

Employees Questionnaire

This questionnaire is designed to reveal your personal experience from this hotel, findings, opinions and impressions of major factors influencing recruitment and selection, training and development, communication processes and quality of service in 5* hotels in Cyprus and in this hotel. There are no right or wrong answers. What is important is that you respond to each statement as honestly as you can. Your responses are confidential and privacy is assured. The questionnaire contains the following five sections:

Section A: Demographics and other general information

Section B: Generic HRM information as well as recruitment and selection

Section C: Training and development

Section D: Communication process

DEPARTMENT:

Section E: Service quality

SECTION A DEMOGRAPHICS AND OTHER GENERAL INFORMATION

This section aims to gather appropriate general demographic background information that would help the researcher analyse the results. It also gathers specific information related with your current and previous working experience, contract agreements and health benefits. Please answer the following questions accurately by circling your response:

Please circle only one response for each of the following questions/statements:

A.1. Sex: (Circle one number)

Male	1
Female	2

A.2. What is your age: (Circle one number)

20-30	1
31-40	2
41-50	3
Over 50	4

A.3. Marital Status: (Circle one number)

YES	1
NO	2
DIVORCED	3
WIDOWED	4

A.4. Number of children: (Circle one number)

One	1
Two	2
Three	3

Four	4
Other (please specify): _____	5

A.5. Educational Background: (*Circle one number*)

High School	1
University Degree	2
Masters Degree	3
Doctorate Degree	4
Other (please specify): _____	5

A.6. Hospitality occupational experience: (*Circle one number*)

Less than 2 years	1
2-5 years	2
5-10 years	3
10-15 years	4
15 years and over	5

A.7. Hospitality occupational experience abroad: (*Circle one number*)

Yes	1
No	2

A.8. Other than Hospitality occupational experience: (*Circle one number*)

No experience	1
Less than 2 years	2
2-5 years	3
5-10 years	4
10-15 years	5
15-20 years	6
Over 20 years	7

A.9. Years in this hotel: (*Circle one number*)

Less than 2 years	1
2-5 years	2
5-10 years	3
10-15 years	4
15-20 years	5
Over 20 years	6
Other comments: _____	7

A.10. Working experience in 3,4,5 star hotels: (*Circle number/s*)

3 star hotels	1
4 star hotels	2
5 star hotels	3
Other (please specify): _____	4

A.11. How do you come to work? (*Circle one number*)

On foot	1
Car	2

Bus	3
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A.12. Current position: (*Circle one number*)

Head Waiter	1
Waiter A	2
Waiter B	3
Waiter C	4
Trainee	5
Cashier	6
Hostess	7
Part-time	8
Seasonal employee	9

A.13. Years in current position: (*Circle one number*)

1 year	1
2 years	2
3 years	3
4 years	4
5 years	5
Over 5 years	6
Other (please specify): _____	7

A.14. Experience in other hotel positions: (*Circle number/s*)

Restaurant	1
Bar	2
Kitchen	3
H/K	4
Maintenance	5
Health Club, SPA	6
Other (please specify): _____	7

A.15. Experience in other hotel positions, how many years? (*Circle one number*)

1 year	1
2 years	2
3 years	3
Over 3 years	4

A.16. Contract agreement: (*Circle one number*)

Collective agreement	1
Fixed, monthly salary	2
Annual contract	3
Seasonal contract	4
Casual	5
Other (please specify): _____	6

A.17. Hours worked per week: (*Circle one number*)

Less than 38 hours	1
38 hours	2
Over 38 hours	3
Other (please specify): _____	4

A.18. Pay rise, every: (*Circle one number*)

Year	1
Two years	2
Over two years	3

A.19. Health benefits: (*Circle numbers*)

Medical	1
Dental	2
Life Insurance	3

A.20. Other benefits: (*Circle numbers*)

Vocational	1
Sick	2
Army	3
13th salary	4
14th salary	5
Bonus	6
Commission	7
Food offered during working hours	8
Accommodation offered	9
Other (please specify): _____	10

A.21. Have you been voted as "Employee of the month": (*Circle one number*)

Yes	1
No	2

SECTION B

GENERAL HRM INFORMATION AS WELL AS RECRUITMENT & SELECTION

This section aims to gather generic HRM information as well as information regarding recruitment and selection in accordance to the 5* hotel industry in Cyprus. Please indicate the degree that each statement reflects your personal experience and opinion according to your current position held in this hotel by circling the appropriate response using the provided scale.

Please state the level of **APPLICATION / EXISTANCE** of the following **HRM** and **RECRUITMENT & SELECTION** practices in your department in this hotel, circle **ONE** number for each selection trait, 1 being **LOW** and 5 being **HIGH**)

B 1	Staff morale and staff empowerment	1	2	3	4	5
B 2	"Employee Handbook"	1	2	3	4	5

B 3	During your selection process:					
	a. Interview	1	2	3	4	5
	b. Recommendation letter	1	2	3	4	5
	c. Oral recommendation	1	2	3	4	5
	d. Employment test/s	1	2	3	4	5
	e. C.V.	1	2	3	4	5
B 4	Recruitment channels during your selection process:					
	a. Newspaper	1	2	3	4	5
	b. Trade Unions	1	2	3	4	5
	c. Employment services	1	2	3	4	5
	d. Internal notices	1	2	3	4	5
	e. Recommendations	1	2	3	4	5
	f. Word of mouth	1	2	3	4	5
B 5	SOFT or "Behavioural" skills	1	2	3	4	5
B 6	HARD or "Technical" skills	1	2	3	4	5
B 7	Job Description	1	2	3	4	5
B 8	Factors contributed during your Recruitment & Selection process:					
	a. Experience	1	2	3	4	5
	b. Skills	1	2	3	4	5
	c. Motivation	1	2	3	4	5
	d. Reference	1	2	3	4	5
	e. Availability	1	2	3	4	5
	f. Recommendations	1	2	3	4	5
	g. Age	1	2	3	4	5
	h. Nationality	1	2	3	4	5
	i. Sex	1	2	3	4	5
B 9	Employement application form	1	2	3	4	5
B 10	Academic qualifications during your employment process	1	2	3	4	5
B 11	Working experience during your employment process	1	2	3	4	5
B 12	Discriminations	1	2	3	4	5
B 13	"Cognitive, Ability Test"	1	2	3	4	5

Please state the level of **IMPORTANCE** of the following **HRM** and **RECRUITMENT & SELECTION** practices in your department in this hotel, circle **ONE** number for each selection trait, 1 being LOW and 5 being HIGH)

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B 2	"Employee Handbook"	1	2	3	4	5
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B 13	"Cognitive, Ability Test"	1	2	3	4	5

SECTION C

TRAINING & DEVELOPMENT

This section aims to gather Training & Development information relevant to 5* hotels in Cyprus in relation to service quality enhancement. Please indicate the degree that each statement reflects your personal experience in this hotel by circling the appropriate response using the provided scale.

Please state the level of APPLICATION / EXISTENCE of the following **TRAINING & DEVELOPMENT** practices in your department in this hotel, circle **ONE** number for each selection trait, 1 being **LOW** and 5 being **HIGH**)

C 1	Working satisfaction, job empowerment, morale	1	2	3	4	5
C 2	Training programmes frequency occurring	1	2	3	4	5
C 3	Training evaluation process as regards need and importance	1	2	3	4	5
C 4	Training towards Service Quality Assurance	1	2	3	4	5
C 5	Part time staff training programmes	1	2	3	4	5
C 6	Development tools:					
	a. Knowledge	1	2	3	4	5
	b. Career	1	2	3	4	5
	c. Reward	1	2	3	4	5
	d. Pay raise	1	2	3	4	5
	e. Job security	1	2	3	4	5

C 7	Training techniques:					
	a. On-the-job	1	2	3	4	5
	c. In-house training	1	2	3	4	5
	d. External training	1	2	3	4	5
C 8	Frequency of training programmes:					
	Winter	1	2	3	4	5
	Summer	1	2	3	4	5
C 9	Training programmes attended in 2012	1	2	3	4	5
C 10	Training evaluation programmes by employees after the end training	1	2	3	4	5
C 11	Annual Performance Appraisal Process	1	2	3	4	5
C 12	Fairness of the annual Performance Appraisal Process	1	2	3	4	5
C 13	Employee's involvement in the "Performance Appraisal Process"	1	2	3	4	5

Please state the level of **IMPORTANCE** of the following **TRAINING & DEVELOPMENT** practices in your department in this hotel, circle **ONE** number for each selection trait, 1 being LOW and 5 being HIGH)

C 1	Working satisfaction, job empowerment, morale	1	2	3	4	5
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C 12	Fairness of the annual Performance Appraisal Process	1	2	3	4	5
C 13	Employee's involvement in the "Performance Appraisal Process"	1	2	3	4	5

SECTION D

COMMUNICATION PROCESS

This section aims to gather Communication information relevant to 5* hotels in Cyprus as regards staff and management, communication between staff, staff and guests in relation to service quality

enhancement. Please indicate the degree that each statement reflects your personal experience in this hotel by circling the appropriate response using the provided scale.

Please state the level of **APPLICATION / EXISTENCE** of the following **COMMUNICATION** practices in your department in this hotel, circle **ONE** number for each selection trait, 1 being LOW and 5 being HIGH)

D 1	Communication between management and staff	1	2	3	4	5
D 2	Communication between management, staff and guests	1	2	3	4	5
D 3	The following customers' components for effective communication					
	a. Guest's culture	1	2	3	4	5
	b. Guest's background	1	2	3	4	5
	c. Guest's mentality	1	2	3	4	5
D 4	Greek language knowledge between employees	1	2	3	4	5
D 5	English language knowledge between employees	1	2	3	4	5
D 6	Russian language knowledge between employees	1	2	3	4	5
D 7	Adequate Guests Questionnaires' reply	1	2	3	4	5
D 8	Guests Questionnaires follow-up and corrective action	1	2	3	4	5
D 9	Guests Questionnaires corrective action by the right people	1	2	3	4	5
D 10	Clear working responsibilities between management and your department	1	2	3	4	5
D 11	Good listening and openness to new ideas from supervisors to employees	1	2	3	4	5
D 12	Clarity of information between management and staff	1	2	3	4	5
D 13	Language barrier:					
	a. Between staff	1	2	3	4	5
	b. Between staff and management	1	2	3	4	5
	c. Between guests and management	1	2	3	4	5
	d. Between guests and staff	1	2	3	4	5
D 14	Communication effectiveness towards service quality increase	1	2	3	4	5
D 15	Barriers occurring between employees and guests:					
	a. Language	1	2	3	4	5
	b. Psychological aspects (shyness, aggressiveness)	1	2	3	4	5
	c. Physical situation (disability, illness, interruptions)	1	2	3	4	5

Please state the level of **IMPORTANCE** of the following **COMMUNICATION** practices in your department in this hotel, circle **ONE** number for each selection trait, 1 being LOW and 5 being HIGH)

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SECTION E

SERVICE QUALITY

This section aims to gather Service Quality information relevant to 5* hotels in Cyprus in general as well as in relation with recruitment and selection, training and development and communication process. Please indicate the degree that each statement reflects your personal experience in this hotel by circling the appropriate response using the provided scale.

Please state the level of **APPLICATION / EXISTENCE** of the following **SERVICE QUALITY** practices in your department in this hotel, circle **ONE** number for each selection trait, 1 being **LOW** and 5 being **HIGH**)

E 1	Service quality efficiency that contributes to employees and guests satisfaction as well as guests and staff loyalty	1	2	3	4	5
E 2	Management's awareness of customers' clear quality perception	1	2	3	4	5
E 3	Customers' satisfaction effectiveness	1	2	3	4	5
E 4	Customers' effective complaints handling	1	2	3	4	5
E 5	Customers' complaints handling by the right people	1	2	3	4	5
E 6	High level of customers' complaints	1	2	3	4	5
E 7	Customers requiring the same employees to serve them at all times	1	2	3	4	5
E 8	Efficiency as regards the following service modes used					
	a. Face-to-face	1	2	3	4	5
	b. Telephone	1	2	3	4	5
	c. Internet	1	2	3	4	5
E 9	Frequent employee pay raise	1	2	3	4	5
E 10	Employee pay raise according to criteria achieved	1	2	3	4	5
E 11	College, university effective internship programmes	1	2	3	4	5
E 12	"HACCP"	1	2	3	4	5
E 13	Effective use of "HACCP"	1	2	3	4	5
E 14	ISO 9001	1	2	3	4	5
E 15	Effective use of ISO 9001	1	2	3	4	5
E 16	Global organisation membership i.e. "Leading Hotels of	1	2	3	4	5

	the World", "Luxury Hotels", "Preferred Hotels", etc					
E 17	Positive "Word of Mouth"	1	2	3	4	5
E 18	Effective service quality offered in your department	1	2	3	4	5
E 19	Good repair and condition of the various tangible services i.e. (landscape, lighting, furniture and building)	1	2	3	4	5
E 20	All guests are greeted in respect to warmness and friendliness	1	2	3	4	5
E 21	All employees have good knowledge of their job	1	2	3	4	5
E 22	Your employment satisfaction in this hotel	1	2	3	4	5

Please state the level of **IMPORTANCE** of the following **SERVICE QUALITY** practices
in your department in this hotel, circle **ONE** number for each selection trait, 1 being LOW and 5 being HIGH)

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