

INTERVIEW QUESTIONNAIRE

1. How important is HR in the hotel, service industry? What is your personal opinion? What is the connection between (HRM, hotel management, hotel employees)

2. How important is “Recruitment & Selection”? Why? Which is more important and why? (recruitment or selection?)

3. a. What channels you follow as far as the recruitment success is concerned? (a. Newspapers, b. Employment services & Internship College, university programmes, c. Internal notices, d. Trade Unions, e. Recommendations, f. Word of mouth). What is the coherence you follow and why? How important are these channels or some of these channels for the correct staff selection? Are there any other kind of channels you follow with certain success?

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b. What is the common procedure you follow as far as the selection process is concerned? (a. Interviews, B. Recommendation letters, C. Employment tests, e. Biodata or CV acquisition). Is there any priority of the above, which comes first and which comes next? Are these procedures interconnected according to various positions? How important is this when it comes to the selection process?

4. How important are:

a. The following elements towards the successful recruitment and selection? (a. Experience, b. Skills, c. Motivation, d. Reference letters, e. Recommendations, f. Age). In your opinion, what is the priority of the above?

b. The following skill types as far as recruitment & selection is concerned? (SOFT or BEHAVIOURAL skills and HARD or TECHNICAL skills), which do you believe are more important, soft or hard skills and why?

5. How important is “Training & Development” in your opinion? Do you believe that both components are interconnected and why?

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6. What kind of training techniques you follow here? (a. on-the-job, b. in-house, c. off-the job, etc). To which extend you follow the above and why? Which is the best period to go for it? Do you follow any kind of training programme appraisals? Who is in charge for the above training programme appraisals? What is your personal value and contribution volume to the above?

7. In your opinion, what is the meaning of employee development? How important are the following employee development components (a. Knowledge, b. Career, c. Reward, d. Pay rice)? What is the priority of the above in your opinion? Is there anything else except from the above 4 components you would like to add? Is it the same employee development components you use as well or it varies?

8. How important is performance appraisal to you? How often you follow it? Is it for all your staff? (Full time, part time, etc). What do you intend to achieve from the employee performance appraisal? How important are the following components towards the future employee performance improvement? ? (a. Employee working responsibilities enhancement and flexibility, b. Employee reliability and minimisation of employee turnover as well as employee satisfaction, c. Payment increase, d. Any other reward incentive programmes, e. Promotion, f. Employee communication and attitude towards the rest of the employees, supervisors, management team, hotel customers). Is it anything else you would like to add?

9. How important is communication in the hotel? Who are involved in it? Your comments please:

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10. How important are the following issues:

- a. Towards successful communication process? a. (1. Guest's culture, 2. Guest's background, 3. Guest's mentality), how do you handle it? Are there any personal examples you would like to add?

- b. From the management, employees and customers' point of view (1. Language barrier between employees, between employees and management, between employees and customers, 2. Psychological aspects i.e. shyness, aggressiveness, 3. Physical situation i.e. disability, illness, interruptions etc), what is your opinion? Are there any personal examples you would like to add?

11. How important are the following communication types?

- a. (1. Oral, 2. Telephone, 3. Written, 4. Message, 5. E-mail, 6. Memo). Are there any more communication types you would like to add in your opinion? How do you use them and how important are they and why? Are there any examples to add?

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- b. 1 CSQs, 2. Trip Advisor, why do you consider them important? Is there anything else you would like to add?

- c. How important is communication in your opinion and why? How do you assess the various communication types and what is the follow-up that you believe you should take? Who are contributing towards the above assessment and how often it should be followed?

- d. How “Good Listeners” are you? How important is good listening in the area of communication? How good listeners is your staff, how to you assess it, how do you improve it? What results can good listening can bring?

12. What does “Quality of service” means to you? How important is it to the area of services? How important and interconnected are the following issues towards the quality of service in the hotel industry? (a. Recruitment & Selection, b. Training & Development, c. Communication process).

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13. The following five service dimensions from Parasuraman, “SERVQUAL” are meant to be very important towards quality of service offered, what is your opinion? Please add any personal examples you may have:

a. **“Reliability”**, (the ability to perform the promised service dependably and accurately)

b. **“Responsiveness”**, (the willingness to help customers and provision of prompt service)

c. **“Assurance”**, (the knowledge and courtesy of employees to inspire trust and confidence)

d. **“Empathy”**, (caring and individualised attention to customers)

e. **“Tangibles”** (physical facilities, equipment and appearance to personnel)

14. How important is “Customer complaint”? Who are dealing with complaints in your hotel and how? What kind of customer complaints you normally get? Is there any proactive measurements you get for better, future results? Are there any examples you would like to add?

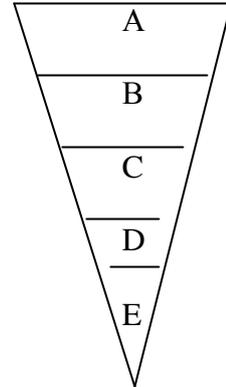
15. How important is “Customer satisfaction” in your opinion? “Service Quality” and “Customer Satisfaction” might not be the same thing, what is your opinion?

16. Do you believe that customer’s perception towards the quality of service might differ from the final customer expectation? What is your opinion? How do you handle situations like these?

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17. To “Service Profit Chain” is considered to be very important as far as hotel quality of service is concerned, the analysis is as follows:

- a. **“Profit & Growth”** are stimulated primarily by customers’ loyalty
- b. **“Loyalty”** is a direct result of customers’ satisfaction
- c. **“Satisfaction”** is largely influenced by the value of service provided to customers
- d. **“Value”** is created by satisfied, loyal and productive employees
- e. **“Employee Satisfaction”** results from high quality support service policies that enable staff to deliver results to customers. Your comments please,



18. In your opinion, is there anyone else you could suggest me so I could contact to share valuable and important knowledge and experience with in order to enhance my research process?

THANK YOU!

Interviewer: Harry Georgiou

Interviewee: _____

Interviewee’s position: _____

Date: _____