more demanding than the others</p> <p>*Culture and background</p>	<p>*Language barrier is is very important</p> <p>*The English language is the language that everyone speaks in the hotel, the Greek language is spoken not only from Cypriots but also others, Russian is the third language employees speak in the hotel</p> <p>*The Greek language is very important during the recruitment proess. We also try to arrange language training programmes the last one was four years ago and it was mainly Russian</p> <p>*Speaking to a Russian with a translator definitely does not give good results</p> <p>*They are all daily</p>	<p>*ORAL is the most important one whereas e-mails are not so good since they are not so personal but needed when documentation is needed in written, all of them are important and have their personal use, however the oral and then telephone are the most important ones</p> <p>*They are all importat</p>	<p>*All of them are very important and we carefully use the at all times and we follow-up accordingly</p> <p>*Trip advisor is very important for us and we have a dedicated person monitoring it always</p> <p>*CSQs are very important as well, however there is lack of o person monitoring them and following them up however the hotel managers tries to monitor it as much as possible</p> <p>*They are good</p>	<p>*It is unsuwered earlier on</p> <p>*I am involved with CSQs and Trip Advisor comments when it has to do with employees comments and on</p> <p>*Very</p>	<p>*Personally I am a good listener however there are some HoDs who are not so good listeners and they are even quite negative which does not help staff to be good listeners as well. For example we request from HoDs to prepare their winter staff annual leave programmes however they are not pantual to it for their own reasons</p> <p>*We have two ears</p>

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<p>depends on the period and needs at a time, that is why we have a Training Manager in-house dealing with all these</p> <p>*There is a long-term HR strategic planning as far as where we are today and where we want to be in 10-15 years according to our culture, trends, competition and so on</p> <p>*We are an organisation of on-going knowledge learning</p> <p>*We are worried and sensitive to new learnings which will enhance our productivity and customer's satisfaction</p> <p>*We keep on investing on new learning method, benchmarking abroad and so on</p> <p>*Before we employ the training manager, 6-7 years ago, 60-70% of training used to be from external agents, whereas now 60-70% of training is done within</p> <p><small>*Better results now with internal training</small></p>	<p>however it is a big challenge</p> <p>*For instance collective agreement is one of our challenges since there are a lot of potentials, there are a lot of things we want to do, however collective agreements do not help us</p> <p>*We have to be very careful since staff is a bit greedy and is asking more and more all the time</p> <p>*It is given that working with us, staff have to be on high level on their own</p> <p>*Staff must show adequate enthusiasm at all times</p>	<p>management's and HR department's hands in order to keep on improving</p> <p>*If we do not do a good planning definitely improvement results will not be so good</p> <p>*It is a tool that works for the on-going improvement</p> <p>*Our target though is to communicate with departments always and daily in order to resolve any up-coming issues and challenges</p>	<p>you cannot reach targets, it is like a new car without petrol in it, nothing can function</p> <p>*Rewards and appraisals, motives we mentioned earlier are part of an effective communication process</p> <p>*Interview of employees as well as references are also part of an effective, on-going communication</p> <p>*It is a tool that should be used always and at all times</p> <p>*For instance the Training manager is preparing the 6-month training programme according to needs and according to HoDs feedback therefore the more effective communication achieved the best possible results achieved</p>	<p>are not so important since they do not play a significant role to service</p> <p>*Qualities of service that we must give are there and it is given that we will provide the exact qualities of service at all times</p>	<p>issues and we keep an eye on them always</p> <p>*We are alerted and we keep on following up at all times</p>	<p>and should be used according to the situation</p>	<p>communication and feedback tools and we are judged from them</p> <p>*The fact is how careful and correct job we do</p> <p>*We never do assumptions and we never ignore or patronise comments but we carefully evaluate them all and we take action always and at the right time</p>	<p>important and relevant answers were given earlier on</p>	<p>to always use correctly at all times</p> <p>*It is again a part of communication</p>
<p>*We have an annual training programme budget that is divided into two six-month training programmes</p> <p>*As regards the on-the-job training programmes or "Buddy" system is provided mainly during summer, busy periods. The reason is to be more productive, increase employee's happiness</p> <p>*Winters are also taking place in winter which are mainly for internal and external reasons and they are coming from the annual appraisals mainly</p> <p>*Most of the on-the-job training programmes are done by us whereas some of them more exclusive ones are done by training consultants, specialists</p> <p>*We provide off-the-job multi-industrial, training programmes also</p> <p>*We provide certified programmes</p>	<p>*Knowledge is the most important know</p> <p>*Then is incentives and rewards, for instance an</p> <p>*Then is career and the final one is pay raise</p>	<p>*We do "Performance Appraisals" once a year</p> <p>*The main objective of it is employee working responsibilities enhancement</p> <p>*Another thing we try to achieve is employee reliability and satisfaction via this kind of communication</p> <p>*Another thing we also consider is pay raise and promotion in certain cases</p>	<p>*It is the most important key in our hotel</p> <p>*Our hotel is a people's oriented place, therefore communication is very important</p> <p>*Unfortunately it is in the mediterranean culture to easily forget after we are employeeed certain things ie communication. A problem we often come across is ego and pride, we do not effectively communicate with people due to are ego!</p> <p>*Since we work a lot on our employees' satisfaction, SMILE is what we try to transfer from all our employees to all our guests</p> <p>*We work a lot on training programmes related to</p>	<p>*Very important all of them</p> <p>*Managers in our hotel must know the protocol in dealing with various cultures</p> <p>*Our target is to understand customers as much as possible</p> <p>*Due to over 20 nationalities we have in place as regards employees, we introduced "TBT", Technology Based Training, training that can be achieved from home, at your own time, in your own language</p>	<p>*Because of our culture in this hotel many of these problems are resolved</p> <p>*Body language helps as well, I believe it is 95% of communication</p> <p>*We offer seminars and further training on interactive communication and training is provided accordingly</p>	<p>*The more personalised the communication is the better</p> <p>*Of course there are certain cases that written is needed, since written documentation is needed</p>	<p>*I believe that hotel's CSQs' questionnaires are the more important ones as regards customers' feedback</p> <p>*Then is mystery shoppers we assign from professional bodies, 2-3 times a year</p> <p>*Then is Guest Relations, by meeting 10-15 customers per day</p> <p>*Trip advisor is a good customers' feedback as well</p>	<p>*It is very important and you can justify so from my previous discussion</p>	<p>*We believe a lot on good listening and we could a lot on it</p> <p>*We want to find "Hidden Messages" as well as improve our listening skills and our observations</p> <p>*In this way we can manage more effective listening</p>

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also ie "Certified Hotel Administration" as well as with Dale Carnegie *We also provide training abroad even cross training in Michelin restaurants abroad *We even offer benchmarking all the F&B management team goes abroad twice a year for new ideas from other well known hotels. Also benchmarking is done even when we go on holidays!			communication ie listening skills etc *We work on body language as well ie "Smile that talks" *During interviews we check interviewee's listening skills and empathy and enthusiasm over personalised service *Smile that talks is something we want to work on over phone conversation as well						
*We provide all three of them here *We pay a lot of emphasis on the on-the-job and in-house training *We have dpearmental, trainers *We also have a Training Manager about 70% of training programmes are done within, from us *We do a lot of training, however training without follow-up does not work, this is the way to find out if a training course was successful or not and what follow-up is needed from then on *EXIT interview is very important for us and we follow it up with everyone, and believe me a lot of things are coming out from them *Exit interview is communicated to all relevant bodies	*We try to provide all kinds *Due to the economical crises, we used to fund all staff who used bus to come to work, bare in mind that our hotel is in between Pafos and Limassol. Having said that we proceeded with reducing the full fund paymnt of 30 euros to 15. Bare in mind that the full cost was 10000 euros per month. Fortunately staff kept working with us instead of leaving *I personally interact and communicate with all levels of employees and *We invest a lot on development, career and of course pay raise when necessary	*We believe on Performance Appraisal a lot and we do them once a year *Main objective is the sharing of information, increase communication and work together in the adentification of all improvement points *The most important one though is the daily uninformal communication between staff and management *We try to simplify Performace Appraisal Forms in order to make it easy for all level of educational background of staff to utilise it more efficiently *We try to pass it to all HoDs that Peformance Appraisals between HoDs and employees must be an "Open Conversation"	*If we were not good with communication we should not be working in the hotel industry *For instance the Barman have to be a good psychologist! since he is coming across a lot of customers and a lot of different stories that he not only he has to be a good listener but also patient and even give suggestions to them *We believe in communication a lot and we therefore invest a lot on communication especially with training	*They are all very important *Language is very important and we try to have staff in various front line departments that can speak different languages *We employee staff from various countries, thus they can talk to customers from various countries and of course make it easier in terms of customers' culture, backgrounds and so on *We have about 15-20 different staff nationalities in place	*We try to on-going evaluate all our employees. HoDs try to communicate with all employees and figure out if all employees adopt hotel's and department's needs *Supervisors can easily find out if an employee is sitable for us do to Hods' experience, on-going involvement with the hotel's operation and also all HoDs fill in a report after the 1st month of employment of each new employee in order to confirm that new employees are doing well or not and what needs to be improved from then on until the end of the 6th month prior to their F.T. or not employment	*They all very important especially ORAL *Everyone of those is important according to situations, time etc *We tried to lounged to all departments that Friday is a day we should not be using e-mails between us, between departments *We try to be as direct as possible	*We use all of them, however according to time and case *It is very important for us that we communicate with all customers prior their departure, thus any concerns, issues and maybe possible problems to be resolved before customers' departure *We try to find out everything that might concern guests and may not make their holidays pleasure. In other words we try to know about their birthdays, anniversaries, issues, concerns, problems, inconveniences, suggestions and so on	*As mentioned earlier, communication is very important and on-going	*It is of a paramount importance as far as hotel industry is concerned *For instance now we try to initiate new training programmes regarding handling complaints and be more effective with guests issues as well as to be able to follow-up as effectively as possible with all customers and concerns
*On-the-job is on-going and according to the "Columbia Academy" plan	*We support all of them *We offer first of all knowledge, then regard	*We count on them a lot *They are all acomplished by the end of November	*One of the most important parametres in a hotel *All of the above that we	*All three of them are very important and useful *We try to understand	*Language barrier is not there since we try to have especially in	*They all have their role in certain cases *If it has to do with	*We use them all accordingy to the actual situation	*As mentioned earlier it is very important	*It is something that we have to efficiently work

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<p>*In house training programmes are done all the time as well that is way we have a Training Manager and Health & Safety Officer</p> <p>*Even though we have a planned training programme, training in general in non-stop!, whenever we have a chance or something comes up we proceed with training</p> <p>*Both in-house and off-the-job training programmes constitute to on-going staff development, increase staff satisfaction as well as quality of service assurance employee loyalty and increase standardised service and increase business in the long run</p> <p>*Each department has its own shadows or mentors in charge of internal training</p>	<p>and then career along with pay raise when necessary</p> <p>*Regarding new positions availability we try to promote employees internally, therefore a. We announce all relevant departments about new positions and those interested apply for it, b. We recommend specific employees</p> <p>*By the time all potential candidates are informed all of them 3-4 months prior to the new promotions they are monthly evaluated by HoDs according to experience, initiatives, motivation, morale and so on and we decide in the end in collaboration with the HoD, HR and hotel manager</p>	<p>each year. Out of those things for improvement are coming up, therefore training programmes are then prepared for the next year, starting from the end of the previous year</p> <p>*It is the No1 official communication between management and staff</p> <p>*We try to assure staff's reliability and satisfaction along to the minimisation of staff turnover ratio</p> <p>*We also have Performance appraisal of supervisors from employees and supervisors performance from the rest of the supervisors which are not official and therefore they can either use them as</p>	<p>investigated earlier or have to do with communication and also nothing of the previous, mention components can be achieved without effective, on-going communication at all levels and departments</p>	<p>customers' culture and mentality, however customers' background is difficult to predict</p> <p>*The more effective communication and correspondance is provided between management, staff and customers, the more effective service quality results will be assured for the customer's satisfaction, retention and increase of future business</p> <p>*Culture is easier to work on since its got to do with both nationality and employees experience and interaction with nationalities whereas mentality has to do individually with each guest personaliy</p>	<p>all front line departments and some specific ones in all shifts, greek, english, russian and german speaking staff</p> <p>*During interviews we work a lot on "Body Language" which is also very important towards better and more efficient communication process</p>	<p>discipline, we see employees in person in the office</p> <p>*If its an officila matter we proceed in written</p> <p>*The most important one though is the ORAL</p>	<p>*CSQs give us a direct feedback for continous improvement. We have a system of quoting everything down, report them and monitor them at all times</p> <p>*We are also register to the "PIXIDA"programme where they collect guests' feedback from various tour operators and they submit them and forward them to us immediatly for further investigation, action and follow-up</p> <p>*Mystery shoppers not in schedule any more as it used to be some years ago</p> <p>*Duty Managers write guest comments electronically and forward them to all</p>	<p>since it helps you towards future development increase repeat business increase hotel's reputation, as well as goodwill, therefore increase first of all repeat business and eventually increase business as a whole</p>	<p>not only in work but in all our intire life, since it is very important towards hotel's and our live's continous improvement and development</p> <p>*Unfortunately as Cypriots we know everything, we have answers for every-thing at any given time!, definitely this works against our customers' satisfaction in general</p>
<p>*They are all very important on the base of planning, needs, targets and so on</p>	<p>*They are all very important, however everything has to be done very carefully and according to planning</p> <p>*If someone in our hotel is a star!, we should be large with him/her in terms of career, knowledge, promotion, pay raise etc</p> <p>*They are all important and should be scheduled on the long term strategic planning of the HR department</p>	<p>*Performance appraisal is very important and it ensures employee development</p> <p>*One problem employees normally express to us is that "No one come to see us, or come to check our job", in other words there is lack of couching!, monitoring! and follow-up! and follow- through</p>	<p>*It the A-Z, whatever we do, if we do not communicate it well, it will not succeed</p> <p>*For istantce training without communication, it will not be successful.</p> <p>*Communication therefore will work for or against employees development</p> <p>*Good luck is interconnected with recruitment and selection and development</p>	<p>*They are all important and connected to the culture</p> <p>*For instance if the hotel's culture is people's oriented or customers' oriented then a possible motto they could have is to "Delight their Customers"</p> <p>*For instance in the Four Season they used to have what most of the hotels have the "Management Cocktail" and they changed it to "Guests Cocktail" since it is a cocktail for their guests</p> <p>*Another example is that when entering a hotel's lobby you get the impression of civilisation, nice atmosphere and so on</p>	<p>*All 3 of them are very important and should be monitored on an individual basis</p> <p>*For instance one of the hotels we offer consultation and training courses is the Four Seasons where the last three years we offer to all front line staff greek, english and russian lessons</p> <p>*Part of their phylosophy is to learn a few russians and go to russians for help first, rather than expecting from them to come to us</p>	<p>*They are very important and we offer all of them via our training courses</p> <p>*The most important one is the body language</p> <p>*For instance many things can be solved with the proper eye contact</p> <p>* Smile through the telephone", ie pass through the telephone the right feelings and the right messages</p> <p>*A complaint is a gift therefore whatever comes up we should be tackling it 100%</p>	<p>*We also offer to some hotels mystery shopping services but not with the scoring system but from the humnity site, thus the mystery shopper can read the body language of employees</p> <p>*CSQs are right provided that we ask the right questions, the right way, write words, get the best out of it and follow-up accordingly, that is where we should be "Good Listeners" sympathasing customers and working on their cases, matters accordingly</p>	<p>*It is very important and we refered to it extensively earlier on</p>	<p>*Very important</p> <p>*During our training programmes we mention to ALL front line staff that they have to "STOP everything else they do and dedicate our selves 100% to customers and effectively listen to customers concerns at most!"</p>
<p>*Deliver Happiness", a managing director of a company abroad used to</p>	<p>*They are all very important however due to crises, pay raise is</p>	<p>*I believe that performance appraisal should not be officially once a year but</p>	<p>*It is the most important key and no organisation can succeed without it</p>	<p>*All three of them are very important and significant</p>	<p>*They are all very important, especially the language barrier</p>	<p>*They are all very important, however it all depends on the</p>	<p>*They are all very important however we have to have in mind the</p>	<p>*As I mentioned earlier it is</p>	<p>*Very important</p> <p>*We basically need to have "OPEN EARS"</p>

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offer 6 weeks induction and orientation to new candidates, after the 6th week everyone was fully paid for the 6 weeks and also another 5000 dollars extra for those who would like to leave the company without going to the actual field of their work. That shows that we deliver happiness and high motivation and prospects via our culture that delivers effective training and development prospects to all company employees which indeed minimises employee' turnover, increases high morale and enthusiasm as well as very good knowledge of work along with good incentive schemes *I believe that training is of a paramount importance provided that is part of culture however training without good mentoring, coaching and control will not succeed	facing downfalls. That is due to pay raise babbles that the hotel industry used to produce in Cyprus the last decades. In other words a new and young cook at the age of 25 could be be a Cook C in one place for six months and in six months of time he could be transfer to another hotel for better remunerations and a better position, and so on, without acquiring the right qualifications for the new, challenging promotion, which led to the career and pay raise crises the hotel industry of Cyprus suffers from today *Everything is important and needed in a healthy company, when knowledge and experience is there everything will come	quarterly whereas unofficially should be happening everyday *Performance appraisal should not mainly happen for pay raise purposes but for the improvement points identification in order to increase employee's satisfaction and morale, therefore reliability and job retention is increased			*In other words without knowing the language you cannot work or communicate no matter what how good the candidate is with the soft skills as well as the body language!	time of the year *The most important one is the ORAL *Telephone is also important, not as good as the ORAL though *ORAL is also very personal and communication is achieved in a higher extent this way *With the ORAL one it is easier to identify the body language skills as well	type and shape of questions asked, open, close questions etc *CSQs are a good communication tool in the hands of the management of a hotel *Trip Advisor is also important in both management of a hotel as well as customers and potential new customers	one of the most important ones, however it has to be effective and on-going and by everyone	*We need to effectively listen to other people as well as mill and improve ourselves in the end of the day
It is very important first of all 5 hotels at least to have a Training Manager *I believe that first of all hotels need on-the-job training and then in-house training, however they need off-the-job training programmes as well	*Definitely they are very important *I believe on employee development and investment from within *I also believe that there should be a probation period of 6-9 months	*I believe that they should not only take part once a year but at least twice *The purpose of those is to make mature communication more solid as well as to identify the grounds for improvement	*All parts must identify ways of improving communication in all levels *It is very important to improve all kinds of body language and that must also be a core competence during recruitment and selection	*They are all very important however I insist on that all employees must be fully motivated with increased empowerment and body language techniques	*The most important one is the language barrier, if an employee is good with body-language but cannot speak languages, it is not good enough *Shiness as regards	*They are all very important and they all have their time and place *The most important one is the ORAL	*Again they are all very important, they have their use and time as well *We have to keep an eye on all of them since they are all direct and fruitful feedback to hotel	*Without communication nothing else can be achieved, and therefore communication works for the	*It is very important, initially HoDs to be good listeners and proof staff that HoDs show the good example first *We have to show and proof staff that
for development purposes *Its good for hotels to have something similar to the Columbia Academy at least for a proper induction and training programmes and better new recruitments settlement	prior to new employees permanent placement and future development *I also believe that hotel employees must proof that they are capable for further investment in order to climb up the ladder	and mutually work together towards achieving those *The most important those is to have daily unofficial communication between them *All parts must understand that Performance Appraisal's purpose is not to punish employees but to improve them	processes in hotels, especially for front line employees		employees can be improved or we can even change employee's position or area of work in order not to be so directly involved with guests in order to reduce, minimise the problem or even make it less visible to the other employees,		management in order to increase customers' satisfaction, quality of service and increased profit and growth	quality of service enhancement	we respect them in order to respect us back *Everything can be resolved via dialogue and of course good will and positive thinking

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					management and customers				
<p>*They are all very important but especially the on-the-job one</p> <p>*In-house and off-the-job training programmes are more assigned for strategic development plans as well as specialised positions and areas of work as well as for new trends that come up in the hotel industry</p>	<p>*They are very important and each of them has its importance and uniqueness</p> <p>*In my opinion the more important one is the on-going acknowledgement of management's satisfaction towards employees via "Thank you, bravo", etc</p> <p>*Something else that hoteliers lack of doing is to be thankful and more large with their manpower during good years, during good profitable years, something that they avoid not only by not giving a bonus or relevant technique but they even do the opposite since they keep on complaining that the hotel is not doing well and they even threat that they will proceed with either reducing salaries or even firing more employees!</p>	<p>*Performance Appraisals are very important and they should be officially done once a year provided that employees are taking part as well i.e. by evaluating both the performance appraisal process in general as well as by assessing their HoD's performance as well</p> <p>*Employees should also contribute to the whole process by giving their suggestions and ideas to the HR department and their supervisors about the whole performance appraisal process</p>	<p>*If you make a wrong selection, you can eventually cover it, if you do a wrong training, you can eventually cover it, if you have a bad communication in the hotel eventually negative results will raise, even thought that all the above things mentioned are subject to the level of effective communication used</p> <p>*Unfortunately in my opinion what is nowadays missing is the lack of good leaders!</p>	<p>*We have to make customers feel comfortable, we have to make them feel like home!</p> <p>*The more personal customers data we obtain the more effective results we will achieve</p> <p>*We have to provide customers' empathy and personalised service</p> <p>*In that respect we have to be able to communicate with customers, therefore knowing customers' language is the most important one</p>	<p>*It all depends on the department, position, field of work each employee does</p> <p>*Languages knowing for frontline staff is a core competence</p> <p>*Shyness is important however it can be either improved or move such staff to back of house positions for more effective results</p> <p>*Aggressiveness is very important and in most of the cases it cannot be improved, therefore in those cases employees are in wrong fields of work</p> <p>*Some staff disabilities are hardly recognised whereas some of them are recognised but not important and ignored by guests</p>	<p>*They are all very important</p> <p>*The most important one is the ORAL one</p> <p>*We must also understand that communication must be an on-going process</p> <p>*E-mails should be used only when it requires distance or when a written message must be quoted</p> <p>*For serious cases again ORAL is the most important one</p>	<p>*They are all very important and they are all subject to situations</p> <p>*They are all though down to effective communication</p>	<p>*It is the most important tool in the hands of hoteliers for the achievement of effective and efficient service quality results</p>	<p>*Our mission is to satisfy our customers, therefore good listening is of a paramount importance</p> <p>*It contribute to trends, problems tackling and sorting out for employees and customers satisfaction and increase repeat business</p>

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<p>*All 3 of them are very important, each one of them has its time and its for a specific area of work and case</p> <p>*Easier to achieve is on-the-job and in-house</p> <p>*Custom made training programmes can be assigned for both of the above in order to keep up-to-date according to trends, challenges and customers' needs</p> <p>*Off-the-job even though can be subsidised like the other two of them, they are more expensive than the other two and are dealing more with development programmes and planning</p>	<p>*All four of them are important and needed to be engaged in order to achieve the best long-term strategic service quality achievement</p> <p>*Bonus and motives are things that should be used as often as possible in order to increase employees satisfaction and commitment via these kinds of incentives</p> <p>*The most important ones though are the daily incentives in order to increase employees' moral and empowerment ie using a day round words like "welldone, keep up the good work, bravo" and so on, provided that good monitoring and control is used from the HoDs' side</p> <p>*That requires good communication skills as well</p>	<p>*Very important to encorporate officially once a year provided that its done correctly and unofficially on a daily basis</p>	<p>*Very important and needed</p> <p>*In those cases that communication is not existed or is not done correctly, problems, challenges and customers' disatisfactions will raise therefore hotels' failures will come up with all relevant negative effects</p>	<p>*In the level that employees can understand customer's culture and mentality, they should be trying to bring the best results possible</p> <p>*Experience and day-to-day use of things things play an important role in the achievement of the best possible results</p>	<p>*The most important one is the language barrier, if an employee cannot communicate with a customer due to a language barrier nothing can be done unfortunately</p>	<p>*They are all very important, depending on the importance and officiality of each case</p> <p>*The most important though in the hotel industry is the interpersonal method used, therefore ORAL might be the most important one</p> <p>*ORAL is unique and portrates the true picture without misunderstandings</p> <p>*MBE, Management by example is a case of man-to-man, manager's involvement to the case showing presence and clear view of how things are and how things should be done</p>	<p>*They are all very good tools in tht hands of hotel managements, the more efficiently used, the better quality of service and customer satisfaction is achieved</p>	<p>*Communication as mentioned earlier is a very important component in the sence of achieving service quality and customer satisfaction and eventually profit and growth</p>	<p>*Very important and very essential however it is not effectively and thouroughly used in Cyprus</p>
<p>*All 3 of them are very important and needed</p> <p>*Mainly hotels go for the on-the-job ones which are not so expensive in terms of money and time and are dealing with the day-to-day operational issues</p> <p>*In-house and off-the-job training programmes are mainly dealing with development issues and long term planning</p>	<p>*They are all very important and needed</p> <p>*Also important this period of financial crisis in Cyprus job retention and job security are also important</p> <p>*They are all having their importance and uniqueness however nothing can be achieved without close and proper monitoring and control from the management</p>	<p>*Very important to be done officially once a year</p> <p>*Unfortunately generally speaking is a daily, on-going communication process</p>	<p>*Without communication no positive result can be achieved</p> <p>*Without communication no hotel is existed</p>	<p>*They are all important and needed</p> <p>*Maybe guest's mentality is the more important one however it is difficult to predict or handle 100% with success since a good sence of body language and experience is required by frontline staff</p>	<p>*The most important one is the language barrier, without knowing the guest's language efficient communication and effective results cannot be achieved</p>	<p>*They are all very important and each of them is seperately used accordingly to each case</p> <p>*Since frontline staff is dealing with so many and different customers, ORAL communication is the most important one</p>	<p>*They are all very important , however the most important ones are CSQs and Mystery shopper</p> <p>*Since our titles in CTO is Quality Assurane Officers, dealing with all hotel's service quality issues, hoteliers must be alerted all the time</p> <p>*We are soon lounging Mystery shopping visits in hotels</p>	<p>*Without communication there no hotels!</p>	<p>*Very important for effective communication</p> <p>*Unfortunately Cypriots are not so good listeners</p>

Qualitative Analysis of Hotel Managers, HR & Quality Directors, Hotel Training Managers, Hotel Executive & Managing Directors - Exploratory Matrix

12	13	14	15	16	17
<p>*Everything starts from the HR department and personnel</p> <p>*Both service quality and all three HR investigated area are interconnected and mutually important towards staff and guests satisfaction, loyalty, profit and growth</p>	<p>*All five are very important and provided here</p> <p>*Prioritywise more important for as are</p> <p>a. Responsiveness, b. Reliability, c. Assurance, d. Empathy, e. Tangibles</p>	<p>*A complaint is a "Red Alert"</p> <p>*Handled by Duty Managers, communicated to all relevant people electronically</p> <p>*Complaint handled and resolved within 24 hours</p> <p>*Complaints normally about the building, rooms</p>	<p>*Interrelated, interconnected, the one influences the action of the other one</p> <p>*Service quality is given, is there, whereas customer satisfaction is subjective, according to guests perceptions</p>	<p>*In the end of the day everything is down to customer's experience</p> <p>*Good holiday experience = customer's satisfaction = customer's loyalty</p> <p>*Le Meridien motto is: "We create experience", that's way we do not have "Guest Questionnaires but "Guest Experiences"</p>	<p>*I very much agree</p> <p>*I see the pyramid upside down</p> <p>*We need to achieve employee's satisfaction in order to achieve customer's satisfaction, therefore increase profit and growth which is our ultimate objective</p>
<p>*When I was doing my masters degree my dissertation was on quality of service</p> <p>*It was the main reason, the owner has chosen me for the position of the hotel manager</p> <p>*The 10 targets the managing director passed to me over my recruitment had nothing to do with revenue and profit. The NO1 was Happy staff and therefore quality of service</p>	<p>*Our major 4 parameters in this hotel are: 1. the best on the island, 2. intangibles, 3. friendliness, 4. excellent service and excellent food</p> <p>*Our vision is to "Delight our Guests"</p> <p>*Basically all 5 of them are very important, we work on them at all times</p> <p>*All of 5 of them are important, I could not say that one is more important than the other</p>	<p>*It is a red alert for us</p> <p>*It is an opportunity to win over dissatisfied customers</p> <p>*You can rely on from my interview overall that employees and guest satisfaction are the most important issues as far as our targets are concerned</p>	<p>*If there will be a financial statement indicating optimum quality of service, that would be a bottom line</p> <p>*We work a lot on the issue of anticipating customers' perception and we work on customers' experience fulfillment</p>	<p>*I believe that we do a good job since we have a 53% repeat guests ratio</p> <p>*There is 25% recommended by friends ratio in the hotel</p>	<p>*This is what we portray in this hotel however the other way round since we try most to create employee satisfaction atmosphere first in order to end up to an increased profit and growth fulfillment.</p>

HRM: A driving force for SQ in Five-Star Hotels in Cyprus

*We employed our Quality and HR Director some years ago for this reason, he is efficiently	*They are all five very important and we adopt them in our hotel	*A complaint is a gift! *I expect all the HoDs to be 100% involved in guests' dissatisfaction, concerns and	*In my opinion they can be two different things, in that respect service quality is there, expected whereas customer satisfaction	*Definitely are two different things	*We support it 100% in the Amathus company *Definitely employees are A-Z, we work upon employees satisfaction,
and effectively involved in HR, quality of services as well as in the day-to-day operation by identifying gaps and	*In my opinion they are all equally important *I also believe that in case there is a problem with one of those,	complaints, tackle problems and resolve them immediately *We used to have "Customer complaint" seminars in the past unfortunately we did not have	is the actual output where guests experience what they actually requested prior to their arrival in the hotel		therefore, employee productivity is increased staff turnover is reduced, employee service quality and upselling techniques are increased as well, thus customers' satisfaction is created,
bottleneck and cackling them accordingly *In our opinion they are	definitely it will show *Customers are visiting as with high	any refresh or so the last two years *I expect all the HoDs to mingle			therefore customers loyalty is achieved as well, therefore increased repeat business as well as positive
both very important	expectations and perceptions regarding quality of service, therefore it is our job to achieve as high result as possible as regards customer's quality experience in the end, thus positive word of mouth is penetrated as well as repeat business ratio is increased *It is very important for us that guests leave our hotel satisfied	and talk to all hotel guests, as well as during "Guest Cocktails" *Complaints procedurewise go to reception first and then distributed to all relevant people, departments accordingly			word of mouth is achieved after all.
*It is the No1 issue as far as Human Capital is concerned	*They are all very important *I do not see any other which is more important than this *They are all also inter-related	*It is very important, however I believe it is more important as far as when and how we handle each and every kind of complaint that comes up *We are definitely concerned	*Definitely they are not the same things *The quality of service we have here it does not mean that customers get their satisfaction expected as well *For instance maybe a guest had	*It can definitely be a different thing	*They are all very important, significant and correct *They are all incorporated and implemented in our hotels

		about each comment, we pay much of attention of follow-up and investigation	a bad day, a bad night, something came up and changed their mood, in that respect no matter whatever service quality is given to them, they will not be happy 100%, having said that it is our responsibility to be stable and reliable to our issues, beliefs and thoughts as far as service quality is concerned in our hotels		
*It is very important for the on-going, long-term, hotel success in collaboration with our human capital, since both of them work together for the customer's satisfaction as well as hotel's profit and growth	*They are all equally important and we are using here all 5 of them *Last can be the tangible issue since the stracture and so on can easily be recovered and enhance the over-all service quality provided that we are doing very well with the rest 4 of them	*Very important, our target is to tackle all customers' concerns, comments and complaints 100% *There is "0" tolerance of this	*Customer satisfaction is of a paramount importance, provided staff is happy, customers will be happy, therefore mutual loyalty will be achieved as well as repeat business that is why we adopt over 50% of repeat business in this hotel and also we achieve over 27% of business from the word of mouth and existing customers' recommendation to new potential customers of our hotel *Of course customer satisfaction and service quality are not the same thing, service quality is the input where customers percieve and expect a targeted service quality whereas customer satisfaction is the output, in other words it is the actual experience customers have after their visit to our hotel	*Definitely are two different things	*This is what we portrait in this hotel *We strive for employees satisfaction is order to achieve customers satisfaction, therefore increase repeat business as well as positive word of mouth is achieved after all *Eventially profit and growth will be achieved in our hotel, this is our main target.

HRM: A driving force for SQ in Five-Star Hotels in Cyprus

<p>*It is the most important issue as far as the hotel's success is concerned</p> <p>*Each department is responsible for their individual service quality issues</p> <p>*We do not have departmental service operational manuals</p>	<p>*No matter is your tangible issues - building and so on its not upto the guests service standards, intangible issues i.e service must be up-to-dated and its all down to our employees, thus employees' satisfaction, motivation and loyalty are very important</p>	<p>*Customers' complaints are very limited in our hotel</p> <p>*I am in charge of all guests comments and complaints and I try to sort out problems prior to guests' departure, therefore we try to get corrective action immediately</p>	<p>*Its two diferent things</p> <p>*In the end of the day, our job is to please guests and acheve customers' "Value for money" offered</p>	<p>*Very important and we work a lot on customers' perceptions in order to improve at all times</p>	<p>*This is our hotel's phylosophy and part of our culture here</p> <p>*We pay a lot of attention on employees, and employees' satisfaction</p> <p>*Many hotels on the island and 5* hotels as well proceed in winter time with 6 weeks unpaid leave to most of their full time staff, we try not to do so and at least we did not do such a thing until now even though many hotels are doing so for almost 5 years now</p>
<p>*It is the most important one, without it we cannot achieve customer's satisfaction</p>	<p>*They are all very important and we support them 100% however reliability is most important one</p> <p>*Provided that</p>	<p>*We do reply to all guests' comments, that is why we achieve good results as regards "Trip Advisor" is concerned</p> <p>*We try to train every year</p>	<p>*It is the result of the whole careful and successful procedure used in terms of service quality</p> <p>*We count a lot o repeat business as well as guests'</p>	<p>*I believe that the most important one is to anticipate customer's service quality perception needs in order to exceed customer's needs and achieve customer's</p>	<p>*It is without a doubt that without satisfied employees we cannot have satisfied guests and therefore increased loyalty and positive "Word of mouth". By ahieving so we can achieve</p>
	<p>reliability is there all the rest can be succeed at any time</p>	<p>as many as possible as regards "Handling Complaints"</p> <p>"A Complaint is a Gift" in that respect we consider all guests' comments as constructive</p>	<p>satisfaction which will leed guests to an increased loyalty and positive "Word of mouth"</p>	<p>delightness</p>	<p>eventually our profit increase and hotel's growth</p>
<p>*They are inter-connected and very important towards repeat business, increase positive word of mount and</p>	<p>*They are all equally important for the hotel's success</p> <p>*In my opinion though, empathy is the most iportant</p>	<p>*A complaint is a gift from customers to the hotel</p> <p>*You always thank the customers for shairing their fruitful comments with you</p>	<p>*Service quality is the input which means that it is given and its all about customers' perception whereas customer satisfaction is the output and it is according</p>	<p>*Definitely are two different things</p> <p>*They are both two misunderstood things</p> <p>*They are all achieved via willingness and generally</p>	<p>*They are all very important, and we emplemnt them in here</p> <p>*It is like a tree, in order to gain tree's grapes you start from the roots - seeds, you caltivate them with care until you get the best</p>

eventually increase profit and growth	one since you need to get the customer's pause *In my opinion according to importance I would go for: a. Empathy, b. Tangibility, c. Reliability, d. Assurane, e. Responsiveness		to customers' experience in the hotel, therefore you evaluate both results and you proceed accordingly *Customer satisfaction is increased provided that service quality is increased *Definitely we are talking about two different things *Customer's satisfaction is coming with an increased customer's empathy and increased personalised service	good listening	grapes from it, the roots can be the employees whereas the grapes will be the profit and growth
*Quality of Service is the most important one *The 3 HR parameters you research are very important towards quality of service increase and assurance	*All 5 of them are very important towards customer's satisfaction and eventually profit and growth to the hotel *The least important one is the tangible *Our hotel is quite old, even though we do all winter services needed, however refurbishments are not done often or to the extend we would like to, in that respect we try to do as good as possible to the other 4 of them *I believe assurance and empathy are the most important ones	*Mainly complaints go to the Duty Manager, normally HoDs are the Duty Managers as well who are incharged of it in the evening whereas in the morning, any problem that comes up each HoD who is involved with it, deals with it, except if they are not in or they are busy doing something else and in those cases I take care of them and inform each one accordingly *There is a Duty Manager's Log Book that everything is quoted in there and it is destributed to all relevant HoDs electronically *We tackle the problem and in due time we go back to guests to reassure that problems are resolved	*Definitely they are two different things however they are both influenced from the customer's personal perceptions	Definitely perception can be different from expectation and from the final experienced one *In our hotel guests are biased before their arrival regarding what they will finally experienced, however we all try hard to sort out any problem accordingly	*They are all very important, *Both quality of service and HRM are interconnected and inter-related and they are very important towards hotel's profit increase and growth eventually
*It is the most	*They are all	*We have a quality	*Quality of service is the	*Definitely are two different	*This is of a paramount

important issue *That is why we have satisfied employees which is translated to less than 3% of staff turnover and therefore satisfied customers which is translated to 53% or repeat business which is the end of the day works for our hotel's profit and growth	important and definitely used here, however I am sure that there more than those and for sure we work on many others as well *There is a great level of research *Our job is to respond 100% to customers needs and even anticipate any possible, extra customers' needs *Customers visit our hotel because of a. responsiveness,. b. reliability, c. empathy d. Assurane, d. tangible issues *We always keep asking guests what else they want to work on	supervisor who is in charge of talking to guests at all times and finding out how satisfied they are and what else they would require *She is also preparing statistics regarding trends and we all together work on those in order to fulfill guest needs at all times *Again here good listening is required as well as to be open minded and alerted always	INPUT nad Customer Satisfaction is the OUTPUT *Both of them are importat and meseaurable provided that we have a good, clear picture of our product, where we are and where we want to go	things *Our objective is to identify our customers' needs, fulfill them and even exeed them and again that is one of the reasons we have 53% repeat business in the hotel *It is a customers oriented environment, serving our guests is like serving our friends at home!, there is no different between the two cases *We want to delight our guests and keep them remembering good things and good memories from our hotel	importance to us, in other words we work on employees satisfaction which will have a positive reflection of customers' satisfaction and therefore profit and growth!
*Happy staff = Happy, delighted customers = increased quality of service = what we show outside, what our target is	*We believe a lot on these *As far as I am concerned, a. Assurance b. Reliability c. Empathy d Responsiveness e. Tangible	*If you do not exercise more listening skills, personalised service and empathy as you very correctly mention, problems will be increased	*Definitely service is there and we take it for granted therefore customer's satisfaction is gained, therefore extra effort is given and therefore empathy and personalised service is achieved. Last but not least, customers are happy, loyal, repeat visiting our place and recommend it to others, having said that, we have a 53% or repeat business in this hotel and 27% who say that the hotel was recommended to them from friends who visited the place all ready	*Definitely this is why we must be alerted at all times and we have to be good listeners always	*We agree 100% with your statement and this is what we try to lounge in our hotel which is basically our culture to create happy staff = happy guests = loyal employees and customers = increased repeat business and recommend it to others and eventually increase profit and growth in our hotel

<p>*Personally it is very important it is My Dream!, My Altimate</p> <p>*We should not forget that quality of service is part of my department</p> <p>*Once I remember during the customers' cocktail a little boy was not filling like having anything in the evening during dinner because he used to believe that food in the evening was food for adults and not for children The Chef took the child in the kitchen and showed him how the various plates are prepared, ie how we cut baby carrots, garnish and so on, and in the end of the day, not only we decided upon what the child was going to eat in the evening but also he changed his attitude towards dinner food and tastes</p>	<p>*They are all very important and we adopt them 100%</p> <p>*They are also principals of the InterContinental Group</p> <p>*It is very important that we acknowledge guests at all times, offer personalised service and of course always welcome them and call them with their name!</p>	<p>*We try to do a good job on that</p> <p>*We spotted a lot of gaps as regards this, therefore we started preparing new training programmes on that</p>	<p>*I can give you an example on that, due to personalised service and empathy offered to guests from specific employee and guests invited the employee to their wedding</p> <p>*We do care about customer's perception, however service quality is there, given and we do the best we can to mutually please all customers</p>	<p>*Definitely are two different things</p> <p>*Deifinately it requires a careful monitoring ana control at all times. This is where many mistakes occur due to management's ego and bad listening</p>	<p>*This is indeed our mission, culture and philosophy and try our best to achieve the best possible result</p>
<p>*Quality of Service is A-Z in the hotel industry and esepcially in the</p>	<p>*All five of them are very important and we incorporate</p>	<p>*Handling complaints is unavoidable and part of Customer's care</p>	<p>*Service quality is given and its there, un input, whereas customer satisfaction is the</p>	<p>*Definitely is two different things</p> <p>*In the end of the day we have</p>	<p>*It is indeed what we plan and work on in our hotels, profit and growth is a result of</p>

<p>5* hotel industry</p> <p>*Quality of Service is interconnected and interrelated with the HR department, having said that it is part of our departmental goals objectives and job specification as well</p>	<p>them in our hotels</p> <p>*Personally I believe that there should be: a. b, c, d, e as far as priority is concerned</p>	<p>*It is very important towards quality of service assurance and enhancement</p> <p>*It is part of our annual training programme since new challenges, trends are coming up, as well as new employees from different countries with different perspectives as well</p>	<p>result of all quality of service provided to customers during their stay with us</p> <p>*They are both carefully incorporated and investigated for better quality of service offered, employees and customers satisfaction and eventually increased business</p> <p>*Differentiation comes as far as customer satisfaction is concerned via specialised service, empathy and extra service quality edge provided at all times, in other words, impress and delight our customers always and forever however we have to be alerted and on the post all the time in order to become proactive and kind of anticipate of situations and challenges</p>	<p>to provide guests with the best optimum quality of service experience and also provide extra value for their money paid</p>	<p>employees and customers satisfaction</p>
<p>*Quality of Service is the most important</p> <p>*Its impossible to have excellent TQM without effective recruitment and selection, training and development and efficient communication process</p> <p>*We teach all employees through our training programmes that efficiency is achieved with a good, balanced package of procedures</p>	<p>*They are all very important and we teach them as well</p> <p>*If there is a problem with one of those, definitely we cannot achieve the best quality of service, results to guests</p> <p>*For instance is you go in the public toilets of both the McDonalds and the Four Seasons hotels in both hotels cleanliness is excellent, however in the Four Seasons hotel the ingredients used and maybe facilities are better</p>	<p>*Another seminar we offer is that "A complaint is a gift", therefore we must understand that we are there, to the guests' needs we are good listeners to listen to them, and resolve their problems</p> <p>*We must always have a "Log Book" in all departments to quote down all things that are coming up and what we normally say we have the log book in order to "Save the Momentum"</p> <p>*Sort out the problem the same minute!</p>	<p>*They are both important however again the difference of both McDonalds and the Four Seasons again is that the basic service is there in both of them, in both of them customers get the best value for money, however in the Four Seasons they get the personalised service, empathy, the extra edge as regards quality of service and in both places customers get the best optimum satisfaction</p>	<p>*Definitely are two different things, with their own sole meaning and way to work upon each of it</p>	<p>*It is indeed what the hotel needs which is excellence, profit and growth is a result of employees and customers satisfaction in the end</p>
<p>*It is the optimum goal, all of the above are done in order to</p>	<p>*I support all these, which indeed were written many years</p>	<p>*"A complaint is a gift!"</p> <p>*We have to keep on improving, while if a</p>	<p>*They are both important however they are two different things, one</p>	<p>*Quality of service and quality assurance are of a paramount importance as</p>	<p>*This is the philosophy of service quality as well as profit and growth of a hotel and this is</p>

achieve this, in other words, best quality of service offered	ago and are successfully supported by so many successful companies all over the world *All these will increase the quality offered to customers	customer leave the hotel premises unhappy might not come back and definitely will negatively influence other potential customers, whereas if he leaves the premises happy he will be one of the "Hotel's ambassador" as regards hotel's satisfaction is concerned	corresponds to INPUT whereas the other corresponds to OUTPUT	regards hotel's profit and growth is concerned, however everything is down to the culture and the philosophy of the founders, directors, owners of the hotel	what we try to penetrate and pass as consultants to managing directors of companies and hotels in order to become successful and profitable in the future
*If you do not have good, satisfied employees, no service quality can be achieved and therefore no profit and growth will eventually come up	*They are all very important towards hotel's success *It is very important as a customer to enter a hotel's lobby which gives you the impression	*It is a very important thing and therefore hoteliers must be alerted at all times since sometimes that when complaints come late to the management, it might be event too late! *Again all staff and	*Both of them are important *It is also important to clarify both and make sure that we can understand the difference of the two elements	*Definitely they are two different things *The first one is given, it is there and it's the INPUT, whereas the other one is the OUTPUT, the final experience of guest stay in the hotel	*Very important once and hoteliers should be treating them like the bible! *It should be the hotel's mission towards, employees and guests satisfaction, therefore increased service quality and eventually profit and growth
	of a comfortable and smooth place *I support the idea that personal care as well as personalised service are very important *Everything leads to employees and customers' satisfaction and eventually profit and	management not only they have to be alerted but also good listeners and show care and effort towards final customers' satisfaction			

	<p>growth</p> <p>*One thing that hotels have to look at is that empathy and personalised service provided to repeat guests not to be misunderstood by the rest of the guests or show unfair treatment towards repeat guests and non repeat guests which will lead to jealousies, misunderstandings, unhappiness and so on</p>				
<p>*Quality of Service is the process that should be followed according to all the previous subjects pointed out in the HR department</p> <p>*The optimum goal is to increase customer's satisfaction and therefore increase repeat business and profit and growth</p> <p>*Our job is not to offer value for money but over value for money customers paid!, in other words provide 110% rather than 100% customer's satisfaction</p>	<p>*They are all very important</p> <p>*In my opinion it should be (assurance, tangible, empathy, reliability and responsiveness)</p>	<p>*There must be an on-going understanding of the improvement of customer's satisfaction achievement</p> <p>*We must delight our customers at all times</p>	<p>*They are definitely two different things</p> <p>*In the end of the day the most important thing is to achieve 100% customer's satisfaction as regards their overall holiday experience is concerned during customer's stay in our hotel</p> <p>*It is important that we keep an eye on guest's needs and concerns and try to be as proactive as possible as well as try to anticipate things prior to their happening!</p>	<p>*It is a very difficult thing to achieve today</p> <p>*It has to be an on-going process</p> <p>*Unfortunately hotel owners do not give the right, proper emphasis and attention to details then unfortunately results achieved are not the best ones</p>	<p>*It portrays the whole hotel's goal and mission, satisfied employees and customers equals to service quality and therefore increased repeat business, profit and growth</p>

*Quality of Service is the most important one and inter-related with the HR department in order to increase profit and growth	*I agree with this perception, therefore all of them are very important and they should coexist	*It is very important however, positive thinking should be apparent in order to achieve as effective as possible results *We should treat customers' complaints as constructive comments in order to increase quality of service and therefore customer's satisfaction, otherwise service quality will drastically fallen down and results will be negative in the end *I agree that some guests either act as so called "Professional Complainers" or even exsugarate, however we should bare all guests' comments, always in mind	*The optimum goal is to have satisfied customers and we should be striving for the best possible results *We should be striving for more specialised service in order to "Delight all our customers at all times!"	*It is a very important service quality component	*When we achieve employees' satisfaction all the rest will be achieved, provided with go according to the "Service Profit Chain" at all times without discounts in our phylosophy and culture
*The optimum hotel's goal should be "Service Quality" in order to increase customers' satisfaction profit and growth	*All five of them are very important and needed *I cannot select one as more important than the other *Definitely tangible is the least important one *I hope hotels could utilised these more and defenately results would be much better	*"A complaint is a gift!" *As a matter of fact, right now we are expecting a guest from a hotel in Limassol who called us up, in order to come up and make a written complaint to us for official investigation, CTO is the official hotel representative and authority and our job is not to panish hotels but to help them in a more collaborative way	*Without customer's satisfaction, service quality cannot be achieved	*Very important and the most essential part of a hotel's success	I wish more and more hotels were using those and definitely success would be there!