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Social media as a recruitment method in Greek hotel industry



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I hereby declare that the work submitted is mine and that where I have made use of another's work, I have attributed the source(s) according to the Regulations set in the Student's Handbook.

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Abstract

This dissertation was written as part of the MSc in Hospitality and Tourism Management at the International Hellenic University.

The composition of the diverse tourism product is associated with various types of organizations. Hosting, the leader of all sectors, offers, among many other services, the most crucial part of the tourism product which is the one of accommodation. For countries like Greece, the hotel industry constitutes the principal source of income, and this fact explains why professionals consider it as a noticeable part of the international market. Only by exploiting the most critical competitive advantage, human capital, that can be created. At the same time, social media tools and social networking sites have revolutionized communication methods, both privately and increasingly, at work. Social recruiting, meaning searching for candidates with the help of social media, has been gaining popularity across the world over the last years and it appears to come in Greece as well.

The focus of this study was to combine the trend of social media in hospitality business world of Greece in the concept of recruitment purposes and contribute to the clarification of this phenomenon.

Keywords: social media, recruitment, Greece, hotel industry, Human Resources practices

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Introduction

Despite the economic crisis that has influenced Greece negatively, the Greek tourism and hospitality sector is still the 1st contributor of GDP and the chance for development. In the hospitality industry, many firms have admitted the fact that the human resource represents their most valuable capital. They found that the difference between them and their competitors rely on securing the guest's unique experience. To achieve this, the only thing that hoteliers can calculate on, besides the aesthetic ambiance and style, is the service delivered by their staff. Thus, they realized, that the competitive advantage is offered by their employees' knowledge, skills, and attitudes reflected in the quality of the services provided to the customers.

Generally, a highly motivated, skilled and satisfied workforce is the most quintessential ingredient of a company that desires to achieve sustainable success in the market. A well-managed integrated, Human Resource policy will result in the recruitment, selection, motivation, reward and attainment of the appropriate employees that fit the distinctive needs of each company. Human Resource Management aims to integrate the social objectives into the economic goals, harmonizing the budgetary restraints with the need for human and social development, as well as to coordinate and incorporate the aspects related to managing human asset into a policy representing the cultural framework of the company's strategy. (Popescu, 2012).

Recruitment is the process of announcing the available working positions in an organization while seeking to create a pool of qualified applicants both from the internal and the external organizational environment to satisfy the organizational needs. Hence, the recruitment process resulting in an efficient workforce can consequently be viewed as central to the success of an enterprise and a vital function in Human Resources Management. Companies use various sources for carrying out recruitment activity such as internal search, advertisements, employee referrals, employment agencies, etc.

Last decades have changed forever the way that people work, communicate, create, co-exist, stay in touch, keep themselves alerted of new developments and connect with the world around them in all aspects of everyday life due to the rapid growth and use of the Internet. Notably, communication through social media involves the use of an online platform or a social networking site that enables people to connect to each other, usually for social reasons, through a variety of services, most of which are web-based and offer opportunities for people to interact over the internet- based

application forms (Broughton, 2013). The adoption of Social Media has been exponential driven by the technical (e.g. increased hardware capacity and access to Internet), economic (User Generated Content creation tools) and social (e.g. Generation Y engagement with technology) influences of Web 2.0 (Kaplan and Haenlein, 2010). Logically enough, the way that companies conduct their business activities, including the activities of Human Resources Management has been disrupted accordingly with social media use in business environment.

“Social recruiting” is a term referring to the use of social media in employee recruitment and includes different practices while offering several advantages. Social media potentially contribute speed, efficiency and the ability to target and attract specific, particularly apposite candidates in the recruitment process. It can provide a useful additional source of information on potential job candidates, especially since some data may not be generated for this purpose, and therefore may give candid supplementary information on the applicant. Recruiters use platforms such as LinkedIn, Facebook and Twitter to post job ads, attract and recruit job applicants, and pre-screen applicants. As a result of this social media use, the recruitment process becomes more dynamic, relational, and authentic, and the employer brand and attractiveness are enhanced. However, there is a number of issues that need to be considered.

As an emerging field, and even less in the hotel industry. For this reason, the literature review focuses more on Social Media in a Human Resource context than looking at it from a hospitality context. Current research mainly illustrates the prevalence, benefits, and detriments of social media and Human Resources management as a trend related to the recruitment of potential employees. Left alone, the concentration of this theme in the Greek hotel industry has not yet been investigating by any academic researcher. Greece is a country with a diverse mentality, cultural acknowledges, and history, attributes that change entirely the framework for the exploration of social recruitment in its domestic hotel industry.

Considering all issues mentioned above, this research aims to examine the practice of social media as a recruitment method in the Greek hotel industry. The basic idea is to obtain an understanding of the Greek hotel industry and their recruitment systems for employees, to go through whether Human Resources practices be applied in this sector and if social media has been currently used or will be used by the Greek hoteliers in the recruitment process. Specifically, this paper explores:

- existence of Human Resources Management practices in hotels of Greece

- recruitment preferences through cultural influences
- usage of social media within the framework of recruitment
- attitudes toward using social recruitment today
- tendencies of potential usage of social media for recruitment purposes in the future.

The project work is organized into the five sections. The first one pertains to the literature review which presents the concept of Human Resources management and particularly recruitment, social media in recruitment and the characteristics/dimensions of Greek hotel industry. Next, the methodology of the research is thoroughly demonstrated, followed by the data analysis with the help of descriptive statistic based on the answers to an online questionnaire. Finally, the interpretation of findings is discussed, and research limitations highlighted. In the last section, some future research suggestions and managerial implications are presented, too.

Literature Review

Human Resources Management and Recruitment

Last decades, Human Resources Management became the center of attention of many companies/organizations, regardless of their type, since it is concerned with the people dimension in management. As Decenzo and Robbins claimed, “Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization is essential to achieve organizational objectives.” Reducing wastages of time and effort along with maximizing the use of the resources with the best way is the basis of management which needs more careful handling when comes to human factor as a resource.

Human Resource functions refer to those tasks and duties performed to provide for and coordinate human capital (Taylor, 2002). These features consist of a variety of methods that can influence all the areas of the company or organization. Human resource planning, recruitment, and selection, Human resource development, Compensation and benefits, Safety and health, Employee and labor relations, and Human resource research are the six Human resource functions as Taylor occurred from the above definition.

In the phase of planning, recruitment and selection are integral and vital functions of Human Resources Management which are interchangeable terms used by many authors and professionals. According to Mandy and Noe (2008), recruitment is the process of identifying and attracting potential employees, whereas selection is the process of making decisions to select these employees. It is the process of discovering the sources of personnel to meet the requirements of the staffing agenda and attracting the adequate number of employees, to efficiently select the applicants. Focusing more on the recruitment, it involves communicating with actual or potential job seekers, inviting them to have an opportunity and try to convince them to work for the organization by any means of the fields. Estimations of the work equivalents, personality, interpersonal qualifications, skills and problem-solving capabilities of potential candidates along with their fit in the company/organization’s culture should be advanced upon the recruitment procedure.

There are five interrelated stages which compose the recruitment process, and these are planning, strategy development, screening and evaluation/control. It is clear that to attract the most capable, eligible and privileged candidates, Human Resources managers should make sure that every stage of the process has been designed and executed in the best feasible way. In more details, some necessary steps are being followed by many professionals during the recruitment process such as:

- a) Categorizing the vacant positions,
- b) Preparing job description and qualifications,
- c) Advertising the vacant position,
- d) Administering the demand and supply,
- e) Short-listing,
- f) Classifying interviews.

These steps may change depending on the nature of every company/organization, the available time and the method used for the recruitment. Moreover, it is necessary to underline that unless this procedure is accomplished, the selection and staffing of the appropriate candidate is impossible, even if it seems to be adjusted. Based on the significance of this function, this thesis will focus the attention exclusively on recruitment as a vital and concrete part of Human Resources Management. As it will be highlighted, not only the stages but also the methods of recruitment procedure differ a lot.

From quite a wide variety of choices, companies may use several types of recruitment sources or combinations of them to pursue and fulfill the management requirements. According to Armstrong (2006), the recruitment occurs from the creation of a pool of applicants from both the internal and the external organizational environment. The internal labor market is any applicant that can be found in the broader inside ecosystem of the company. Recruiting from this market is known as the “make” approach of recruitment since the company uses its internal human capital to cover its needs instead of “buy” somebody from the outside. Oppositely, in the external labor market, there may be found new talents with fresh ideas to enrich the mindset of a company, but higher cost is making the decision very controversial issue for Human Resource managers. Clear as it is, both approaches have their advantages and disadvantages according to the circumstances, the application way, the aims and the culture of each company engaged.

A brief presentation of the most commonly used methods from both perspectives is about to be exposed along with some explanation of why and when are better to be used. Some of the most effective internal recruitment sources are the following:

- ❖ internal advertisement (corporate website). Very often, organizations use ERP software so that all the personnel have the opportunity to be aware of news, instructions, important announcements or to communicate colleges with each other. Alternatively, a corporate website gives vital information about the company to its employees especially in the case of more than one unit under the same umbrella of operational control. With an internal advertisement, candidates for a vacancy within the firm are attracted from notices, publications, announcements or even personal letters and newsletters.
- ❖ promotion/transfer. Following the above way, promotions and/or transfers whenever possible are not only an excellent policy for recruitment but also good public relations for the reputation of the firm. Ambitious and competent managers and employees may be encouraged to target for a better career perspective while saving money and time from their employers of seeking potential candidates from the external environment of the company.
- ❖ referrals/ colleagues. Many firms have found a fruitful way to use their employees in the recruitment process. By asking employees to solicit applications from friends and associates or name a colleague of them who is more appropriate for a vacant job position according to their judgment, set a high standard of right orientation to target proper candidates. Trust is the most valuable element of this method, and therefore it is one of the preferable ones from Human Resource managers along with the fact that retention levels are enhanced, and recruitment costs are mitigated.

On the other hand, external recruitment sources exceed the internal ones numerically with a broader variety of choices. In no sense, the numerical superiority of external sources implies the higher regularity of use or the efficiency of that approach. There are many distinct reasons to prefer one source over the other, but it relies on other attitudes. Here some of the most commonly used methods are listed and briefly presented:

- ❖ recruitment agencies. Either state-sponsored or private, employment agencies help organizations get in touch with applicants after having a first screening

process to facilitate the final selection. The level of service, costs, policies, and types of applicants provided are mainly the differences and better points of private employment agencies over state-sponsored.

- ❖ career days/job affairs. Most colleges and universities maintain placement offices are intending to simplifying the connection of students with employers. Among other actions of this kind of offices, the perfect occasion to achieve this is the organization of a career day or/and job affairs which can turn up into great opportunities for successful contacts and job arrangements. An attractive source of recruitment since fresh ideas can come directly from their origins to the organization.
- ❖ internships. Combined with the above reference, internships are positions covered by students or trainees, with minimum or sometimes without pay to gain experience or satisfy requirements for a qualification. This option is a win-win situation for both employer and employee, but it can turn into exploitation for the students or mismatch with the strategy and long-term objectives of the employers.
- ❖ print advertisement. It is the external method of recruitment that covers the wider area of the human capital market, and even less relative applicants can be informed about vacant positions through magazines, newspapers, and television. In the past, it was one of the preferable source of recruitment worldwide, but now the internet has revolutionized this fact.
- ❖ walk-ins/unsolicited resumes. A lot of applicants or potential employees become active searchers of their next employers and voluntarily attend an interview, apply for jobs or just pass by one place to another to leave their CV to human resource managers of their choice. This kind of recruitment, in some cases, can show the self-confident or courage of the applicant which is very appreciated by employers. On the other hand, it is possible that the applicant is irrelevant to the needs of the company at the specific moment of the application.
- ❖ Internet.
- ❖ Social media.

The last two ways of external recruitment will be analyzed thoroughly in the next section of the literature review as the primary thematical point of this thesis.

Social media in recruitment

“Technology is now set to revolutionize the way Human Resources Management is conducted” as Davidson et al. correctly pointed out (2011). More and more employers have started realizing that the adoption of technology in recruitment is becoming inevitable, especially for those who want to achieve a competitive advantage with their human asset. Online or e-recruitment is the latest trend in which the use of information technology facilitates and improves the efficiencies of the recruitment process. E-recruitment also falls under e-HRM which is an organization’s e-business system that uses web-based technologies for human resource management practices and policies (Ruel et al. 2007). This method not only uses the advantages of Internet alone but all the systems and subsystems of e-HRM producing a higher level of service delivery over traditional methods of recruitment.

Going a step further, Kaplan and Haenlein (2010) describe Social Media as a group of Internet-based applications that operate on the foundations of Web 2.0 and user-generated content. First applied in 1999, the term Web 2.0 is used for web pages that permit the users to interact with each other with dialogues in a virtual community and create this user-generated content in comparison to passive websites, known as Web 1.0, where users are not allowed to change the online environment actively. Boyd and Ellison (2007) define Social Networking Sites as: “web-based services that allow individuals to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system”.

Without a doubt, Social media has created different human interaction in every way online and offline, while they can be characterized as a disruptive innovation since they form a new behavior pattern. Besides the buzz around them, the use of Social Media is more natural than understanding the depth and wide of their disruption in both every day and business life. Before analyzing the consequences of Social Media adoption in Human Resources management and particularly in recruitment, it may be beneficial to point out the most used, well known and successful of them worldwide.

⌘ Facebook. It can be defined as the king of social media. The first-applied network where users could create personal profiles, add other users as friends, exchange messages left alone notifications, comments, and emotions with the form of ‘likes,’ ‘emojis’ and ‘emoticons.’ From an effortless way of interaction

and communication, Facebook has been transformed into a colossal enterprise and a phenomenal influencer.

- ⌘ Google +. The most famous core search engine specializing in the internet-related services, Google, has created the second most abundant social networking site in the world, trying to reach the glory of its predecessor. Google + follows more or less the same mindset with Facebook but in a skin-deep and straightforward way.
- ⌘ LinkedIn. The ultimate business-oriented social medium mainly used for professional networking. LinkedIn is a platform where users can promote themselves through their skills and qualifications, maintain different levels of relationships called connections and eventually build up a contact network capable of raising business opportunities either from companies or applicants. This medium is also suitable for educational reasons and a newsreader edition, LinkedIn Pulse, enabled double-way communication and interaction even for news coverage.
- ⌘ Twitter. Text-based posts of maximum 140 characters called tweets generated a distinct medium providing microblogging service. Twitter, with its distinctive characteristics, is commonly used for announcements of any kind displayed on a user's profile page. User's subscription is necessary as to all social media, but the generation of Hashtags (a type of metadata tag) firstly appeared in Twitter showing the power of free speech and people's unique communication progress.
- ⌘ YouTube. Following the above, it is a revolutionary social networking site of its kind. This Google-owned video-sharing website simplifies the way people upload, share and watch videos. From films and video clips to blogging and vlogging, YouTube allows every professional or amateur user to go public, leave or exchange comment and express its opinion just with the power of a click. YouTube has become the 'Wikipedia' of user-generated video content, and the encounter of success in many cases since YouTube views have been translated to Internet users' love and vote.
- ⌘ Instagram. With no doubt, it is the ultimate social network free application of taking, changing, editing and uploading photographs and videos. Users can add a caption to each of their posts and use hashtags, and location-based geotags to index these posts and make them searchable by other users within the app.

(Teachtarget.com, 2017) This Facebook-owned platform follows the same rules of private messages, likes, comments and followers/friends.

⌘ Snapchat. A limited amount of time is the distinctive feature of this social media service application which is used for sending pictures, messages and videos that are visible for strictly 24 hours. Users also need permission to follow another users' profile while comments, likes, and texting are applicable as well.

⌘ Viadeo. It was launched to compete with LinkedIn in non-English speaking markets such as France, Italy, China, and Brazil. Viadeo provides social-networking services geared toward professionals seeking to make work connections and earns revenue from recruitment services, advertising, and subscription fees.

From the definition of the above mentioned social networking sites, it is clear that the initial idea behind the creation and launch of them was the social interaction and communication on a personal and social level. Moreover, inevitably business world followed the flow and actively be influenced by these applications. Human resource professionals actively started using social media recruitment to interact with potential employees in the online space and eventually find the right and viable candidate for a vacant position. According to a survey conducted by Dinesh N. (2015) in India, 41.3% of the employers responded that they use social media for recruitment followed by 38.8 % for marketing their product or service. A study by Jobvite (2011), conducted with a sample of 800 HR and recruiting professionals, reported that the 89% of companies have been using social media to recruit and 45% of them to screen candidate profiles, whereas another survey of 541 randomly selected Human Resource and recruiting professionals conducted by the Society for Human Resource Management reported that significantly fewer companies use social networks to recruit and screen candidate profiles. This contradiction is a result of the gap between the existing academic research or empirical study focusing on Social Media in a Human Resources context, even less in hotel industry which is the primary target of this investigation as well.

Most researchers mainly illustrate that LinkedIn, which is the social network explicitly targeted at professionals, and Facebook are the most preferred sites for recruiting candidates. In more details, according to the survey mentioned above from SHRM, responding Human Resources professionals indicated the use of LinkedIn of 95%, Facebook of 58% and Twitter of 42% for recruitment purposes, primarily targeting non-management salaried employees (82 percent) and other management

positions, excluding upper management (77 percent). Moreover, it seems that use of social media tools and their application at distinct stages in the recruitment process differ, as does their application to various employers.

Even if business world deals social media recruitment with skepticism, benefits related to effectiveness, branding, time-shaving, and costs are becoming strong countervailing factors. Human Resources decision makers who had already applied the social recruitment in their companies were examined in an online panel survey of Acas (2013) to point out the reasons for their choice. The need to access a wider range of candidates than with traditional recruitment methods and the easiness of use were the two most commonly-used answers from a quite wide range of motivations and options given. Following the beneficial reasons, the effectiveness of the social recruitment is combined with a cost-conscious approach, sophisticated tools of targeting and a brand-building element along with the improvement of communication from both sides, business to candidate/employee (B2E) and employee/candidate to business (E2B). (Gibbs C. et al, 2013; Broughton A. et al, 2013; Ladkin A. and Buhalis D., 2015).

On the contrary, social network sites use in Human Resources context comes without its concerns and weaknesses. Referring to the above mentioned online survey, the respondents highlighted the inequality of candidates with no access to social media and the possibility of discrimination. Besides of legal and ethical issues, the lack of transparency and the doubt of relevancy and reliability of information from the side of candidates can act as a determinant factor of avoidance to this method. Additionally, because of the ease at which fake profiles and inaccurate tags and posts can be made, companies may not be able to rely confidently on social media profiles and activities as a basis for screening before hiring (Slovensky and Ross, 2011; Smith and Kidder, 2010). Last but not least, the invasion of privacy and a possibility of headhunting from the employers' side may have a disparate impact and risk that many candidates will find inadequate to take.

Characteristics and dimensions of Greek hotel industry

The analysis of the circumstances under which our survey is taking place will be constructive at this point, so industrial, technological, cultural and geographical characteristics points will set the proper framework.

Generally, the hospitality industry is characterized by, “a poor reputation as a source of permanent employment, offering low pay, anti-social working hours, routine work, and limited opportunities for career progress” (Barron, 2008), which is translated in a high turnover and a great challenge for the industry to attract, recruit and retain superior employees. More specifically, service plays a crucial role in the hotel industry, and that is why it has unique characteristics of employment and workforce that include high labor costs, high labor turnover, unskilled and semiskilled nature of most jobs and a high proportion of seasonal part-time employees (Kusluvan et al., 2010).

In Greece, tourism is a key economic sector, and it appears to grow at a faster pace than the world economy. According to the Association of Greek tourism enterprises, Hellenic Chamber of Hotels and EL. STAT, since 1960 the development of beds was three times greater than the increase of the hotel units while the rise in arrivals was respectively far more significant. (Velissariou E., Amiradis C.,2014). Statistical data from the same sources showed that in 2013 the majority of hotels were found in the Greek islands while on the mainland, Attica and Thessaloniki had respectively 16 and 13 percent of the total distribution of hotel units and beds in Greece. Regarding the Greek hotel classification, a star system is being used, from 1 until 5, which is based in a numerous of parameters from the number of beds and restaurants till the standards of the service quality applied. During the last decades, an important qualitative upgrade of the hotel infrastructure has been recorded, especially in 5 and 4-star hotels, which is accompanied by an increase of foreign investment to the industry.

Except for the hotel industry’s attributes, the cultural dimension of Greeks is critical as well. First of all, Greece, well- known for its history and tradition, is a collectivistic country with an emphasis on interdependence, duty, family, respect, “philotimo” and in-group trust and solidarity (Sotiropoulos P.,2014). Strong family bonds associated with mistrust towards strangers and unwillingness for long-term planning explains the fact that 95 percent of the operating companies in Greece are mainly family owned and employ less than ten employees (Sotiropoulos P., 2014). This high proportion of small companies is believed to be the main reason for the slow development of Human Resources Management in Greece. It could be argued that because of their size but despite the level of productivity and profitability, family-owned firms use less professional Human Resources Management practices or do not tend to build up a separate department. (Sotiropoulos P., 2014)

According to Panayotopoulou et al., the Southeastern European cluster that Greece is part of has common features such as low GDP per capita, low Internet penetration rate, uncertainty avoidance and performance orientation along with power distance. (2014). On the other hand, “modernization trend” or “mimetic behavior” helped to the adoption of specific Human Resources Management practices and even more of e- Human Resources Management. Particularly, it is found that strategically reduction of operational costs, branding and time management are the key reasons for the e-Human Resources Management endorsement from Greek professionals. More specifically, the first research that examine the use of social media in Human Resources Management practices in Greece from the Centre of Research in Organizational Behavior and Leadership of the Athens University of Economics and Business in 2010, pointed out the beginning of this phenomenon by companies as well as by employees searching for a job and highlighted the tendency of use and development in the future from both sides. (Sotiropoulos P. 2014)

Lastly, going back to the human aspect, specialists of Human Resources have classified the employees in hospitality field into generation groups according to district aspects regarding work perspective and expectations. Depending on the Australian Bureau of Statistics, there can be defined five age groups of employees; Builders (born until 1946), Baby Boomers (born between 1946-1964), Generation X (born between 1965-1979, Generation Y (born between 1980-1994) and Generation Z (born after 1994). (Popescu C., 2012) The so-called Generation Y is the primary source of a human asset in most of the jobs in the hotel industry, so it is Human Resources Management’s target to attract the best candidates for these. This generation is characterized by an increased desire for work-life balance, task variety seeking, immediate and continual need for recognition, limited commitment, and extreme technology literacy. (Gibbs et al., 2013) The success penetration of social media as a method of recruitment used in this field is a result of Generation’s Y attributes and orientations.

To sum up the literature review, the contribution of diverse theories and facts around Human Resources Management, social network sites, and Greek hotel sector are going to facilitate the further interpretation and analysis of our quantitative research which is about to be presented right afterward.

Methodology

The research undertaken aimed to realize the possibility and extent of the use of social media as a recruitment method from Greek hotels. The study was bound to be exploratory since there was not much information about the situation at hand because of the leading-edge nature and the specialization of the theme.

The target population for this study consisted of Human Resource professionals involved in recruitment in Greek hotel industry. A combined directory of hotels from Attica and Thessaloniki served as the sampling frame. These cities were purposely chosen since they are the two biggest of Greece and it is believed that central offices of both chains and family-owned hotels are located there. More specifically, only 5 and 4-star hotels of these locations were targeted on the rationale that hotels of that service level would have a dedicated Human Resource manager or department and, thus, would be eligible to participate in the study.

The first step was the composition of a list of the hotels that covered the criteria mentioned above. 31 hotels of Thessaloniki and 112 of Attica appeared to be the outcome. A necessary clarification at this point is that between these 143 hotels there were some chains with more than one unit not only to the chosen locations. Thus, every hotel had the chance to participate in the survey as a concrete unit since it is common that different directors or general managers have their mindset on the Human Resources Management without following a specific central strategy. Through Internet, some necessary information like websites, emails, and contact numbers were gathered when was applicable. In many cases, there were not enough contact details available, or there were missing, so multiple collateral sources were used such as LinkedIn pages to cross every piece of information.

The survey carried out in the form of the online questionnaire through google forms. Electronic forms were sent as links via emails along with a brief introduction to the identity of the researcher/student and the purpose of the survey with emphasis on the importance of participation. The email invitation was addressed either to the Human Resources manager of the hotel or to the person who is responsible for the recruitment process giving the chance to clarify his/her identity in a question of the form. Since some email addresses found were very general (e.g., info@xhotel.gr or reception@xhotel.gr) a redirection was mandatory and appeared to be a determinant

point of survey's development and outcome. Data were gathered through a three-phase administration process of six weeks total duration. The procedure chosen ensured consistency regarding data collection and survey timing.

The questionnaire was designed to examine three thematic points: demographic data, Human Resource Management and social media use in recruitment. 20 questions in total were mainly closed-ended with the opportunity for additional clarifications when needed, allowing the survey to be completed in approximately 7 to 10 minutes.

In the demographics section, respondents were asked about their age (under 23; 24-38; 39-50 and older than 51) and hierarchical position (1 management; 2 administrative; 3 supervisory; 4 technical). As far as the hotel characteristics concerned, the hotel category and location were the basic criteria of the survey, so the two first questions clarified the appropriate assumptions. A total number of hotel units, operation years and size of the establishment were composed of numerical close-ended questions of five choices ranged from one till more than ten units, less than five till more than ten years and 0 till more than 500 employees per unit, respectively. The nationality of a parent company with the highest proportion of ownership was also needed to categorize the hotel unit when the additional explanation was asked in case of foreign/subsidiary option.

The existence of separate Human Resources department was measured with a simple dichotomous variable (yes/no) indicating another categorization of hotels participated in the survey. In the case of negative answer, three alternative responses were patterned: owner, hotel manager or each head of the director. Respondents were asked to specify the recruitment methods used in the hotel unit represented and to rate their effectiveness. A 5-point Likert scale ranging from "completely ineffective" to "completely effective" was used to evaluate ten recruitment methods pointing out the pattern of their use from the hotel management. The multiple choices consisted of these methods; recruitment agencies, career days/job affairs, internal advertisement, referrals/colleagues, promotion/transfer, internet, social media, print advertisements, walk-ins/unsolicited resumes, internships.

Social media usage behavior in recruitment was measured in diverse ways in previous similar studies. All four UTAUT predictors, that is performance expectancy, effort expectancy, social influence, and facilitating conditions were used from El Ouiridi

M. et al. when studying social media adoption in employee recruitment and selection in Central and Eastern Europe generally (2015). On the other hand, in the analysis of Gibbs C. et al. for the exploration of social media users and non-users in North American hotels for HR purposes, different attitudes were examined as usefulness, effective, cost-reliance and ethicality from both users' and non-users' sides (2015). In the present study, respondents firstly were asked whether they are familiar with social media in general with a 1 to 5 scale of choices. The current situation of social recruitment was identified through eight options of social network sites used in the respondent's hotel, namely: Facebook, Instagram, Snapchat, LinkedIn, YouTube, Twitter, Google+ and Viadeo. Three questions of Yes/No/Maybe format were following measuring the attitudes of the tendency of use and effectiveness in the future together with an estimation of whether the social recruitment will attract more and better candidates for the recruiters' hotel. Lastly, the Likert 5- point scale was used once again to evaluate the trustfulness of social media as hiring way and the possibility of unethicity in a headhunting essence of the particular method.

From the $N = 143$ hotels in the sample, approximately 30 belong to chains of more than one hotels which was taken into consideration for the estimation of expected response rate. Of those remaining properties, 45 responses were received resulting in an adequate response rate of almost 32 percent. As an anonymous online survey, it was not possible to check for non-response bias. The extent and attitudes of social media use in a hotel Human Resources context in the form of recruitment technique, as well as consideration for possible influences (i.e., size, affiliation) on social media usage, were explored using descriptive statistics relevant to the level of data.

Data Analysis

Following the three thematic points of methodology, the data analysis will be explicated in the same path. Necessary information about the hotels and targeting characteristics of the participants is about to cover the first section. Subsequently, the Human Resource Management as a particular activity in the hotel is going to bring out interesting conclusions for the ways of recruiting occurred. Lastly, multilateral estimations about social media in the recruitment process, as the investing point of this study, will conclude the analysis section.

In total, 45 of the 143 initially contacted hotels replied to the online questionnaire (see Table 1). A similar appearance of 5 -star (n=21) and 4-star (n=20) hotels states that the intention of objective results is accomplished. Even if four answers did not meet the prerequisite of hotel class, we decided to take them into account since they provided us an alternative perspective. Thessaloniki seemed to respond more actively with 58 percent over 31 of Attica’s hotels. Five answers differed from the two options for location and “Santorini,” “Chalkidiki,” “Corfu” and “Volos” shown up in the “other” choice.

| Variable | Descriptive | Frequency | % |
|-------------------------------|--------------------|-----------|-----|
| Hotel class | 5-star | 21 | 47% |
| | 4-star | 20 | 44% |
| | Other | 4 | 9% |
| Location | Thessaloniki | 26 | 58% |
| | Attica | 14 | 31% |
| | Other | 5 | 11% |
| Number of hotel units | 1 | 26 | 58% |
| | less than 5 | 12 | 27% |
| | 6-10 | 5 | 11% |
| | more than 10 | 2 | 4% |
| Operation years | less than 5 | 10 | 22% |
| | 6-10 | 8 | 18% |
| | 11-20 | 17 | 38% |
| | 21-30 | 2 | 4% |
| | more than 30 | 8 | 18% |
| Number of employees | less than 50 | 22 | 49% |
| | 51-100 | 13 | 29% |
| | 101-200 | 7 | 16% |
| | 201-500 | 2 | 4% |
| | more than 500 | 1 | 2% |
| Nationality of hotel | Greek | 41 | 91% |
| | Foreign/Subsidiary | 4 | 9% |
| Age of respondent | less than 23 | 0 | 0% |
| | 24-38 | 32 | 71% |
| | 39-50 | 11 | 24% |
| | more than 51 | 2 | 4% |
| Position of respondent | management | 31 | 69% |
| | administrative | 9 | 20% |
| | supervisory | 4 | 9% |
| | technical | 1 | 2% |

Table 1: Hotel characteristics and demographic profile of respondents

Focusing more on table 1, the majority of hotels consisted of just one unit in total (58 percent), and only two hotels were parts of a group of more than ten hotels. As for the size of hotels, half of them occupy less than fifty employees in total concerning the current unit while a single example of the large-scale hotel turned up. The middle

categories of both size attributes illustrate that either the sampling has a small range of participants or the respondents follow a specific categorization tending to smaller hotels.

The origins of 90 percent of the hotels participated are Greek, and almost 40 percent operate approximately fifteen years. The rest subsidiary hotels derived from Russia, Cyprus, France or Germany which are countries that have proceeded to a lot of investments in Greece in general and in hospitality industry particularly. The relatively new age of hotels (35 out of 45) declares that in 90's the hotel industry was flourished in urban destinations of Greece. A significant figure reveals that within economic crisis' era hotels continued to be built since 18 percent of participating hotels count 6 to 10 years of operation while 22 percent less than five years.

Concerning the participants' profile, almost 2/3 of the sample belong to generation Y (24-38) and occupy a management position in the hotel. This fact boosts the reliability of the study's implications since there is an obvious correlation of employers' age and position in a company with the mindset and strategy that this firm follows when it comes to technology and social media use. Despite the fact that most demographic questions include sex and institutional background, this study focuses only on the essential information of the participants to respect the anonymity.

In the second section, a general question implicates a crucial answer. Figure 1 depicts the clear superiority of Human Resources Department as an established and concrete division in hotels of Attica and Thessaloniki. From those that answered negatively, a pattern was recognized since an equal number of respondents (5 out of 15) named the owner, the general manager and each head of the director as responsible for the recruitment process. Surprisingly, there were two cases where even that an affirmative first answer was given, a statement over the responsible was made either tending to the owner or the general manager of the hotel.

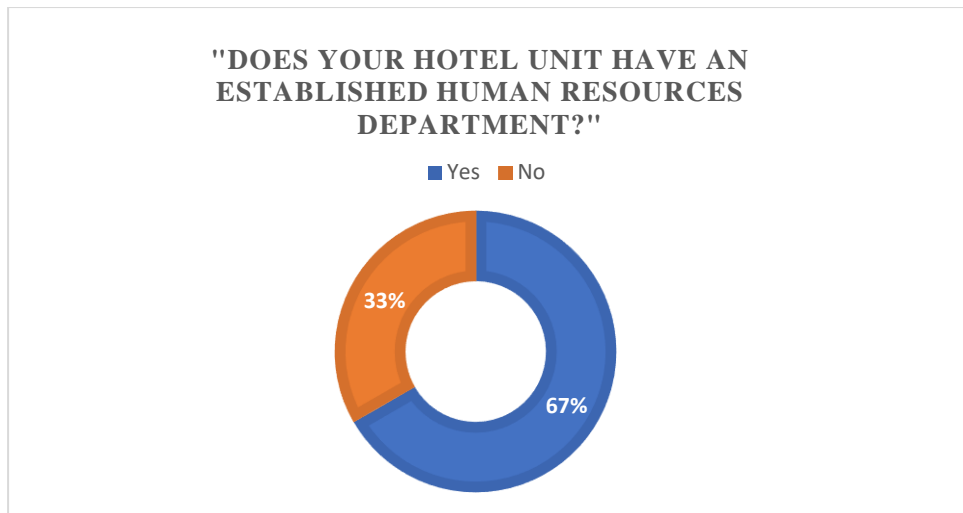


Figure 7 Human Resources department existence

As shown in figure 2, Internet and referrals/transfer come in the first row of preference from recruitment influencers in Greek hotels. Gaining the second place as recruitment methods currently used by the participating hotels, social media, career days/job affairs and recruitment agencies aggregate 13 percent each. The small percent that print advertisements gathered underline the twiddle to more interactive methods of hiring activity.

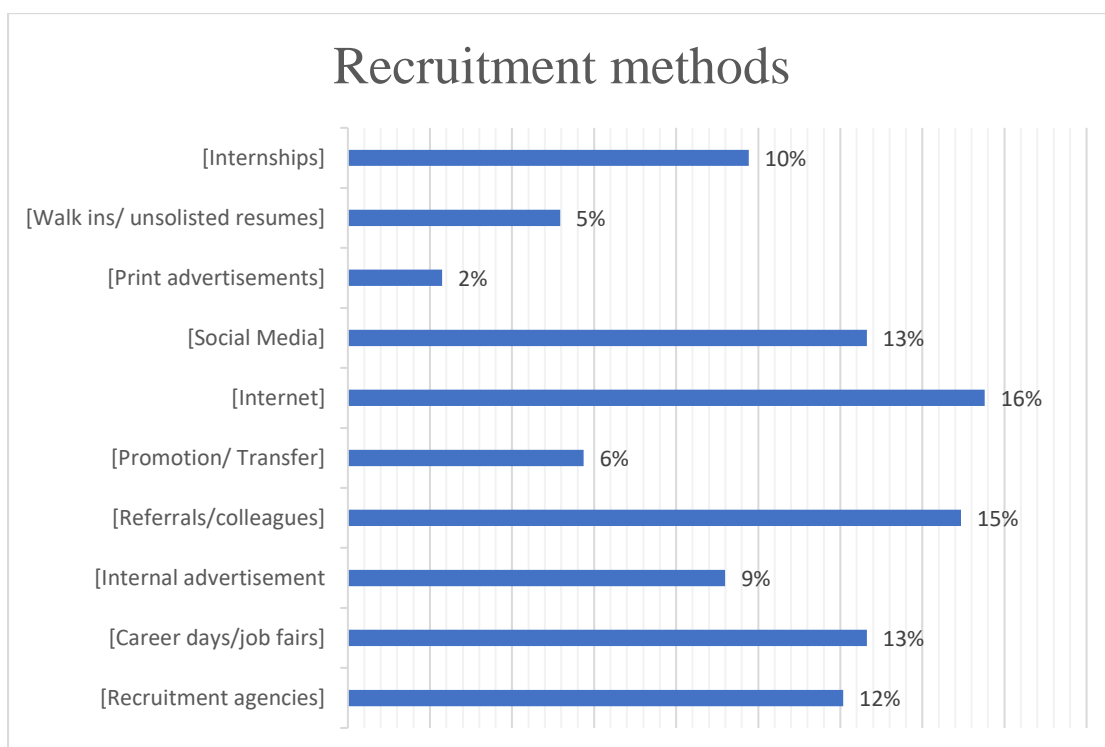


Figure 8 Recruitment methods used in Greek hotels

From a brief view of Figure 3, it appears that the most effective recruitment method according to the responding sample is referrals/colleagues, followed by the internet. As partially effective, recruitment agencies and career days/job affairs were preferred by 21 and 20 out of 45 respondents respectively. On the other hand, a higher proportion of entirely ineffective methods were given to promotion/transfers and print advertisements. A sizable volume of undetermined opinions can be translated to the absence of a specified strategy in the recruitment process on behalf of the employers in Greek hotels.

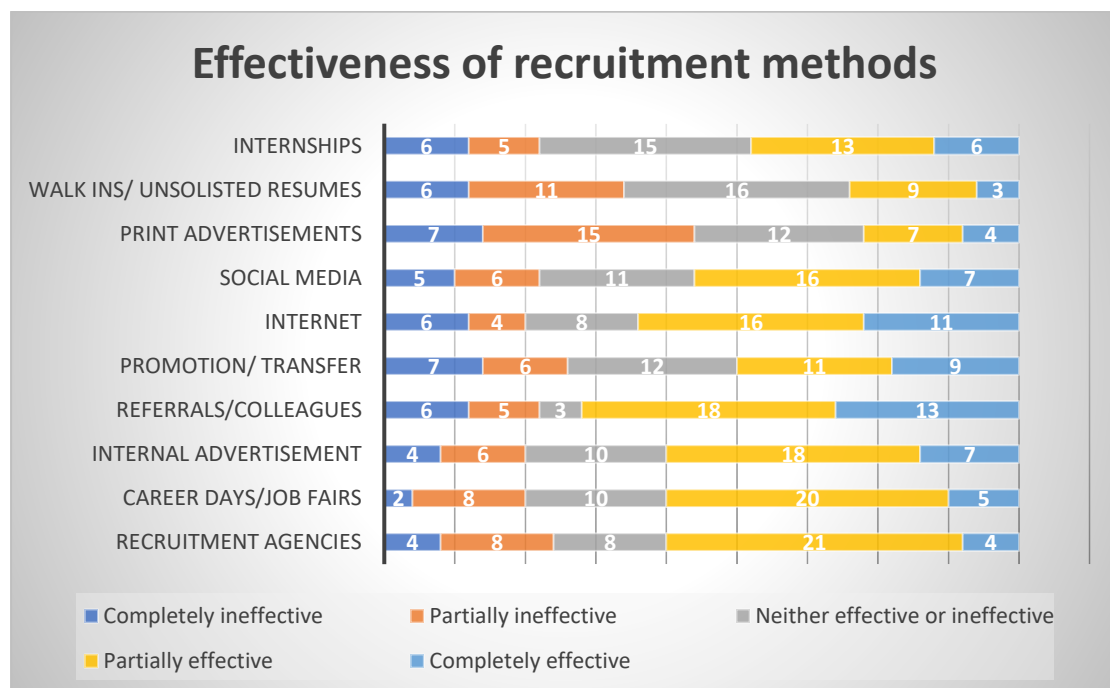


Figure 9 Measurement of recruitment methods used in Greek hotels

The last section of data analysis is related to the last seven questions of the questionnaire (see Appendix). The response to the question “Which of the following social media do you currently use in the recruitment process in your hotel unit?” ties in with the overall popularity of Facebook (35 hotels) and LinkedIn (32 hotels). (see Figure 4). Except for Instagram, all the other social network sites aggregate less than 10 percent of the total usage. Viadeo is a medium that Greeks are not at all familiar with since it is the leading opponent of LinkedIn in non-English speaking countries, so one single answer in favor is understandable and justified.

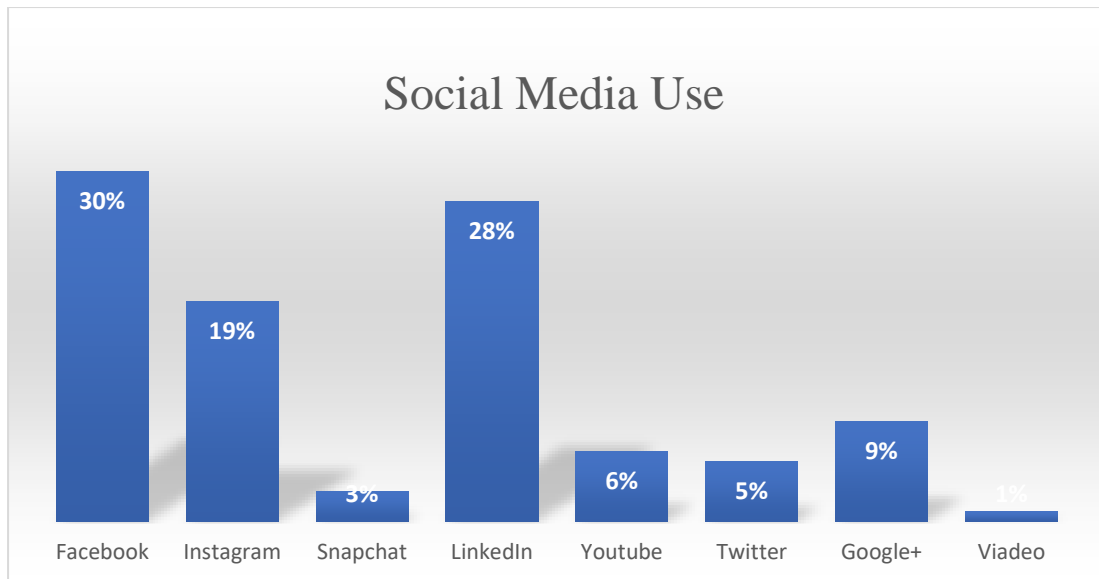


Figure 10 Social Media usage in the recruitment process

Three questions with a standard format (5-point Likert scale) issued the opinions of participating recruiters over the practices they are currently using in their hotel units concerning the social media (see Figure 5). On a scale of completely unfamiliar (1) to completely familiar (5), participants reported that they are quite confident using social media cause 40 of them stated partially of completely familiar. Over the statement “Social media is a trustful method of recruitment” respondents seemed to be undetermined since 40 percent neither agree or disagree, thus, there is a tendency to an agreement. Referring to “headhunting” through social media usage for recruitment purposes, the majority of respondents declared that is partially ethical to target candidates in this way (25 out of 45).

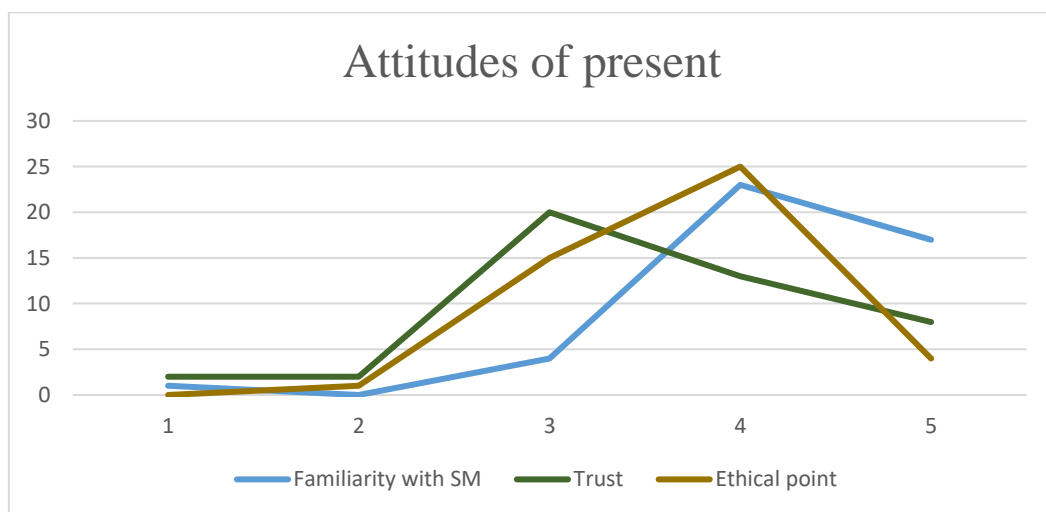


Figure 11 Attitudes and opinions over social media use in the present

Apart from the question format, the time reference of the following answers made easy the combined depict of them in Figure 6. The belief that “the use of social media as recruitment method would increase in the future” counted 34 positive answers which demonstrate the dynamic of this hiring way. On the same wavelength, the positive approach to a future increase in effectiveness of social media usage from recruiters highlighted from the significant majority. On the contrary, there was a minimal difference of positive and ambiguous answers to the question "Do you believe that with the use of social media in the recruitment process you will be able to attract more and better applicants/candidates for the vacancies in your hotel unit?". It seems like Greek hotels are not convinced by the attractiveness of this method of recruitment.

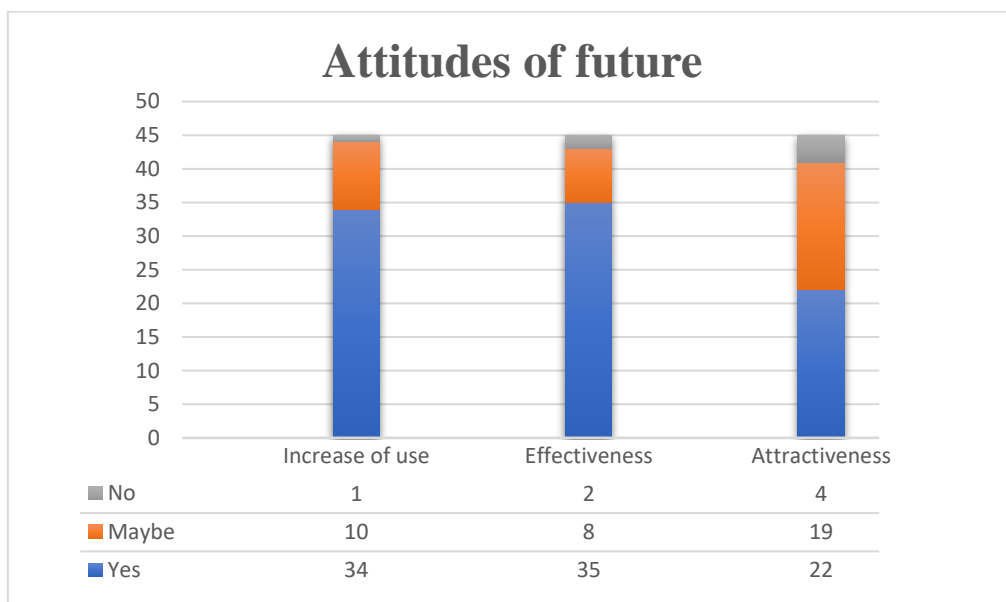


Figure 12 Opinions for the future of social media as a recruitment method

Discussion

When designing this study and questionnaire, it was inevitable that many assumptions and estimations were revealed trying to understand the possible bias of the participants and get the author in their positions, as a job-seeker and a potential recruiter in the hotel industry of Greece. A lot of thinking and searching in the literature available concluded to the following interpretation of all those mentioned above.

First of all, doubts about the existence of Human Resources Management in the hospitality field of Greece were dissolved from the findings of this study. Greek hoteliers seem to realize the importance of a consistent and strategically vivid Human

Resource department even if it is composed of just one person. The transformation of this field interdepends from the new generations coming to managerial positions (e.g., Generation Y), the need to battle the high turnover of the industry by securing the careful selection and retention of qualified staff and a possible "mimetic behavior" to other successful international stories. At the same time, Sotiropoulos' reference to the low tendency of small family-owned firms in using professional Human Resources Management practices is appeared here to be wrong in the hotel industry (2014).

On the contrary, cultural characteristics of Greeks such in-group trust and solidarity, which the same source highlights, are indicators of the recruitment preferences that Greek hotels have. In the case of hotels that took part in this study, most vacant job opportunities are being filled internally by referrals/colleagues' propositions. Consequently, the hotels trust in a high rate internal recruitment but they also admit the effectiveness of external methods like the Internet. From another point of view, social media have flourished during the last years based on the network of friends that each user have or acquire through them. In other words, referrals of a close friend or a virtually- known person is a weapon that social media can easily use since it relies on endorsements and guarantees that are being noticeable from a wider public. In this case, the power of peer to peer trust and social network sites which use the Internet is a conventional explanation of the study's finding. After all, as Broughton et al. (2013) correctly commented: "social media is another tool for them to use rather than an alternative recruitment channel." In more details, the combination and coexistence of methods beyond tools and channels can always accomplish better results.

Concerning the recruitment method of social media, Facebook and LinkedIn won the race once more since numerous of other studies have concluded to the same argument (Dinesh 2015; SHRM 2011; Ladkin, Buhalis, 2015). It is a fact that Greek hotels have lately flourished in using LinkedIn as the ultimate social network site with business orientation for attracting candidates. Moreover, the splendid example of social recruitment is Marriott. As one of the biggest and most successful hotel chains internationally, Marriott Hotels own the largest Facebook recruitment page in the world. It has been characterized as "one the most surprising 'Leaderboards' of the decade" once more than three times of his actual workforce is interacting with the Facebook recruitment page of Marriott (Slezak, 2013). That alone is a bright case of

how "being social" in a well designed and strategically oriented way can help hotels build their brand and collect an amalgam of possible candidates at the same time.

Another issue stemming from the research is the indecisiveness of Greek employers to social media as a trustful method of recruitment. This controversial matter has two different connotations. On the one hand, concerns of social desirability and acceptance or domination over a specific skill/field can drive people/candidates choose to share on social network sites information edited or distorted. The fight of social and business profile contributing in Facebook nowadays may end up to fake profiles on behalf of job-seekers to impress potential recruiters and show gregariousness over like-minded friends at the same time. On the other hand, lack of accuracy and limited control of information combined with transparency's absence on social media are certainly driving hotel recruiters to mistrust, suspiciousness and overthinking of using this method for hiring.

Skepticism is triggered by the analysis of this study as hotel recruiters find partially ethical targeting applicants through social media usage. In Jobvite's research (2011), almost half of US recruiters participating admitted that they are willing to use offensive competitive hiring direction and social media can really facilitate them. Nowadays, the online job market consists of both active and passive job-seekers which contribute to job opportunities or estimation of job alternatives with respect to competencies, qualifications, and experience they have. Hotel recruiters can convert to "headhunters" especially when it comes to candidates of higher hierarchical positions. High turnover and seasonality of Greek hospitality sector is an alliance to this controversially ethical procedure when using social recruitment, as well.

The Centre of Research in Organisational Behaviour and Leadership of the Athens University of Economics and Business, examining for the first time the use of social media in Human Resources Management practices indicated that Greek companies had started to use them intensively and there was room for further development in the future of social recruitment (Sotiropoulos, 2014). Eight years later, this study captured the same tendency focusing on Greek hotels. Positive attributes on both increasingly use, and effectiveness in the future of recruitment through social media indicate that it is not a passing trend for our country.

Moreover, the quality of the pool of applicants is an issue that appeared to trouble study's respondents. It is evident that there is no perfect method of recruitment that will guarantee to find the best candidates and those more company-fitted in the best balance of time and cost for the company. It is generally understood that every firm, hotel in our case, will need to find its path to achieve perfect recruitment process if this even exists beyond theory. Thus, the opportunities that social media usage has to offer to Greek hoteliers relies on more than cost and time consciousness. The vast attractiveness of social media users who significantly differs in age, educational, cultural and societal dimensions can diminish the uncertainty over the broad of possible candidates. Furthermore, the quality of those candidates can be guaranteed merely by the ability of hotels to set clear descriptions of qualifications for each vacant position, the correctly targeted branding of their workplace and offerings and eventually the competency to attract the attention of applicants through a well-designed long-term recruitment strategy.

To interpret all the findings of this study some specific characteristics of the sample responded turned up to have significant influence. Combination of Greek mentality and new generations' workplace behavior are dimensions that may be controversial and perfect matching at the same time. The multitasking competence of new workforce and uncertainty avoidance of Greek people are the example of how broad and multi-level connotations appear in the great entrance and usage of social media in the Greek hotel recruitment environment.

Limitations

Interpretation of this study's limitations should equally be explained so that the right conclusions will be made. Firstly, the idea behind the primary research was narrow to cover only one new type of recruitment method. Even if the literature review included the theoretical basis of recruitment procedure and practices, the focus of this study was limited to the external use of social media in employee recruitment. The relative novelty of social media- related research truly captured our attention and focusing on this trend of Human Resources Management, even if this function is under-developed in Greek business environment, was sure tempting. That exact novelty, though, was difficult to be covered by the academic literature and the equally disruptive significance of the

issue. Lack of adequate studies related to social media as a recruitment method was both blessing and hell for a researcher.

Time limitations were inevitably influencing the accomplishment of this research. Regarding the period of questionnaire distribution, initially the planning was to run the procedure ideally right before or right after the summer season, which for Greece is approximately from April until October. Seasonality is a bias of immense importance when comes to the hospitality sector. Moreover, the research occurred too close to Christmas holidays, a fact that affect the results as well as the sample replied. Consequently, the response rate was also shaped according to available time and accuracy.

The use of just one research method (questionnaire) manages to test only association and not causation of this study's objectives. In other words, the explanation of "if" and "why" Greek hotels use social recruitment left a lot more missing questions like "how" and "in what terms." Additional methods of panel groups or interviews with hotel recruiters will definitely help the achievement of this target. Furthermore, the data of this research includes a snapshot of reality and not the wholistic true behind this trend. Similarly, the one-dimension investigation of the subject, meaning only the opinion of recruiters, does not cover the full issue arising. The co-creation and interdependence of job-seekers and recruiters, especially in the online job market, highlight the necessity of this double research analysis. Unfortunately, even if the first proposal of the study included both sides in the research, time limitation was once more a determinant factor to this final presentation of the theme.

In this study, a particular local and quality service concentration altered the response rate and size of the sample dramatically, too. Focusing on 5 and 4-star hotels, as explained above, was a way of raising the possibilities of Human Resources Management existence so that our study has meaningful findings. Almost the same explanation reveals the inclination to hotels of Thessaloniki and Attica while it is clear that the majority of Greek hotels are not on the mainland. Greek islands, granting the high volume and traffic of inbound and outbound tourism, are following the assumption of many countries urbanization occurred.

Going further to questionnaire's methodology, numerous of different formats, phrasing, and questions may have changed the outcome of this study completely. In

more details, the descriptive statistical analysis used was an easy solution to enclose the bias of the relatively small sample and inadequate demographic correlation with other variables concerning social media such as attractiveness, usefulness, etc. Additional inferential statistics did not have the reliable results, so it is not presented in the data analysis.

Conclusion

The focus of this paper was to evaluate whether or not the hoteliers in Greece were interested in using social media for recruitment purposes. At the same time, the critical requirement was the proof of Human Resources management practices in the Greek hotel industry and the recruitment methods were additionally or alternatively be used nowadays.

When we look at the results of this study as a whole, it appears that recruiters do currently use social media to help them in securing new positions but not as their first choice. This figure is set to grow over the near future, but new attitudes studied, like attractiveness and trustfulness, highlight the second fiddle of social media usage over more traditional recruitment methods. Positively as it may seem, results in the actual application of Human Resources practices with a separate department in Greek hotels were in favor. The profile of respondents was millennials in managerial positions representing 5 and 4-star hotels of Thessaloniki and Attica occupying less than 50 employees in their 15-year old unique hotel unit. 45 Greek urban hotels set the basis of generalized assumptions over different views over social recruitment.

By looking at several of the key questions in this survey, we gain a sense of hoteliers' sentiment:

- ✚ Does your hotel unit have an established Human Resources Department?
 - 67% answered positively
- ✚ Which of the recruitment methods do you use?
 - 16% use the Internet, and 13% use social media for attracting job applicants
- ✚ Which of social media do you currently use in the recruitment process in your hotel unit?

- Largest majority (30%) choose Facebook while second largest majority make use of LinkedIn for recruitment purposes
- ✚ Do you believe that the use of social media as a recruitment method would increase in the future?
 - 75% anticipate increased usage
- ✚ "Social media is a trustful method of recruitment."
 - 20 out of 45 neither agree or disagree
- ✚ Do you believe that with the use of social media in the recruitment process you will be able to attract more and better applicants/candidates for the vacancies in your hotel unit?
 - 48% agreed with this tendency
- ✚ How ethical do you believe is to target applicants/candidates with the use of Social media (headhunting)?
 - 25 out of 45 claimed that head hunting is partially ethical

As hotel industry is based on the service quality, so employees that derive excellency are valuable. In this way, Human Resources management is crucial to the delivery of tourism product. The idea of “internal marketing” behind Human Resources practices and the implication of employee as an “internal customer” has to be appropriately evaluated form the hoteliers. In Greece, this essentiality seems to be underestimated as an activity of management possibly because of the low specialization and high turnover of the hospitality workforce. In this study, results convey the impression of improvement in the field of appreciation of human factor with particular Human resources department in most of the Greek hotels.

Greek culture never stops influencing the business world, but neither does new technologies and global modernization trends. Following the path of e-recruitment, the origin of social recruitment, a Greek start-up, Workable is a popular recruiting software providing the tools to manage multiple hiring pipelines for all kind of companies. Furthermore, the use of social media in recruitment is already quite widespread in both the UK and the USA, and the vast multinational corporations are making intense use of this in other markets with as many as 80% of companies in the USA stating that LinkedIn is their primary recruitment tool (Navan J, 2010). According to our study, social media is not the primary choice of Greek hotel recruiters. Social media tools are

usually used in combination with more traditional recruitment strategies rather than substituting for these.

With the responses to this survey, it is conceivable to believe that job suppliers will continue to adapt to using social media in recruitment and although this may not replace other methods of recruitment, if the trend continues as it is, it will become a critical headhunting tool. Overall, it is clear that the use of social media for recruitment purposes is increasing, as companies experiment with new tools like LinkedIn, and Facebook. There is a wide variety of practice in the use of social media tools for recruitment. Usage depends on factors such as company size as well as the type of employee whom the employer is trying to reach. Many hotels are experimenting with these tools, which, being relatively new, are moving forward on a trial and error basis.

From this study, a number of implications can also be surfaced. Hotel recruiters that are currently used or tend to use social recruitment should try to fully benefit from this practice by applying all the traditional best practice guidelines. A careful strategy over the use of social media as a recruitment method is demanding but necessary. Concrete steps such as the selection of the platforms according to target candidates and the vacant jobs' qualifications, the encouragement of dialogue on brand and culture of it between business and candidate and connection of existent employees with possible ones may achieve a successful hiring process. After all, online recruitment is just a channel through which implementation of right planning and Human Resource practices can any company flourish.

Theoretical implications and recommendations derive from limitations as mentioned earlier in this study. Firstly, as the time and the sample's size were the most important limitations over the results of this study, future researchers can focus on them. Concerning sample, the geographical coverage of all the country, including islands will avoid generalization biases. A comparison of the social media usage in hotel recruitment among different countries (e.g., European), star-level hotels, target applicants' level (mid-scale or upper) and recruiters' generation are possible additional criteria of studies may follow. Secondly, the time for conducting the research, either qualitative, quantitative or both, for gathering and interpreting the results as well as for combining the literature with the results collected is undoubted of immense importance. Furthermore, a dual perspective of job-seekers and recruiters can literally transform a

future study by merely linking the missing dimensions. Lastly, the inferential statistic can test cultural, demographic and numerous other characteristics of respondents with attitudes over practices of social recruitment.

Concluding, most of us would agree that the evolution of social media usage generally and particularly in hotel recruiting has just started to arise.

“There is no constant but change, as the saying goes, so much of this will continue to evolve as social networking sites find their role amidst more traditional recruitment methods. In the meantime, it is fascinating to watch the process unfold.”

Anne Beitel, Managing Director, Executives Online National (Navan, 2010)

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Appendices

Questionnaire: Social Media as a recruitment method in the hotel industry

Please take a few minutes from your vital time to complete this survey.

1. What is the category of your hotel?

5 stars

4 star

Other:

2. What is the location of your establishment?

Thessaloniki

Attica

Other:

3. Number of hotel units (in total).

1

<5

6-10

>10

4. How many years does your hotel unit operate?

<5

6-10

11-20

21-30

>30

5. What is the size of your establishment (number of employees) (of the current unit)?

0-50

51-100

101-200

201-500

>500

6. Type of ownership (Nationality of parent company with the highest proportion of ownership).

Greek

Foreign/ Subsidiary

7. In case of foreign/subsidiary, what is the nationality of the parent company? Please state.

.....

8. In which of the following age categories you belong?

<23

24- 38

39-50

>51

9. In which of the following categories you belong?

- management
- administrative
- supervisory
- technical
- Other:

10. Does your hotel unit have an established Human Resources Department?

- Yes
- No

11. If no, who is responsible for the recruitment process?

.....

12. Which of the following recruitment methods do you use (multiple responses)?

- Recruitment agencies
- Career days/ job fairs
- Internal advertisement (corporate website)
- Referrals/colleagues
- Promotion/transfer
- Internet
- Social media
- Print advertisements
- Walk ins /unsolicited resumes
- Internships

13. Based on your experience in the hotel industry, how effective do you think are the following recruitment methods used in your hotel unit?

| | Completely ineffective | Partially ineffective | Neither effective or ineffective | Partially effective | Completely effective |
|--|--------------------------|--------------------------|----------------------------------|--------------------------|--------------------------|
| Recruitment agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Career days/job fairs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Internal advertisement (corporate website) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Referrals/colleagues | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Promotion/ Transfer | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Internet | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Social Media | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Print advertisements | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Walk ins/ unsolisted resumes | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Internships | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

14. How would you rate your familiarity with social media?

1 2 3 4 5

Completely unfamiliar Completely familiar

15. Which of the following social media do you currently use in the recruitment process in your hotel unit?

Facebook
Instagram
Snapchat
LinkedIn
YouTube
Twitter
Google +
Viadeo

16. Do you believe that the use of social media as a recruitment method would increase in the future?

Yes
Maybe
No

17. On a scale of 1 to 5, state your agreement with the following: "Social media is a trustful method of recruitment".

1 2 3 4 5
Disagree Agree

18. Do you believe that the effectiveness of social media as a recruitment method will increase in the future?

Yes
Maybe
No

19. Do you believe that with the use of social media in the recruitment process you will be able to attract more and better applicants/candidates for the vacancies in your hotel unit?

Yes
Maybe
No

20. How ethical do you believe is to target applicants/candidates with the use of Social media (head hunting)?

1 2 3 4 5
Completely unethical Completely ethical

Thank you for participating in my survey!

Cover Letter of online questionnaire

Dear participant,

My name is Chatzigianni Zoi and I am a graduate student at International Hellenic University in the MSc of Hospitality and Tourism Management. For my final project, I am examining the recruitment process in the Greek Hotel Industry with the use of e-HRM and social media from the recruiter's point of view. Particular emphasis is given on the effectiveness and the ethical point of the use of the social media as a recruitment method in 4 and 5-star hotel of the city of Thessaloniki and the Attica area. The following questionnaire is part of a cross-sectional survey, aiming to collect vital data for 2017-2018 focusing on the tendency and willingness of Greek hotels to use this method in the future.

Please find attached the link to the questionnaire:

Ideally the questionnaire is addressed to HR department of the hotel but alternatively the person who is responsible for the recruitment process is more than welcome to spend 5- 10 minutes to complete the questionnaire. As the population of the study is quite specific and quite limited, your participation to the survey is crucial for the sample's and survey's credibility and for conducting the survey itself.

Your answers will be kept confidentially and anonymously and will be used only for the study purposes, and for the statistical analysis. For this reason, I kindly ask you to be as accurate as possible in your responses. After the end of the analysis, copies of the project will be held by my University library and If you require additional information or have questions or would like a summary copy of this study, please contact me at the email listed below.

Taking into consideration your busy schedule, I would like to thank you in advance for your time and for your help in the study.

Sincerely,

Chatzigianni Zoi

z.chatzigianni@ihu.edu.gr, 6996812159

