FACTOR ANALYSIS - HOTEL 1 - EMPLOYEES QUESTIONNAIRE

FACTOR "1"

Training and development as a driving force towards effective communication process and service quality efficiency

CODE (EXISTANCE)	COMPONENT (.69 and over)	QUESTION	
D9	0.69	Guest questionnaires corrective acton by the right people	
C5	0.691	Part-time staff training programmes	
E4	0.693	Gustomers' effective complaints handling	
C6a	0.702	Development tools: KNOWLEDGE	
C7b	0.702	Development tools: CARREE	
C6c	0.713	Development tools: REWARD	
D1	0.725	Communication between management and staff	
C4	0.727	Training twards service quality assurance	
C3	0.737	Training evaluation process as regards need	
C2	0.74	Training programmes frequency occurring	
E1	0.741	Service quality efficiency that contributes to employees and guests satisfaction…	
D8	0.744	Guest questionnaires follow-up and corrective action	
E2	0.752	Management awareness of customers' clear quality perception	
C12	0.759	Fairness of the annual performance appraisal process	
D12	0.767	Clarity of information between management and staff	
D10	0.803	Clear working responsibilities between management and your department	
C	8	TRAINING & DEVELOPMENT	Πιο πολλές ερωτήσεις
D	5	COMMUNICATION	Πιο ψηλά νούμερα
E	3	SERVICE QUALITY	

FACTOR "2"

Effective R&S process can contribute towards less communication barriers

CODE (EXISTANCE)	COMPONENT (-.627 until .537)	QUESTION	
B8a	0.537	Factors contributing during your R&S process: EXPERIENCE	
B8b	0.525	Factors contributing during your R&S process: SKILLS	
B8f	0.519	Factors contributing during your R&S process: RECOMMENDATIONS	
B8c	0.513	Factors contributing during your R&S process: MOTIVATION	
D5	0.468	English language knowledge between employees	
B8e	0.464	Factors contributing during your R&S process: AVAILABILITY	
B3e	0.389	During the selection process: C.V.	
E11	-0.336	College, university effective internship programmes	
C6c	-0.346	DEVELOPMENT TOOLS: Reward	
B4c	-0.379	Recruitement channels: Employment Services	
E9	-0.407	Frequent employee pay raise	
C8Summer	-0.410	FREQUENCY OF TRAINING PROGRAMMES: Summer	
D13c	-0.414	LANGUAGE BARRIER: between guests and management	
D13d	-0.439	LANGUAGE BARRIER: between guests and staff	
D15b	-0.456	BARRIERS OCCURING BETWEEN EMPLOYEES & GUESTS: Pysical aspects	
D13a	-0.460	LANGUAGE BARRIER: between staff	
D13b	-0.529	LANGUAGE BARRIER: between staff and management	
E6	-0.548	High level of customers' complaints	
D15c	-0.552	BARRIERS OCCURING BETWEEN EMPLOYEES & GUESTS: Physical situation	
C6d	-0.627	DEVELOPMENT TOOLS: Pay raise	
B	7	HRM & RECRUITMENT & SELECTION	Πιο πολλές ερωτήσεις & πιο ψηλά νούμερα
C	3	TRAINING & DEVELOPMENT	
D	7	COMMUNICATION	Πιο πολλές ερωτήσεις
E	3	SERVICE QUALITY	

	FACTOR "3"		
	Factors contributed during R&S process and the pay raise effect towards employee's loyalty sustainability		
CODE (EXISTANCE)	**COMPONENT (0.233 until 0.644)**	**QUESTION**	
E7	0.233	Customers requiring the same emloyees to serve them at all times	
C10	0.267	Training evaluation programmes by employees after the end of training	
B2	0.302	Employee handbook	
E10	0.316	Employee pay raise according to criteria achieved	
B4b	0.322	Recruitment channels during your selection process: TRADE UNIONS	
E12	0.344	HACCP	
E11	0.347	College, university effective internship programmes	
B9	0.367	Employement application form	
E19	0.383	Good repair and condition of the various tangible services (landscape, etc)	
B8a	0.389	Factors contributing during your R&S process: EXPERIENCE	
E16	0.398	Global organisation membership i.e. "Leading Hotels of the world"	
E13	0.417	Effective use of "HACCP"	
B8f	0.471	Factors contributing during your R&S process: RECOMMENDATIONS	
B12	0.478	Descriminations	
B8i	0.522	Factors contributing during your R&S process: SEX	
B8h	0.590	Factors contributing during your R&S process: NATIONALITY	
B8g	0.644	Factors contributing during your R&S process: AGE	
B	**8**	HRM & RECRUITMENT & SELECTION	*Πιο πολλές ερωτήσεις & πιο ψηλά νούμερα*
C	**1**	TRAINING & DEVELOPMENT	
E	**7**	SERVICE QUALITY	

	FACTOR "4"		
	Service Quality Assurance Vs Fair Employee Performance Appraisal		
CODE (EXISTANCE)	**COMPONENT (-.163 until -.513)**	**QUESTION**	
C8Winter	0.603	Frequency of training programmes: WINTER	
B3c	0.490	During the selection process: ORAL RECOMMENDATION	
B3a	0.450	During the selection process: INTERVIEW	
B8d	0.420	Factors contributing during your R&S process: REFERENCE	
B4f	0.416	Recruitment channels during your selection process: WORD OF MOUTH	
B6	0.406	HARD or "Technical" skills	
E8h	-0.240	Factors contributed during your R&S process: NATIONALITY	
C13	-0.257	Employee's involvement in the "Performance Appraisal Process"	
E18	-0.365	Effective service quality offered in your department	
E14	-0.434	ISO 9001	
E20	-0.444	All guests are greeted in respect to warmness and friendliness	
E15	-0.474	Effective use of ISO 9001	
E17	-0.513	Positive "Word of mouth"	
B	**1**	HRM & RECRUITMENT & SELECTION	
C	**3**	TRAINING & DEVELOPMENT	
D	**1**	COMMUNICATION	
E	**8**	SERVICE QUALITY	*Πιο πολλές ερωτήσεις & πιο ψηλά νούμερα*

	FACTOR "5"	
	R&S processes cannot be successful without proper T&D	
CODE (EXISTANCE)	**COMPONENT (-.408 until .461)**	**QUESTION**
B4d	0.461	Recruitment channels during your selection process: INTERNAL NOTICES
B4b	0.440	Recruitment channels during your selection process: TRADE UNIONS
E13	0.372	Effective use of "HACCP"
B4f	0.314	Recruitment channels during your selection process: WORD OF MOUTH
E16	0.303	Global organisation memberships i.e. Leading Hotels of the World, etc
D5	0.272	English languagekowledge between employees
C9	-0.260	Training programmes attended in 2012
D6	-0.275	Russian language knowledge between employees
C7a	-0.277	Training techniques: ON-THE-JOB
B8a	-0.281	Factor contributed during your R&S process: EXPERIENCE
B13	-0.296	"Cognitive, Ability Test"
C13	-0.302	Employee's involvement in the "Performance Appraisal Process"
B8b	-0.315	Factor contributed during your R&S process: SKILLS
B12	-0.319	Descriminations
C6b	-0.325	Development tools: CAREER
B7	-0.358	Job Description
B10	-0.408	Academic qualifications during your employement process
B	9	HRM & RECRUITMENT & SELECTION	Πιο πολλές ερωτήσεις & πιο ψηλά νούμερα
C	4	TRAINING & DEVELOPMENT	
D	2	COMMUNICATION	
E	2	SERVICE QUALITY	

	FACTOR "6"	
	Communication cannot be effective without proper T&D programming	
CODE (EXISTANCE)	**COMPONENT (-331 until .470)**	**QUESTION**
B3d	-0.331	During your selection process: EMPLOYMENT TEST/S
B13	-0.325	Discriminations
C2	-0.322	Training programmes frequency occuring
C6d	-0.315	Development tools: PAY RAISE
C9	-0.312	Training programmes by employees after the end of training
B8d	0.330	Factor contributed during your R&S process: REFERENCE
B8h	0.330	Factor contributed during your R&S process: NATIONALITY
D3c	0.350	The following customer's components for effective communication: GUEST'S MENTALITY
D13a	0.389	Language barrier: BETWEEN STAFF
D13b	0.393	Language barrier: STAFF & MANAGEMENT
B8g	0.406	Factor contributed during your R&S process: AGE
D13c	0.447	Language barrier: BETWEEN STAFF AND MANAGEMENT
D15b	0.463	Barriers occuring between employees and guests: PSYCHOLOGICAL ASPECTS
D13d	0.470	Language barrier: BETWEEN GUESTS AND STAFF
B	5	HRM & RECRUITMENT & SELECTION	
C	2	TRAINING& DEVELOPMENT	
D	6	COMMUNICATION	Πιο πολλές ερωτήσεις & πιο ψηλά νούμερα

FACTOR ANALYSIS - HOTEL 2 - EMPLOYEES QUESTIONNAIRE

FACTOR "1"

Service quality and its influence towards effective communication

CODE (EXISTANCE)	COMPONENT (.681 until .808)	QUESTION	
E18	0.808	Effective service quality offered I your department	
E16	0.789	Golba organisation membership i.e. "Leading Hotels of the World"	
E1	0.779	Service quality efficiency that contributes to employees and guests satisfaction, guests and staff loyalty	
D10	0.772	Clear working responsiblities between management and your department	
E21	0.762	All employees have good knowledge of their job	
D11	0.755	Good listening and openness to new ideas from supervisors to employees	
E17	0.746	Positive "Word of Mouth"	
C10	0.720	Training evaluation programmes by employees after the end of training	
D12	0.717	Clarity of information between management and staff	
D3a	0.717	The following customers' components for effective communication:"Guest's culture"	
E14	0.701	ISO 9001	
E15	0.695	Effective use of ISO 9001	
E19	0.694	Good repair and condition of the various tangible service (landscape, etc)	
E3	0.694	Customers' satisfaction effectiveness	
E2	0.692	Management's awareness of customers' clear quality perception	
D3c	0.686	The following customers' components for effective communication:"Guest's mentality"	
D3b	0.681	The following customers' components for effective communication:"Guest's background"	
C	1	TRAINING & DEVELOPMENT	
D	6	COMMUNICATION	
E	10	SERVICE QUALITY	Πιο πολλές ερωτήσεις & πιο ψηλά νούμερα

FACTOR "2"

Effective communication can lead to either success or failure

CODE (EXISTANCE)	COMPONENT (-.415 until .535)	QUESTION	
D13d	0.535	Language barrier: Between STAFF & MANAGEMENT	
C2	0.500	Training programmes frequency occuring	
C9	0.492	Training programmes attended in 2012	
D15c	0.438	Barriers occuring between employees and guests: PHYSICAL SITUATION	
D15b	0.445	Barriers occuring between employees and guests: PSYCHOLOGICAL ASPECTS	
D13b	0.483	Language barrier: STAFF & MANAGEMENT	
D13a	0.431	Language barrier: BETWEEN STAFF	
E8b	-0.325	Factors contributed during your R&S process: TELEPHONE	
E8a	-0.317	Factors contributed during your R&S process: FACE-TO-FACE	
D8	-0.328	Guests questionnaires follow-up and corrective action	
D4	-0.357	Greek language knowledge between employees	
D7	-0.377	Adequate guests questionnaires' reply	
D5	-0.508	English language knowledge between employees	
B8c	-0.452	Factors contributed durig your R&S process: MOTIVATION	
D6	-0.416	Russian language knowledge between employees	
B	1	HRM & RECRUITMENT & SELECTION	
C	2	TRAINING & DEVELOPMENT	
D	10	COMMUNICATION	Πιο πολλές ερωτήσεις & πιο ψηλά νούμερα
E	2	SERVICE QUALITY	

	FACTOR "3"		
	R&S is fundamental in accordance with effective training and job satisfaction		
CODE (EXISTANCE)	**COMPONENT (-.275 until .551)**	**QUESTION**	
C8Summer	-0.275	Frequency of training programmes: SUMMER	
C1	-0.353	Working satisfaction, job empowerment, morale	
C6e	-0.304	Development tools: JOB SECURITY	
C13	-0.345	Employee's involvement in the "Performance Appraisal Process"	
C12	-0.324	Fairness of the annual Performance Appraisal Process	
D12	-0.322	Clarity of information between management and staff	
D11	-0.363	Good listening and openness to new ideas from supervisors to employees	
E7	0.328	Customers requiring the same employees to serve the at all times	
D13c	0.331	Language barrier: GUESTS & MANAGEMENT	
B5	0.343	SOF or "Behavioral Skills"	
B3d	0.372	During the selection process:	
E6	0.373	High level of customers' complaints	
B8i	0.375	Factor contributed during your R&S process: SEX	
B4d	0.378	Recruitment channels during your selection process: INTERNAL NOTICES	
B4f	0.402	Recruitment channels during your selection process: WORD OF MOUTH	
B4e	0.433	Recruitment channels during your selection process: RECOMMENDATIONS	
B8e	0.522	Factor contributed during your R&S process: AVAILABILITY	
B8a	0.539	Factor contributed during your R&S process: EXPERIENCE	
B11	0.539	Working experience during your employment process	
B8f	0.551	Factor contributed during your R&S process: RECOMMENDATIONS	
B	10	HRM & RECRUITMENT & SELECTION	Πιο πολλές ερωτήσεις & πιο ψηλά νούμερα
C	5	TRAINING & DEVELOPMENT	
D	3	COMMUNICATION	
E	2	SERVICE QUALITY	

	FACTOR "4"		
	R&S are very important and can contribute to effective communication process		
CODE (EXISTANCE)	**COMPONENT (-.506 until .624)**	**QUESTION**	
D13b	-0.506	Language barrier: between STAFF & MANAGEMENT	
B8g	-0.406	Factor contributed during your R&S process: AGE	
D13c	-0.361	Language barrier: between GUESTS & MANAGEMENT	
B13	-0.359	"Cognitive", Ability Test"	
B12	-0.341	Descriminations	
B8e	-0.326	Factor contributed during your R&S process: AVAILABILITY	
D13d	-0.324	Language barrier: between GUESTS & STAFF	
D13a	-0.312	Language barrier: between STAFF	
E10	0.303	Employee pay raise according to criteria achieved	
B3b	0.340	During the selection process: Recommendation letter	
B3e	0.405	During the selection process: C.V.	
B4c	0.520	Recruitment channels during your selection process: Employement Services	
B3a	0.530	During the selection process: Interview	
B4d	0.550	Recruitment channels during your selection process: INTERNAL NOTICES	
B4b	0.608	Recruitment channels during your selection process: TRADE UNIONS	
B4a	0.624	Recruitment channels during your selection process: NEWSPAPER	
B	11	HRM & RECRUITMENT & SELECTION	Πιο πολλές ερωτήσεις & πιο ψηλά νούμερα
D	4	COMMUNICATION	
E	1	SERVICE QUALITY	

	FACTOR "5"		
	Factors contributing during R&S process and its relation to future communication process		
CODE (EXISTANCE)	COMPONENT (-.493 until .467)	QUESTION	
B8h	0.467	Factor contributed during your R&S process: NATIONALITY	
B8d	0.459	Factor contributed during your R&S process: REFERENCE	
B8g	0.355	Factor contributed during your R&S process: AGE	
B8i	0.350	Factor contributed during your R&S process: SEX	
B8f	0.312	Factor contributed during your R&S process: RECOMMENDATIONS	
C6c	0.285	Development tools: REWARD	
E13	-0.292	"HACCP"	
E15	-0.315	Effective use of ISO 9001	
B8b	-0.325	Factor contributed during your R&S process: SKILLS	
D13b	-0.363	Language barrier: Between STAFF & MANAGEMENT	
B5	-0.368	SOFT or "Behavioural skills"	
E14	-0.397	ISO 9001	
D13d	-0.480	Language barrier: Between GUESTS & MANAGEMENT	
D13a	-0.493	Language barrier: Between STAFF	
B	7	HRM & RECRUITMENT & SELECTION	Πιο πολλές ερωτήσεις & πιο ψηλά νούμερα
C	1	TRAINING & DEVELOPMENT	
D	3	COMMUNICATION	
E	3	SERVICE QUALITY	

	FACTOR "6"		
	Effective communication can reflect positively R&S process		
CODE (EXISTANCE)	COMPONENT (-.243 until .377)	QUESTION	
E17	-0.243	Positive "Word of Mouth"	
B4e	-0.539	Recruitment channels during your selection process: RECOMMENDATIONS	
E11	-0.407	College, university effective internship programmes	
D15b	-0.321	Barriers occuring between employees and guests: PSYCHOLOGICAL ASPECTS	
D15c	-0.291	Barriers occuring between employees and guests: PHYSICAL SITUATION	
D1	0.231	Communication between management and staff	
D3a	0.244	The following customers' components for effective communication: GUEST'S CULTURE	
B8c	0.249	Factor contributed during your R&S process: MOTIVATION	
B8h	0.271	Factor contributed during your R&S process: NATIONALITY	
D3c	0.287	The following customers' components for effective communication: GUEST'S MENTALITY	
E8c	0.301	Efficiency as regards the following service modes used: INTERNET	
B12	0.332	Discriminations	
B3b	0.340	During your selection process: RECOMMENDATION LETTER	
B13	0.346	"Cognitive, Ability Test"	
B6	0.360	HARD or "Technical skills"	
D3b	0.377	The following customers' components for effective communication: GUEST'S BACKGROUND	
B	6	HRM & RECRUITMENT & SELECTION	Πιο πολλές ερωτήσεις & πιο ψηλά νούμερα
D	6	COMMUNICATION	
E	3	SERVICE QUALITY	

T&D as a driving force towards effective communication process and service quality efficiency

Effective R&S process can contribute towards less communication barriers

Factors contributed during F&S process and the pay raise effect towards employee's loyalty sustainability

Service Quality Assurance Vs Fair Employee Performance Appraisal

R&S processes cannot be successful without proper T&D

Communication cannot be effective without proper T&D programming

The essentials of R&S and its relevance to communication

R&S are very important and can contribute to effective communication process

Factors contributing during R&S process and its relation to future communication process

Effective Communication can reflect positively R&S process