



***Workforce Diversity as a Guiding Light towards SHRM:
Exploring Managers' views regarding workforce diversity, its
impact on Recruitment & Selection Practices, & the role of
Sustainable HRM within Organizations.***

FOREWORD

Taking into consideration the increasing global workforce, the implementation of a more stable and effective approach in relation to workforce is necessary. Consequently, not only the feasibility but also the sustainability of an organization in the hospitality industry in the 21st century depends to an increasing extent upon its diversity (Gehrels & Suleri, 2016). As Forbes (2012) states, the hospitality industry typically is represented by a very diverse workforce.

According to Losey, Meisinger & Ulrich (2005) the way the world is changing puts HR in the spotlight. HR professionals must deal with several changes such as technology, competitiveness globalization etc. One of the hotly-debated issues should do with workforce diversity. Because accepting and managing diversity is becoming essential to the present-day hospitality industry and because this industry is permeated with cultural diversity (Rompa, 2011), it is essential to replicate and explore further whether organizations within this industry have established workforce diversity practices as a viable strategy of SHRM. As Ehnert (2009) supports the recent changes including workforce diversity, highlight the need for more sustainable HMR practices and regards sustainability as having a strategic potential for HRM.

The literature on SHRM is still limited although particularly outside the hospitality industry in other sectors there is a growing sense for the importance to the approach (Gehrels & Suleri, 2016) and the recommendation by the scholars to extend the research to other organizations within the hospitality industry to provide a broader perspective on SHRM consist of the main reasons and motivations for this project.

I want to explore to what extent the notion of SHRM has been established – embodying the workforce diversity within the organization or not, and whether the managers have realized the vital role that SHRM can play for their organizations.

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ABSTRACT

The goal of this research is to explore the managers' views concerning the challenges and benefits of workforce diversity within their organizations; what kind of workforce diversity practices managers implement during recruitment and selection processes; whether these practices are related with SHRM; and how managers perceive the role of SHRM for their organizations. This study takes place within the same International Hotel Chain but in two different countries - Greece and Belgium.

This is a qualitative study and the data was collected by conducting interviews. The size of the sample was totally eight people distributed in two Hotels, where the participants were four managers for each one of the Hotels – four in Greece and four in Belgium. The findings reveal that both Hotels have applied ordinary and some innovative workforce diversity practices during R&S processes. The implementation of diversity management as a strategy consists of a “*common denominator*” for both Hotels. The societalizing of R&S processes via workforce diversity in combination with the “strategic” perspective of HRM & Diversity Management consist of the ways through which the managers adopt the concept of SHRM practices for their Hotels. Additionally, a brand-new perspective emerges for contributing towards SHRM practices – “*Human Perspective*”. The sustainable R&S practices of both Hotels increase their sustainability and employees' performance. however, factors such as home-culture and external conditions can influence managers' perceptions regarding the implementation of SHRM practices for Hotels.

This study is expected to contribute to the theoretical body of knowledge regarding the SHRM Framework and Diversity Management as well as providing managerial proposals for increasing organizations' effectiveness and sustainability.

KEYWORDS

Hospitality Industry, Recruitment Process, Selection process, Talent Management, Workforce Diversity, Diversity Management, CSR, Sustainability, Organizational Sustainability, Sustainable HRM, Sustainable HRM Framework

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1. INTRODUCTION

1.1 Background Information

The 21st century can be characterized as a milestone within business environment and the role and contribution of Human Resource Management (HRM) is going to be on the cusp of change. Several changes such as globalization, environmental crisis, individualization and value pluralism, the digital era, demographic change and technological convergence should take place and the HR will be at the heart of these changes playing a vital role in helping organizations to deal effectively with them (SHRM, 2009).

Globalization and demographic changes within working environment demand a different treatment and the concept of Diversity Management (DM) constitutes a viable solution. The term “diversity management” was applied to the context of work organizations in the late 1980s (Kramar, 2012). However, mainly in our days the implementation and execution of DM can consist of the flagship of a competitive advantage within hotel industry. Because of the internationalization, hotels are dealing with issues of managing culturally diverse workforces (Gröschl, 2011). Forbes (2012) states that the hotel industry is represented by a very diverse workforce and Gehrels (2016) supports that a diverse workforce is a crucial factor for the success of “authentic hospitality”. The integration of employees with different background can bring within international hospitality industry: creativity, innovation, different abilities and multiple perspectives of solving problems – all of them can contribute to the hotel competitive advantage. Managers should embody the diversity practices into HR policies such as recruitment, selection, performance appraisal etc. to deal effectively with imminent challenges. It seems that DM is not a temporary plan in which managers must follow some specific rules for a specific period. DM can be perceived as” an attitude and a

new understanding of how enterprises function and how to manage human resources in a sustainable way” (Mazur, 2015).

In the 21st century the term of sustainability consists of a hotly-debated issue within hospitality industry. The hospitality sector experiences increasing competition to attract talented employees (Gehrels & Suleri, 2016). It is important for this industry to focus on viable human resources practices to retain business success. This success is related with “the experience of the guest which can be triggered by excellent service, craftsmanship and attention to the guest by the employee in the hospitality sector” (ibid, p.61). They state that when hospitality employees are treated as human capital then they can offer an excellent service towards guests. This implies that the top-management team within hospitality industry should adopt a new sustainable vision on human resources.

One of the most interesting approaches to capture the complexity of the concept of Sustainable HRM is De Prins model (2011) which consists of four approaches: psychological, sociological, strategic and green perspective. The scholar supports that this model focuses on respecting and utilizing human workforces within the organization. This framework will consist of the cutting-edge of this study and concepts such as corporate social responsibility and corporate sustainability will operate as connections between diversity management and Sustainable HRM.

1.2 Problem Statement

There is an increasing interest of the Sustainable HRM Literature in several fields of studies (Gehrels & Suleri, 2016). Nevertheless, the Sustainable Literature within hospitality industry is still limited. Rompta (2011) suggests that although literature reveals that sustainable HRM is an emerging topic, there is still limited research done on the concept. Gehrels & Altan (2015) state that it is necessary for the hospitality industry to evaluate its approaches to human resources management. The implementation of a new approach of human resource management should be granted for the hospitality industry to deal effectively with imminent problems such as the war of talent and the lack of skilled employees. This shortage of employees “is related to the negatively perceived image of hospitality industry and competition from other sectors” (Gehrels& Suleri, 2016, p.61).

Another challenging issue is related with the sustainable HRM framework developed by De Prins (2011). Gehrels & Suleri in 2016 used this specific sustainable HRM framework to conduct a research based on diversity and inclusion as indicators of sustainable human resources management in the international hospitality industry. There is no sufficient literature based on this sustainable HRM framework within international hospitality industry. It can be stated that this framework is almost new and it needs a further exploration. Additionally, De Prins (2011) argues that the approaches are still under development, with psychological, sociological and green having policy directions.

1.3 The Purpose of Study

The first purpose of this study is to examine the Managers' views regarding the implementation of Diversity Management Strategy and its impact on the following two HR practices: recruitment and selection. Taking into consideration that Diversity Management Strategy can contribute positively to the Sustainable HRM, we are looking to understand the phenomenon and the role of Sustainable HRM within Hotel Industry. The study will analyze the case of the same prestigious Hotel Chain in two different countries: Greece & Belgium. This will help us to understand whether the cultural background or the organizational culture can influence the Managers' views.

The second purpose of the study is going to be the evaluation of the Sustainable HRM Framework by De Prins. This study will try to observe and analyze the functionality of this framework within International Hotel Industry. More specifically, the sociological perspective will be analyzed in combination with diversity management strategy and whether this strategy consists of a part of Strategic perspective with long term focus of the whole organization.

1.4 Research Method& Questions

The research method which will be used for this study is the qualitative. Semi-structured interviews will be conducted on management level for each one of two hotels in Greece and Belgium. Managers will be interviewed and not employees, exclusively, because this study is looking for managers' perceptions about the implementation of Diversity Management strategy within recruitment and selection processes as a part of Sustainable HRM.

The main research question for this research study is the following:

How recruitment and selection HR practices as a part of Diversity Management can contribute to the Sustainability of the Organization?

This main research question can be successfully answered through the following sub-questions:

- Which workforce diversity practices Managers implement during the Recruitment process?
- Which workforce diversity practices Managers implement during the Selection process?
- In what way are recruitment and selection practices directly related to SRHM?
- How do Managers evaluate the implementation of Diversity Management towards their Organizations' sustainability – as a “benefit” or “challenge”?
- Do Sustainable HRM practices contribute to your Organization's sustainability and increasing performance?
- Which factors can affect Managers' perceptions, both in Greece & Belgium, regarding the implementation of Sustainable HRM practices within hotel industry?

1.5 Importance & Contribution of Study

Through this study what can be observed is whether the Managers have realized the importance of Diversity Management Strategy and its impact on Sustainable HRM. Gehrels & Suleri (2016) state that an important focus within Sustainable HRM in their research is emphasized with the necessity for companies to consider a diversity and inclusion policy as part of a wider sustainable HRM strategy. However, this specific study goes a step further and explores the Diversity Management strategy as a part of SHRM taking into consideration two specific HR practices: recruitment and selection. Consequently, this study focuses on the importance of an innovative approach of HRM within international hospitality because of several challenges such as talent deficiency, very strong competition from other industries etc.

The contributions of this study will be the following:

- ✓ Contributing towards the theoretical development of the Sustainable HRM field of study – via the replication and evaluation of the Sustainable HRM framework (almost a new model) and its utilization within international hospitality industry.
- ✓ Contributing practical implications to the management team within hotels regarding the importance of the implementation DM strategy within recruitment and selection processes and providing feasible solutions for hotels stressing the role of Sustainable HRM as a long-term strategy within Organization.

1.6 Outline

The research study includes six different chapters. The first chapter consists of the introduction section – it includes the background information of the study, the problem statement, the purpose of the study, research method and questions, importance and contribution of study and the outline. The second chapter includes the literature review – this has three sections; the first section includes general definitions and concepts such as hotel industry, HRM, recruitment, selection, talent management, the second section consists of theories regarding the diversity management and the third section includes theories about the sustainability, sustainability development, SHRM and sustainable HRM framework. The third chapter is related with the research method. This chapter includes the research design, the data collection, the reliability and validity of the sample and data analysis. The fourth chapter includes the findings from the two Hotels. The fifth chapter contains the discussion of the findings. And the last chapter includes the conclusion.

2.5 LITERATURE REVIEW

2.1 Introductory Concepts & Definitions

2.1.1 Hospitality Industry within European Union (EU)

Hospitality Industry includes all the businesses that provide food, beverages and lodging to people who are away from home (Ingram, 1999, Ditmer, 2002) as well as to incorporate entertainment, travel distribution, channels and transportation (Ditmer, 2002). One important part of hospitality industry is related with hotel sector. This sector consists of the main field of study based on a European Union context.

Hotels consist of an indispensable sector of service industry. The service is used to indicate industry segments that “do things for you, they do not make things” (Silvestro & Johnston, 1990, p.206). Johns (1999) states that service embraces all those organizations which deal effectively with the needs of society such as entertainment, civil services and health service. Due to the fact of increasing abundance and free time, most western countries have been modified to service economies (Kotler, Bowen & Makens, 1996). The several changes within EU the last years, have caused an important impact within Hospitality industry and mainly within hotel sector.

The profile of the hotel sector in Europe has changed faster in the last ten years than at any time in history (PWC, 2001). This means that the structure of the industry is changing and several modifications should be implemented to deal effectively with the new philosophy of Europe. Such changes are related with social, economic, environmental and political. Because of the social and demographic changes in Europe, the “HRM should deal successfully with the changing workforce and it will play a vital role for the 21st century” (PWC, 2001, p.36). Consequently, an innovative approach of HRM must be implemented

within hotel industry. The main human resource challenges are: the talent deficiencies, new culture and the human capital (PWC, 2001).

2.1.2 HRM within Hospitality Industry

One of the most important assets for every organization is related with human capital. The operationalization of every organization demands the existence of human beings. Human Resource Management (HRM) can be considered as one of the most vital sectors of organization. HRM “is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns” (Dessler, 2015, p.36). Arnold (2005) supports that one of the main goals of HRM is to manage effectively the work relationships and simultaneously to meet the demands and expectations not only for the employees but also for the society. HRM can be characterized as one of the most important driving forces contributing towards the organization’s effectiveness.

The HRM function is widely recognized as critical in hospitality industry and the role of HR is becoming more complex and subject to a range of challenges (Solnet, Kralj & Baum, 2015). The repositioning of HR function within hospitality industry is mandatory because of the several changes of the business environment (Schuler, 1990). One of these changes deal with the changing demographics – a change which will lead the HRM into an innovative approach towards hospitality industry. “The hospitality workforce in most countries, particularly in the developed world, is becoming increasingly diversified and heterogeneous in terms of its characteristics” (Solnet, Kralj & Baum, 2015, p.279). The

tourism and its dominant sub-sector, hotels, consist of one of the economic sectors in global economy, thus providing job opportunities to migrant workers worldwide (Baum, 2012).

In 2001, a study of hotel managers found human resources issues to top the list of most important issues (Enz, 2001). One of the main findings of this study was that 64% of respondents from six different regions of the world reported that the human resource issues of attraction new employees was their key area of concern. Recruitment and selection processes consist of the most important and difficult functions of HRM. The appropriate human capital can lead to the organization's effectiveness but employees without the proper qualifications may cause a negative impact to the organization. That's why these two HR practices consist of the focus of this study.

2.1.3 Recruitment Process

Employee recruiting means “finding and/or attracting applicants for the employer's open positions” (Dessler, 2015, p.161). The last years, a worthwhile number of studies have been published regarding the effectiveness of recruitment process (Chan, 1996; Moser, 2005; Sheehan & Scafidi, 2005; DeVaro & Morita, 2013). Recruitment Sourcing can be formal and informal or internal and external. Formal channel typically use external and Informal channel use internal recruitment (Valkonen, Huilaja & Koikkalainen, 2013). Recruitment includes all those processes and activities to acquire the appropriate ratio of employees at the right place and time (Chaudhuri, 2010). This process should be considered as one of the key players of the organization because it is directly related with

the company's effectiveness and performance. Chaudhuri (2010) states that "one of the main goals of the organization is to effectively plan workforce requirements consistent with the levels of skills and competence that are necessary for sustained organizational viability and growth" (p.59). This implies that recruitment process should be considered as an indispensable part of sustainable human resource management which can lead to the organization's sustainability. Thus, the organization's success and sustainability depends on attracting talented employees who can deal effectively with several changes within business environment. Consequently, identifying and attracting the appropriate employee is very important to the success or failure for any organization (Newell, 2005; Brown, 2011).

According to a study by D'Annunzio-Green, Maxwell, & Watson (2000), employee recruitment and selection is one of the top three human resource issues within hospitality industry today. This happens because the hospitality industry has a negative impact on attracting prospective employees. The industry's image problem is related to several factors: the perception that hospitality jobs are unskilled, poor wages, erratic working hours, unpleasant working conditions and general lack of respect from the public (Baum, Amoah & Spivack, 1997). Within the hospitality sector, Price (1994) found that of 241 hotels sampled in her research, a third never used job descriptions or person specifications. This can consist of an important obstacle of attracting employees with diversity background. Due to the fact of globalization and financial crisis, can lead prospective employees to look for a job opportunity to other countries. The lack of proper design of recruitment process regarding the diversity workforce can cause a negative impact within hospitality sector. However, many hospitality businesses have realized the

importance of recruiting and hiring the appropriate employee. Thus these operations can be characterized as competitive edge (Woods, 2002).

2.1.4 Selection Process

After the creation of a group of appropriate candidates via the recruitment process, the selection process begins. This process contains all those necessary tools through which the right candidate can be appeared such as: interviews, references, psychometric tests, occupational tests, personality questionnaires, interviews, assessment centers etc. As Heery & Noon (2001) note selection is “the process of assessing job applicants using one of a variety of methods with the purpose of finding the most suitable person for the organization” (p.320). Its goal is to select the candidates who are likely to succeed in the job and those practices should be both reliable and valid (Woods, 2002). Selecting the right employee is important for three main reasons: performance, costs and legal obligations (Dessler, 2015). Employees with the appropriate skills and qualifications will increase the organization’s performance and profitability but unsuitable employees will cause a negative impact on organization. The effective selection is crucial for company because the cost of recruiting and hiring is high. Finally, a clumsy consequence has legal consequences which means that equal employment laws require nondiscriminatory selection procedures (Woods, 2002). Consequently, the selection process demands an adept handling not only to increase the organization’s performance but also to lead the organization towards a sustainable business environment.

Many hospitality organizations now have human resources departments complete with managers who plan and develop effective selection systems (Woods, 2002). The

interview is usually the central element of the selection process in many hospitality organizations (ibid). Developing selection strategy, many factors should be taken into consideration such as: the image and nature of work in the industry, issues of season ability, the local labor market, local cultures and management philosophy and practice (D'Annunzio-Green, Maxwell & Watson, 2002). The selection process demands employers with experience and the necessary knowledge regarding the aforementioned variable factors which take place within hospitality industry. The successful acquisition of high-quality and skillful employees within hospitality industry lead to the implementation of a talent management strategy. The war for talent between hospitality and other industries impose the adoption of this strategy for hospitality industry to deal efficiently with imminent challenges and to meet its goals. Consequently, the talent management is important because “the effective implementation of talent management ensures that organizations can successfully acquire and retain essential talent” (Hughes & Rog, 2008, p.746).

2.1.5 Talent Management

Nowadays, because of the dynamic, uncertain and highly competitive global market, organizations all over the world deal with crucial decisions and challenges in global talent management (Scullion, Collings & Caligiuri, 2010; Schuler, Jackson, & Tarique, 2011). Lewis & Heckman (2006) identified primary conceptions regarding the talent management. This study is interested with the two of these perceptions. The first perception of T.M. is comprised of “a collection of typical human resource department practices such as

recruiting, selection etc.” (p.140). In this perspective, the implementation of T.M should be implemented during recruitment and selection processes to manage effectively diverse employee groups within organizations. Diversity within organizations is increasing rapidly (Beechler & Woodward, 2009) and not only gender but also cultural diversities impact the complexity of decision making in global talent management (Beechler & Woodward, 2009; Scullion & Collings, 2011). Additionally, many companies need to take into consideration the corporate social responsibility as a crucial part of their approach decision making in talent management (Vaiman, Scullion, & Collings, 2012). This means that C.S.R. can be embedded within recruitment and selection processes to attract more talented employees. The main reason is that employees do not care only about money in a dynamic and fast-moving environment (Summer, 2005). And the second perception focuses on sourcing, developing and rewarding employee talent (Lewis & Heckman, 2006). Talent can be defined as “individuals who have the capability to make a significant difference to the current and future performance of the company” (Morton, 2004, p.6). Employees with diversity culture, perspectives, mentalities and experiences are those who can consist of the competitive advantage for the organization because diversity can be dynamic and fluid.

Recruitment and selection have been identified as one of the hospitality industry’s biggest challenges (Powell & Wood, 1999). This happens because of the high labor-intensive nature of the industry, the high turnover rate and the ability to attract the right employees with the appropriate skills and qualifications (Christensen-Hughes & Rog, 2008). Consequently, the implementation can be considered as a viable solution during the recruitment and selection processes. This implies that the talent management strategy should be embedded as one of the organization’s priorities within hospitality industry.

2.1.6 Organizational Culture

Organizational culture refers to “the pattern of beliefs, values, and learned ways of coping with experience that have developed during the course of an organization’s history, and which tend to be manifested in its material arrangements and in the behavior of its members” (Brown, 1998, p.9). This culture functions as a tool in order to elicit the dedication and the increased performance of employees. It seems that organizational culture consists of a valuable asset through which employees perceive and identify the “existence” of organizational culture within their professional lives.

According to Schein (2010), the culture can be analyzed into three different levels: artifacts, espoused beliefs and values, and basic underlying assumptions. The level depicts to what extent the culture is obvious to the observer. This model consists of a worthwhile guide in order to examine how the culture operates within the organization and how the employees deal with it. The organizational culture can be characterized as an indispensable part of HRM. Storey (1995) defined HRM as “a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques” (p.5). This means that employees can be managed using organizational culture to generate commitment to the organization and its values (Nickson, 2007). Thus, to achieve HRM objectives requires the management of the organizational value system (culture) and this requires skillful implementation (Ogbonna, 1992). The organizational culture can influence the employees’ perceptions efficiently under the auspices of HRM strategy.

FIGURE (1): “*Hospitality Industry within European Union (E.U.)*”

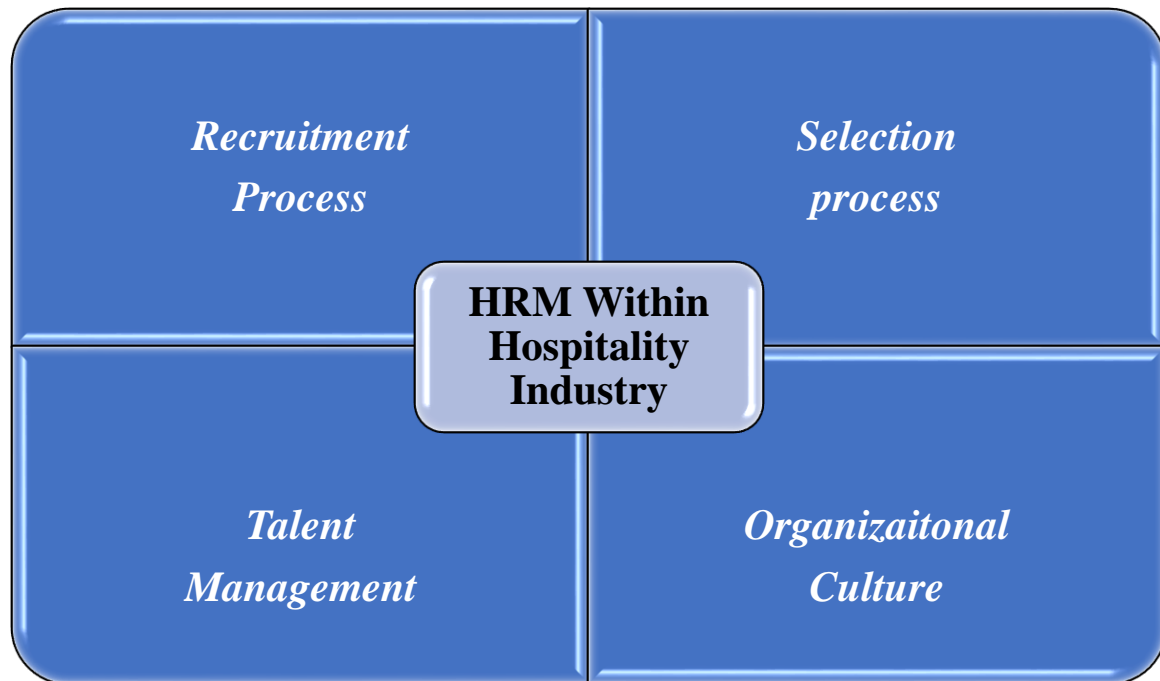


Figure (1) depicts clearly the relationship of four quadrants (literature review – part 1) to a whole/central concept. The broader concept reveals that the whole figure takes place regarding the Hospitality Industry within E.U. This study focuses on the HRM within Hospitality Industry – as it is depicted to the core of this figure. HRM includes several functions but this research studies two of them: the recruitment and selection processes. It can be argued that these two procedures are the two main pillars for this study. Moreover, the talent management seems to be a necessary tool during the recruitment and selections processes to deal effectively with the “*talented-diverse human resources*”. In other words, it can be considered as an indispensable part of HRM. Finally, the organizational culture, through the HRM, can be used as a navigation devise to lead employees towards organization’s goals and values.

2.2 Diversity Management

2.2.1 Diversity

Human beings share the same value of “humanness” with all members of species but there are biological and environmental differences that distinguish them as individuals and groups (Loden, 1996). These crucial differences play a vital role for developing the differentiation among human beings their impact not only within societies but also within organizations. According to Loden (1996), there are two types of dimensions: primary and secondary which can be depicted within the diversity wheel (Figure 2 – *Appendix*). The continuous interplay among all those dimensions can affect one’s values, perceptions and principles. All these “give definition and meaning to their lives by contributing to an integrated whole – the diverse person” (Loden, 1996, p.16).

Primary dimensions such as – age, gender, ethnicity, race and mental abilities – are those attributes which shape the diverse image of a person. On the other hand, secondary dimensions such as – education, geographic location, organizational role, family status etc. – are more vulnerable and they are changing constantly throughout peoples’ lives.

The value of diversity within organizations is a hotly-debated issue. Nowadays, it seems that workforce diversity is constantly increasing within organizations and can constitute the keyword for the organization’s sustainability and simultaneously bringing the desired results.

2.2.2 Workforce Diversity

The common characteristics of this age are related with the globalization and the economy of knowledge. Successful organizations are those that embrace and encourage workforce diversity (Okoro & Washington, 2012). Ignoring the implementation of workforce diversity can have a negative impact to the organization's performance and productivity (ibid.). Cadrain (2008) supports that encouraging diversity is a powerful tool in order to attract and retain the best employees and at the same time increasing the level of organizational competitiveness. Thus, the implementation of workforce diversity has a double impact: not only contributing to the organization's goals achievement but also to its sustainability. The impact presupposes the following circumstance: human capital consists of the most valuable asset for every organization. All those resources which are valuable, unique and difficult to imitate can be competitive advantage for the company (Barney, 1991). This implies that for human capital to contribute to sustainable competitive advantage, it should include the aforementioned "ingredients" (Barney & Wright, 1998). As a result, diversity in human capital can be a sustained competitive advantage because of these three criteria (Richard & Kirby, 1999).

Mor Barak (2011) defines workforce diversity as the division of workforce into different categories such as – ethnicity, gender, race, age, disability – that a) have a perceived commonality within a national and cultural context and that b) influence possibly either detrimental or advantageous the employment outcomes such as job opportunities, treatment in the workplace and promotion prospects regardless of job-related skills. For instance, managers or employers from different nations may perceive differently the distinction workforce categories and it has a different impact on employees within

organization regarding their job opportunities, treatment and promotions. This study analyzes two hotels of the same chain in different countries and what can be observed is: whether the nation or culture of the hotel managers of different countries can impact their perceptions on workforce diversity distinctions and their positive or negative influence on employment outcomes.

Managing workforce diversity is a primary challenge in today's hospitality industry (Iverson, 2000). Since several diversity groups such as minorities, disabled people and women, are looking for an employment opportunity, it is a chance for hospitality industry to benefit from such a trend to expand the talent of workforce. The majority of the hospitality organizations recognize the moral and economic urgent of diversity management and have already started implemented practices for diversity groups (Iverson, 2000). However, when an organization ignores the importance and existence of workforce diversity, conflict can appear and not the employees not the hotel will perceive their potential (ibid). It is viable for every hospitality organization to realize that the establishment of workforce diversity is the only path to obtain a sustainable competitive advantage.

Nevertheless, the existence of workforce diversity within an organization has not only benefits but also challenges. That's why the managers should take it into consideration and they ought to deal effectively with challenges in order to retain the balance among people with diverse backgrounds within working environment.

2.2.3 Benefits & Challenges of Workforce Diversity

Workforce diversity can be viewed as a “double edged sword” which can provide both positive and negative outcomes (Milliken & Martins, 1996). Regarding the positive outcomes, researchers have found that workforce diversity increases creativity and innovation (Bantel & Jackson, 1989; Jabbour, Gordon, Caldeira de Oliveira, Martinez, & Battistelle, 2011; Armstrong, Flood, Guthrie, Liu, MacCurtain, & Mkamwa, 2010; Evans, 2014) and simultaneously has a positive influence on organization’s performance (Wright, Ferris, Hiller & Kroll, 1995; Hartenian & Gudmundson, 2000; Richard, 2000). Diversity groups can generate innovative ideas, provide viable solutions to organization’s problems and increase organizational efficiency, effectiveness and profitability (Watson, Kumar, & Michaelsen, 1993; McLeod, Label & Cox, 1996; Wilson & Iles, 1999). Loyalty from clients who identify with the minority employees as well as improvement in the company image regarding social responsibility (Jabbour et al., 2011). Diversity workforce can contribute to the organization’s success by enabling access to a changing marketplace via the organization’s multicultural employees (Cox & Blake, 1991; Iles, 1995; Gardenswartz & Rowe, 1998). Consequently, valuing and managing diversity may become a source of competitive advantage, improve the quality of organizational life (Cassell, 1996).

On the other hand, there are some interesting challenges managing diversity groups. Research has shown that in terms of race, there are several barriers regarding workforce diversity such as communication breakdown, low cohesion and high turnover (Milliken & Martins, 1996; Williams & O’Reilly, 1998; Australian Bureau of Statistics, 2008). Diversity has also a detrimental effect on organizational performance (Sacco & Schmitt, 2003). Wentling (2004) has identified work environment barriers such as size and

complexity of organization; people related barriers such as failure of understanding the value of diversity, absence of support of diversity; and diversity initiative-related barriers such as difficulty in evaluation which all of them prevent the successful implementation of diversity initiatives. According to Bovee & Thill (2008), “today’s increasingly diverse workforce encompasses a wide range of communication challenges, including skills, traditions, backgrounds, experiences, outlooks, and attitudes toward work, all of which can affect communication in the workplace” (p.64). Moreover, managers and supervisors deal with the challenge of motivating and keeping balance among their workers (Okoro & Washington, 2012).

However, in order for an organization to utilize the workforce diversity properly, the implementation of diversity management practices seems the most sustainable solution. This is related with the fact that diversity management includes acceptance and respect, acknowledging that individuals are unique and different from each other (Lumadi, 2008) and because of this uniqueness the diversity employees can contribute an innovative approach towards organization which in turn can be a sustainable competitive advantage for the organization.

2.2.4 Diversity Management

Diversity management has just in the last decade reached Europe (Kamp & Hagedorn-Rasmussen, 2004). It is a tool which can reveal the importance of the element of differentiation of employees within organization. Pressures for awareness and more effective diversity management are consequences of changes in demographics, the global competition

and the mobility of the global workforce (Iles, 1995; Humphries & Grice, 1995; Konrad, 2003). Diversity management appeals to managers to take advantage of a workforce diversity to create sustainable competitive advantage (Florkowski, 1996; Kamp & Hagedorn-Rasmussen, 2004) by establishing a better corporate image, improving group and organizational performance and attracting and retaining human capital (Bleijenbergh, Peters & Poutsma, 2010).

Diversity management refers to “the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal organizational structures through deliberate policies and programs” (Mor Barak, 2011, p.235). Managers should realize that diversity management practices are not a “burden” or an obligatory strategy for the organization but its conscious implementation can have a dual positive impact to the organization and employees. According to Fleury (1999) diversity management is a managerial process that helps create a work environment in which all employees can achieve their personal goals in line with the overall business objectives. Thus, diversity management does not consist of an obstacle but a can function as a “guiding light” towards the organization’s sustainability satisfying all its stakeholders.

Analyzing the potential and practicalities of diversity management in hospitality organizations (Furunes & Mykletun, 2007), Maxwell, McDougall,& Blair (2000) claim that managing diversity is related to enhanced service quality, which is the core product of the hospitality industry. Therefore, managing effectively such a product, which includes as a main “ingredient” human beings, the role of human resource management is catalytic for the implementation of diversity management.

2.2.5 Diversity Management & the role of HRM

Diversity management is considered to contain hands-on management practices which seek to include minorities, who have been marginalized in terms of the workplace variables (Jabbour et al., 2011). Fleury (1999) and Jabbour & Santos (2008) support that this diversity management process requires human resources actions. A significant challenge in diversity management is the involvement of human resource management (ibid). However, human resource managers should be actively involved in diversity issues by sharing this value with co-workers (Agars & Kottke, 2004). Human resource managers play a decisive role in diversity management practices because they can determine the details of practice implementation (Myers, 2003). The contribution of human resource managers regarding the diversity management can be characterized as vital because it is directly related with jobholders. It seems that the implementation of diversity can become an indispensable objective of the organization. In such a case, “if human resources managers support such objectives, it can be concluded that HRM can boost favorable diversity management practices in companies” (Jabbour et al., 2011, p.61).

In recent decades, human resource managers have recognized the need to adopt effective diversity management practices to overcome barriers for diversity and obtain the benefits of a diverse workforce (Mor Barak, 2011). Nevertheless, their benefits remain elusive for most firms (Kossek & Lobel, 1996). This happens because the conventional HR strategies to manage diversity lack integration with other systems as a result they do not change the culture to support the management heterogeneity and most of the times they end up failing (ibid). Diversity enlargement, diversity sensitivity and cultural audit are the three traditional HR approaches for managing diversity. However, Kossek & Lobel (1996)

developed a fourth approach which diversity management is a strategy for achieving organizational outcomes. This means that diversity management should be integrated with other HR practices and other organization strategic goals. This approach emphasizes on diversity management “as a means for achieving organizational ends, not as an end in itself” (Kossek & Lobel, 1996, p.4). Managers should realize and implement that the diversity management practices should be aligned with not only organization’s outcomes but also with employees’ goals.

In this study, the new approach which proposed by Kossek & Lobel is perceived as the most viable for an organization to deal effectively with organization sustainability. Diversity management should be included within organization strategy as a long-term focus and not as a short-term perspective. This means that HR practices such as recruitment, selection, performance appraisal, training etc. should operate under the “umbrella” of diversity management. This study examines two of the most important HR practices – *recruitment and selection* – under the implementation of diversity management methods. The following parts analyze the recruitment and selection processes under the D.M. umbrella.

2.2.6 Recruitment Process under the DM “Umbrella”

Successful organizations can benefit from workforce diversity by developing a working environment which attracts employees from diverse labor markets (D’Netto & Sohal, 1999) and these organizations can be considered as socially responsible and establish a positive corporate reputation (D’Netto, Shen, Chelliah & Monga, 2013). Managing

diversity promoted competitive edge by recruiting the best people for the job regardless of ethnicity, age, gender or other individual attributes (Cornelius, 1999).

Scholars have suggested a variety of practices to manage diversity in recruitment such as antidiscrimination and demographic data analysis (Perlman 1992; Kramar 1998; Allen, Dawson, Wheatley & White 2004; Childs 2005). Moreover, many prestigious organizations have been effective in hiring women and minorities by adopting a policy of zero tolerance of workplace discrimination in recruitment, to win over new customers (Allen et al., 2004). Other used HR diversity management practices in recruitment include advertising in ethnic newspapers, magazines and websites to increase the pool of qualified ethnic candidates (Morrison, 1992; Schreiber, Price & Morrison, 1993; Digh, 1999; Madera, 2013). Moreover, the use of minority recruiters and advertising materials that include diverse individuals (Madera, 2013) can attract more high-qualified employees with different cultural backgrounds. Additionally, communicating the importance and value of diversity to all applicants to maintain a positive diversity climate among new hires (Arthur & Doverspike 2005; Avery 2003; Avery, Hernandez, & Hebl 2004; Cox 2001; Digh 1999; Houtenville & Kalargyrou 2012; Kim & Gelfand 2003; Perkins, Thomas, & Taylor 2000).

Manoharan, Gross & Sardeshmukh (2014) conducted a study to investigate the practices of managers responsible for an ethnically diverse workforce to explore the management structures currently operating in Australian hotels. The results indicated that the study hotel's recruitment process included formal practices such as job advertisements posted internal and externally. The data showed that managers also undertook informal identity-conscious practices in the area of recruitment such as – approaching refugee camps,

recruiting via ethnic newspapers, encouraging existing employees through monetary rewards to bring in referrals.

General managers and human resource managers are responsible for establishing practices to attract candidates. They must use not only traditional practices but also innovative during the recruitment process to attract the most talented diverse employees. The reason is that this process can be considered as the most difficult because the most suitable job applicants should be recruited and simultaneously diversity is an additional element which should be taken into consideration and the design of HR practices during the recruitment process must be carefully implemented.

2.2.7 Selection Process under DM “Umbrella”

Selection process must be based on organizational and job-relevant criteria and managers who run these processes should be skilled in assessing the criteria (Kandola & Fullerton, 1994). However, most of the research has indicated that the criteria followed by organizations to select and test candidates are inappropriate for a number of applicants including minorities (Loveman & Gabarro, 1991; Morrison, 1992; Schreiber et al., 1993). Moreover, interviewers have little understanding of techniques suitable for interviewing applicants from different ethnic backgrounds (Caudron, 1990; Morrison, 1992).

Managing diversity effectively can provide innovation and creativity to the organization via employees’ different experiences, perceptions, knowledge and cultures. Several practices have been proposed to improve management to workforce diversity during the selection process. These contain the development of selection process that cover job-

relevant duties, qualifications, and experience and complies with anti-discrimination legislation (D'Netto & Sohal, 1999). Moreover, the presence of diverse managers on selection committees and implementing techniques that allow diverse people to answer questions to the best of their ability and potential (Morrison, 1992; Schreiber et al., 1993). The most common method during the selection process is the conduct of interview and several times as the only way to attract and hire employees. However, scholars found that interviewers have little understanding of special interviewing methods that can be used when dealing with applicants from different cultural backgrounds (Caudron, 1990; Morrison, 1992). This implies that the selection process should include a variety of tools for hiring the best diverse talents and not relying on a specific method.

Employers should rely on employment tests when making selection decisions. The most common of these tests are the cognitive ability tests which consist of verbal, numerical and spatial tests (Hough & Oswald, 2000). These tests have gained popularity owing to their predictive validity and pragmatic utility (Schmidt & Hunter, 1998). Nevertheless, cognitive ability tests have shown significant group mean differences with respect to race and culture, generating concerns surrounding test bias and adverse impact (Gottfredson 2000; Hough, Oswald & Ployhart, 2001; Robertson & Smith 2001). On the other hand, personality tests have reported little adverse impact when used in employee selection (Hough et al., 2001; Robertson & Smith, 2001). Many organizations use personality tests in their selection systems (Rothstein & Goffin, 2006). Even though, these tests do not predict job performance as cognitive tests, they should be implemented as a supplement to cognitive ability to reduce adverse impact in selection battery (Hough et al. 2001; Catano, Wiesner, Hackett & Methot, 2005). Another selection method must do with

biodata measures which ask job applicants to provide job-related information about their personal backgrounds and life experiences (Hough & Oswald, 2000; Mumford, Stokes & Owens, 1990). Several studies have concluded that biodata have minimal adverse impact during selection process (Bliesener 1996; Shackleton and Newell 1997; Manley, Benavidez and Dunn, 2007).

It can be observed throughout the aforementioned studies that a combination of techniques can lead the selection committee to the best selection of diverse employees. However, the utilization one of the techniques can be damaging for the organization – selecting unsuitable people to the inappropriate positions.

2.2.8 Linking D.M. with Corporate Social Responsibility

Corporate social responsibility (CSR) is a process “with the aim to embrace responsibility for the company’s actions and encourage a positive impact through its activities on the environment, consumers, employees, communities and stakeholders” (Mazur, 2013, p.41). The purpose of CSR is to make corporate business activity and corporate culture sustainable in three logics: economic, social and environmental (ibid).

Regarding the social logics of CSR, they are directly related with the social responsibility of the organization which has to do with the social aspects that the organization has towards to employees. More specifically, it refers to the “management’s obligation to make choices and take actions that will contribute to the well fare and interests of the society as well as those of the organization” (Uddin, Hassan & Tarique, 2008, p.205).

Within the organization, the social aspect of CSR is mainly perceived from managers on philanthropy or volunteering actions but are not viewed as core business practices (Mazur, 2013). Most of the managers cannot find the appropriate connection between CSR and its real impact on employees. Not only good governance and reputation management are obligatory “courses of action” but also the management of business practices such as CSR and diversity (Mazur, 2013). *“Managing CSR should mean managing diversity of the employees”* (Mazur, 2013, p.42).

The corporate social responsibility issues that need to be managed by organizations which have diverse employees within workplace is that the organization should respect current and prospective employees by valuing them for themselves disregarding the differences among employees, the company should respect human rights and dignity as well as respecting the local working conditions which may vary on the culture of the country concerned and simultaneously the company’s core values should be applied in order to respond to these effectively.

The social responsibility consists of a big challenge for an organization and at the same time the priority regarding its employees. Managers must not ignore such a responsibility or else the results of such an ignorance can impact negative the whole organization. *“Managing diversity seems to be a proactive strategy with the aim of maximizing the utilization of employees’ potential”* (Mazur, 2009, p.56). Consequently, an effective utilization of employees can lead to the organization sustainability and increasing performance.

FIGURE (3): “Diversity Management”

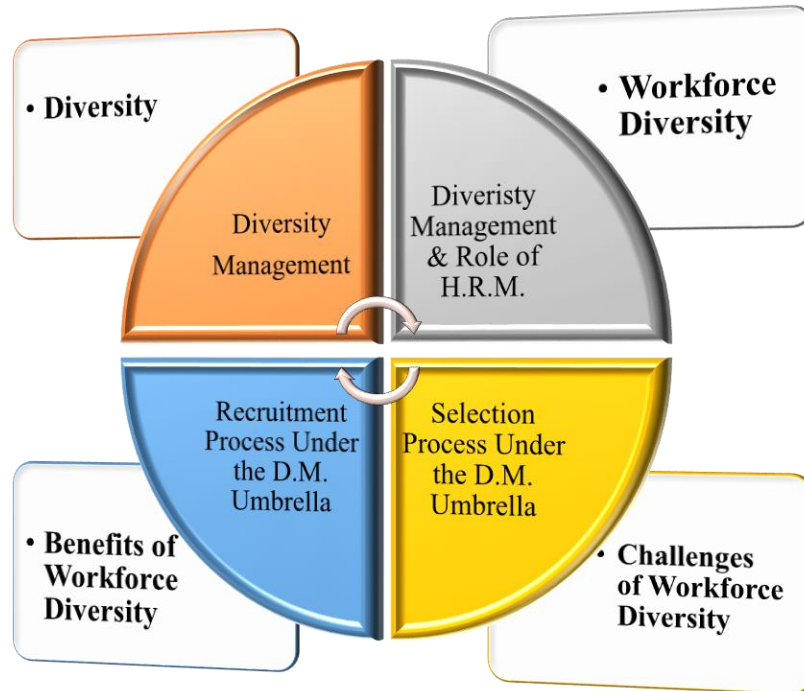


Figure (3): the concept of diversity provides to the study a general perspective and knowledge about its appearance and meaning in business environment. However, the term of workforce diversity as well as its benefits and challenges stress and reveal the crucial aspects of employees’ “differentiation” within working environment. All these four concepts demand an efficient strategy to be in line with organization’s goals: **“Diversity Management”**. The goal of diversity management is to provide the necessary tools and techniques to managers to deal successfully with workforce diversity. Diversity Management is not an independent variable but it is a variable which is directly linked with the HRM procedures. That’s why the recruitment and selection procedures operate under the Diversity Management umbrella. These two processes must adopt the elements of Diversity Management and this consists of a Social Responsibility of the Organization.

FIGURE (4): *“Corporate Social Responsibility”*

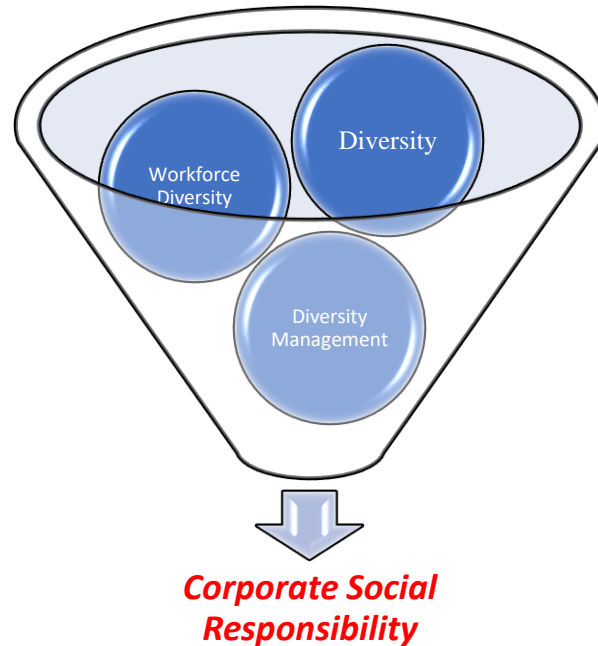


Figure (4) reflects the combination and the relationship among the elements that exist within the funnel. In reality, diversity, workforce diversity and diversity management are specific parts that all of them merge into a whole. The final outcome is the appearance of the corporate social responsibility. This responsibility reveals that the organization is interested not only about itself but also about society and mainly the people/workforce that are part of this society.

2.3 Sustainability

2.3.1 Sustainable Development

In 1972, the United Nations' (UN) defined sustainability as “a general worldview according to which people should strive to fulfill their needs in a manner such that the ability of future generations to fulfill their needs is not endangered” (Docherty, Kira & Shani, 2009, p.3). Diesendorf (2000) supports that sustainability is “the goal or endpoint of a process called sustainable development” (p.21).

The definition of Sustainable Development has its origin in the World Commission of Environment and Development (WCED) which has been established to deal effectively with the deterioration of the human environment and natural resources, and its consequences for economic and social development (Van Wyk, 2008). Sustainable Development is “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987, p.49). WCED emphasizes three vital ingredients to Sustainable Development such as environmental protection, economic growth and social equality. Elkington (2004) states that the environmental advancement requires the close integration between economic and social dimensions. Elkington has developed a theory which is called – Triple Bottom Line – through which the Organizational Sustainability can be achieved.

2.3.2 Organizational Sustainability – “Triple Bottom Line”

Nowadays, business firms are placing increasing emphasis on their ongoing sustainability to deal effectively with the imminent challenges. Hart & Milstein (2003) propose that “a sustainable company that contributes to sustainable development produces concurrently economic, social and environmental benefits - known as the three pillars of sustainability” (p.66). This means that sustainability provides opportunities to organizations to take more ethical actions – providing services and goods which do not harm the environment, people benefit from new customer markets, cost reductions, employees’ satisfaction increases, and added value for society and investors (Lacy, Arnott & Lowitt, 2009). Therefore, the organizations should implement strategies more social responsible with long-term focus and adopting modifications regarding the role of managers within organizations. This implies that managers need to re-evaluate their roles and responsibilities to persuade organizations to adopt practices regarding the sustainability (Wilkinson & Hill,2001).

The concept of Sustainable development needs to be translated into a language more comprehensible within business environment. Elkington introduced in 1997 the “Triple Bottom Line” which is central to the contribution of organization’s sustainability (Savitz & Weber, 2006). The sustainable development within organization means that each one of the three different aspects – economic, environmental and social – should equally contribute to the organization’s sustainability. The triple bottom line means that the company’s success should be measured not only being profitable but also by its environmental (planet) and societal and ethical (people) performance (Elkington, 1998). The scholar supports that when companies are interested in sustainability, they should take into consideration not only profits but also the other two dimensions. Thus, there is a trend from a shareholders’ value to

stakeholders' value, taking into consideration all parties within organization and not only a specific group (Elkington, 1998). This means that the organizational focus should be modified, including more stakeholders rather than the exclusive existence of shareholders (Atkinson, Waterhouse & Wells, 1997; Laplume, Sonpar & Litz, 2008; Cronin, Smith, Gleim, Ramirez, Dawn & Martinez, 2010). Consequently, corporate sustainability can meet the needs of company's current stakeholders without compromising its ability to deal successfully with the needs of future stakeholders (Dyllick & Hockerts, 2002). This can be achieved "by promoting the balance for profits with the way firms affect planet and people, which is called corporate social responsibility, a movement of which Elkington is said to be the dean" (Berkovics, 2010, p.4).

Goldstein and Primlani (2012) have traced the origins of hotel sustainability back to the 1960s, suggesting that "the past several decades have seen a growing awareness amongst hoteliers and investors regarding the environmental and social impacts of hotel development and operations" (p. 3). In 2001, Pryce argued that "the hotel industry could benefit from addressing their environmental and social impacts in a more systematic way and thus make the first steps toward corporate sustainability" (p. 95). Recently, Prarie proposed that "the hotel industry is in the midst of a sustainability awakening" (2012, p.48).

2.3.3 Corporate Social Responsibility

Corporate social responsibility (CSR) has been increasingly seen as a mechanism for enabling businesses to be successful and sustainable in the long term (Carroll, 1998; Porter & Karamer, 2002). McWilliams & Siegel (2001) define CSR as the company's engagement in

“actions that appear to further some social good, beyond the interests of the firm and that which is required by law” (p.1). In other words, CSR is interested not only with employees but also with external stakeholders such as shareholders, suppliers, customers, community, governments and NGOs (Carroll, 1998; Le Menestrel & De Bettignies, 2002; Hopkins, 2003; Walsh, 2005; Lee, 2008). Organizations should embody the notion of CSR within their philosophy and culture in order to become viable in the long-term and not to use the CSR as a temporal tool to achieve some short-term goals. This means that companies should change their way of behaviors. As World Business Council for Sustainable Development defines CSR as “the ethical behavior of company towards society” (1999, p.6).

The pyramid of CSR (Carroll, 1991) is the most reputable model of CSR (Figure.2). Carroll & Buchholtz, (2000) supports that “CSR encompasses the economic, legal, ethical and philanthropic expectations placed on organizations by a society at a given point in time” (p.35) and stated in managerial terms “CSR company should strive to make a profit, obey the law, be ethical, and be a good corporate citizen” (Carroll, 1999, p.59). This argument keeps up with the Elkington’s view that organizations should keep the balance among economic, environmental and social aspects at the same time.

In today’s society and corporate life, the concept of CSR is really widespread (Pedersen, 2006). In this research study, the CSR will be used as the intermediate stage towards reaching Corporate Sustainability for two reasons. First, reaching the ultimate goal of corporate sustainability, this can be achieved successfully via the intermediate stage of CSR (Figure.3) in which companies balance the financial profits with the effects they have on the environment and on their stakeholders (Wempe & Kaptein, 2002). Second, this concept is directly related with sustainability issues to HRM. This happens because an organization’s

employees are important for CSR to become a success (Collier & Esteban, 2007; Branco & Rodrigues, 2007 mentioned in Rodrigo & Arenas, 2008; Larson, Flaherty, Zablach, Brown & Wiener, 2008; Craig, Read & Lopez-Rodriguez, 2010) and HR's main task is the management of these employees (Rompa, 2011). The following part discusses the emerging topic of Sustainable HRM.

2.3.4 Sustainable HRM

The societal and organizational changes that organizations deal with the last two decades, have focused on the realization of new perspectives about organizational effectiveness and the new goals that HRM should pursue (Van Eijnatten, 2000). According to Losey, Meisinger & Ulrich, (2005) the way the world is changing puts HR in the spotlight. As we have already discussed previously the mega-trends such as technology, workforce demographics, globalization and competitiveness take place within working environment and HR professionals should deal effectively with them. These trends highlight the need for more sustainable HRM practices (Ehnert, 2009). HR has the potential to guide leaders to embody the sustainability in its strategy and help the realization of Corporate Sustainability-goals (Ehnert, 2009; Kellerman, 2010; Cohen, 2010; De Prins, 2011).

“Sustainable HRM (SHRM) is the pattern of planned or emerging human resource strategies and practices intended to enable organizational goal achievement while simultaneously reproducing the HR base over a long-lasting calendar time” (Ehnert, 2009a, p.74). SHRM can be characterized as an evolutionary model which has been appeared as a new approach towards to HRM. Freitas, Jabbour & Santos (2009) suggested a systematization

of the HRM evolutionary process which emphasizes an organizational sustainability, concerning the dimensions of social and environmental aspects (Figure, 3). These scholars state that the summit of this evolutionary process of HRM presumes that this function has a vital role in organizational sustainability via the embodiment of innovative practices such as staff diversity policy etc. effectively contributing to the development of business strategies.

Rompa (2011) states that the three topics related to Sustainable HRM are: 1) sustained supply of future employees, 2) good treatment of employees, and 3) engagement of employees with CSR practices. This study makes a thorough analysis regarding the first topic through the recruitment and selection processes. Ehnert (2009b) in the practice-based model of sustainable HRM includes human resource related sustainability objectives such as: attracting talent and being recognized as an employer of choice. the scholar supports that the two major challenges for HR have to do with the scarce human resources and their threatened long-term exploitation. This scarcity is the result of globalization and new demographic trends which have an impact of workforce. The HR managers should modify their perceptions regarding the tools and priorities within recruitment and selection practices in order to deal successfully with the challenge which is called scarcity resources. The recruitment and selection HR practices should become the centrality of organization's sustainability. Jabbour & Santos (2008) state that the SHRM is aligned with the goals of the organizations, seeking to improve performance via innovation, diversity management and environmental management. All these practices are integrated with each other to contribute to the business strategy (Freitas, Jabbour & Santos, 2011).

2.3.5 Sustainable Recruitment & Selection Processes

What little research there is has found a link between corporate social performance and employee attraction and retention (Jepsen & Grob, 2015). Cable & Turban (2001) observed that perception of the organization is as important as perception of the job itself, and it is congruent with Slaughter & Greguras's (2009) finding that organizations perceived as highly innovative, helpful, trustworthy and prestigious are more attractive to job seekers.

“There has been a call for material on practical implications to help organizations become sustainable (Jabbour & Santos, 2008, p.2133) and for the general principles of sustainability to be translated into operational business practices (Bansal, 2002). The insufficient research regarding recruitment and selection practices incorporating sustainability issues has triggered this study considering these two practices as key components of sustainability culture taking into consideration and analyzing the concept of diversity under these two HR practices. According to Jepsen & Grob (2015) “the focus on sustainability from a recruitment and selection perspective provides organizations with the opportunity to attract new employees who are and willing to support and participate in organizational sustainability endeavors” (p.164).

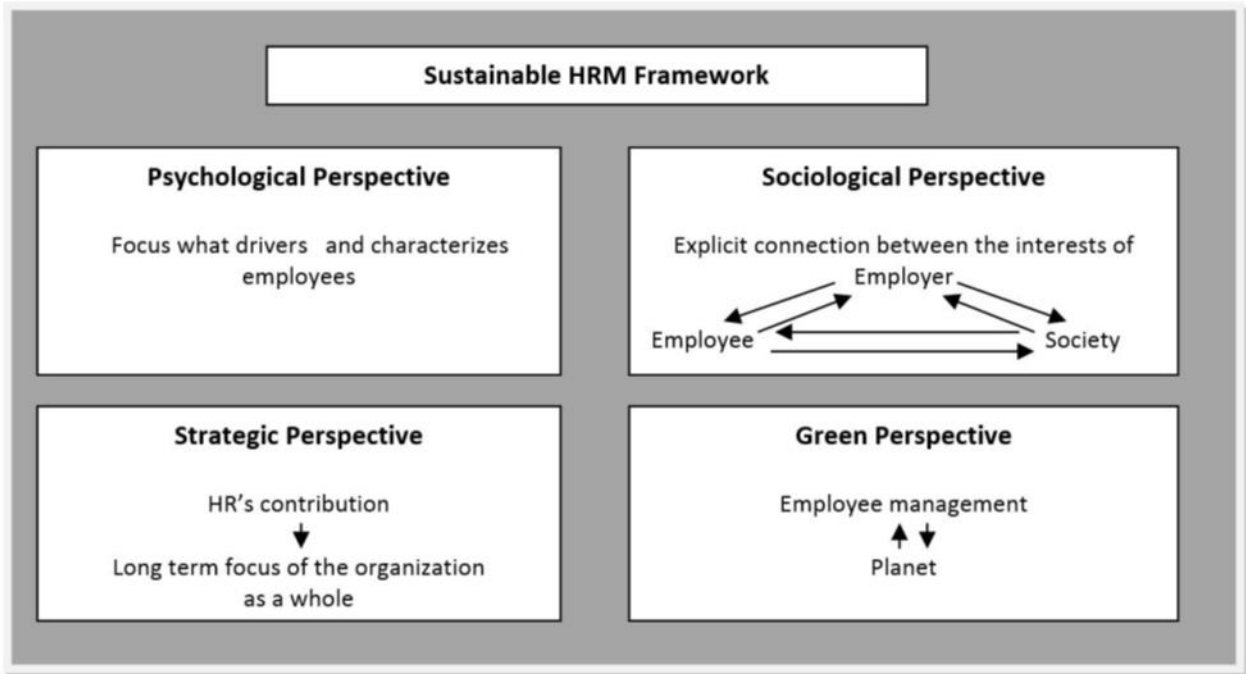
Jepsen & Grob (2015) conducted a study based on sustainability in recruitment and selection and simultaneously they built a framework with practices. They found out 90 environmental, economic and social sustainability practices in recruitment and selection. They prioritized top 10 list of practices which can be implemented immediately. One of these practices is related with diversity within recruitment and selection process. The scholars

support that the flexibility to encourage applicant diversity is important. Taking into consideration the social sustainability aspect during the recruitment and selection process – they investigated that recruiters should value diversity in employees during the recruitment process and they should include social dimensions in conditions of employment. During the selection process, they should ensure inclusivity through actively developing and pursuing targets and measurements for diversity. Additionally, regarding the ability and personality tests, they should use tests in multiple languages, tests that accommodate disability and tests that promote inclusivity. For the assessment centers, they should use exercises in multiple languages and use assessors of diverse backgrounds. These practices reveal that diversity management can be considered as a guiding light towards organization's sustainability and simultaneously that it plays a vital role for the Sustainable HRM regarding the societal approach.

2.3.6 Sustainable HRM Framework

According to Ehnert (2009a), there is a large amount of the HR-related sustainability literature has not yet reached reviewed academic journals but there are some worthwhile frameworks, although they are under consideration, they can be considered as guiding lights to implement specific policies for sustainable HRM. One interesting approach is the attempt by De Prins (2011) – defining four distinct aspects for SHRM: psychological, sociological, strategic and green HRM (Figure, 5).

FIGURE (5): “SHRM Framework”



Source: De Prins, P. (2011). Duurzaam HRM: Synthetische academische introductie.

De Prins (2011) states that Sustainable HRM focuses on optimizing utilizing respecting human workforces within the organization, in which an explicit relationship is built between an organization's strategic policies and its environment. Long-term vision and integration with an organization's strategy and CSR-policy are key. Sustainable HRM has two main attributes: it emphasizes the human in HRM and it focuses on long-term orientation in comparison to other HRM perspectives (Boselie, 2010) (Table 1 – Appendix).

The study will analyze the two following SHRM approaches: sociological and strategic. However, this model offers the following four approaches:

The psychological approach draws on what topics employees themselves find important. According to De Prins (2011), if people are the center of a sustainable competitive advantage, then the knowledge and fostering of what drives and characterizes them is of utmost importance. Essential themes within this approach are therefore work-life balance, autonomy, self-development, employability and dialogue.

The sociological approach focuses on societalizing HRM practices. Managing workforce is long-term focused and aims at continuity, whereby the interests of the employer, the employee and society are explicitly connected. According to Mai-Dalton (1993), societal responsibility or a moral obligation to treat people fairly should be the first and only reason for supporting diversity in the organization. However, as Wright, Ferris, Hiller, & Kroll (1995) noted, “if competitive advantage is based on human resources and organizational resources, then the increasing diversity in the workforce not only requires embracing this reality, but also changing organizational policies and processes to mesh with the needs of the new work force” (p. 273). Societal responsibility can be addressed and organizational performance can be enhanced through effectively managed diversity (Mazur, 2015).

Creating and applying effective diversity management concepts is one of the main challenges in modern organizations (Mazur, 2009, pp. 13-14). Nevertheless, “successful implementations of adequate diversity management concepts can lead to higher creativity, better problem solving, and higher system flexibility” (Mazur, 2015, p.9). The diverse skills, qualifications, experiences and knowledge of human resources can create a success factor in organizations (Mazur, 2015). Consequently, diversity management is not a temporary method but should be a permanent strategy in order to guide organizations into a sustainable way.

The strategic approach focuses on how sustainable HRM impacts on typical HR domains such as intake, employee turnover, appraisal and employability aspects of an organization. De Prins embodies Ehnert's (2009a) definition of Sustainable HRM for this approach, which is "the pattern of planned or emerging HR deployments and activities intended to enable a balance of organizational goal achievement and reproduction of the human resource base over a long-lasting calendar time and to control for the negative impact on the human resource base" (p. 74). This implies that HRM works for the achievement of organizational goals, which include more than profits (Rompa, 2011). Typical themes are the belief in humans as a sustainable competitive advantage, social achievements and the sustainable management of HR sources. Organizations achieve a sustained competitive advantage by implementing value enhancing strategies that differentiate them from their competitors and are difficult for competitors to duplicate (Mazur, 2015). The use of the resources can become the "flagship" towards a competitive advantage for every organization. Barney (1991) supports that if resources are valuable, rare, non-substitutable and inimitable they consider as strategic and important and enable organization to gain a sustained competitive advantage. Wright & McMahan (1992) argue that human resources have the potential to be sources of sustained competitive advantage. Finally, other research offers the evidence that HRM can contribute to the sustained competitive advantage by establishing suitable HRM practices to create and develop a high-quality workforce (Lado & Wilson, 1994; Delery & Doty, 1996). This means that recruitment and selection practices should play a vital role for contributing to the organization's sustainability by providing high-quality workforce.

The green approach includes the ways in which employees and employee-management relate to the planet-component of the triple bottom line and which HRM aspects can help to “green” the organization, and what the impact is of a green character on employer attractiveness and branding. Themes are: mentioning green behavior as a competence, training in sustainability awareness, stimulating environmentally conscious behaviors and green employer branding.

The main conclusion is that the Sustainable HRM can lead the organization to a more viable condition and simultaneously to increase the performance of employees. The following part explains the link between SHRM and organizational sustainability.

2.3.7 SHRM links with Organizational Sustainability

Freitas et al., (2011) state that the need for HRM is vital to support more sustainable companies aiming at good results in economics, social and environmental firm’s performance. This is the implementation of sustainable HRM. Jabbour & Santos (2008) argue that SHRM is a model which seeks to achieve a superior performance by addressing economic, social and environmental approach via socially responsible practices, innovation in processes and products, management of diversity, inclusion of environmental management activities, entering the HRM in central organizational sustainability. HRM is the organizational function that presents the greatest potential for the incorporation of sustainability mind-set at the organizational level (Vickers, 2005). The proposal of continuity to HRM evolution which is related with sustainability as a new approach towards HRM (Freitas et al., 2011) contributes to the organization’s sustainability with several ways and it

becomes the central procedure for the organization's sustainability. "The only model that is integrated with the strategic direction will lead to an organization with sustainable results, seeking the balance, according to Bansal (2005), economic prosperity, social equity and environmental integrity" (Freitas et al., 2011, p.232).

The empirical research by several scholars support the existence of link between sustainable HRM and organization's sustainability. According to Cohen, Taylor, & Muller-Camen, (2012) the "tangible outcomes of strong sustainable HRM performance include not only support for the achievement of broad sustainability business objectives, but also measurable contributions to HRM performance, including lower employee turnover, lower absenteeism, improved employee well-being, and an overall increase in employee engagement, motivation and productivity" (p. 3). Gollan & Xu (2014) explicitly identify such outcomes of sustainable HRM – productivity and profit; employee satisfaction and commitment; employee development, equity and well-being.

It seems that the existence of Sustainable HRM is one of the most important ingredients for the organization's sustainability retaining the balance among economic, environmental and social approaches and simultaneously for improving the performance of employees.

FIGURE (7): “*The {path} towards Sustainable HRM & Organization’s Sustainability*”

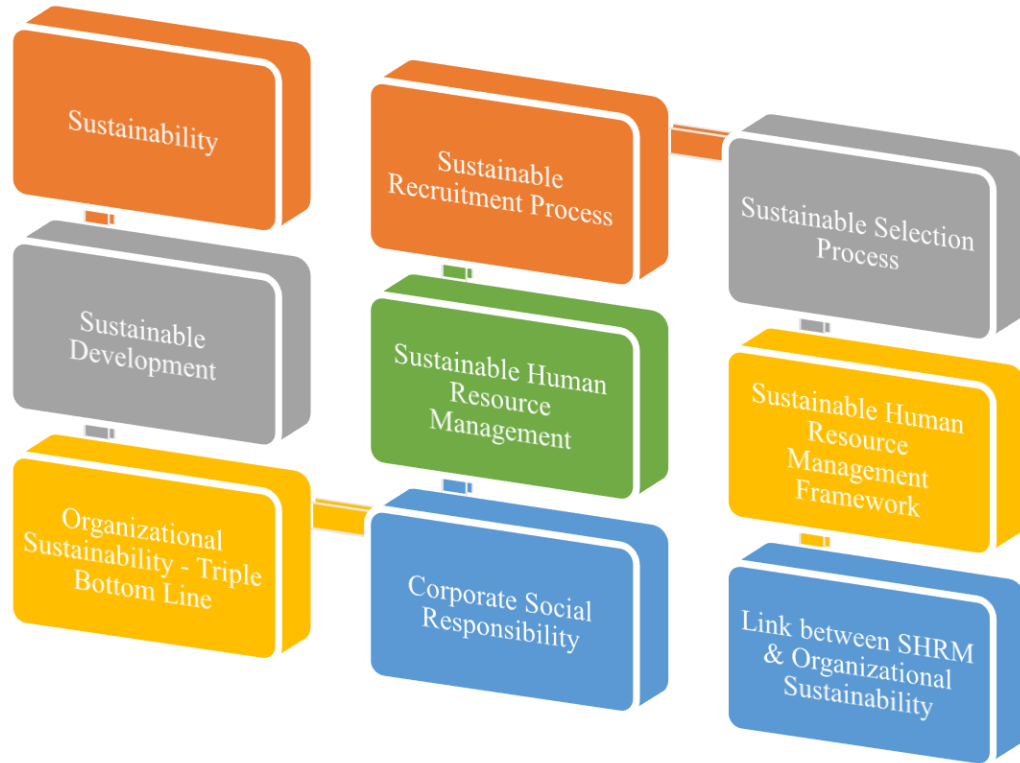


Figure (7) depicts the entire process of the literature review regarding the sustainability. It is a lengthy process which includes several theories towards the final outcome. The term of sustainability offers an initial idea to the audience about its meaning regarding “*management research*” and provides the basis for understanding the role of sustainable development. The development of sustainability refers to the balance among 3P (Profit-Planet-People). It is really necessary to assimilate the sustainable development in order to deal effectively with the organizational sustainability and more specifically with the “*Triple-Bottom Line*”. The last concept is directly related with business success for dealing efficiently with its triple

responsibilities: *economic-social-environment*. The organization should become socially responsible and not only responsible for its own interest. That's why the corporate social responsibility plays a vital role in this study. This social responsibility has strong bonds with the implementation of Sustainable HRM for every organization. The SHRM practices such as recruitment and selection (these procedures will be examined in this study) can provide to the organization stability and durability – elements related with sustainability. The main theory has to do with the Sustainable HRM Framework which includes four crucial approaches and finally how adopting these approaches can lead the organization towards sustainability.

2.3.8 Virtuous Circle of Enlightened Hospitality

This theory has been added to the Literature Review after the findings of the Research study. The results lead me to the concrete representation of the aforementioned theory that can explain the findings properly.

The virtuous cycle of enlightened hospitality can serve as a model for a sustainable employer's vision on human resources (Figure 8 – Appendix). Meyer (2006) and Gehrels (2013) conceive how stakeholders involved in offering hospitality are interrelated. Danny Meyer, one of the most successful American Entrepreneurs in USA within Hospitality Industry, supports that the sequence of stakeholders within organization should be the priority of managers. According to the Figure-8, employees is the first stakeholder and then guests, community, suppliers and finally investors. Meyer argues that employees should be the precedence of an organization – managers should deal successfully with the treatment of employees in order to bring positive results for the rest of stakeholders. In other words,

employees should be satisfied and then to “transfer” this satisfaction to the guests. According to Meyer (2006): *“the interests of our own employees must be placed directly ahead of those of our guests because the only way we can consistently earn raves, win repeat business, and develop bonds of loyalty with our guests is first to ensure that our own team members feel – motivated, enthusiastic, confident, proud and at peace – with the choice to work on our team”*. This implies that managers should care mainly about human beings regarding their well-being within organization through which the organization’s sustainability can be achieved. The approach of caring about your employees and treating them as “human beings – the implementation of humanity towards them” – and simultaneously as the first stakeholder group, it is a practice which is related with sustainable HRM.

However, research into the actual situation in Dutch culinary restaurants shows different results than in comparison to virtuous circle of enlightened hospitality (Gehrels, 2013; Gehrels & Altan, 2015). The results show that either investors or guests consist of the number one stakeholder group for organizations and managers.

Nevertheless, Heskett et al., (1994) presented the SPC – Service Profit Chain (SPC) with similar relationships allude to SHRM approaches in the nineties (Figure 9 - Appendixes). It is worthwhile to refer to the fact that regarding the “old-fashioned” Human Resource measures, the main attention has to do with the direct cost of the following practices: recruitment, selection, and training when members from the workforce are going to be replaced. In comparison to traditional HR methods, the SPC showed that the genuine cost is directly related with the loss of productivity and declining guest satisfaction when dedicated employees leave (Heskett et al., 1994). Gehrels & Suleri (2016) argue that hospitality organizations could focus on what it means to work for them and what kind of experience they can provide to their

employees – and they in turn can deliver a “warm” experience to the guests. Consequently, the authors end up with the following conclusion: “it is about the philosophy, and how an organization shares this philosophy with employees” (2016, p. 62). As a result, following this direction, HR approaches are suggested that expand on the notion that there is a need to make them sustainable (ibid).

Post, Preston, & Sachs (2002) suggest that “the capacity of a firm to generate sustainable wealth over time, and hence its long-term value, is determined by its relationships with critical stakeholders” (p. 8). Hence, limited resources and rationality lead organizations to prioritize their key stakeholders (Carroll, 1991; Mitchell, Agle, & Wood, 1997; Parent & Deephouse, 2007). Taking into consideration the high turnover within hospitality industry as well as the “deficit” of talented workforce, the organizations within this industry should put into effect their rationalities and identify that employees must be the main stakeholder group for them. Additionally, Mitchell et al., (1997) developed a theory of stakeholder salience – the salience is dependent on that stakeholder’s attributes: urgency, legitimacy and power. It seems that it is necessary for hospitality industry the urgent presence of talented employees and simultaneously their legitimacy, acting with the appropriate and desirable way, in order to contribute to the sustainability of the organization. From a CSR and Sustainable HRM perspective, these are crucial attributes (Carroll, 1991). The virtuous circle of enlightened hospitality reveals that the interests of stakeholders of an organization within hospitality industry should be satisfied completely. However, the order plays a vital role for the organization’s sustainability. Employees must be considered the first group through which the success and viability of the organization can be achieved. “Serving”, “Respecting” and “Caring” about your employees can end up in “sustainable” results for all the stakeholder and organization.

FIGURE (8): *“The guiding light towards success” – “Model of Study”*

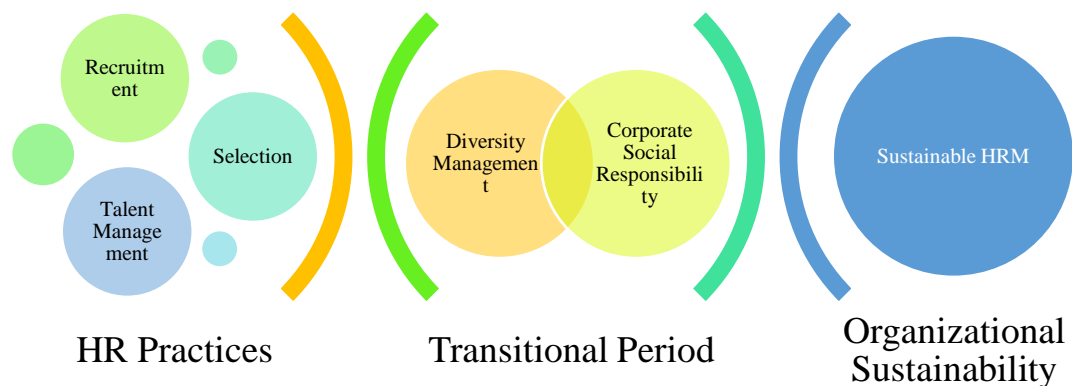


Figure (8) depicts the total “picture” of the literature review briefly. Three distinct parts: during the first part, we can observe the HR practices – recruitment, selection, talent management. During the 21st century, taking into consideration the several challenges that Hospitality Industry has to deal with them effectively, it seems that these HR practices by themselves cannot bring the desired results within the Hotel Industry. That’s why the implementation of Diversity Management, which consists of an approach of Corporate Social Responsibility, plays a catalytic role for the organization. This phase can be characterized as a “*transitional*” one –because it brings about several and radical changes and modifications for HR practices. Finally, the establishment of SHRM practices can lead the organization to the sustainability. Without the implementation of SHRM, the organization’s sustainability seems to be far away from the reality.

3. METHODOLOGY

Bryant (2012) and Newman (2014) state that there is a specific “path” that researchers should follow to conduct a research - selecting and defining research problem, planning a design for the study, collecting data, analyzing the data, interpreting the data and informing others in a written form. What we can support is that this path is congruent with the methods (Newman, 2014) as “the collection of specific techniques we use in a study to select cases, measure and observe social life, gather and refine data, analyze data, and report on results” (p.2).

According to Neuman (2009) the research is a process done to get as close to the truth as possible. A good research does not lead to a final conclusion but leads to further questions(ibid). Consequently, the researcher should attract the scientific interest of other scholars through their contribution to his research by developing additional questions and exploring them. Neuman (2009) distinguishes the purpose of a research into four categories: exploring an issue because it is new/unknown; describing in depth an issue; explaining why a situation occurs in specific ways; and about evaluating if something works. Moreover, there are two different methods to conduct a research study: 1) *qualitative method* - where one gets deeper into human situation (emphasizes words) in the collection and analysis of data through interviews and focus groups, and 2) *quantitative method* - where the research is based on numbers in the collection and analysis of data through questionnaires, experiments, surveys, etc. (Bryant, 2012; Neuman, 2014). This research study is focused on the quality of speech and analyzing the data through interviews.

3.1 Explorative Research

Since the subject of Sustainable HRM framework is relative new and the whole concept of sustainable HRM within hospitality industry needs more attention, the integration of explorative research is the appropriate one. The goal will be to formulate more precise questions that we can address in future research (Newman, 2014).

Newman (2014) states that the explorative research addresses the “what question”. This study will explore what is the contribution and operation of the sustainable human resource management framework by De Prins (2011) and what is the contribution of diversity management strategy during the recruitment and selection processes. Taking into consideration that the literature on Sustainable HRM is still limited within the hospitality industry (Gehrels & Suleri, 2016) and simultaneously the sustainable human resource management framework by De Prins (2011) is still under development, both are in line with the goal and implementation of explorative research. The primary purpose of explorative research “is to examine a little understood issue or purpose phenomenon and to develop preliminary ideas about it and move toward refined research questions” (Newman, 2014, p.38).

3.2 Qualitative Method

“Qualitative research involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them (Denzin & Lincoln, 2011, p.3).

There are specific attributes of the qualitative study which reveal the reasons for which this study has adopted the qualitative. These features have been introduced into the field by Yin (2011). The first point is that quality research represents the views and perceptions on the people in a study. This study explores the views and perceptions of managers regarding the implementation of diversity management strategy as a SHRM part during the recruitment and selection processes. Through this qualitative method this study will have the chance to contribute insights into existing and emerging concepts such as Sustainable HRM and sustainable practices within recruitment and selection processes. Additionally, studying the meaning of managers' professional lives, under real-world phenomena. This implies that study will explore and analyze the actions of managers within working environment and to what extent managers have realized the importance of Sustainability HRM within organizations.

Consequently, this study will use qualitative research because the issue of Sustainable HRM needs to be explored thoroughly. Creswell (2013) supports that exploration is needed because of a need to study individuals, group or populations and identify variables that cannot be easily measured. Moreover, the qualitative research will help this study to deal effectively with detailed understanding of the issue. This “detail can only be established by talking directly with people, going to places of work, and allowing them to tell the stories unencumbered by what we expect to find or what we have read in the literature” (Creswell, 2013, p.48).

3.3 Case Study Approach for Qualitative Inquiry

This research will embody a case study to explore the research questions. As Yin (2009) argues “how and what questions are more exploratory and likely to lead to the use of case studies because such questions deal with operational links needing to be traced over time” (p.9). Since Sustainable HRM within hospitality industry is a contemporary event, this leads this research to select the case study as the most appropriate tool for exploration.

The essence of case study is that “it tries to illuminate a decision or set of decisions: why they were taken, how they were implemented, and with what result” (Schramm, 1971, p.25). Yin (2009) adds that other common cases include individuals, organizations, processes, institutions etc. Case study includes two important elements: the direct observation of the events being studied and interviews of the persons involved in the events(ibid). Nevertheless, the quintessential characteristic of case studies is that they strive towards a holistic understanding of cultural systems of action (Feagin, Orum, & Sjoberg, 1991). Cultural systems of action refer to sets of interrelated activities engaged in by the actors in a social situation (Tellis, 1997). Another vital characteristic of case study is the triangulation that it can contribute to the research. Stake (1995) states that the protocols that are used to ensure accuracy and alternative explanations are called triangulation. Snow & Anderson (1991) asserted that triangulation can occur with data, investigators, theories and even methodologies. The need for triangulation arises from the ethical need to confirm the validity of the processes (Tellis, 1997). In other words, case study is a tool which can contribute effectively to this research – exploring simultaneously two hotels in different countries and at the same time analyzing and depicting thoroughly, via observation, the

phenomenon of sustainable human resource management. Thus, this research will use a multiple case study.

Yin (1993) states that “multiple-case studies should follow a replication, not sampling logic. This means that two or more cases should be included within the same study precisely because the investigator predicts that similar results (replications) will be found. If such replications are indeed found for several cases, you can have more confidence in the overall results. The development of consistent findings, over multiple cases and even multiple studies, can then be considered a very robust finding” (p.34). Multiple case studies are directly related with the replication logic and it can contribute more to the reliability of research rather than simple case study. This argument is congruent with Johnston, Leach & Liu (1999) statement that case study results can be very persuasive when multiple cases are used to confirm theorized differences across two or more cases. The main reason conducting a multicase study, regarding this research, is the fact that it can examine how the phenomenon of sustainable human resource management can be displayed in different environments. One of the most important tasks of the multicase researcher is “to show how the phenomenon appears in different contexts” (Stake, 2006, p.27).

Case study data collection methods can be either quantitative or qualitative. The technique that will be used for this study has to do with interviews. More specifically, semi-structured open-ended question and answer dialogs will be employed regarding this study.

3.4 Interview Technique

This study will explore the views and perceptions of managers regarding the implementation of sustainable human resource management during the recruitment and selection processes. This study will focus on the quality of managers' words and experiences in order to obtain more reliable and specific results. As a result, "qualitative interviewing requires intense listening ...and a systematic effort to really hear and understand what people tell you" (Rubin & Rubin, 1995, p.17). The listening is "to hear the meaning of what is being said" (p.7).

Brinkmann & Kvale (2015) have developed a seven-stage process for an interview inquiry. This research has adopted the specific process to produce stable outcomes.

- 1) The first step is related with the development of the research questions and a theoretical elaboration of the issue investigated. "Why", "What" and "How" questions should take place during the implementation of interview exploration.
- 2) Design the study properly to obtain the necessary knowledge and considering the moral implications of the study.
- 3) Interview should be conducted based on the interview guide and with a reflective approach to the knowledge sought and the interview as context.
- 4) Transcribing the oral speech to written text. This transcription can really be vital for the study to be more trustworthy and not missing any important information that managers are willing to share.
- 5) Interview data will be analyzed through focusing on meaning. Meaning condensation and meaning interpretation will play a vital role for analyzing the interview data with managers.

- 6) To clarify the validity, reliability and generalizability of the interview findings. Through the reliability, we can check the consistency of the results and via validity to confirm that this specific study examined what it had to examined.
- 7) Communicating with the appropriate way the findings of the interview towards the scientific audience taking into consideration the ethical aspects of the investigation.

3.4.1 Semi-structured Interview

The use of semi-structured interview is considered ideal for this study. The existence of the interview schedule will help the researcher to use it as a reminder for the main issues and topics for the respondents. The respondents will have the freedom to answer the questions selecting the ways according to their preferences.

The structure of the semi-structured interview will start with more general questions and then more specific questions will take place based on the answers by the respondents (Rubin & Rubin, 2005). This interview contributes to the interaction between interviewer and interview and the chance for the interview to express his feelings, views and feedback easily and without hesitations. It seems that the semi-structured interview can elicit information and data from respondents which are related with reality. This can be achieved by extracting the limitations throughout the interview and the interviews feel more secure and safe. That's why this study supports that this kind of interview is the most effective one.

3.5 Ethics

The human interaction during the interview affects the interviewees and the knowledge produced by an interview inquiry affects the understanding of the human condition (Brinkmann & Kvale, 2015). Consequently, the interview is confronted with ethical issues. The ethical problems in interview research arise because of the complexities of “researching private lives and placing accounts in the public arena” (Birch, Miller, Mauthner & Jessop, 2002, p.1).

The establishment of ethical guidelines is a tool which can guarantee the effective process of interview. Brinkmann & Kvale (2015) developed four fields that can be used as a framework when preparing an ethical protocol for a qualitative study. This study followed these four fields in order to deal successfully with interview. *Informed consent*– I informed the participants of this study have been informed about the purpose of the investigation as well as for any possible risks and benefits from this participation in the project. I obtained the voluntary participation of the respondents and I informed them that they have the right to withdraw from the study at any time. The notion of informed consent “is grounded primarily on the principle of individual autonomy and secondarily on that of beneficence” (Marzano, 2012, p.443). Finally, I withhold the specific purposes of the study in order to obtain the interviews’ spontaneous views on a topic and to avoid leading them to specific answers. At the end, I revealed all the necessary purposes of the study. *Confidentiality* - refers to the agreements with participants about what may be done with the data that arise from their participation (Kaiser, 2012). This means that the data identifying the participants will not be disclosed (Brinkmann & Kvale, 2015). I informed the participants, in the beginning, who will have access to the interview later. Additionally, I told them that I am going to keep the

anonymity of their names in order to protect them and it consists of an ethical demand. More specifically, I did not reveal throughout the study not only the identity of the managers but also the name of the hotels. *Consequences* – “the consequences of study need to be addressed with respect to possible harm to the participants as well as to the benefits expected from their participation in the study” (Brinkmann & Kvale, 2015, p.95). I tried to decrease the risk of any possible harm towards participants. What I tried to do was to keep a balance between myself and interviewees regarding the openness and intimacy of much qualitative research. Because this can lead respondents to reveal information they regret at a later stage of the interview (ibid). *The role of the researcher* – in the beginning of this interview I followed some guidelines regarding my role as a researcher such as my moral integrity, my empathy, sensitivity and commitment to moral issues and action. I adopted the principle of being strictly adherent to the scientific quality of the knowledge published. This involves “publishing findings that are as accurate and representative of the field of inquiry as possible” (Brinkmann & Kvale, 2015, p.97).

My priority was to design an interview protocol in order to guide the process effectively. This guide includes three distinct parts: a) contains some general information regarding managers such as: gender, ethnicity, age, position etc., b) it consists of general questions regarding the main topics, and c) it focuses on more specific questions (Figure-5).

3.6 Conducting the Interview

Conducting an interview can be considered a process that needs attention mainly by researcher. The first thing that I did was to create an environment really “comfortable” for the respondents to elicit an effective conversation. Taking into consideration Newman’s words (2009) to open myself up and start talking about general things in the beginning to “warm the climate” I realized that this had a positive response by participants. This gave me the chance to obtain the trust and simultaneously urged respondents to become more communicative and willing to share with me information and experiences important regarding my research. Additionally, I selected not an ordinary working environment but a space outside the hotel. All the interviews took place outside of the organization and more specifically I had a dinner with each one of the managers separately not only in Greece but also in Belgium. This technique proved efficient for the interviews and for the research. The “escape” of working environment contributed to the most effective communication between participants and the researcher without the press of job, disturbances and other obligations. At the end of the interviews, participants expressed their positive impressions and they found this method as something innovative and helpful.

Moreover, the aim of the interview was to encourage managers to respond spontaneously and not providing leading questions. One of the techniques that I used throughout the interviews was the establishment of probe. Bryant (2012) defined probe as a method through which the researcher can obtain more clarifications regarding the answers of respondents or asking more information for an answer to be completed. I used this technique to obtain more information “could you describe it more specifically?” or “can you provide an

example? “and my response was some kind of gesture or nodding my head. At the of the interview I thanked all of them for their time, consideration and contribution to this study.

3.6.1 Sample

In comparison to quantitative research that uses a random sampling, the qualitative research employs purposive sampling (Punch, 2005; Bryant, 2012). This means that the sample should be in congruent with research questions and objective. Thus, when selecting a sample, for qualitative research, the respondents should possess not only knowledge but also the necessary experience in the era you are researching and interviewing about (Rubin & Rubin, 2005).

I selected the same chain of hotels but in two different countries – in Greece and Belgium. This selection is based on the idea of international hotel industry. I will have the opportunity to compare the same chain of hotels in different countries at an international level. This is in line with the main research question – to explore how recruitment and selection HR practices as a part of diversity management strategy can contribute to the sustainability of organization. That’s why the sample group is related with managers exclusively. This research objective demands the understanding of managers’ viewpoints regarding recruitment and selection processes.

The sample of managers includes: the General Manager, the Human Resource Manager, the Communication Manager and the Sales Manager. These managers have a catalytic role for establishing regulations and rules regarding the two aforementioned processes. The contact, the communication and the final appointment had been completed

form Norway. However, I travelled twice, in Greece and Belgium, to meet the managers and to conduct the interviews. I needed one week in each country in order to complete the interviews. The managers from both countries were really helpful: they financed my travel, my accommodation and my daily living costs. Finally, there was no any kind of external obstacle and my stay in both countries was really a very good experience and helped me a lot for the research study.

3.6.2 Reliability & Validity

Neuman (2014) reliability and validity are tools for evaluating the quality of research. Both tools can be used to establish credibility and leads a research towards an ideal truth (Neuman, 2011). Reliability means consistency and it means that the same thing is repeated under the identical conditions (Neuman, 2014). Validity suggests truthfulness and it refers to how well an idea “fits” with actual reality (ibid). However, the scholar supports that the principles between quantitative and qualitative are different because of the different approach towards research.

According to Neuman (2014), there are several techniques (interviews, participation, photographs, document styles) to record observations consistently in qualitative studies. This study utilizes the technique of interviews to record the consistency. Gibbs (2007) suggests several reliability procedures to confirm and increase the reliability of the study. I used the pilot-testing method. More specifically, what I did was to pre-test questions before the main research started. I wanted to check whether different question formats produce different answers. I repeated the whole process twice with three respondents. The first time

there was a problem regarding the consistency of the questions. The second time, after the modification of questions, there was no problem between interviewer and interviewees conducting the questions. The solution for this problem was the examination of long sequences of talk to check how interviewees and the researcher co-assemble specific versions of reality (Rapley, 2004). Moreover, I checked the transcripts to make sure that they do not contain mistakes made during the transcription process. I confirmed this process three times and there was no any kind of problem or omission of managers' words.

As have been already discussed, this research is going to take place in the same chain of hotels but in different countries, as well as four managers from each one of the hotels in different positions. Regarding the reliability of this research the outcomes can confirm the study whether the study had to take place to different surroundings with the existence of other companies. The reason is that although these hotels belong to the same chain they locate to different countries and this can increase the reliability. Finally, the concepts, theories and definitions which have been used in this research study have been used by other scholars within the field of hospitality industry. Thus, these have been researched on the hotel industry and contribute to the reliability.

Considering the validity, "it is interpreted as the extent to which an account accurately represents the social phenomena to which it refers" (Hammersley, 1990, p.57). Validity can be characterized as a distinct strength of qualitative study in that the account made via extensive time spent in the field, the detailed thick description, and the closeness of the researcher to participants in the study all add to the value or accuracy of a study (Creswell, 2013). However, Neuman (2009) supports that the validity of a study is not focused exclusively on trying to pair a term with the real world. It seems that the main point is to

figure out how people, we want to study, perceive the events regarding the social life. Neuman (2009) states the existence of the internal and external validity. Internal validity is related with those elements that, during the research design, can have an impact towards the initial purpose of the study and external validity which implies that the outcomes from the research can be generalized and applicable to different situations.

This study has focused on theories and terms related to human resource practices- recruitment and selection, diversity management and sustainable human resource management and framework. These have been examined not only as general concepts but also as concepts under the umbrella of international hospitality. Due to the fact that the outcomes of this research are based on interviews, the questions have been developed taking into consideration the theoretical background of this research. Moreover, the numerous pieces of diverse empirical data that this study utilizes to support its statements. According to Neuman (2014), validity arises out of the cumulative impact of hundreds of small, diverse details that together create a heavy weight of evidence.

The implementation of generalization of the results of the qualitative studies is a disadvantage in comparison to quantitative studies. Nevertheless, the outcomes of this research study can be generalized within hospitality industry and more specifically within international hotel industry. This happens because there are fields within real world which can be measured qualitatively (Neuman, 2011). Consequently, these generalizations can contribute within specific areas and to a certain extent.

3.6.3 Data Analysis

Rubin & Rubin (2005) support that realizing the core terms and investigating all those themes which delineate what the researcher has analyzed is directly related with the purpose of the data analysis. The institutionalization and implementation of “coding” is the main tool for analyzing qualitative data (Punch, 2005; Neuman, 2011). This process attempts to organize raw data into categories of themes or creating concepts (Neuman, 2014). This can contribute to the establishment of specific and valuable models, thus providing the opportunity to the researcher to study thoroughly all these categories by examining the raw data. Neuman (2011) investigated the existence of three different processes for coding qualitative data:

- Open coding: during this process, all the data will be examined to be compressed into preliminary analytic categories or codes and analyzing them for crucial themes.
- Axial coding: throughout this process the researcher organizes the codes, links them and explores key analytic categories.
- Selecting coding: this examines previous codes to identify and select data that will support the conceptual coding categories that were developed.

I will start with focusing on each one of the hotels individually and then I will compare the results of each one of them with the Theoretical Model of this study. The main explanation is that managers do not belong to one hotel and simultaneously because of the different perceptions and views, the answers during the interview will be different. Thus, examining respondents differently regarding coding and then looking it at a broader perspective.

Considering the findings of the interviews, they will be organized individually from each one of the hotels, by coding them separately and then link the hotels with Model. As a result, we will have the opportunity to develop key-points that directs managers' specific answers as well as to report briefly the crucial sentences of the interview answer and to the most important words that have already mentioned. Finally, the discussion part will follow the same path – I will discuss each one of the hotels separately as well as give more emphasis on the total outcome of the managers' answers.

3.6.4 Sample Presentation

It has been already discussed that this study will deal with two Hotels (of the same chain) in two different European countries – Greece and Belgium. It is important to refer to the fact that both participants and hotels will be held anonymously. The fact that managers' anonymity will take place, it can provide more honestly answers by them during the interview. Throughout the study the two hotels will take the following names: Hotel in Greece – Hotel (G); and Hotel in Belgium – Hotel (B).

The interviews for the Hotel in Greece took place the period of March 5th to March 11th of 2017. The duration of the interviews was approximately between 1 and 2 hours with all the managers. On the other hand, the interviews for the Hotel in Belgium took place the period of March 15th to March to 21th of 2017. The duration of the interviews was about 1.5 to 2 hours.

Hotel (G)

The Hotel officially opened on April 20th, 1963, as Athen's first international chain hotel. The Hotel faces the Acropolis, and is situated on one of the city's most fashionable avenues. It belongs to the following Hotel Category: International Business Hotel (5-star Hotel). After an extensive renovation, the hotel resumed its operations in the beginning of 2003. During the renovation works, the hotel was completely refurbished and was added a new 7-storey northern wing with an additional 74 rooms and suites, thus raising the total of available rooms to 506. During the Olympic Games in Athens in 2004, the hotel was chosen to be the main accommodation site for the members of the International Olympic Committee (IOC). Main competitors for this Hotel are: Hotel Grande Bretagne, King George Hotel, Divani Palace Acropolis, Astir Palace Resorts, President hotel and Intercontinental Hotel.

Finally, it is really worthwhile to refer to the following fact: TEMES, the developer of Costa Navarino in the Peloponnese, and D-Marine Investments Holding BV, a subsidiary of Turkey's Dogus Holding AS, agreed with Alpha Bank SA to acquire the Hotel, for 142 million euros. The completion of the transaction, which took place in 2016, is subject to approval by the Hellenic Competition Commission.

{The General Manager, the Human Resource Manager, the Communicative Manager, the Sales Manager}

The General Manager at this hotel is a 45-year-old male with formal education in Hospitality Management. Moreover, he has a Master Degree in International Hotel Management. He has experience within Hospitality Industry in several positions such as F&B

Manager, HR Manager and Risk Manager. He has experience as General Manager in Cyprus and United Kingdom. The current position as a GM has been possessed since 2015.

The HR Manager at the hotel is a 34-year-old female. She has this position in 2016. She has a Bachelor and a Master Degree in Hotel Administration at Cornell University. Her previous work experiences have been HR assistant, HR coordinator & HR manager in hotels in Turkey, Malta and Brussels. In her current position as a HR manager her responsibility areas are distributed on two different hotels within the same chain and within the area of Athens.

The Communicative Manager is a 30-year-old female. She has studied Business Administration and possesses a Master Degree in Communication at Stockholm University. She has been employed at this organization for 3 years, while her previous work experiences have been Marketing assistant, Communicative assistant in hotels in United Kingdom. She is responsible for internal communication as well as she is responsible for the Public Relations of the Hotel.

The Sales Manager is a 33-year-old male. He has a Bachelor degree in Marketing and an MBA. He has worked as a Head waiter for 2 years, as a Marketing Assistant for 3 years and as a Sales assistant for 3 years. He has been employed for this Hotel for 2 years. He is responsible for the Sales Department of this Hotel.

Hotel (B)

The Hotel has been built in 1920 and it is located on Antwerp's most famous and historic town square in the heart of Antwerp city center and within walking distance of all major Antwerp attractions. The hotel building formerly housed the Grand Bazar Shopping mall and the original 1864 facade still forms part of the hotel. Combining old-world charm and stylish sophistication, this hotel in Antwerp, Belgium overlooks the city's historic town square and Belgium's finest architecture. It includes one of Belgium's largest ballrooms with original stained-glass cupola and a stunning crystal chandelier and 13 hotel meeting rooms or business center. It is considered to be one of the oldest and more prestigious Hotels in Belgium – it is a 5-star Hotel.

Nevertheless, there are several strong competitors such as: SLH De Witte Lelie Antwerp, Hotel Julien, Hotel Diamonds & Pearls, Antwerp Business Suites etc. However, the Hotel (B) remains one of the strongest brands not only in Antwerp but also throughout in Belgium.

{The General Manager, the Human Resource Manager, the Communicative Manager, the Sales Manager}

The General Manager at this hotel is a male with an age of 43. He has been the General Manager here since 2013, where his previous work experiences also have been in the same chain but he was Sales Manager and Marketing Manager. He has a Bachelor Degree in Chemical Engineering, a Master Degree in Hotel Administration and an MBA Professional.

The Human Resource Manager is a 36-year-old female with a Bachelor degree in Psychology. She has a Master Degree in Organizational Psychology at London School of Economics and another one in Hotel Management. As he has been the Human Resource Manager at this hotel for three years, her previous experiences have been Communicative assistant and Human Resource assistant at the same chain of hotel.

The Communicative Manager at this hotel is a 35-year-old male with formal education in Hospitality Management. Moreover, he has a Master Degree in Social Psychology. He has experience within Hospitality Industry in several positions such as Marketing assistant, Sales coordinator and Communicative assistant within Hotel Industry in Australia and USA.

The Sales Manager is 27 years old female and she has studies Marketing-Management at the University of Edinburg. She possesses a Master degree in E-Marketing. She has working experience within Hotel chain – she has worked as a head-waiter, Restaurant Manager and Sales assistant. She is working at this Hotel since 2015.

4. FINDINGS

The findings of the interviews will be announced separately – within each one of the two Hotels. It is important to refer to the fact that not only organizations but also respondents will be kept anonymous but their respective positions will be disclosed for the purpose of the objective of this study. A summary of findings for each participant is presented starting from General Manager to the rest of the Managers from each Hotel.

The study utilizes the coded process and themes to summarize and present the main findings during interviews which help the research to provide an adequate answer to the main questions.

4.1 Findings of Hotel(G)

General Manager

The General Manager supports that the implementation of Diversity Management is necessary within an organization and can contribute to the achievement of the Organization's goals. GM states that *“in order to successfully implement Diversity Management, the utilization of talent management can be considered a strong weapon. In other words, diversity equals to the definition of talent. We are striving all the time to grasp all those talents, regarding diversity, to deal effectively with the challenges of 21st century”*. For the GM talent management is synonymous with the word of *“scouting – a process that demands plenty of time to find out the appropriate attributes of prospective employees to match the job vacancies”*.

The concepts of sustainability and sustainable human resource management are related with the viability and success of each organization for this century. Both of them consist of an indispensable part of a company and can lead to a more ideal environment for stakeholders. *“HR can play a vital role for embodying the principles and philosophy of sustainability towards workforce. HR department will be the first one to promote such a concept otherwise the implementation of sustainability will remain a dream for the organization. The feasibility of sustainability goes through the path of HRM”*.

According to GM, *“we are open to gender, race and age – as workforce diversity practices we implement during the recruitment process. We do not exclude nobody of the recruitment process – including all those categories of people who belong to diverse categories. More specifically, we use communicative media to attract people such as minority publications and websites as well as minority recruiters and materials including diverse individuals. These practices consist the flagship for our organization to treat equally and ethically all prospective employees. Ethos and equality are those two ingredients that can urge the implementation management strategy within this Hotel and not making any kind of discrimination among prospective candidates. They continue with the relation between diversity and talent management – two concepts which are interrelated and can provide to the organization the appropriate combination towards success: “The most important advantage of diversity is considered to be talent management. We are trying via talent management to grow and develop our Hotel adopting the concept of diversity background for our employees”*.

“We exercise the diversity management in our hotel as a part of our strategy. It is totally wrong to implement the diversity management as something temporal or additional. No. It is one of the core strategies for our organization in order to achieve our targets. Taking into

consideration the changing labor market composition and the global economy, we embody the diversity management within organizational strategies". This implies that GM is a vehemently supporter about Diversity Management from a strategic point of view. It can function properly under the whole strategy of the Hotel and can bring the desired results sustainability or else it will operate under the temporary "imposition" of strict rules without realizing the real meaning and benefits of it.

Regarding the selection process, the GM explained that *"we use diverse managers during the selection process as well as keeping into account internal ratio of genders to ensure balance. We try to reach a balance, not only at lower job-positions but also at management positions, between men and women within hotel. I strongly believe that this balance can be achieved during the selection process. Additionally, we modify the questions that we want to ask towards the prospective employees – this takes place to elicit the strong points and abilities of each candidate. They should care a lot about the balance among within management committee and the promotion of women and employees with distinct color, race etc. to the management positions without any sign of hesitation or discrimination. The selection process is important for them and GM believes that during this process, the aforementioned methods should be seen clearly by candidates in order to perceive that this Hotel is looking for diverse people.*

GM argues that *"recruitment and selection processes go hand in hand towards sustainable human resource management. As I have already said, taking into consideration the diversity practices within recruitment and selection processes consist of a long-term strategy and not a short one. Long-term focus is directly related with viability/sustainability. This is something that is correlated with the HRM sustainability. We are looking all the time for the processes to be in line with SHRM. On the other hand, we are trying to develop the corporate*

performance via social actions towards our current and future employees. We want to be fair and through our organization justice, we have the chance to prove to our employees that we care about employees' well-being, to be fully satisfied within working environment and be positive. It is not only the salary, benefits etc.....that prospective employees are looking for within an organization.....but mainly the equality, respect of diversity and meritocracy within organization. This can be achieved via the corporate social performance of our hotel. Finally, we do not separate these two approaches – the perspective of strategy and the perspective of social performance. If we want to be successful.....we have to adopt both of them simultaneously.....it's better to argue that they have to act under the same roof". We see both as one perspective and as two distinct parts that lead to sustainable human resource management".

The adoption of SHRM is a necessity for the Hotel and via corporate social responsibility, they want to achieve the desired outcome. The diversity management strategy is related with sustainability HRM and in turn to organization's sustainability. Through the implementation of diversity management during HR practices, they argue that this will be a path to "attract" the sustainability. Moreover, the respect, equality and meritocracy during these two processes can confirm candidates for the existence of sustainable practices within organization.

The GM believes that the implementation of diversity management strategy towards his hotel sustainability can trigger a strong benefit: *"to create the right balanced company culture. For me sustainability means balance and durability throughout the years and this can be achieved via leveraging the different cultural backgrounds of employees such as perspectives, ideas, mentalities, innovation etc. which can contribute to the organization's goals and providing a competitive advantage. This happens in our hotel. I try to combine the different elements of employees and create a strong advantage for the hotel. This can lead to the*

sustainability of our hotel. Thus, the diversity management strategy plays a vital role for sustainability acting as a competitive advantage for our organization. The diversity management is a strong benefit contributing towards the happiness of employees and organization's sustainability. The "differentiation" is the main issue and through this, the organization can reach its targets. Consequently, the appropriate combination of diverse advantages consists of the right strategy for the viability of the Hotel.

"I can support that our sustainable HR practices, via recruitment and selection processes, can contribute to our hotel's sustainability and increasing performance. It can create a healthier base where you must use your effort to create the integrated environment you are seeking for. It is a prerequisite the establishment of sustainable HR practices in order to deal effectively with sustainability. In this hotel, the sustainable HR practices is the main path through which the organization's sustainability can be achieved. The diversity management strategy which has been adopted during the recruitment and selection processes has driven our organization more to the sustainability. Diversity management strategy triggers the sustainability of our hotel and operates as a compass for retaining this sustainability". It seems that the organization's sustainability can be achieved only with the appropriate SHRM practices. Sustainable recruitment and selection processes with the adoption of diversity management and strategy can lead the Hotel to the sustainability. On the other hand, without the implementation of SHRM, the organization cannot obtain a more sustainable aspect.

I think that the culture that exists in every country can affect our perceptions. Here in Greece I think that we are a little bit hesitant regarding the development of workforce diversity which consists of an aspect of sustainable HRM. However, we try all the time to adopt a more international philosophy during the recruitment and selection practices. To respect and

accept the “differentiation”. I can tell you that we have made important steps but we need to strive more. The culture that exists in our hotel is a combination of elements that exist globally to the same chain of hotels such as integrity, teamwork, leadership. Nevertheless, we have embodied elements from Greek culture such as spontaneity, working by heart, as a family and helping each other systematically. I can tell you for sure that SHRM practices have changed our hotel – mainly exploiting the differential into the strongest weapon of our organization. The elements that our culture possesses depict that we are more than open and adopt the SHRM practices which can lead our organization to become more viable for the future. Moreover, we are trying, through our philosophy, to influence our employees to espouse this philosophy which is related with organization’s sustainability. Several times the culture that exists in Greece can operate as an obstacle – difficult for people to accept something different but the international culture of Hotel can bring more balance and help managers overcome such an obstacle. However, other elements of Greek culture such as spontaneity, working by heart etc. can help managers to act more fairly towards diversity. Moreover, the hotel culture urge managers to realize the diversity as a useful tool for achieving organization’s goals and employees’ satisfaction.

Human Resource Manager

“For me the concept of diversity management means investing on the reality – and reality is something that you cannot ignore. There is a variety of people with different characteristics and the question is not whether you should adopt the diversity management but in what way you can use the different background of people in order to bring the desired result within company. This requires the utilization of talent management. I believe that there is a relationship between diversity management and talent management. when we are talking about

diversity, we mean something exceptional – something that can add value to your organization. In order to manage such a value, you need to manage efficiently the talent of people. This talent can bring into your organization the durability which is related with sustainability. Thus, the practices of HRM should be sustainable and can lead to the organization's sustainability. There is a close relationship between diversity management and talent management – the combination of the two can lead the Hotel to the sustainability. The creation of such a value can be considered necessary for the Hotel and one of the major strategies towards SHRM.

The workforce diversity practices that have been established by this Hotel, have been discussed in the previous part – what general manager has already said. However, the Human Resource Manager stressed the usefulness of implementing the diversity management as one of the first and important strategies for the hotel. *“Through the diversity management we do not want to promote a trend that takes place within hotel industry. It is a mistake. We did not it. I vehemently support the idea that diversity management should be linked with organization's strategy. This reflects the reality within hotel industry. More and more employees all over the world are moving to get a job within hospitality industry. It is an industry that does not demand so many skills if you want to work as an employee. So, what we did, was to deal with the reality of this phenomenon – to accept it and to find the most feasible ways to adopt it during recruitment and selection ways. This means that as a hotel, we have realized and implemented the diversity management as a strategy and not something temporal.* The reality which exists for this Hotel is directly related with strategy of diversity management. It is a phenomenon that needs attention and it is something that this organization has already realized it. It is not a trend that can last for a couple of years but it is a strategy that cannot be omitted by the whole strategy of the organization.

The HR Manager supports the same methods during the selection process but is really interesting another workforce diversity practice that takes place. *“We have already developed a new “instrument” for this process. The main steps we follow during this process consist of a) checking diplomas, references and other related papers b) providing an ability test c) telephone interview d) personality test and e) assessment center. During the last step, there are two parts: a personal interview and presenting, analyzing and providing solutions to case study. However, we have developed a brand-new part for the assessment center – this has to do with simulation game based exclusively on “diversity concept” and how prospective employees perceive it, how they act under this concept and to what extent they are ready to deal successfully with other team-members from diverse backgrounds. In three months from now, we will establish it formally during the assessment center. The goal of this new method is to check whether the future employees are willing to accept the “differential” and to work under the same roof. We live in a globalized world and this is a reality in Greece – more and more people from countries such as Albania, Bulgaria, Romania are coming and getting job here – mainly within hospitality industry. We need an efficient working environment and this can be achieved under the broad acceptance of the diversity. The institutionalization of a brand-new part during the assessment center consists of an innovative approach and focus on the diversity management as a valuable strategy which operates under the concept of SHRM. Diversity contributes to the efficiency and effectiveness of the Hotel and it is an indispensable part of the whole strategy of the Hotel. It can be observed that for the HRM, the diversity is the main priority during the recruitment and selection processes.*

We use the recruitment and selection processes in such a way to be in line with Sustainable Human Resource Management. First of all, we are looking all the time to retain the talented people within our hotel. Without talented employees, the feasibility of this organization will be difficult. In this hotel, talented people are those who possess something different than others – something that can complete the weak aspect of other employees and together to trigger the organization’s success. This is one of the crucial duties of this HR Department. I think that this can lead us towards the sustainability of the hotel.....the motivation is another path that operates such a guiding light towards sustainable HRM. Analyzing the needs of the organization, the needs of employees and their skills we develop the appropriate incentives for them. Implementing the right motivations for our employees we can keep them for a long time in this hotel and this consists of an indispensable part of the SHRM. However, we modify the motivations of our employees all the time because the motivation is a dependent variable and it changes all the time according to internal or external conditions within working environment. Apart from retaining talents and motivations another element is the development of teams. Through the processes of recruitment and selection, we are trying to “collect” the most appropriate employees not only working individually but mainly to work under a team. This must be done and checked during the aforementioned processes. A well-developed team with employees with different skills, ideas etc. who can complete each other – can contribute to the sustainability of organization. I create teams with different personalities and working for the same goals – until now I can say that this can be included within SHRM practices. Teams should be sustainable throughout the times – and teams with multiple perspectives can lead an organization to sustainability. This is a principle that this hotel has adopted and I can tell you for sure..... that this works properly in our hotel. Talent management, motivations and

development of diverse teams should function under the umbrella of SHRM. These practices, according to the HRM, contribute to the SHRM effectively and it is something that works efficiently for their organization.

We can say that there are both challenges and benefits. But for our hotel we have observed some important benefits that can help our teams and employees – employees are more loyal towards hotel and they trust the processes we use, they show us more trust and their performance is better as well as their relationships are at a good level between them and towards hotel. On the other hand, sometimes we deal with some problems such as communication breakdown and very few times low cohesion. Nevertheless, for this hotel, it operates as benefit because allow teams to learn from each other's and openness. Of course, the diversity management consists of the number 1 “antibiotic” for the aforementioned challenges but mainly we use it as a part of social responsibility to bring the desired results. To make long story short, the implementation of such a strategy can be considered for our hotel as a benefit. I find it as one of the most worthwhile solution and simultaneously lead us to the sustainability with satisfactory results for all stakeholders. The benefits – loyalty, trust, appropriate level of relationships among employees – are overweight than challenges – low cohesion, communication breakdown. The implementation of diversity management strategy is a benefit for all the stakeholders.

The SHRM practices play a catalytic role for sustainability and increase the performance of our employees. I believe it....of course.....that recruitment and selection processes contribute to the hotel's sustainability. The diversity management strategy which takes place during the processes is the answer to the question. We use it as a strategy on the one hand and on the other hand we have already put it within the social responsibility of our hotel. I want

to tell you that both of them..... we put them together.... they are not different let's say.... they are under the same umbrella. And they help us a lot..... for the performance of the hotel. We are trying to be very careful to design the recruitment and selection processes to obtain good results later on.

For the last part, the HR Manager has the same views as the General Manager, regarding the factors that can affect the perceptions regarding the implementation of SHRM practices. He supports that the culture that exist in every country can affect dramatically the establishment of these practices. Not only the organization culture plays an important role, which is the same within the same chain of hotels, but also the elements of Greek culture in his hotel. He said that it is important the way the HR Manager incorporates the elements of his culture into these two processes in order to attract and retain employees. He argues that he is trying to find a balance all the time and to promote equity, justice and fairness.

Communication Manager

The concept of diversity management has changed: from “unusual” has become the “ordinary” way of acting. Without this perception, everything mainly in hospitality industry cannot work. Not only managers but also employees should realize it and accept it.... the main point is how well you can communicate it and persuade others to accept it...diversity management will become the backbone of every organization that deals with hospitality. Tourists form different countries with different backgrounds.....demand different employees with different perspectives. These employees can be considered talented and an equivalent process is necessary – such as talent management. The way we can unleash the talent of employees and providing it to the customers is crucial. This process should take place during the recruitment

and selection processes. On the other hand, the concept of social responsibility is the “vehicle” for every organization to reach towards sustainability..... social responsibility is the benefit that a company can offer to society – from business point of view. This is something that can remain viable for the organization and community. The social responsibility demands strong teams and devoted on the organization’s principles. However, to complete such a thing, you need to espouse it for your own HR practices.... something that we are trying to do. Diversity management is the backbone mainly for hospitality industry – a variety of customers will be treated better with more diverse workforce. This diversity is related with talent of employees and talent management is important to attract, select and retain them effectively. Corporate social responsibility is the vehicle for dealing with sustainability. One of the social responsibilities of the organization is the implementation of diversity management and in turn can lead to more sustainable results.

When we are talking about recruitment process....it is more or less...” stimulating” and “sensitive” for each organization. At this hotel, we are devoted so much for these processes. First of all, there is no discrimination on job posting – no mention of any limitations in terms of age, religion, gender, etc. We contact specific recruitment channel to get in touch with specific profiles – such as ligue braille for people of visual disabilities. In such a way, we want to create a recruitment environment of respectful behavior. At this point I want to mention another new movement by GM, HRM and me based on recruitment process. We have already started working on the following idea – “F2F Recruitment on the Spot”. This includes people from other countries and mainly immigrants who live in specific places. We want to visit such places and recruit people on the spot – asking them about educational background, experience and any other related questions. We have already done a pilot-testing and I can say

that there are some cases really interesting but what we are looking mainly is about their character..... right now I am not talking only about immigrants but for all the future employees. Generally speaking, the whole exercise of diversity management has become a long-term focus for this hotel – as you mentioned a strategy. Many diverse actions have already been established – no discrimination on job postings, contact with specific profiles – people with disabilities and F2F recruitment on the spot. All of these actions show that the Hotel respect and evaluate the diverse people as a valuable benefit.

The Communication Manager referred to the same selection practices as GM and HRM. However, the manager discussed the principles under which they use such for selection practices. The manager vehemently supports that *“if you as a manager does not know why you have to use such practices for selection and recruitment processes then....the game is over. You have to understand the principles and to communicate them firstly to the managers. The first and most important principles has to do with the “human aspect” of diversity management. As managers, we have to take into consideration the “human aspect” of people mainly. This means there are a lot of people with diplomas, experience etc..... but it is more difficult to find out people with good character, behavior, attitude etc. Additionally, we develop an environment of trust, respect and inclusion. Another principle is that we create competitive advantages for ourselves by leveraging the diversity of our Team members. For me diversity means something “unique”. That’s why through this process we have the chance to select people with unique insights, perspectives and backgrounds.* The emergence of “human aspect” seems to be more important than skills, qualifications etc. The “humanity” of employees can be considered an aspect of diversity – and in that case the Communicative Manager ranks this aspect as the most important one. The selection process includes inclusion, respect and trust. Uniqueness is the key-

word for this process – unique characteristics of people lead to a more sustainable working environment.

Recruitment and selection is a key process of HRM; bringing the right people, at the right time - sharing the company's values and culture. This sharing throughout these processes are related to sustainable HRM. We make an effort constantly to transfer these values and culture during these processes. Moreover, the coin has a second side. This means that we focus on "human capital personal characteristics". We care a lot, as I have already said previously, about the human aspect of each person. We check about future employees' attributes, characteristics, personality, behavior and attitude. All these elements consist of aspects of sustainable HRM during the recruitment and selection processes. "Promoting" the Hotel's values and culture during the R&S processes and simultaneously selecting the right people at the right place consist of sustainable HR practices for the Hotel. As well as the personal characteristics of human capital is a sign that is related with sustainability.

I can tell you that the implementation of diversity management strategy towards our hotel's sustainability is both challenge and benefit. The first thing that we must do is to deal effectively with the following challenge: to fight unconscious bias that exist within our organization. The Management team should persuade the current employees that people with diverse backgrounds do not constitute a threat but in reality, it is a human capital investment. It is something that can add a positive value to the existing human asset and simultaneously to help us reaching our goals. It can be considered as a key factor in driving business competitiveness towards our organization's vision and mission. However, the challenge remains a challenge and it needs a serious attempt all the time to convince our employees for such a positive perspective of diversity management. On the other hand, it is a benefit as it is demonstrated that a diverse

workforce representation is more efficient and delivers better results. The diversity management strategy remains a part of our hotel social responsibility – caring not only about profit but also for society hiring and developing people with diverse backgrounds without any kind of hesitations and doubts. All the employees are equal and have the same opportunities. And the result of such an attempt leads our hotel to the sustainability. According to Communication Manager, the unconscious biases is the real obstacle – not only by managers but also by employees. It needs attention and immediate treatment. The benefit is that the differentiation can bring efficiency and better results – increasing the performance of employees and organization. Diversity is one of the core social responsibilities of the Hotel. Managers focus on the quality and provide the same opportunities to all the employees.

I have already analyzed to the previous questions about the contribution of sustainable HRM practices of recruitment and selection processes to the sustainability. Of course, the sustainable recruitment and selection practices contribute to our hotel sustainability. We have a variety of customers – a lot of people from different countries – the entrance of different employees into our hotel has triggered our power for dealing more effectively with clients. Nevertheless, when we are talking about increasing performance of our hotel and our employees the sustainable practices for the recruitment and selection processes are not sufficient. What we can do is to develop other sustainable practices to the majority of HR functions. Specifically, we have various methods like talent reviews, succession planning but also development programs as well as performance management processes to ensure sustainability and increasing performance to our teams. From my experience, it is really difficult to implement sustainability to some of the HR practices. Sustainability is a combination of sustainable practices towards HR functions. There is a strong link between SHRM practices and Hotel's

sustainability. Regarding the increasing performance, the establishment of more sustainable practices is mandatory. Talent reviews, succession planning and performance management processes can increase employees' performance.

The Communicative Manager has the same opinion regarding the perceptions of managers in relation to sustainable HRM practices. Culture the most important thing. Not only the culture of Greece but also the organization's culture influences managers' views. In the beginning, the managers were more hesitant to incorporate diversity management strategy – as the Greek culture acts in the beginning as a main obstacle; it is difficult to accept the “difference” but later when the managers believed that this is a viable solution for the hotel what they did was to espouse it warmly. On the other hand, the organization's values played a crucial role for affecting managers' views such as integrity and teamwork.

Sales Manager

“Diversity Management is a necessary tool for each modern organization. It can successfully direct the human beings with various backgrounds in order to deal successfully with the Organization's needs and goals. I can tell you for sure that, in this Hotel, there are people with diverse benefits: age, gender, religion etc. When I refer to diversity concept, I like to accompany this word with benefit – diversity benefit. I believe that all those people with diverse benefits are talented people – as a result, we need a very good strategy to manage them effectively. So, the talent management is a process through which we should retain, satisfy and improve all those talented people. For me social responsibility it is something that is exactly the opposite of “egoism”. We do not care only about our interests but also about the society and

their people. Social responsibility means that we think about others and we are trying to find solutions for them. Additionally, sustainability can be characterized as a stable value or principle within the organization. Unfortunately, in our days, because of many changes within business environment the existence of something stable and durable is necessary for organization's success. This means that the majority of the business operations should include sustainable practices. For example, the HRM practices should include elements of sustainability to the following processes: recruitment, selection, performance management, training etc.

Diversity is a positive concept for Sales Manager and it is equal to talent. Talent management should take place within organization to retain employees. For Sales Manager, social responsibility is the opposite to the “egoism”. The Hotel cares about others – employees, community, society – and not only about itself. Because of the many changes within business environment, the need for stable and viable solutions is necessary. The HR practices should include sustainable practices to deal successfully with the challenges and goals of organization.

It is absolutely necessary to understand, all of us -managers- that a strategy for employee recruitment, selection and retention within hotel industry is the talent management. Taking into consideration that human resources are the Hotel's primary source of competitive advantage, we have to adopt the talent management within recruitment and selection process because talented people are becoming more and more short of supply. As a result, is the existence of the war for talent within hotel industry. Talent management view the prospective employees as a competitive advantage. For this recruitment process, we use the talent management in combination with diversity management. Talented employees are those with not the same characteristics or skills. In our Hotel, the recruitment process takes place under one basic principle: talent management – war for talented people who possess diverse backgrounds.

For me talent management can be considered as a diversity practice – the reason? We are looking for something different, unique. I have some hesitations, however, whether we have to keep the diversity management as a strategy for our Hotel or to keep it for a specific period of time. Due to the fact that the business environment changes all the time – it is “silly” to support that a concept, idea or strategy should be kept for the rest of organization’s life. We have to see and to be ready about the changes of the future and we must act accordingly. I believe that we need some time to support about the long-term feasibility about the diversity management as a strategy. Talent management has been established during R&S processes because of the short of supply of employees. The Sales Manager supports that mainly within Hospitality Industry there is a war for talent – they are looking for something different-unique. However, it seems that the manager is not convinced about the establishment of diversity management as a strategy but it depends on the external or internal conditions that exist within working environment. The implementation of diversity management depends on the future changes and related actions should take place.

The selection process is really crucial – because you as a manager has a last chance to evaluate the employees and hire the person with those skills that can bring into our Hotel something more. We have already established a clever way to elicit the prospective employees’ views about diversity: Triple F-I – First Interview, First Impression & Fair Interest. This means that during the first interview we spend three minutes for watching a short video based on diversity with the prospective employee and then he/she should analyze it, tell his/her views etc. based on this video. The purpose is that we need to grasp the first and more original views of employees about diversity. At the later stages, my experience shows that several times the employees support ideas or views that in their daily lives they do not care about them at all.

They do it in order to get the job and most of the times they pretend something different than they are in reality. The implementation of Triple F-I shows that the Hotel cares about the prospective diverse candidates and utilizes its promise – to respect and provide same opportunities to each one of the candidates.

The recruitment and selection practices are related to SHRM. The implementation of talent management, war for talent and mainly the diversity management are signs that this Hotel uses sustainable practices during the R&S processes. The aforementioned diversity practices reveal that this Hotel respects and at the same time wants to offer the same opportunities to all the employees. We are trying to promote all the time the principles and values of our Hotel not only between Management team but also among employees. One of these values and principles have to do with the meaning of sustainability within our organization.

The implementation of diversity management is both challenge and benefit. One of the challenges is that we have to be very careful about the recruitment and selection of people with diverse backgrounds – we have to establish a more “targeted” group of them because not all of them possess the necessary qualifications and we do not have to hire them because they are diverse. The other side reveals that the establishment and appropriate use of diversity management can function as a benefit not only for the organization but also for employees. In both cases, the sustainability is the main point. I can say that diversity management is important for our Hotel, until now, but we need more time to confirm that this can last for a long time or not. The challenge is that the managers should focus on a more targeted group based on the job design and needs of the job position. The manager accepts the fact that the diversity management is a benefit but it needs more time for the confirmation regarding its long-term focus.

I argue that sustainable HRM practices contribute to the organization's sustainability. These practices show an organization that wants to promote the justice and meritocracy among the employees. When employees perceive that the organization is fair and respects all employees, then they are more than willing to stay longer within this organization and to try more to achieve the Hotel's goals. It is something that is viable throughout the years. Additionally, this can lead to the increasing performance of people. The element of equality plays a vital role for the performance and employees are trying to increase their performance – when they feel that they are going to be treated fairly by the company.

Of course, the culture can affect our perceptions. But not only culture but also the subjective experiences, the professional experiences can affect our perceptions. It is a combination of factors but we need to overcome such things and to deal with implementation of SHRM practices. In such a case, we are talking about our biases and the ways we need to develop to overcome them. One way that help us is the culture that exists in our Hotel. A combination of international and local elements help us a lot to overcome our biases effectively. There is a strong cooperation between management and employees' sides – this helps us to become more familiar with sustainability concepts and SHRM practices.

**TABLE
FINDINGS REGARDING HOTEL IN GREECE (1)**

	GENERAL MANAGER	HR MANAGER
<i>Workforce Diversity practices during the Recruitment Process</i>	<ul style="list-style-type: none"> • Through Communicative Media: minority publications & websites and minority recruiters and materials. • Talent management contributes to the Organization's development and increases its competitive advantage. • Diversity Management is a stable part and goal of Hotel Strategy. 	<ul style="list-style-type: none"> • Diversity Management is not a “trend” – it is a “Strategy”. • Accept of D.M as a “phenomenon” for the 21st century and adopting feasible ways for R&S processes.
<i>Workforce Diversity practices during the Selection Process</i>	<ul style="list-style-type: none"> • Internal ratio of gender to ensure balance (management positions). • Modification of questions for each one of the prospective employees. 	<ul style="list-style-type: none"> • A new “instrument” for the selection process consists of 5 steps. • The last step: Assessment Center has adopted a brand-new part “a simulation game based exclusively on diversity concept”. The main purpose is to check whether the prospective employees are willing to accept the “differential”.
<i>How R&S practices are related to SHRM?</i>	<ul style="list-style-type: none"> • Through the implementation of D.M. Strategy during R&S processes. • The promotion of organization justice, equality, respect of diversity and meritocracy through the R&S processes. • The R&S processes should be perceived simultaneously as the perspective of strategy & as the perspective of social performance. 	<ul style="list-style-type: none"> • “Talent Management” + “retaining the talented prospective employees” = play a vital role for the SHRM. • During the R&S processes: the analysis of employees' needs and the promotion of appropriate “motivations” can attract and retain talented employees and contribute to the SHRM. • The development of teams: “differentiated backgrounds”.
<i>The implementation of Diversity Management: Benefit VS. Challenge.</i>	<ul style="list-style-type: none"> • “Absolutely as a benefit” – creating the right balanced company culture. • Sustainability = balance + durability throughout the years. 	<ul style="list-style-type: none"> • Benefits outweigh challenges in this Hotel. Benefits: Loyalty, trust, better performance & relationships among employees.

	<ul style="list-style-type: none"> • Combination of different elements of employees (perspectives, ideas etc.) lead to hotel sustainability. 	<ul style="list-style-type: none"> • Challenges: communication breakdown – low cohesion. - Diversity Management acts as part of company’s social responsibility.
<p><i>The contribution of SHRM practices to Hotel’s sustainability and increasing performance.</i></p>	<ul style="list-style-type: none"> • Sustainable HRM practices lead to a “healthier” working environment. • Diversity Management: the most important player for promoting organization’s sustainability. • The promotion of principles – integrity, meritocracy, justice – via R&S processes contribute to the overall performance of Hotel. 	<ul style="list-style-type: none"> • Contribution of SHRM practices towards Hotel sustainability & increasing performance should be taken for granted. • More satisfied employees = happier customers. • Equal treatment and opportunities lead to “viability” + “durability” of employees within the Hotel.
<p><i>Factors that can influence Managers ‘perceptions regarding the implementation of SHRM practices.</i></p>	<ul style="list-style-type: none"> • The “closed” culture that exists in our country-difficult for Greeks to accept the “differentiation” of people. • Hotel Culture: combination of elements that exist globally + Greek culture elements = all of them contribute to overcoming obstacles. • Urging employees to espouse the philosophy of Hotel Sustainability. 	<ul style="list-style-type: none"> • The culture and the perceptions that exist here in Greece – not so “open-minded”. • The Hotel culture in Greece has adopted “international” elements from the same Chain of Hotel that exists worldwide to influence the managers’ perceptions.

**TABLE
FINDINGS REGARDING HOTEL IN GREECE (2)**

	COMMUNICATIVE MANAGER	SALES MANAGER
<i>Workforce Diversity practices during the Recruitment Process</i>	<ul style="list-style-type: none"> • No discrimination on job posting – age, religion, sex, race etc. • Specific recruitment channel to get in touch with specific profiles - ligue braille for people of visual disabilities. • “F2F Recruitment on the spot” – attracting mainly immigrants who live in specific places. 	<ul style="list-style-type: none"> • Talent management is an indispensable part of Diversity practice during the Recruitment process. • “War for talented workforce” who can be considered as a competitive advantage. • Talented people = people with unique/diverse characteristics. • Diversity management should be re-evaluated after a time to support either it should be implemented as a strategy or for a specific period of time.
<i>Workforce Diversity practices during the Selection Process</i>	<ul style="list-style-type: none"> • “Human aspect” of Diversity Management during the selection process focusing on people with good character, personality, attitude etc. • Building an environment of trust, respect and inclusion. • Selecting people with “unique”, perspectives and backgrounds. 	<ul style="list-style-type: none"> • The establishment of “Triple F-I” during the selection process. • The purpose of Triple F-I is to discover the original views regarding diversity.
<i>How R&S practices are related to SHRM?</i>	<ul style="list-style-type: none"> • Sharing the same values, principles and culture during these two processes. • Evaluating and considering the “human capital personal characteristics”. 	<ul style="list-style-type: none"> • There is a relationship between R&S processes and SHRM. • The implementation of talent management, war for talent and diversity management reveal the relationship. • Promoting the values and principles of Hotel.

<p><i>The implementation of Diversity Management: Benefit VS. Challenge.</i></p>	<ul style="list-style-type: none"> • Both challenge and benefit. • Challenge – unconscious bias that exist within our organization. • Managers should persuade employees that people with diverse backgrounds consist of a human capital investment. •Benefit – more efficient and bring into the Hotel better results. 	<ul style="list-style-type: none"> • Both challenge and benefit. • Avoid the “trap” of seeing all the diverse employees as the appropriate for the job-position – establish a more targeted group of prospective employees with diverse backgrounds. • Benefit – it can lead to the organization’s sustainability and simultaneously achieving the organization’s results.
<p><i>The contribution of SHRM practices to Hotel’s sustainability and increasing performance.</i></p>	<ul style="list-style-type: none"> • Customers from all over the world can be served better from employees with diverse backgrounds: something that contributes to organization’s sustainability. • More attention should take place for implementing methods to ensure a more sustainable organization and increasing performance. 	<ul style="list-style-type: none"> • Promoting justice and meritocracy. • Equality and respect contribute towards employees: lead to the organization’s sustainability.
<p><i>Factors that can influence Managers ‘perceptions regarding the implementation of SHRM practices.</i></p>	<ul style="list-style-type: none"> • The culture of home country and organizational culture can affect the perceptions of managers. • In the beginning, Greek culture was an obstacle. • Organization’s values – integrity and teamwork – were catalytic for SHRM implementation. 	<ul style="list-style-type: none"> • The culture of Greek people. • The subjective and professional experiences throughout the lives of managers. • The culture of Hotel helps them to embody international and local elements to overcome their biases.

The aforementioned table depicts the main results of each one of the managers of the Hotel in Greece (G). These findings are related with each one of the questions of this study and reveal the managers’ perceptions regarding the diversity management strategy during the recruitment and selection processes as sustainable HRM practices and their impact on increasing the company’s sustainability.

4.2 Findings of Hotel(B)

General Manager

Diversity Management is something that we cannot omit mainly within Hospitality Industry. It is one of our priorities strategies for our Hotel. It is difficult to design a new “path” for our Hotel without the implementation of D.M. This shows the importance of such a concept and we are decided to use it as a valuable strategy for this Hotel. In our Hotel, plenty of diverse people are working from different countries, skills, religions, races and several women possess management positions. We, obviously, consider that the diversity management is related with the talent management. For me, personally, diversity equals to talent. This is “the different” that can add something more to the talented person. Moreover, diversity management can be considered as one of our social responsibilities of our organization because it is something that has a positive impact to the organization, employees and to the local community. As a result, this can create a more sustainable organization. Sustainability within our Hotel can attract more talented employees and increasing the performance of them. That’s why the establishment of sustainable HRM practices are crucial for us. It is something we are looking all the time to improve and deal with them. General Manager insists on the necessity and usefulness of diversity management, talent management: both as two aspects of corporate social responsibility. The Hotel cares about a more sustainable community and a fair treatment among people. The CSR consists of a milestone for the organization and they are determined to share this with the current employees and with prospective workforce during the recruitment and selection processes.

Due to the thriving economy, we currently are in a challenging labor market, while this hotel is a very International Company, which results in hiring people from various

backgrounds. More specifically, the recruitment process reflects the identity of each company. The practices that you use as a manager to attract the appropriate employees reveal the “character” of the organization. That’s why we are trying to promote that we really care about the diverse people and we are looking for them. First of all, we use the Social Media for Diversity Recruitment – through which we are trying to recruit diverse people. In cooperation with foreign embassies and immigrant organizations, we inform them about job position. Then they have the necessary personal information about foreigners and via emails or personal contact, they inform them about job positions. It is a dual system: we have open communication via social media with embassies and foreign institutions and they in turn have an open channel with them – only with the legal immigrants here in Antwerp. Additionally, we have the: “50%-50% equal presence of recruiters”. I am really “addicted” to the equality among people. In our case, it means that there is a committee, most of the times it consists of 2 people, representing our Hotel. One of them has a diverse background. Equality, for diversity, should exist not only for prospective employees but also for management committee attracting employees. Through the recruitment process I am looking for a balance all the time. However, there is a limitation regarding the legibility to be able to work here in Belgium (work visa required) which limits us to certain nationalities. For me and for the whole Hotel it is “De Facto” that the diversity management is a strategy for our company. And via this strategy we are trying to achieve our goals. In the 21st century, whoever manager supports that diversity management is not a strategy mainly for hotel industry, he/she is “out of order”. We can observe that during the recruitment process there are interesting practices through which the managers try to attract the sustainability. These practices should be executed with fair treatment towards all employees; the GM is looking all the time to keep the balance and to promote the equality among managers,

employees and organization. The communication channel that managers have developed with foreign embassies etc. reveals an open-minded organization with innovative managers towards sustainability.

I believe that the selection process is more difficult than the recruitment process. We should be very careful about the practices and the ways we will use to evaluate them. Interviews are important part for selection process. When we want to hire employees with different ethnic backgrounds, most of the times it is difficult for interviewers to understand the specific techniques necessary for diverse employees. That's why we prefer managers with diverse backgrounds to deal with this situation successfully. So, the selection panel consists of diverse managers who can treat this condition effectively. On the other hand, it is "extremely important" and I have already established it to use a specific diversity management practice for managers to overcome their biases and to obtain the specific experience. This method is called: Implicit Association Test. Via this test, managers can discover and acknowledge their own biases, they will develop an awareness of them and open themselves for a specific change. It is worthwhile the implementation of sustainable practices not only for employees but also for managers. It seems that the Hotel possesses multiple perspectives for dealing effectively with a challenge such as diversity: it attempts to improve the notion of diversity management having a dual goal – employees and managers.

Both, recruitment and selection processes, are related with sustainable HRM. The key point is to hire the right people for the job to ensure low turnover, high engagement and a long term career development. This can bring sustainability for the organization and of course it consists of a practice that is related with SHRM. When the employee feels safe within the organization, he is willing to try more to achieve the hotel's goals and to stay more within the

organization and to develop his career. This is viable not only for him, but also for the organization because it acts as a sustainable HRM practice. Moreover, recruitment and selection procedures are linked to the Hotel's goals. These procedures are long-term goals for the Hotel. They are not something temporary for R&S processes. They are here in order to remain here and not moving from here. Additionally, we care **FIRST OF ALL** about our employees. What does it mean? We do everything to see our employees happy. Then they in turn do everything to see our customers happy. It is a chain process. If we do not "satisfy" our employees – then they do not serve our guests with the appropriate behavior. **WE CARE FIRSTLY ABOUT THE "HUMAN APPROACH"** and then we believe that this will have a positive impact to our Hotel. I can tell you that diversity management strategy cannot function properly if we do not care about human beings. Employees should be respected, feel safe within hotel in order to increase their performance and stay longer within organization – something that lead to a more sustainable environment. When the recruitment and selection goals are in line with Hotel's goals, then this co-existence contributes to a more SHRM practices. Finally, the human approach is related with SHRM and simultaneously it is something absolutely necessary for this Hotel and its priority during the R&S processes.

Most of the times it is not so easy to support that 100% of the strategy that you have already established can have a positive impact to your company or it may be another kind of challenge. For me, right now, I can tell you for sure that for this Hotel is a benefit. I vehemently support that it is necessary in an International work environment dealing with many different guests on a daily basis to cater their needs by providing service through a diverse workforce. Our Hotel appreciates a diverse workforce and we are trying to manage diversity

effectively in recruitment and selection procedures. Both of them are part of our social responsibility and in long-term can add a positive image to our Hotel brand.

The SHRM practices contribute to the Hotel's sustainability and increasing performance. As I have already told you, the hiring and selection procedures are linked to the hotel goals and when executed correctly meaning having the right people on the right jobs, it ensures hotel goals will be met and it is important for the company's success in the long-term. Consequently, there is an increasing performance by employees and totally by the organization. I think that the word-concept-idea of sustainability is the keyword for HRM. As a GM for this Hotel, I can assure you that the SHRM has developed Hotel sustainability. The execution of HRM practices take place within the area of sustainability – embodying the diversity management – and this ends up to the Hotel sustainability. It is impossible to reach Hotel sustainability without implementing a sustainable HRM practice. How can it be achieved? There is no way. The GM is supports that the success and the implementation of sustainability within this hotel results from an effective HR practice: hiring the right people to the right position. It is impossible for the organization to become sustainable without the establishment of sustainable HRM practices.

I believe that there several factors that can affect our perceptions regarding the implementation of SHRM practices within hospitality industry. The changes that take place regarding the labor law, the changes in immigration procedures and the political influence on labor market. I think that these are the most crucial factors. As you can see, all of them have to do with external influence and not with internal. All of us, managers, are willing to find the appropriate solutions and not to add more problems. Of course, there are exceptions. Personally speaking, I am willing to change my behavior and not to become an obstacle for the Hotel to go

on towards success. GM argues that mainly the external conditions affect the managers' perceptions. Most of the managers are more than willing to overcome these obstacles and to find those ways that can help Hotel to adopt the sustainability.

Human Resource Manager

*The diversity management is a concept that depicts the reality that exists within our Hotel. Variety of employees with different “talents” who can contribute to the Hotel's success. Without this differentiation, I can tell you that Hotel industry is not so stable. **More differentiation in people – more stability in our Hotel.** We have employees from different countries with different skills, qualifications, mentalities, races and religions. For me all these different “advantages” can be treated effectively form the HR Manager using another useful tool: the talent management. This can offer to us the necessary techniques to search for talented people and to manage them successfully. Social responsibility has to do with our responsibilities not only towards organization but also and mainly towards society and people. That's why I believe that diversity is an aspect of social responsibility of our Hotel. We care about people with differentiations. This can lead us to a more sustainable organization. The reason is that we have to follow the changes within the business environment and diversity is a radical change that is here and we must follow it. The practices that exist in HRM such as recruitment and selection are those that should adopt the term of sustainability to have an effective Hotel. HR Manager believes that diverse employees can bring into the Hotel more stability and in turn creating a more sustainable company. The Hotel includes many employees with diverse backgrounds and managers use talent techniques to treat them efficiently. Additionally, they focus on the CSR to reach the sustainable goals of the organization.*

*The recruitment process is a really important source for our future employees. we have already built “strong bonds” with Universities in order to attract more diverse employees. To the majority of the Universities there is a specific day which is called: Career Day. However, we established in cooperation with Universities and other Hotels a specific day called: CDD (Career Diversity days). It is a day exclusively for Master students – future employees – with diverse backgrounds. The number of Master Degree students at the Universities of Belgium is between 40%-50%. So, we need to take this chance – many students from different countries with different ethnicities, skills, religions, races but several of them with full of talent. In reality, what we have is: young people who are more than willing to work and be creative and simultaneously “talented people with diverse advantages”. Of course, this diversity, as you can understand, has been adjusted in our whole strategy of the Hotel – it is not a different specific part **BUT IT IS A REALITY THAT EXISTS.....SO WE KNOW THAT DIVERISTY MANGEMENT IS A PART OF THE HOTEL STRATEGY!!**The use of CDD practice during the recruitment process is an innovative and simultaneously sustainable for the whole organization. This practice works under the diversity management and it can be argued that this can operate more effectively under the umbrella of diversity management as a strategy of the Hotel.*

*Selection process means “please – mind the gap”. It is important for us. We have to be very careful and to keep a balance among people. Of course, we check about CVS, references, diplomas, interviews etc. But there are so many employees with full of good degrees, references, wonderful CVS and the rest. Nevertheless, my experience as an HR Manager is the following: take a thorough look inside people and not be superficial based on technical skills. This means **that I AM CONVINCED THAT WE, AS AN HR DEPARTMENT AND AS A HOTEL, HAVE TO PRIORITZE THE HUMANITY.** To check thoroughly the attitudes,*

behaviors, personalities and character of employees and then the rest. We have already started to create a new test approach which is called: **Humanity test – exploring all the above aspects.** We need to know the people and then their skills and qualifications. The difficult thing is to find “Human-beings” and not employees with diplomas etc. In less than two months this test will be ready for our Hotel. Additionally, there is a committee of managers who represent our hotel during this process and there is a balance of them with diverse backgrounds. It is worthwhile to refer to the fact that the future employee should give an interview twice..... we want to confirm employee’s views about diversity....the interview will be conducted by two different managers – one manager with diverse background and another one with “ordinary” background. The whole process is called: **CEDI – Cross Examination Diversity Interview.** Then the two managers should meet to cross and compare the results. Not only GM but also HRM supports that Humanity is more important than skills. They care about character, behavior, attitude and personality. The establishment of Humanity test for candidates as well as the CEDI process during interviews are two practices which promote and stress the importance of diversity.

*I have already explained to you that Humanity is the number one factor we are looking for. In both processes, we are trying to find out those prospective employees who have “human characteristics” – I mean people who have the appropriate behavior etc. You can ask me - why does it happen? I can tell you easily that – **HUMANITY IS THE MOST IMPORTANT FACTOR THAT EXIST IN OUR HR PRACTICES (R&S) AND I STRONGLY SUPPORT THAT THIS FACTOR CAN BRING INTO OUR HR PRACTICES THE SUSTAINABILITY.** This factor can grow up the stability through which the sustainability can appear. We focus on the human aspect of employees because this is the main point through which we can build our SHRM. Another point is that through the processes of recruitment and*

selection, we “see” the employees as a strong sustained competitive advantage. The HRM is directly related with the Hotel’s goals and it tries to achieve them effectively. Consequently, the HRM contributes to the long-term of the organization as a whole. Due to the fact that employees can be considered as a sustained competitive advantage, the managers believe that this advantage is related with the human aspect of employees. Consequently, they suggest that humanity is the main factor that should take place during two HR processes and at the same time to transform them into sustainable HRM practices.

The implementation of Diversity Management can be both: challenge and benefit. There are some positions that need concrete requirements that do not always allow “diversity”. These positions mainly are related with Administration part with very specific characteristics. On the other hand, it can be a benefit for sure: diversity brings cultural melting pot in a company. The appearance of equal opportunity employer. There are plenty of equal opportunities by employer to all the employees with any kind of background. I believe that whether it is a benefit or challenge it depends on the use of the manager and the views that he/she has about it. Diversity management is a “strong tool” if you do not know how to use it – then the consequences are negative. However, if you know how to use it, then the advantages can trigger the success of your employees and company. Challenge or benefit – it depends on the manager’s perception and how he/she will deal with it. The way the manager treats the diversity management can trigger the organization towards sustainability or towards negative results.

The SHRM practices contribute to our Hotel’s sustainability and increasing performance. They encourage every talent to join the company and bring unique experience, expertise and talent. Of course, the result is to increase the sustainability of the organization and its performance. Attracting young people also creates a company culture with the right balance

of creativity and expertise. It is common sense that whether you use SHRM practices will contribute to your organization's sustainability. In our Hotel – this works properly. However, we are trying to install some other sustainable practices during recruitment and selection in order to increase the sustainability of our Hotel – changes and modifications are important during these procedures to keep the sustainability at a higher level.

Several factors can influence our perceptions. More specifically, I feel that the following factors are important for affecting my and other colleagues' perceptions: the local news and regulations, the local culture and diversity "restrictions", the limited education and the poor training option. As well as, the different subjective experiences that each one of the managers have already dealt with. And the personality which is a strong ally towards influencing the perceptions.

Communicative Manager

Diversity management is a really "stimulating" concept. I think that without this term it is difficult to deal effectively with the challenges that exist within Hotel Industry. For me diversity management is the technique we must use to keep balance among employees within hotel, elicit their talents and increasing their performance. In this Hotel, we are proud of our workforce composition – employees from different countries with distinct talents. Several women with diverse ethnic backgrounds in managerial positions. Talent management is a kind of "art". You should possess specific characteristics as a manager such as skills as a leader, from psychology field, HRM field and to communicate it effectively towards employees. The talent management, for me, is the most difficult field but it is really "profitable" for all of us. Social

*responsibility includes our approach towards diversity management and our interest towards community and society not only towards our Hotel. As you can understand there is a relationship between social responsibility and sustainability. Social responsibility is a prerequisite to reach the sustainability. Sustainability means...let's say.....continuum. For me SHRM is the fact to care first of all about your employees and **"TO BE THERE ANYTIME...EVERYTIME... FOR THEM"**. It seems that, for the manager, the concept of diversity management can strengthen the viability of the organization. However, the "art" of talent management is important to bring the desired results. The manager supports that it is a method through which the "differentiation" of employees contributes to the stability and durability of the Hotel. Moreover, the sustainability is a notion that, for the manager, is linked mainly with the well-being of employees and it is a practice that is related with sustainable HRM.*

The recruitment process is really difficult. You need as a manager to discover creative and innovative ways for attracting employees and mainly when you are looking for diversity talents. We organize a recruitment day at Institutions where mainly immigrants attend German or French language courses. We spend an entire day with these people in these educational institutions and we have the chance to learn more things about them not only from them but also from their teachers. We have a whole picture of the prospective candidate. We have an interview with immigrants and with the teachers. Several times the recruitment process for prospective employees is a difficult path to discover. That's why we have to "open specific roads" to reach them immediately. Many times, there are so many people....it is impossible to finish the process within a day. We must to be there one more or two days. I can tell you that this "source – educational institution" is a "gold source" for us. The educational institutions of foreign languages consist of another creative attraction for diverse people. The manager claims

that teachers can become a more valuable source for recruiting the right candidates for the appropriate positions. This HR practice with teachers acting as co-recruiters can bring more stable and viable results for the Hotel.

*During the selection process the magic word is “balance”. It is important to know what you are looking for and how you can communicate towards employees. We need a representative committee for the entire selection process. This committee represents managers with diverse backgrounds etc. The question is: it is sufficient? No. **We need committee with strong communication-linguistics- public speaking skills.** We must come in contact with candidates with a variety of ethnic backgrounds, languages etc. Is it possible to have an efficient selection process without having representatives with the aforementioned skills? There is no such a case. We provide to our managers a specific training based on Diversity selection process. This is called: CLP-Training for Managers during the selection diversity process. It is demanding and exhaustive training and it takes a lot of time to train the managers appropriately. But this training has very reliable results. According to the Communicative manager, the selection of workforce demands the appropriate training of managers which is related with the CLP training. Managers should learn to communicate efficiently with the diverse candidates to select those people who can make the difference for the Hotel.*

My other colleagues can assure you that our priority is this: “PEOPLE – PEOPLE – PEOPLE”. The most valuable asset for every organization. We have to take into consideration that within Hospitality Industry the turnover is really high among employees. if you as a manager does not care about your employees – “THE GAME IS OVER”. In reality, our customers are our employees. That’s we are interested about their well-being and how they feel within the working environment. If they are happy, and they feel as their home, then we have

achieved our main purpose. Consequently, this operates as a flagship towards SHRM. Through the recruitment and selection procedures we are trying to show that we want to be a family and we check through these processes the personal characteristics and behaviors of people. I can characterize this relationship as: **“BIDIRECTIONAL RELATIONSHIP”**. We care about employees, we prioritize their well-being of them, we care about people – they need to possess human being characteristics: they should be humble not arrogant, with humble behavior, attitude, personality. Humble means that they know who they are and they are willing to be here and learn more and more. Managers are here to help them. **“WE ARE LOOKING FOR HUMAN BEINGS WITH HUMAN BEHAVIOR, ATTITUDE, PERSONALITY ETC”**. That’s why this relationship is bidirectional: both sides should contribute to the development of Humanity. The guiding factor of recruitment and selection processes towards SHRM is the human one – which is bidirectional. Manager’s view is that this factor is one of the HRM practices that leads the Hotel towards sustainability – in reality it is a SHRM practice. But this practice has a mutual and dual direction – from managers to employees and the opposite.

The implementation of diversity management is both challenge and benefit. Several times there is a tendency of low cohesion within teams. It is difficult to find the gold point among all employees when they work within teams. You have to find a common language. I have met sometimes this problem within this Hotel. On the other hand, the benefit is really magnificent. I can support that Diversity equals to “Multiple Perspectives”. There is a variety of skills, qualifications and knowledge that you have the chance to combine all of them effectively and to lead your company towards to the sustainability. Sometimes the low cohesion is an obstacle that exists within the teams and consequently this has an impact with team’s

performance. Nevertheless, multiple perspectives add more value within organization as a result the establishment of sustainability.

The SHRM practices have contributed to our Hotel's sustainability and increasing performance. The turnover is lower than the last year – several employees are willing to stay with us and continue here and develop their careers. There is more trust from our customers and they are loyal. Most of them are happy and they prefer to come back to our Hotel during their vacations or business trips. The performance of employees is to some extent better than the previous years. When they see, that managers are there to support and help them, they work without any kind of hesitation. In other words, the practices that we tried to embody during the recruitment and selection procedures, are fruitful and they help us to lead our Hotel to a more sustainable path. Customers show more trust and loyalty towards the Hotel and at the same time the low turnover and increasing performance of employees are signs that reveal a stable organization within industry and in turn a more sustainable Hotel.

The culture of our country, the personal biases that each one of us has, the economic conditions that take place during the implementation of sustainable HRM practices, some local laws and restrictions that exist in the area/city. I think that all of them can influence our perceptions but it's up to us to overcome them and provide more SHRM practices.

Sales Manager

Diversity Management is not a new concept for us who work within Hospitality Industry. We know the real use of this concept and I believe that to manage a pool of diverse people, it is important to obtain specific techniques which most of them are related with HRM

methods. Diversity Management refers to people, so the most appropriate department is the HRM. We need to focus on these methods and to make the necessary changes. Employees with various ethnic backgrounds, races etc. are in our Hotel. We believe in them, we support them. The reason is that they are talented and we use the talent management to treat them equally. For me talent management is the way that the manager perceives the employees: I can see them as a competitive benefit or asset in comparison to other companies. This is in common line with our social responsibilities in this Hotel. We are socially responsible for other people and communities and this can lead us to a more sustainable organization – the prospective employees are looking for, nowadays, companies which are focused on this word. I explained to you earlier that this can be achieved, mainly, via HR department. Diversity management, for sales manager, is an aspect of organization’s strategy which should be executed by HR department. However, DM must be congruent with talent management to create the sustained competitive advantage which is related with employees. The S.M. claims that this social responsibility provides a sustainable aspect of the Hotel.

During the recruitment process, we have established a method via which I think that we can grasp a very big pool of diverse employees. We are trying to attract candidates by including job advertisements in ethnic language press as well as to daily newspapers. We advertise our job positions in different languages not only in German and French. We want to communicate with them in their language and simultaneously to offer them equal opportunities - as we provide to our current employees. Another thing is the arrangement of a recruitment day within our Hotel – this day is called: Your Diversity – Our Power. In such a way, we want to persuade people that differentiation is an advantage and not something negative. I can tell you that the diversity management is a strategy for us and not something.....let’s say.... for a

specific period of time. It helps us a lot in order to design the organization's goals and it consists of part of the whole chain. The Sales Manager refers to two important practices: recruiting via ethnic language press and “your diversity-our power”. Both consist of sustainable approaches towards diverse employees. The manager vehemently supports that uniqueness is a positive tool and does not have a negative impact towards Hotel. The diversity management is a part of the whole strategy of the organization and not a temporary phenomenon that will disappear within a specific period.

For the selection process, the Sales Manager referred exactly what the HR Manager has already discussed. He is a supporter of the idea and view that the selection process is much more crucial than recruitment and that Managers need a specific training and maybe some seminars to deal successfully with this process.

Diversity Management as well as Talent Management (during the R&S processes) are related with SHRM. As I know I am the last Manager for interview and I am convinced that others have already told you about what we are looking for – from our candidates: I need, they need and we need their humanity. What we can offer to them: they are the number 1 priority in this Hotel. There was a whole discussion for this topic among the managers for a couple of days, we ended up that we must care, first of all, for our employees. This has a positive reflection to our clients. But when we are talking for a relationship both sides should offer something valuable. We are looking for employees with ethos, human behavior, attitude, personality etc. Human means that people care about people about their colleagues and they are not egoists. We cannot work later on with these people who are arrogant, egoists etc. I can find easily people

with diplomas from prestigious Universities, very good references based on their job experience but it is extremely difficult to develop a team with people full of egoism – I am really afraid of that such a team will not be sustainable and their durability will be limited. This means that “human” people are those who can contribute to the organization’s sustainability. As a result, the R&S processes include such criteria which can lead to SHRM. The Sales Manager argues that during the R&S processes, they are looking for candidates with “human attributes”. This characteristic can augment the team’s performance and contribution towards organization’s success. He cares about sustainability and durability and only via this “human” approach, these “virtues” can be achieved. However, the manager also focuses on the fact that such an approach has a dual and mutual expectations.

The challenge is that sometimes there is to some extent the problem of communication because of different mentalities and backgrounds. Maybe it causes some problems within teams in order to deal successfully with some projects etc. On the other hand, it is a benefit because it provides the uniqueness within our Hotel and it operates as a sustained competitive advantage for us. I believe that it functions more as a benefit in our case and what we have to do is to transfer the challenges into benefits. Additionally, I can tell you that the diversity management is a part of our Hotel’s sustainability and this takes place through the implementation of this specific strategy during the R&S processes. Strategy, for me, means something.....stable...something concrete that is real and “tangible” – an observable policy that you as a manager has to promote every day towards your employees with specific practices. Recruitment and selection processes consist of these practices, and the appearance of diversity management reveals our sustainable goals for our Hotel and employees. It seems that for the manager, the strategy is related with sustainability and this is something that exists within their

organization. This strategy can be considered as an observable policy which can be seen by stakeholders – they need to know that the organization strives for the “differentiation” and these practices during R&S can contribute to the Hotel’s sustainability.

I can say..... yes..... SHRM practices contribute to the Hotel’s sustainability.

The fact that more diverse employees there are in this Hotel, more diverse employees have become Managers (mainly women at managerial positions) and at the turnover is lower than the previous year.....the SHRM practices have contributed to the organization’s sustainability. Additionally, more reservations and bookings we have and a better communication between employees and customers. This means that diverse employees can efficiently communicate with a variety of customers from all over the world.

Several factors can influence our perceptions: our personal experiences and from working environment, our philosophy of life, our local culture, the un-stable working environment and our biases. However, the culture that exists within our Hotel tries to prevent such obstacles. Integrity, honesty, the spirit of teamwork, the respect towards employees and Hotel can operate as gold instructions to see clearly what we have to implement in order to have the desired results for all the stakeholders. The result will be the Hotel sustainability and increased performance.

**TABLE
FINDINGS REGARDING HOTEL IN BELGIUM (1)**

	GENERAL MANAGER	HR MANAGER
<i>Workforce Diversity practices during the Recruitment Process</i>	<ul style="list-style-type: none"> • Social Media for Diversity Recruitment (Embassies-Immigrant Organizations). • 50%-50% equal presence of recruiters. • Limitation: regarding the legibility for work permit in Belgium in specific nationalities • Diversity Management = Vital player for our Strategy. 	<ul style="list-style-type: none"> • Strong bonds with Universities – attracting more diverse future employees. • The establishment of CDD – Career Diversity Days. • Diversity Management – part of the Hotel Strategy. • Talent Management contributes to the effective recruitment process.
<i>Workforce Diversity practices during the Selection Process</i>	<ul style="list-style-type: none"> • Interviews regarding the hiring for diverse candidates - use of diverse managers. • The implementation of Implicit Association Test for Managers – overcoming their biases. 	<ul style="list-style-type: none"> • Selection process = “please mind the gap”. • Priority towards “Humanity Perspective”: behavior, attitude, personality, ethos, clear conscience. • Establishment of “Humanity Test” during selection process. • Confirmation about candidates’ views regarding diversity via CEDI – Cross Examination Diversity Interview.
<i>How R&S practices are related to SHRM?</i>	<ul style="list-style-type: none"> • Hiring the right people for the job to ensure low turnover, high engagement, lengthy career development. • Employees feel safer and strive to achieve organization’s goals – this results from SHRM. • Recruitment & Selection processes are linked to Hotel’s long-term goals. • “Human Approach” of people. 	<ul style="list-style-type: none"> • Exploring candidates with “human characteristics”. • “Human characteristics” exist in R&S processes – end up in SHRM. • Focus on the human aspect of employees – Build on SHRM.
<i>The implementation of Diversity Management: Benefit VS. Challenge.</i>	<ul style="list-style-type: none"> • Benefit – not a challenge or obstacle. • Variety of guests demand workforce diversity. 	<ul style="list-style-type: none"> • Challenge: specific Administration positions act as obstacles. • Benefit: diversity brings cultural melting pot within the organization.

<p><i>The contribution of SHRM practices to Hotel's sustainability and increasing performance.</i></p>	<ul style="list-style-type: none"> • Sustainable HRM practices contribute to Hotel sustainability. • R&S procedures are linked to Hotel's goals + right people to the right jobs = meet long-term goals of the organization → organization's sustainability and increasing performance. 	<ul style="list-style-type: none"> • Contribution of SHRM practices towards Hotel sustainability & increasing performance should be taken for granted. • Encouraging talented people join the company and bring into unique experience, expertise and talent.
<p><i>Factors that can influence Managers' perceptions regarding the implementation of SHRM practices.</i></p>	<ul style="list-style-type: none"> • Changes/modifications in labor-law. • Changes in immigration procedures. • Political influence in labor market. 	<ul style="list-style-type: none"> • Local news and regulations. • Local culture and diversity restrictions. • Limited education and poor training option.

**TABLE
FINDINGS REGARDING HOTEL IN BELGIUM (2)**

	COMMUNICATIVE MANAGER	SALES MANAGER
<i>Workforce Diversity practices during the Recruitment Process</i>	<ul style="list-style-type: none"> • Attracting diverse employees through Language Institutions. • Teachers provide reference letters for candidates. • Utilizing the art of Talent management – leads to successful outcomes for Recruitment & Selection processes. 	<ul style="list-style-type: none"> • Including job advertisements in ethnic language press and daily newspapers. • Not only in local languages but also in other languages. • Recruitment day within Hotel: “Your Diversity – Our Power”.
<i>Workforce Diversity practices during the Selection Process</i>	<ul style="list-style-type: none"> • Balance within representative committee during selection process. • Committee with strong communicative-linguistics-public speaking skills. • Providing a CLP – Training to Managers. 	<ul style="list-style-type: none"> • Exactly the same practices as the HRM.
<i>How R&S practices are related to SHRM?</i>	<ul style="list-style-type: none"> • Priority: people – most valuable asset for every organization • “Bidirectional Relationship between managers and employees. • Human beings with “Human behavior, ethos, personality, attitude”. 	<ul style="list-style-type: none"> • Diversity Management + Talent Management = SHRM • Humanity of employees – both sides should contribute to this relationship. • Humanity = people with ethos, humble etc.
<i>The implementation of Diversity Management: Benefit VS. Challenge.</i>	<ul style="list-style-type: none"> • Both: challenge and benefit. • Challenge: low cohesion within teams. • Benefit: multiple perspectives. 	<ul style="list-style-type: none"> • Both challenge and benefit. • Challenge: communication problem because of diverse backgrounds. • Benefit: brings uniqueness within company – operates as sustained competitive advantage.
<i>The contribution of SHRM practices to Hotel’s sustainability and increasing performance.</i>	<ul style="list-style-type: none"> • SHRM contribute to Hotel sustainability and increasing performance • Low turnover. • Trust and loyalty from customers. 	<ul style="list-style-type: none"> • Lower turnover. • More women in managerial positions. • Better and more efficient communication between clients and employees. • More bookings and reservations for the Hotel.

<p><i>Factors that can influence Managers 'perceptions regarding the implementation of SHRM practices.</i></p>	<ul style="list-style-type: none"> • Home-culture. • Personal biases. • Economic conditions. • Local laws and restrictions. 	<ul style="list-style-type: none"> • Personal and professional experiences. • Different perspectives of lives. • Local culture. • Unstable Working environment. • Personal biases. • Hotel culture absorbs these obstacles via: integrity, honesty, team spirit.
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The previous Table reflects the Findings regarding the Hotel in Belgium (B). The findings depict the results of this study and how managers realize the implementation strategy during the recruitment and selection processes as SHRM practices and their impact on increasing the Hotel's sustainability.

5. DISCUSSION

This paper investigates how the Recruitment & Selection practices as a part of Diversity Management Strategy can contribute towards the organization's sustainability – the focal point of the study is related with two organizations which belong to the same Hotel Chain in two different countries in Greece and Belgium. The role of Sustainable HRM is catalytic and can link successfully the recruitment and selection processes with the Hotel's sustainability. This specific section will be exposed by discussing each one of the two hotels separately. Then the model of this study will be depicted based on the findings of the Hotels (G) & (B).

5.1HOTEL(G) – GREECE

The managers referred to specific workforce diversity practices that they have already established during the recruitment process for this Hotel. For instance, no discrimination on job postings, F2F recruitment on the spot as well as diversity practices, such as using proper communication media and messages, using minority recruiters and advertising materials, that have been explored and cited as common and effective diversity Programmes in other studies such as those of Arthur& Doverspike (2005), Houtenville & Kalargyrou (2012) and Madera (2013). This implies that managers are convinced that the implementation of workforce diversity practices are important during the recruitment process and consist of one of the priorities of the Hotel. It seems that the “presence” of minority recruiters can give credence to the organization through which the diverse candidates can show trust and loyalty towards Hotel. Cole (2002) argued that recruiters from ethnic backgrounds can persuade ethnic candidates that the organization has a diversity-friendly environment. The General Manager supports that talent

management (T.M.) contributes to the Hotel's development and improves the organization's performance, the Sales Manager argues that T.M. is an indispensable part of the whole Hotel's strategy and the HRM and Communicative Manager have the same views. It can be observed that all of them strongly believe that T.M. is a contemporary tool which can provide the Hotel with the necessary "uniqueness" and simultaneously the diverse workforce can become the sustained competitive advantage for the organization. Consequently, it seems that T.M. is related with the organization's sustainability. According to Beechler & Woodward (2009), and Cappelli (2008) T.M. fulfills the quantitative and qualitative needs for human capital and contributes to the overall company's performance – in terms of sustainability, competitive advantage and profit. They have already adopted the philosophy of heterogeneity of workforce – creativity and innovation can be developed only through a heterogeneous workforce. It can be said that this is a kind of mentality that can lead the organization towards the sustainability and winning the war for talent. As a result, the environment that positively evaluate difference and uniqueness can "create" talented people. According to Christensen – Hughes & Rog (2008), the T.M. is important, mainly within hospitality industry, because of high turnover rates and the ability to attract employees with the requisite skills. However, the managers, for this study, did not provide more details regarding the specific talent management strategies they used during the recruitment process. They only identified the problem, regarding the reason for implementation of T.M. and defined some competencies. Nevertheless, they did not explain with thorough details about the T.M. strategies during the recruitment process and diversity considerations. It can be argued that the implementation of T.M. for this Hotel has a positive impact but the lack of further talent management strategies (information) during recruitment process can decrease the validity and may be the reliability of the aforementioned statements.

The diversity management for this organization consists of a strategy. The G.M. claims that D.M. is a stable part and one of the main goals of the Hotels. The H.M. supports that D.M. is a contemporary phenomenon and only via feasible ways during the R&S processes it can be achieved. The Communicative Manager has a positive view regarding the D.M. This implies that all of these managers believe that they should achieve the Hotel's goals via the establishment and execution of diversity management. Obviously, they have embodied the diversity management with HR policies – recruitment and selection –into the organization's strategy. Another crucial conclusion is that these three managers are trying to link the diversity management practices with the employees' satisfaction and goals as well as with the organization's goals and performance. Through the D.M. the managers want to “elicit” the respect of employees and to bring equal treatment and opportunities for employees and meritocracy. This can increase the organization performance and reputation. These views are congruent with the approach of HR to D.M. that has been developed by Kossek & Lobel (1996). They state that HR approach focuses on D.M. “as a means for achieving organizational ends, not as an end in itself” (p.4). The authors claim that managers should analyze environmental drivers to observe clearly the benefits from the D.M. The managers in Greece checked and decided that: because of labor market composition and global economy they have to establish D.M. as a strategy. However, the sales manager claims that it is early to establish D.M. as a strategy. The manager admits that diversity management has a positive impact but external conditions in combination with time can reveal the appropriate approach towards D.M. It can be said that the manager agrees on that: hiring employees with diverse backgrounds. In such a way, it will be possible to change the whole culture of the Hotel but there is no need for more radical modifications or changes. According to the manager, it seems that the durability of external

conditions will play a determinant role for the implementation of D.M. strategy. The manager's perception is related with the "Diversity Enlargement" (Kossek & Lobel, 1996). The goal of this approach is to change the culture by changing the demographic composition of workforce. However, it seems that because of the challenges that exist within hospitality industry, changing only the demographic composition of employees or following a "trend" is not sufficient and more radical changes should take place to deal effectively with them. These changes should compose the strategy of D.M. and this in turn to be included within the Hotel's strategy.

During the selection process, workforce management practices such as internal ratio of gender, triple F-I, simulation game based on D.M. show that the philosophy of diversity management has influenced the selection process. It can be said that all managers believe that selection process is more important than recruitment process and it demands more "effective tools" – that's why all the managers are looking for establishing more innovative ways for implementing diversity practices. This "approach" can be considered as an indication of appreciation and respect towards diverse candidates providing equal opportunities and trust towards them. All those organizations which appreciate a diverse workforce and effectively manage diversity in recruitment and selection are likely to be regarded as socially responsible and develop a good corporate reputation (D'Netto, Shen, Chelliah & Monga, 2014). Although the managers, and mainly the General Manager and H.R. Manager, are supporters of justice and equality within organization, they did not provide information or more thorough details, during the interviews, regarding the confirmation for procedural justice in selection decisions and providing equality of treatment for future employees for every stage of the entire process. They discussed and analyzed only the fact that the selection process consists of five stages, their names and whether they have developed some new practice. They did not explain exactly what they did

at every stage in order to provide equality of treatment for employees and procedural justice, in comparison to Harris's study (2000) through which the scholar depicts exactly the characteristics of selection process for equality and procedural justice. The fact that managers did not reveal so much information or details can be an organization's policy that forbid managers to share specific steps of the HR process. On the other hand, it could be useful to design a specific process based on these two principles to become more efficient – only in the case they do not possess such a process diagram.

Concerning the third research question all the managers agree that there is a link between R&S processes with SHRM. They support that the implementation of workforce diversity practices that take place during these processes contribute to the SHRM. It can be observed that these diversity practices provide a more systematic, durable and sustainable HR practices. Moreover, diversity policies have already become an important aspect of Hotel's social responsibility – and this is the link between R&S practices with SHRM. This implies that the sociological approach to SHRM can be exemplified by Diversity Management (De Prins, 2011). This consists one of the four approaches of the SHRM Framework. The scholar argues that the goal of this approach is to socialize the HR practices and managing personnel is a long-term focus and aims at continuity. It can be concluded that socializing the HR practices can trigger current and prospective employees to augment their contribution and full potential towards organization. According to G.M., H.R.M and C.M. prospective employees feel more valuable and be respected during the Sustainable R&S processes because of the socialization of HR practices through Diversity Management. Two important characteristics of sustainable R&S processes are: a) when the organization's social actions show an indication of fairness towards employees (Aguilera, Rupp, Williams & Ganapathi, 2007) and b) when there is organizational

justice which has a positive impact on employee well-being, job satisfaction, positive emotion (Colquitt, Conlon, Wesson, Porter & Ng, 2001). According to the findings, the managers promote the organizational justice, equality, respect and meritocracy via the R&S processes. It can be concluded that this Hotel has adopted diversity dimensions into the following distinct systems: this hotel has a *social system* - via which it strengthens the relationship with diverse people of ethnicity and gender by developing trust, loyalty and promoting equality; a *cultural system* – it seems that the ideology of managers is to promote and establish the meaning of diversity through the Hotel’s mission, values and principles. This ideology is related with the benefits of multiple perspectives and diverse skills, qualifications etc.; and psychological system – managers are looking for employees with unique and diverse personalities, mentalities and educational backgrounds to develop more effective teams. It can be said that the positive aspect is that managers have realized that they are responsible for establishing, promoting, and persuading employees for the importance of diversity management. However, they must perceive that the implementation of diversity management is not only a practice or strategy. It is “a new way of business life”. It is a totally brand-new approach towards organizations and workforce. According to Mazur (2015) “it is an attitude and a new understanding of how enterprises function and *how to manage human resources in a sustainable way*” (p. 9).

Talent management is another crucial link between R&S practices with SHRM for this Hotel. All managers of this organization have supported that talented employees can be considered as a sustained competitive advantage for the Hotel. It seems that talent management has been adopted for the R&S processes and for the Hotel’s philosophy. It can be considered that T.M. is a strong competitive advantage for the Hotel – attracting and selecting employees with unique attributes; as a way of thinking– it has been adopted within the Hotel’s attitude, behavior

and strategy which reveals that Hotel has a long-term focus including the Talent management. According to Christensen-Hughes & Rog (2008), the benefits of an effectively implemented talent management strategy include improved recruitment and retention rates as well as enhanced employee engagement. This means for the Hotel that - it has the opportunity to attract and retain diverse employees taking into consideration the following circumstance: treating employees as a sustained competitive advantage in order to deal successfully with the challenges of high turnover and lack of motivations.

The second approach of SHRM Framework by De Prins that will be discussed is related with the strategic approach to SHRM as a source of sustained competitive advantage. It is important for organizations to develop strategies in order to gain an additional value in comparison to the competitors and simultaneously achieving a sustained competitive advantage. Mazur (2015) argues that an organization's competitive advantage and success depends on supply and effective use of resources. Whether the resources are valuable, rare, and non-substitutable, they can be considered as crucial and strategic and enable the organization to gain a competitive advantage (Barney, 1991). Wright & McMahan (1992) claim that human resources have the potential to be sources of sustained competitive advantage. The implementation of diversity management strategy by the Hotel shows that managers want to "differentiate" their human resources in comparison to their competitors. It seems that they have espoused the diversity management as that strategy that can elicit the "unique" and "diverse" aspects of human beings and become a sustained competitive advantage. Consequently, it can be said that the diversity management has been integrated into HRM strategy with the purpose of providing a sustained competitive advantage to the Hotel. The G.M., H.R.M., and C.M. of the Hotel are convinced that diversity management strategy triggers the usefulness of human resources and

their management by the Hotel as important sources of sustained competitive advantage. Nevertheless, the Sales manager has hesitations regarding the diversity management as a strategy of the Hotel. This can lead an organization to a misunderstanding of the Hotel's goals and strategies, confusion between managers and employees, and missing the opportunity to obtain a sustained competitive advantage. In other words, it is really important for the managers to persuade the sales manager that diversity management strategy has a positive impact and only adopting it, they can achieve the sustainability. It seems that the managers are congruent with the De Prins (2011) view regarding the sustainable HRM which focuses on optimally utilizing and respecting human workforces within organization. Moreover, for the hotel and managers, the diversity management strategy, is a sign of HR contribution towards the long-term focus for the whole organization.

Regarding the fourth research question, the managers state that the implementation of diversity management contributes to the Hotel sustainability. It seems that, within this Hotel, the Corporate social responsibility plays the vital role for the relationship between diversity management and organization's sustainability. The managers realize the implementation of diversity management as one of the hotel social responsibilities. They care about the social effects the company has on the people – in the supply chain of the hotel during the recruitment and selection processes adopting diversity management practices; and in the community the hotel is in. It can be observed that CSR and the sociological approach of the SHRM framework by De Prins strongly support that diversity management consists of a social action that a company should take in order to reach the sustainability. According to the results, the managers have taken some initiatives and actions – implementing workforce diversity practices and showing respect, loyalty, providing equal opportunities etc. – that can contribute to

the well-fare and interests of the people, organizations and the society. Nevertheless, Mazur (2013) argued that there are three CSR issues that need to be managed by organizations which have diverse employees in the workplace. Managers show the necessary respect to all employees by valuing them for themselves and avoiding placing artificial distinctions on any aspect of the difference between them. Additionally, the hotel shows the necessary respect to human rights and dignity. But regarding the last CSR issue most of the times the local working conditions may vary depending on the culture and practice of the country concerned, managers did not clarify and did not provide more explanations whether the core values still apply in how the hotel responds to these. There is a practical/managerial gap concerning this issue. The only thing they referred to was that the hotel culture, which has local elements and some international elements can help managers' perceptions regarding the implementation of SHRM practices.

Additionally, managers evaluate the implementation of diversity management strategy towards Hotel sustainability as a benefit. Some of the benefits are the trust, loyalty, better performance, better relationships among employees etc. On the other hand, managers have claimed that sometimes there are some challenges such as low cohesion, breakdown communication and misunderstanding and confusion within teams. According to D'Netto & Sohal (1999), one of the most important challenges is that the H.R. Manager should persuade senior management that diversity programs are beneficial to the organization. However, in this study the General Manager supports that "it is absolutely necessary". This means that the manager is totally convinced for the outcome of diversity management and it does not consist of an obstacle for the Hotel. It seems that the managers of the hotel are at the first levels of diversity management towards sustainability, this happens because they have not discovered all the benefits that diversity management can contribute towards hotel sustainability. Manning, Curtis

& McMillen (1996) support that organizations which schedule for anticipated workforce and accept diversity management as sustainable technique will benefit from better employee retention, increased productivity, less absenteeism, better morale, an expanded marketplace and improved customer service. On the other hand, in order to harvest all the benefits, managers should manage efficiently the diversity. It can be concluded that managers have already showed a commitment towards diversity by including it in the Hotel strategy and mission statement. The execution and evaluation of a corporate diversity strategy uses a planned change to systematically include diversity into the organization's corporate culture (Friday & Friday, 2003). This leads the Hotel towards the sustainability. Nevertheless, managers can influence the success of diversity management strategy through poor or positive behaviors as well (Davis, Frolova & Callahan, 2016). Throughout this study and during the interviews, it can be said that managers presents a good behavior. The fact that managers use diversity management strategy as a part of Hotel social responsibility and simultaneously they evaluate the diverse people as a valuable asset, reveals a good behavior and leads Hotel to a more sustainable path.

Regarding the fifth research question, obviously, managers support that diversity management promotes the organization's sustainability. They support that diversity management is one of the social responsibilities of the Hotel and simultaneously it consists of a sustainable HRM practice that leads the organization into a more "healthy" environment. Jabbour & Santos (2008), state that HRM that supports recognized social performance is linked to diversity management inside organizations. Healthy environment for the managers of this study means that diversity management can become an asset in order to contribute to the organization's sustainability. Fleury (1999) claims that diversity management can increase value to organization because it can attract and retain the best employees from those who are looking for a job

opportunity within the labor market and that it stimulates creativity and innovation. Innovation can be characterized the collection of distinct attributes, attitudes, knowledge and skills that help organization to reach the sustainability. Without the focus on innovation, it is impossible for a company to provide services necessary to ensure the sustainability of its business (Hart & Milstein, 2003). Consequently, the social performance of the Hotel, is the efficient managing of diverse employees which can contribute to the Hotel's sustainability. Additionally, it can be argued that through the recruitment and selection processes, the managers are trying to promote a philosophy which attaches importance to the sustainability of Hotel. This philosophy is related with the principles of meritocracy, justice, integrity, equality and respect. The managers support that these principles, which have been embedded within R&S processes, direct the company to the sustainability. Greenwood (2002) supports that socially appropriate HRM has to treat employees following the principles of respect, transparency, honesty and long-term nature of changes. It can be concluded that adopting principles that show the appropriate "organizational behavior" to the employees, this can operate as the major motivation for employees to become a part of the company's viability and durability. For true corporate sustainability, an organization must recognize, value and promote the capability of its people (Wilkinson, Hill & Gollan, 2001). According to Gollan (2000), for human resource sustainability to be achieved, the HR practices need to be integrated for sustained business performance and positive employee outcomes of equity, development and well-being. As a result, the principles that the Hotel in Greece uses, can lead the whole organization to a more sustained path and simultaneously increasing the performance of the employees. However, the relationship between human resources and organizational sustainability is based is not only on social performance but also with environmental and economical (Jabbour & Santos, 2008). This study reveals that managers have

established the social performance and to some extent the economical which is related with the innovation and the hotel focuses on the innovative people who can contribute to the sustainability. Nevertheless, the managers do not refer at all regarding the environmental performance. It seems that there is gap for their performance. The relationship between human resources and organization's sustainability refer to the balance among the three aforementioned performances. It can be argued that there is no balance because of the lack of environmental sustainability and may be this has a negative impact for the Hotel and for the employees' performance.

Regarding the sixth research question, the managers support that their perceptions concerning the implementation of SHRM practices have been affected by the difficulty of Greek culture to accept a new condition and several times to accept the differentiation regarding diverse employees. However, it seems that there is a gap – they admit that their culture influences their perceptions but they do not refer the obstacles or may be their biases in the during the R&S processes. Moreover, they did not report whether they were prejudiced to diverse applicants in comparison to Greek applicants. A study conducted by Rogstad (2004), explored how both direct and indirect processes hindered job seekers with minority backgrounds' possibilities of entering the Norwegian labor market. The conclusion was the employer's perceptions between Norwegian applicants and applicants with immigrant background. The managers supported that lack of knowledge of Norwegian language, the wrong education and scant knowledge of Norwegian working life were the main factors – or better “biases” – that make the distinction between Norwegian and foreigners employees. A more recent study concerning the recruitment procedures in Norwegian working life, Rogstad & Midtbøen (2012) discovered that applicants with non-Norwegian name had 25% smaller chance of being called for job interviews than

applicants with Norwegian names. Nevertheless, the managers of the Hotel in Greece, did not reveal or/and explained with details the biases during the R&S processes because of their home culture. Additionally, they claimed that personal and professional experiences affected their perceptions. There seems to be a lot of space for exploring the factors that can hinder managers – because of their culture - during the R&S processes. This investigation can contribute to a better understanding on how the home culture can hinder the managers for implementing SHRM practices and which methods can be used to help managers to overcome these obstacles.

5.2HOTEL(B) – BELGIUM

Regarding the first research question, it seems that managers are innovative and have used interesting recruitment tools to attract diverse employees: the establishment of social media as a link with Embassies and Immigrant Organizations; strong bonds with Universities; the establishment of Career Diversity Days; attracting via Language Institutions; and within the Hotel “Your Diversity – Our Power”. There seems to be that these “brand-new weapons” that the Hotel uses, lead the organization to a more innovative way attracting employees and simultaneously bringing the desired results. These practices reveal that the Hotel cares about attracting diverse people and it is looking for innovative ways to become more efficient and obtaining a competitive advantage. They focus on equal representation on women and minorities within the Hotel. This practice is important for every organization, showing a policy that promotes the zero-tolerance within the recruitment process. Many worldwide organizations have adopted a zero-policy tolerance of workforce discrimination in recruitment, to win over new customers (Allen et al., 2004; Childs, 2005). It can be observed that the methods that this Hotel

deals with, can be more effective for minorities and women. Kirnan, Farley & Geisinger (1989) claim that both women and minorities may be more likely to respond to formal recruiting methods (career fairs, newspaper advertisements etc.). On the other hand, it seems that this Hotel attempts to collect a lot of diverse applicants within its applicant pool. The main question is: do all these diverse applicants meet the necessary requirements to be considered appropriate or this process can lead the Hotel to a collection of unqualified people? The answer and the solution can be provided by the Targeted Recruiting for Diversity (Thaler-Carter, 2001; Segal, 2002; Newman & Lyon, 2009). The scholars support that targeted recruiting can increase diversity within the organizations and the performance levels of those selected. They claim that advertising the available position without targeting specific traits, it cannot provide to the organizations effective results. It can be concluded that managers of the hotel in Belgium, should attract diverse people with high – abilities and at the same time to provide the appropriate motivations. Newman & Lyon (2009) suggest that: cognitive ability via challenging work environment; and consciousness via achievement and dependability can contribute to the appropriate attraction of diverse applicants. That’s why this Hotel can establish such a method to achieve the desired results and reach the sustainability.

Concerning the second research question, the managers have used several practices for selecting the appropriate applicants: diverse managers for the selection committee, the establishment of Implicit Association Test for Managers, “humanity perspective” of applicants, implementation of Humanity Test, Cross Examination Diversity Interview, Committee with effective communication skills. It is worthwhile the fact that this Hotel cares about, not only, the implementation of efficient practices to select workforce diversity but also provides the necessary training to managers overcoming their biases and prejudices. This

combination depicts the systematic approach towards diversity bringing about the desired results including all the stakeholders - managers and candidates – and not only the applicants. A study conducted by D’Netto et al., (2014) showed that increased representation of diverse members on selection panels is essential to attract, select and retain the best talents. The use of social media is one of the most common tools for recruitment and selection for the managers. It seems that they invest a lot of time for searching for the appropriate candidates to take place for recruitment and later for the selection process. However, there is no a “tangible” evidence to reveal to what extent the use of social media is effective and some evidence to confirm that the candidates via social media are more effective or have better performance in comparison to applicants through ordinary techniques. Preston (2011) supports that approximately 70% of organizations use Social Media at some point during the selection process. Nevertheless, there has been little theoretical attention to this phenomenon and virtually no empirical attention to the validity and operational use of SM assessments (Roth, Bobko, Van Iddekinge & Thatcher, 2016). Take into consideration that via social media there is no the “*personal touch*” as it happens during the interviews as well as the media do not provide any kind of test to evaluate the skills, qualifications of applicants, it is necessary the exploration of this area of study to obtain more reliable results. However, the managers of this Hotel support that, to some extent. It works properly – it is important to refer to the fact that in such a case the social media are linked with embassies and institutions organizations which may be a factor that provides more validity to social media. Taken into consideration that the selection can be considered as the most crucial process for entering the organization, then the managers should be very careful which of the practices must be implemented to select the most appropriate applicants and simultaneously bringing the desired outcomes through the diversity management initiatives.

Regarding the third research question, there are three different approaches through which the R&S processes are linked with SHRM. The first approach is that the Hotel utilizes the diversity management as a social responsibility. Mazur (2013) suggest that it can be characterized as the social logics of CSR: many organizations are becoming increasingly active in addressing social concerns, social responsibility means being accountable for the social effects the company has on people. It seems that CSR, for the Hotel, is not only an action of volunteering that can increase the reputation of the Hotel. It is a responsibility that can last and to be in congruence with the whole strategy of the Hotel. The managers of the Hotel support that employees are the most valuable asset for the organization and in combination with diversity and talent management can contribute to the SHRM. It can be argued that for the Hotel, Diversity Management consists of the right pathway through which the R&S processes are an indispensable part of social responsibilities. This perspective of the Hotel is in line with the sociological approach that De Prins has already established in SHRM framework in 2011. The scholar supports that SHRM focuses on optimally utilizing and respecting human resources within the organization. The goal of the sociological approach is to socialize the HR practices. Particularly, this HRM approach is long-term focused and aims at continuity, whereby the interests of the employer, the employee and society are explicitly connected (De Prins, 2011). It can be said that there is a connection of , interests among employers – employees – community: the employers act responsibly and ethically including all diverse people of the community – without excluding applicants because of the differentiation, in such a way employers act ethically towards the community – respecting all the members and providing equal opportunities; and finally this can contribute to the presence of SHRM practices which can lead to the Hotel sustainability – which is one of the most important goals of the owners of the organization.

The second approach is related with the strategic perspective. Managers have claimed that they are trying all the time to create a sustained competitive advantage based on the most valuable asset that the Hotel possesses: human resources. The implementation of diversity management reveals that managers want to collect valuable and unique attributes of human resources. In such a case, they can be considered as important and strategic and enable the organization to gain a sustained competitive advantage (Barney, 1991). Moreover, this implies that the diversity management should be implemented and considered as an effective strategy contributing towards the whole strategy of the Hotel. Consequently, the diversity management is not a temporary obligation or law; it must be considered as a permanent and stable strategy – the Hotel has already established diversity management as a strategy. This is in line with the Kossek & Lobel (1996) fourth approach towards HR practices: the establishment of diversity management as a strategy. The implementation of diversity management as a strategy, implies that the managers perceive this concept as a long-term focus of the organization as a whole. Consequently, HRM, for the hotel, consists of a crucial strategy of competitive advantage – mainly through attractive and selecting talented employees in order to contribute to the organization’s sustainability.

The last approach can be characterized as a new one which has been elicited by the managers of the Hotel in Belgium – humanity approach. Managers mainly focus on the human approach of employees during the R&S processes. They are looking for employees with “human attributes” such as: ethos, to possess a humble personality, behavior, attitude etc. They claimed that their priority, regarding the R&S processes and the rest of HR practices, has to do with human beings. It is the most valuable asset for the Hotel. The General Manager has argued during the interview, regarding the employees, that: “*we, the managers, are here to serve the*

employees and not to be served". On the other hand, what they are waiting from employees is to possess the aforementioned characteristics. They believe that there is a bidirectional relationship between managers and employees. Managers focus on "person" as a "human being", and it seems that they want to invest on this new concept. The H.R. Manager claims that "it is easier for us to find applicants with skills, diplomas, qualifications etc.....however, it is more difficult to explore employees with "human characteristics. We want to invest on these people". It can be argued that this is a really interesting and may be an innovative approach which can be integrated into SHRM Framework of De Prins. Nevertheless, it is really worthwhile to refer to the second wave of revisionism in Sustainable HRM (Boselie, 2010). The scholar supports that the period that takes place the second wave starts from 2010 and its focus is based on "searching for the Human in HRM, HRM from the outside in and long-term HRM orientation". The purpose of this revisionism is directly related with Sustainability.

Regarding the fourth question, managers observe that there are both challenges and benefits. They have referred as challenges: low cohesion within teams, communication problems because of diverse backgrounds and some administration positions do not allow the existence of diversity management strategy. Past research shows that diverse workforce has various problems including communication breakdown, low cohesion and high turnover (Milliken & Martins, 1996; Williams & O'Reilly, 1998; Australian Bureau of Statistics, 2008). Diversity management strategy should be considered as a part of HRM plan, in order to enhance diversity and promote the productivity and effectiveness of the 21st century workforce (Elmuti, 1993) and simultaneously leads to a more sustainable organization. Adler (1986) states that diversity management allows increased creativity, a wide range of perspectives, better problem definition, more alternatives and better solutions. However, to reap these benefits the diversity

management should be executed effectively. The aforementioned challenges result from managing people with an inefficient way. This is a problem which has been emerged within the Hotel and managers could not deal with it successfully. This means that hiring for a diversified workforce but failing to consciously manage that diversity could even be counterproductive (Hur, 2013; Sabharwal, 2014). On the other hand, they evaluate and support that there are benefits and these are more than challenges. Benefits such as multiple perspectives, “uniqueness” of employees, variety of guests that demands diversity and cultural melting pot within the organization are crucial for this Hotel. The existence of benefits implies that managers have realized, to some extent, that for an effective and meaningful diversity management strategy their commitment is important. Cole & Salimath (2013) claim that organizational leaders can demonstrate a commitment to diversity by incorporating it into the strategies and mission statements of their organizations. The diversity management strategy of the Hotel has been included as a part of its social responsibility. There is a strong correlation between the goals of R&S processes with those of the whole strategy of the Hotel – the pathway towards sustainability. Consequently, it seems that although the presence of challenges is unavoidable for this Hotel, the benefits operate as counterweight and cause the appropriate motivation for the sustainability of the Hotel.

Concerning the fifth question, managers seem to be optimistic and they support that the HR practices that they use during the R&S processes contribute to the Hotel’s sustainability and increasing performance. The implementation of workforce diversity practices, the diversity management as a stable and systematic strategy and not as something temporal as well as the “utilization” of human resources as a valuable, distinctive and unique asset contribute to the organization’s sustainability. Managers seems to use effective practices through which the

Hotel follows a more sustainable path. Good workforce diversity practices in the area of human resources, are believed to enhance employee and organizational performance (Adler, 1986; Deluca & McDowell, 1992; Morrison, 1992; Fernandez, 1993; Schreiber, Price & Morrison, 1993; Hall & Parker, 1993; Grace, 1994). The management committee handles the diversity in order to apply the uniqueness of employees' diverse characteristics to achieve the organization's sustainability and the sustained competitive advantage over their competitors. Kochan, Berzukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine & Thomas (2003) state that when HR practices support the creation of a workplace that has the skills needed to turn diversity into an advantage, diversity is more likely to lead to positive performance outcomes. Due to the fact that the benefits of diversity management strategy outweigh the challenges that managers deal with, it seems that there is a positive performance not only for the employees but also for the organization as a whole. Additionally, the fact that the R&S processes are linked to Hotel's goals and the encouragement of talented people to join the company and bring into the company unique experience, expertise and talent, it is a sign that the HR practices focus on Hotel's sustainability and the managers are more than willing to invest on these techniques to augment the employees' and organization's performance.

Regarding the sixth question, it is worthwhile to refer that General Manager and Human Resource Manager claim that only external conditions - such as changes in labor-law, in immigration procedures, political influence, local regulations etc. - can affect their perceptions regarding the implementation of SHRM practices. On the other hand, Communicative Manager and Sales Manager support that only external but also internal like subjective experiences, home-culture can influence their perceptions. Probably, G.M and H.R.M. are convinced that they do not possess and kind of bias or prejudice whenever they should establish a sustainable HRM

practice. However, they have an anxiety regarding the external situations because of government, the local community, local culture and diversity restrictions can influence the establishment of SHRM practices. It can be said that both Managers do not feel “guilty” or responsible for not implementing SHRM practices or implementing them with counterproductive results. This implies a contradiction – as it has already been discussed the total responsibility of establishing SHRM practices belongs to the management committee. On the other hand, the CM and SM support that personal biases, professional and individual experiences, different perspectives of lives, and home culture can affect their perceptions. This kind of attitude can provide a more stable, reliable and balanced “picture” concerning those factors that can affect their perceptions. Consequently, a new field of research is related with the following question: “whether the managers’ perceptions can be influenced only by external conditions or “personal -internal” conditions play a vital role? Because the sustainability is one of the hotly-debated issues for the 21st century, the managers will play a vital role for a successful or unsuccessful establishment of this concept.

5.3 FINAL FORM OF MODEL – BASED ON ORGANIZATIONS G&B

The fact that human resources play a critical role in tourism and hospitality businesses (Kusluvan S., Kusluvan, Z., Ilhan & Buyruk, 2010) and particularly in labor-intensive business such as hotels (Manoharan, Gross & Sardeshmukh, 2014), this study explores two HR practices within Hotel Industry: recruitment and selection processes. The research argues that these two processes consist of the most important parts of HRM because the attraction and selection of appropriate applicants can augment the organization’s performance or else a bad

choice of candidates can have a negative impact to the organization. According to Baum, Sterzing & Alaca, (2016), recruitment is one of the most essential functions required for attaining and retaining human capital-based competitive advantages. On the other hand, the implementation of a reliable selection system is critical to the success of any organization (Mann & Chowhan, 2011).

Both Organizations (G) and (B) support that recruitment and selection processes are the most crucial parts of the HRM. This means that both Hotels have realized that human resource practices can shape the success or failure of the whole organization. Additionally, this study claims that the “institutionalization” of talent management consists of an indispensable part of HR practices and this should be embodied during the recruitment and selection processes to provide the desired result for the Hotels. Hotel (G) states that talent management contributes to the organization’s development and increases its competitive advantage and this can be achieved through the “war for talent”. Hotel (B) supports that talent management is a kind of “art” and managers should utilize it to deal effectively with the HR practices. As suggested by Lewis & Heckman (2006), many of the policies and practices underlying talent management are synonymous with various components of HR such as recruitment, selection, compensation etc. Talent management can be characterized “as the latest weapon in the HRM arsenal, in the ongoing struggle to elevate the practice of HRM to one of strategic importance” (Christensen-Hughes & Rog, 2008, p.746). Consequently, both organizations follow the pathway of the first part of this model: which includes the HR practices in combination of talent management which can consist of milestone for the organization’s success.

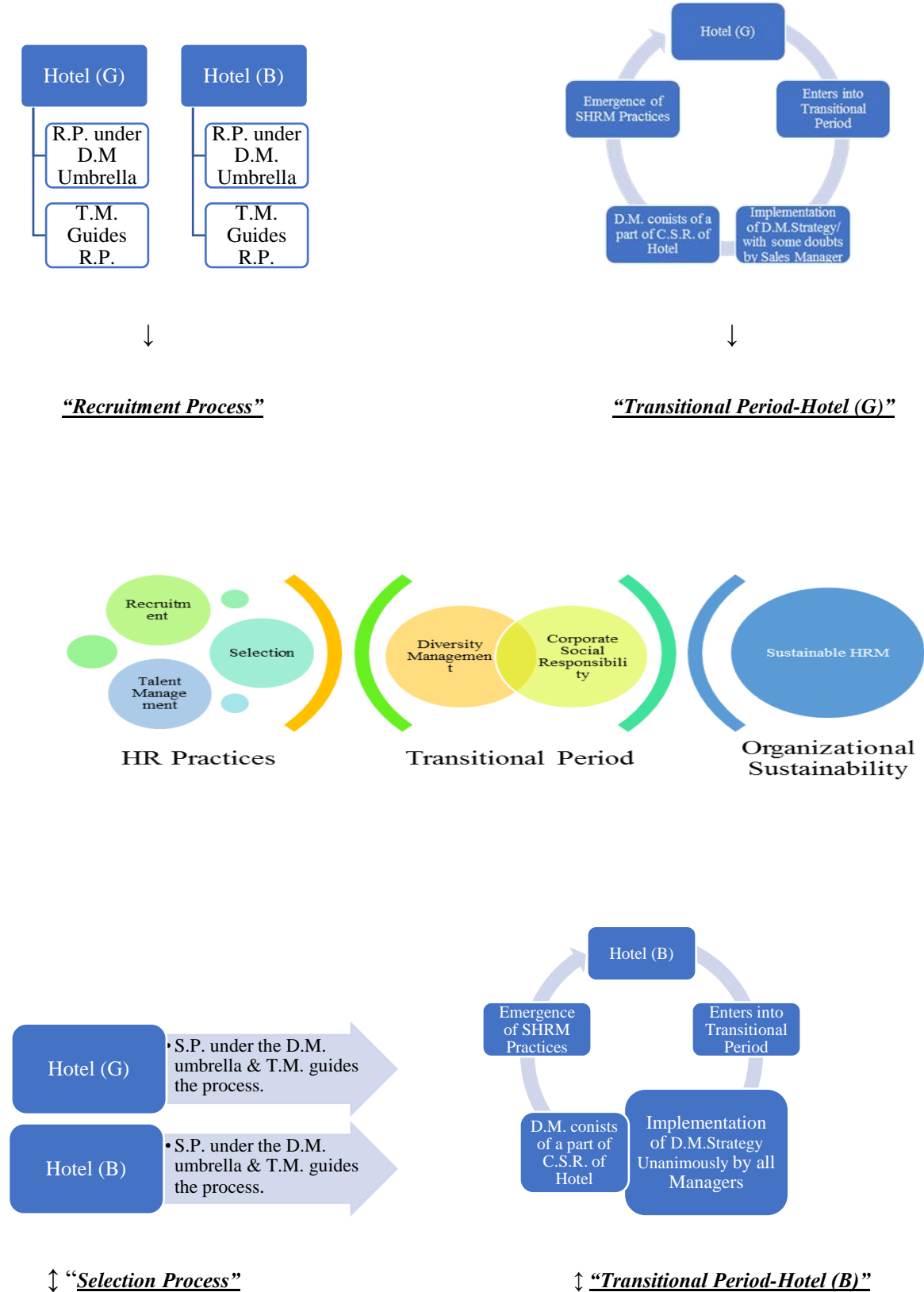
The second part, which is the most important of the three, is called by this study as “*Transitional Period*”. This study claims that without this period, the sustainability of an organization cannot be achieved effectively. This period includes the presence of diversity management and corporate social responsibility. CSR means being accountable for the social effects the company has on people (Mazur, 2013). The scholar supports that this is related with the management of business practices such as CSR and diversity. The main point is that the diversity management should be perceived, by managers, as a part of CSR in order for the Hotel to become sustainable. This can be achieved effectively adopting the implementation of SHRM practices which can lead the Hotel towards the sustainability. This means that the diversity management, which operates under the concept of CSR, should be established during the R&S processes. Nevertheless, the diversity management can take several forms towards the HRM which only one can lead to sustainability. Kossek & Lobel (1996) support that diversity management as a strategy is more stable, durable and can act catalytic for the organization’s success. This study explores the way the Hotels used the diversity management during the R&S processes. The three managers at the Hotel (G) admitted that diversity management is a stable part and goal of the Hotel strategy. They claim that diversity management is for the Hotel a strategy and not something temporal. The sales manager has some doubts about the strategy of diversity management. The time and external conditions are two factors that will specify whether the diversity management will be an effective strategy. On the other hand, the managers of Hotel (B) have established the diversity management as a strategy and it has been included for the whole strategy of the Hotel. Moreover, all the managers agree that diversity management consists of a social responsibility for the Hotel. It can be concluded, that both Hotels have

established the diversity management as a strategy and this is the prerequisite that can lead both Hotels towards a more sustainable path including the SHRM practices.

The third part, refers to the SHRM practices which lead the organization to the sustainability. The main theory of this research is related with SHRM. De Prins in 2011 developed a SHRM Framework with four different approaches: Sociological, Psychological, Strategic and Environmental approach. The scholar argues that long-term vision and integration with an organization's strategy and CSR policy are key. This research focuses on and explores two of these approaches: Sociological and Strategic. Hotel (G) and Hotel (B) seems to be in line with sociological approach. Both Hotels approach the R&S processes, having adopted the diversity management, as a long-term focus investment to become durable. The HR practices consist of social responsibilities for both organizations and they take the shape of sustainable HRM practices. Additionally, regarding the Strategic approach, Hotel (G) seems to be in congruence with the view that the strategy of human resources as a strategy can contribute to the long-term goals of the Hotel. On the other hand, Hotel (B) makes a step further and adopting the concept of "Humanity Approach" give more emphasis to human beings and support that this is the main reason that Hotel "walks to a more sustainable path". In conclusion, both organizations have already started their journeys towards sustainability because of SHRM – recruitment and selection practices – but Hotel (B) seems to be closer to this notion for two reasons: a) more open-minded concerning the concept of diversity management and b) the embodiment of a new principle within the Hotel "Humanity approach" seems to lead the organization to better results. Boselie (2010) have linked the notion of Human approach to sustainability as a second wave revisionism in sustainable HRM.

The final form of the model of this study, based on these two Hotels, confirms the initial model of the study. The following figure depicts the final form of the model of this study with the integration of the findings of both Hotels.

FIGURE (10): *“Final Form of Model – Based on Hotels (G) & (B)”*



6.0 CONCLUSION

6.1 Summary

The findings of this study answer the main research question: how recruitment and selection HR practices as a part of diversity management can contribute to the organization's sustainability.

Not only Hotel (G) but also Hotel (B) have integrated workforce diversity practices during the recruitment process. For instance, they are via social communicative media (minority websites, publications, materials), F2F recruitment on the spot, CDD – career diversity days, job advertisement in ethnic language press. These practices reveal that managers from both Hotels have realized that diversity policies are crucial for this HR practice. Moreover, the implementation of talent management (T.M.) should be taken for granted for Hotel (G) and Hotel (B). It can be argued that, according to the managers of the Hotels, there is a link between talent management and diversity policy. T.M. is an indispensable part of recruitment process and it operates as a competitive advantage for Hotels (G) & (B). Finally, the implementation and “execution” of diversity management (D.M.) consist of a strategy for Hotel (B). All the managers support unanimously that D.M. has been implemented as a strategy to increase organization's sustainability. Hotel (G) has established the D.M. as a strategy – but the Sales Manager supports that the external conditions and time can determine whether D.M. should be established as a strategy.

Concerning the selection process, both Hotels (G) & (B) utilize diversity policies during selection process. For example, internal ratio of balance of gender to ensure balance (management positions), modifications to Assessment Center process, the establishment of

Triple-FI, building an environment of trust/respect/inclusion, Implicit Association Test for managers, promoting Human perspective – priority towards ethos, personality, behavior, attitude -, CEDI (cross examination diversity interview). Both Hotels have already established innovative ways to select talented candidates. Hotel (G) & (B) have adopted workforce diversity practices during selection process and they are looking for applicants who can contribute their “uniqueness” and “diverse backgrounds” to the organization.

The emergence of SHRM practices takes place for both Hotels. Hotels (G) & (B) have adopted the diversity management as a social responsibility. They do not care about their interests but also about those of their employees and communities. Both Hotels have already started perceiving that only through respecting and utilizing workforces optimally can lead the organization to a more sustainable path. Diversity management consists of, for the Hotels (G) & (B), the sociological aspect of SHRM. Managers “show off” their sustainable HRM practices via recruitment and selection processes utilizing the diversity management strategy. These practices, for Hotels, indicate a long-term investment and simultaneously their goal is the continuity. Additionally, Hotels (G) & (B) have adopted a strategic approach towards SHRM as a source of sustained competitive advantage. They have proved through workforce diversity practices that they have achieved a sustained competitive advantage. They have used a value-enhancing strategy – “diversity management strategy” combining human resources and HRM practices – to obtain a sustained competitive advantage. They focused on obtaining talented employees with distinct, diverse and unique characteristics – human resources valuable, non-substitutable and rare. The managers of the Hotels achieved to transfer the aforementioned human resources into a sustained competitive advantage because they are important for the Hotels and at the same time they have been adopted to the whole strategy of their Hotels.

Regarding the implementation of diversity management for organization's sustainability, the results show that it consists of both – challenges and benefits for Hotel (G) & Hotel (B). Some of the challenges that both Hotels deal with are the following: low cohesion, communication breakdown, unconscious bias, persuading current employees that future diverse employees will consist of an asset for organization, misunderstandings within a team. On the other hand, the benefits include: creating the right balanced company culture, diversification leads to hotel sustainability, loyalty/trust/better performance and relationships among employees and managers, brings uniqueness within the Hotel. The managers of both Hotels evaluate that the benefits outweigh the challenges. The diversity management strategy for both Hotels (G) & (B) plays a crucial role for their sustainability. That's why they believe that the benefits are more effective than challenges.

The SHRM practices contribute to the Hotel's (G) sustainability and increasing performance. These practices have led the Hotel to a more sustainable environment: the establishment of principles – integrity, meritocracy - justice via R&S processes, the employees' satisfaction lead to a more happier customers, equal treatment and opportunities lead to sustainability and durability of employees within the Hotel, employees with diverse backgrounds can deal effectively with customers from all over the world which has a positive impact to Hotel's performance. The sustainability and performance of the Hotel has been increased because of the implementation of sustainable HRM practices and also the performance of employees reveals that is directly related with Hotel's sustainability – employees are more satisfied; the turnover is low and workforce is more dedicated to the Hotel's goals. On the other hand, the sustainable HRM practices have contributed to the Hotel's (B) sustainability. The recruitment and selection processes of the Hotel are linked to the Hotel's goals, attracting and

selecting the right people for the right jobs, encouraging talented people join the Hotel and bring with them the “uniqueness”, and more women in managerial positions. Moreover, the increasing performance of the hotel is a sign that the Hotel follows a sustainable path: lower turnover, trust and loyalty by customers, better and more efficient communication between clients and employees, more bookings and reservations for the Hotel. These findings witness that the performance of the Hotel has already been increased and managers are looking for sustainable HRM practices to be in line with the Hotel’s sustainability.

Finally, the outcomes of the study show that there are several and varied factors for the Hotels that can affect the managers’ views regarding the implementation of SHRM practices. The home culture, the personal and individual experiences throughout the lives of managers are some of the factors that influence their perceptions – concerning the Hotel (G). Mainly, the managers insist on the factor that can hinder the establishment of those sustainable HRM practices – the difficulty of Greek culture to embody the “differentiation”. On the other hand, the managers of Hotel (B) give more emphasis to external conditions such as: changes/modifications regarding the labor law, political influence in labor market, local news and regulations, changes in immigration procedures, personal biases, economic conditions, unstable working environment and local cultures. Obviously, in both Hotels the aforementioned factors operate as obstacles for managers’ perceptions for the implementation for SHRM practices. These factors, to some extent, have affected the performance of the hotels. However, Hotel (B) absorbs the obstacles via integrity, team spirit, honesty and values to deal effectively with them. On the other hand, Hotel (G) urges its employees to espouse the philosophy of sustainability to overcome the obstacles.

6.2 Theoretical Implications

In other sectors, there is a growing sense for the importance of the notion of SHRM. However, the literature on SHRM is still limited in Hospitality Industry and this study focuses on the fact that diversity management consists of an important aspect, during the Recruitment & Selection Processes, of a wider SHRM strategy.

In recent decades, managers have recognized the need to adopt effective diversity management practices in order to overcome barriers for diversity and reap the rewards of a diverse workforce (Mor Barak, 2011). Kossek & Lobel (1996) summarized the three prevailing HR approaches to diversity management: a) diversity enlargement, b) diversity sensitivity, and c) cultural audit. Nevertheless, the managers of the Hotels (G) & (B) have not adopted for their Hotels the previous approaches. All the managers have referred to the diversity management as a strategy for their Hotels. The implementation of diversity management strategy takes place within Recruitment & Selection processes within Hotel (G) & (B). This is a strategy that helps managers to achieve their organizational goals because it is in line with the Hotels' interests. This diversity management strategy approach has been developed by Kossek & Lobel in 1996. Consequently, managers, regarding the utilization of diversity management within HR practices, are in congruent with Kossek & Lobel original approach towards diversity management strategy. Moreover, the establishment of diversity management strategy leads the Hotels to a more sustainable path. The strategy of diversity management provides "durability", "stability", and "uniqueness" – all of them are directly related with sustainable environment. Ehnert (2009) supports that "continuity" and "durability" can increase the sustainability of the organization. However, this study reveals that diversity management strategy is in congruence with the "HR Strategic perspective" of De Prins SHRM Framework (2011). Diversity management strategy

operates as a sustained competitive advantage for the Hotel and in combination with Strategic perspective of HR (De Prins Model) contribute to the long-term focus of the organization. In other words, there is a strong correlation between these two approaches. They function effectively together and they are interrelated. Consequently, this study supports that diversity management strategy consists of an indispensable part of the SHRM Framework – diversity management should be implemented as a strategy during the HR practices and operating under the instructions of HRM strategic perspective can contribute to the appearance of Sustainable HRM.

There is a contradiction in literature regarding the “virtuous circle of enlightened hospitality”. Meyer (2006) and Heskett et al., (1994) via the service chain profit support that the entrepreneur/owner/organization should be aware of the order in importance of the various stakeholders involved in the business. They vehemently claim that the first stakeholder is the employees. On the other hand, research into Dutch hospitality industry shows a different reality than proposed in the virtuous circle of enlightened hospitality (Gehrels, 2013; Gehrels & Altan, 2015). The results reveal that in many cases either the investors or the guests are given the highest priority by entrepreneurs. These findings of this study are congruent with those of Meyer and Heskett et al., - managers and by extension Hotels (G) & (B) prioritize employees and then the rest of the stakeholders. Hotels (G) & (B) first focus on the employees and treat them well in order to satisfy them; later the rest of the stakeholders will benefit as well. Consequently, this study supports the virtuous circle of enlightened hospitality and claims that employees play the most vital role among the stakeholders regarding the organization’s sustainability.

This study also explores the Sociological perspective regarding the SHRM Framework by De Prins (2011). De Prins claim that approaches are still under development and this research replicates this approach within the Hotels (G) & (B). The outcomes of the Hotels (G) & (B) confirm the fact that both Hotels have already started socializing the HR practices – in this study the HR practices are related with recruitment and selection processes – and they put under the same roof the interests of Hotels, future employees and community. In other words, the results of this study replicate that societalizing recruitment and selection processes have not only a positive impact but mainly modify them to sustainable practices. These sustainable practices include as the main “ingredient” the diversity management and they consist of the social responsibility of Hotel (G) & (B).

Finally, this research provides an additional asset to the literature review – concerning the SHRM Framework by De Prins. All managers of Hotel (B) refer to a distinct “approach” towards employees – the managers “strongly” claim that ***“Human Approach”*** plays the most significant role for their Hotel for the Sustainable HRM practices. They stress emphatically that during R&S processes they are looking for “human beings” – employees with ethos, humble not arrogant, good behavior, attitude etc. – and then they are searching for employees with diplomas, working experience, skills etc. They support that this kind of approach demands a mutual/bidirectional relationship. This means that: a) managers evaluate human beings as the most valuable asset for their Hotels and they invest on them constantly, and b) candidates should possess mainly the “human characteristics” and then all those skills that can help them to deal effectively with R&S processes. Boselie (2010) state that the main characteristic of HRM from 2010 and onwards should be ***“searching for the HUMAN in HRM”***. The scholar supports that the purpose of such a treatment is related with “Sustainability”

and that a second wave of revisionism in Sustainable HRM takes place nowadays. Moreover, the managers of Hotel (G) have started to realize – step by step during the HR practices – that human approach will play a vital role for bringing the sustainability into organization. Consequently, an innovative approach which is called “Human Approach” can be added into the SHRM Framework which has been established by De Prins (2011). It is an approach which creates a new perspective of sustainability and this novel approach is in line with “Virtuous Circle of Enlightened Hospitality” or “Sustainable Vision”. The following diagram depicts, possibly, the new SHRM Framework (Figure. 11).

FIGURE (11): *“New SHRM Framework”*



SOURCE

(De Prins, 2011 – *SHRM Framework* → 4 Approaches: Psychological, Sociological, Strategic and Green Perspective. The fifth perspective – Human Perspective - has been developed and elicited by the findings of this study).

6.3 Management Implications

This study provides valuable information to the managers and organizations regarding the usefulness of diversity management and sustainability. First of all, the study suggests that the implementation of diversity management as a “strategy” is a necessary and effective tool for managers to deal effectively with the current challenges that Hospitality Industry faces with. According to literature review, there are alternative approaches of diversity management towards HRM. However, the managers of both Hotels having adopted the D.M. as a strategy, give the trigger to other managers to espouse this approach within their organizations. According to managers of this study, the main reason for such a thing is that *“diversity is a reality that takes place/will take place within Hospitality Industry in current/future years”*. This is in line with what Mor Barak (2011) has claimed – one of the reasons for the impetus for implementing D.M. is that “diversity is a reality that is here to stay” (p. 246). Managers should take it as granted that the supply of current and prospective workforce is becoming more diverse and organizations must accept it and follow the appropriate path implementing the necessary diversity practices. The managers have utilized diversity practices during recruitment and selection practices and the results seem to be not only effective for organizations but also for employees.

A very important part of managerial implication is the variety of workforce diversity practices that managers have implemented during Recruitment and Selection processes. The managers from both Hotels have provided a variety of diversity practices which some of them have been established with positive outcomes and others have been created and will be used the following months as brand-new practices. Some practices are in line with those of literature review such as hiring women and minorities by adopting a policy of zero tolerance of

workplace discrimination in recruitment, to win over new customers (Allen et al., 2004); advertising in ethnic newspapers, magazines and websites to increase the pool of qualified ethnic candidates (Morrison, 1992; Schreiber, Price & Morrison, 1993; Digh, 1999; Madera, 2013) and the use of minority recruiters and advertising materials that include diverse individuals (Madera, 2013). On the other hand, there are some totally brand-new practices which have been created by the Hotels (G) & (B) such as F2F recruitment on the spot; Triple F-I during the selection process; CDD – Days; CEDI etc. Moreover, there are specific “training” proposals by managers of the Hotels – in order to overcome, the managers, the biases and prejudices during the R&S processes. Such proposals are: C-L-P training, I-A-T for managers overcoming their biases etc. All these practices can contribute efficiently to the organizations within Hospitality Industry to deal successfully with the imminent challenges of the 21st century – the most crucial has to do with the diverse workforce which is galloping all over the world.

There is a strong correlation between the organization’s sustainability and the implementation of SHRM practices. Managers of both Hotels have invested on the “institutionalization” of sustainable HRM practices. The result is optimistic and positive both for the Hotel sustainability but also for the employees’ performance. This means that management committee of organizations which is looking constantly for sustainability, it should apply sustainable HRM practices not only in recruitment and selection but also to performance appraisal, career development, rewarding, etc. The study claims that when HRM practices are sustainable then the pathway towards the organization’s sustainability is more safe and fruitful. The managers need to understand that human capital consists of the priority of every organizations and the application of this principle within HRM practices can contribute, as it happens at Hotels (G) & (B), sustainable results.

The embodiment of a more sustainable vision plays a vital role within Hospitality Industry. The managers of Hotels have adopted the “value of human being – employee” which means that they focus, firstly, on the employees and this have a positive outcome to the rest of stakeholders such as customers, community, suppliers and investors. This is an indication for the organizations to re-evaluate their vision regarding their workforce and to adopt a sustainable option. The priority of a sustainable vision concerning the employees, consists of the major goal for every organization. Hotel (B) has built its strategy based on such a vision and the outcomes are related with a more sustainable organization which results from the implementation of sustainable HRM practices. Consequently, organizations should implement a sustainable vision on human resources – employers/managers/owners should firstly “serve” and “satisfy” employees this “behavior” ends up in a sustainable vision which turns into a more sustainable behavior within working environment.

Finally, the study stresses that not only external conditions but also home-culture can influence managers’ perceptions concerning the implementation of SHRM practices. This was an obstacle for both Hotels in the beginning of establishing SHRM practices. Mainly this problem was more emphatic with Hotel in Greece – managers were not so open-minded to accept the differentiation as something unique. Organizations and managers within Hospitality Industry should take the previous factors into consideration and they should find and establish the appropriate training/seminars to overcome these obstacles. If organizations or managers ignore these problems, then they can hinder the implementation of sustainable HRM practices and to become obsolete. However, being proactive as a manager or organization is the best “treatment” for establishing sustainable practices successfully.

6.4 Limitations

This study has also limitations. One of the difficulties of the qualitative study is that the reliability does not allow the researcher to possess a total control over subjects, their relationships and their consistency (Neuman, 2014). This implies that the real challenge for the researcher is the difficulty not only to observe the entire process but also to measure it successfully as well as the consistency of the findings. The limitation of this research study is that it lacks in measuring and observing more constant. Additionally, another challenge that this paper deals with, concerning the reliability, is that different researchers can provide different explanations in their effort to explore a research objective through which different measurements could lead to different outcomes (Neuman, 2014). This implies that whether a new researcher wants to conduct again the same study, the results may be different because of different perspectives of the researcher. Consequently, it maybe has a negative impact for the study's consistency.

Another limitation or another method that this study should embody to increase the stability reliability is the use of “observations” through the HR practices. More specifically, the researcher could observe the managers and employees during the recruitment and selection processes and then to make more reliable conclusions about the implementation of diversity management strategy and whether this consists of a sustainable human resource management practice. According to Neuman (2014), stability is the reliability across time. Consequently, the repetition of this kind of observation should include as a valuable tool which can increase reliability and check the consistency of the findings in different time periods.

Regarding the internal validity of this study, the challenge is directly related with the sample which can influence the research design and the conclusion of the entire study. While the study has a specific purpose selecting only managers for the research, the limitation has to do with the number of managers for each one of the Hotels. The sample of four managers for each Hotel maybe it is not representative. The presence of more managers should provide more variety for the study regarding their views – this could affect the outcomes as well as the conclusion. It seems that a bigger sample for this research should be more appropriate in order for the results to become more valid.

According to Punch (2005), it is really difficult for a qualitative study to capture all the variables other than the “purposive sample” where there is a motivation and a reason behind selecting that sample. The main limitation concerning the external validity is related with not being able to pick up on how other people – in this study the other side is the “employees” - could have responded, whether they were a part of a sample. This study explores only the managers’ views but not the employees’ views. This may be reveal the half-truth regarding the findings. In order to obtain a more specific picture and to have the ability to make more generalized results – the choice of employees can enlighten this study and to bring into the surface how employees perceive the implementation of SHRM practices within recruitment and selection processes embodying the diversity management. In such a case, the findings and the conclusions could be more stable and valid.

6.5 Recommendations for Future Research

There seems to be an interesting area for research concerning the SHRM Framework (De Prins, Model). This study has explored only two aspects of this model – sociological perspective and strategic perspective. However, it is more than stimulating to explore the other two areas of the model – psychological and green perspectives. This will give the researcher the opportunity to observe better the impact of these two perspectives towards the Hotel and simultaneously to contribute to the literature – the model is still under development. Consequently, it needs a more thoroughly research in order to make more stable conclusions regarding the model's efficiency.

Moreover, the study has investigated a brand-new perspective concerning the SHRM Framework – this approach is called “humanity perspective”. It is important the replication of this new perspective by other researchers in order to assure that this perspective consists of a part of this Framework. This area of study can be considered as the most challenging and interesting that this research provides. To explore a new aspect of theory can trigger the interest of many scholars and mainly to indicate a new path of research that can contribute essentially to the literature on SHRM within Hospitality Industry.

This study took place within the same chain of Hotel Internationally – more specifically in two different countries in Greece and Belgium (within European Union). Nevertheless, it could be interesting for this study, to participate Hotels from different chains and then to conduct a comparison among them. It is intriguing to explore whether the home-culture, external conditions or other worthwhile factors can influence the managers' perceptions regarding the implementation of SHRM.

The HR practices that have been examined in this study are the recruitment and selection processes. But HRM consist of several other practices such as: training and development, compensation, work-life balance, performance appraisal and employee relations. A new research should take place within these HR practices in combination with SHRM. However, this can be achieved with a combination of qualitative and quantitative research. The quantitative research method can add a larger group in order to increase generalization of findings.

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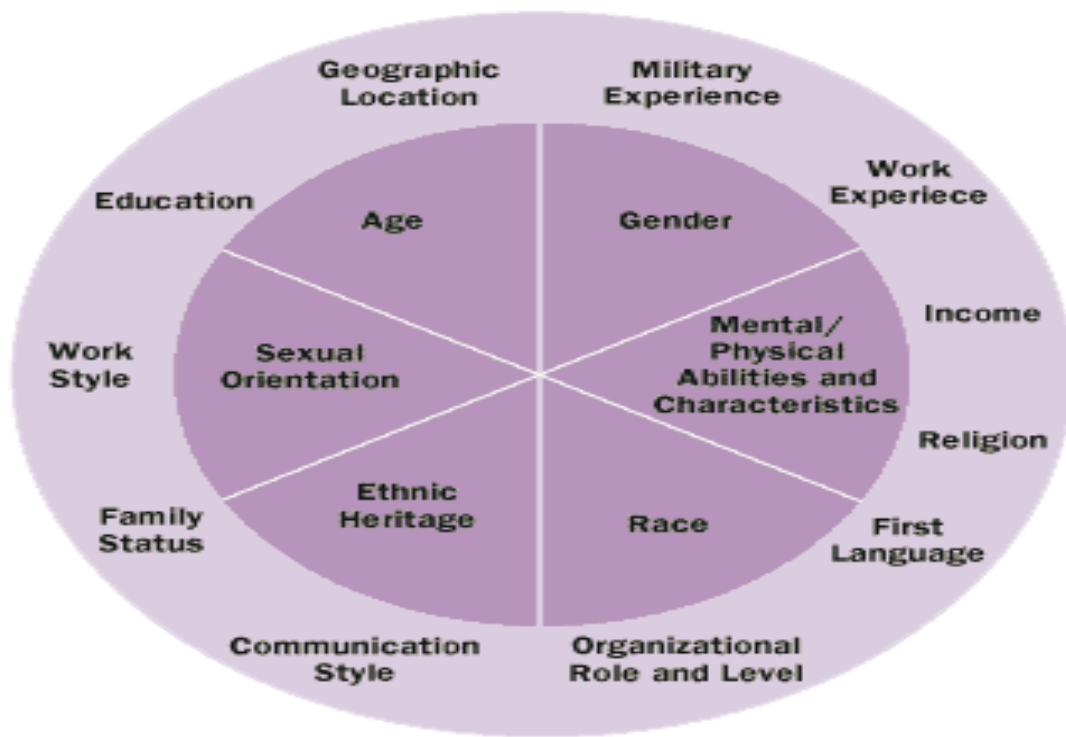
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APPENDIX

FIGURES

FIGURE (2): *“The Diversity Wheel”*



Source: Loden, M. (1996). *Implementing Diversity*. New York: McGraw-Hill.

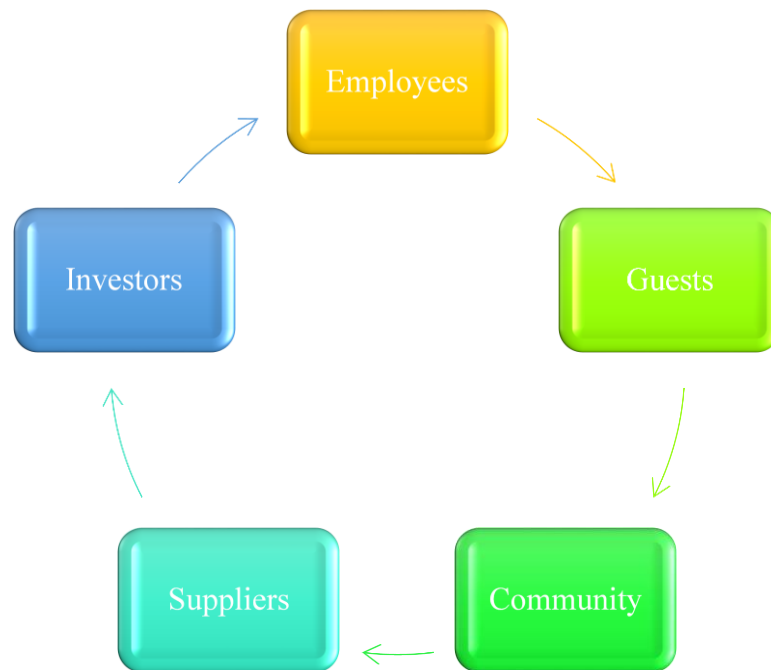
Primary dimensions:

- a) Age
- b) Sexual orientation
- c) Ethnic Heritage
- d) Race
- e) Mental/Physical Abilities & Characteristics
- f) Gender

Secondary Dimensions:

- a) Geographic Location
- b) Education
- c) Work Style
- d) Family Status
- e) Communication Style
- f) Organizational Role & Level
- g) First Language
- h) Religion
- i) Income
- j) Work Experience
- k) Military Experience

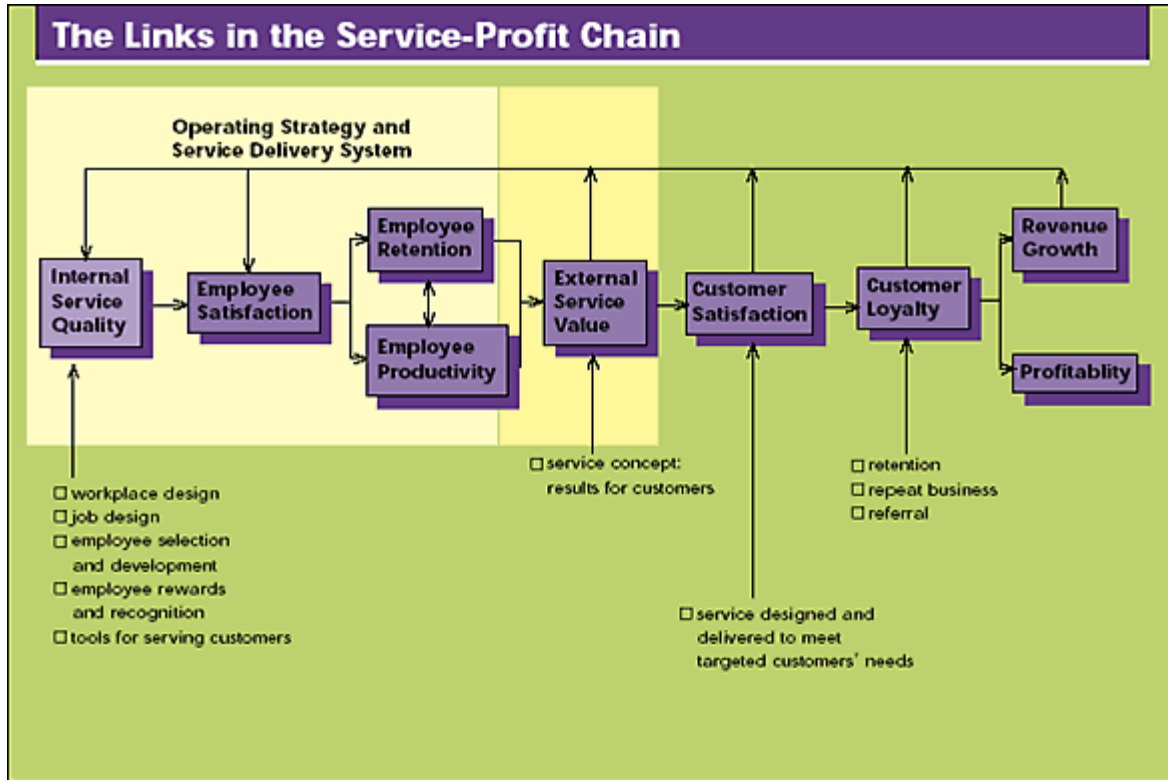
FIGURE (8): *“Virtuous Circle of Enlightened Hospitality”*



Source: Meyer, D. (2006). *Setting the Table: The Transforming power of hospitality in business*. New York: Harper Collins.

Modified by: Gehrels, S. A. (2013). *The contextual characteristics of successful small upper segment culinary restaurant owners and their potential influence of hospitality management education*. (EdD Thesis), University of Stirling.

FIGURE (9): “Service Profit Chain”



Source: Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, W. E., & Schlesinger, L.A. (1994). Putting the Service Profit Chain to work, *Harvard Business Review*, pp: 164-170.

TABLES

TABLE (1): “*Overview of HRM Characteristics*”

	Scientific Management	Human Relations	Revisionism	Strategic HRM	Second Wave of Revisionism in SHRM
<i>Period</i>	Circa 1918-1945	Circa 1945-1965	Circa 1965-1980	Circa 1980-now	Circa 2010-?
<i>Focus</i>	Labor division and close employee monitoring	Personal attention and employees in their social context	Creation of autonomy, challenging jobs and employee involvement	Strategic embeddedness and managerial orientation	Searching for the Human in HRM, HRM from the outside in and long-term HRM orientation
<i>Purpose</i>	<i>Efficiency</i>	<i>Cooperation</i>	<i>Autonomy</i>	<i>Performance</i>	<i>Sustainability</i>

Source: Boselie, P. (2010). *Strategic Human Resource Management. A balanced approach*. London: McGraw-Hill.

Interview Guide for Master Thesis

INTERVIEW

PART 1 – General

AGE

ETHNICITY

POSITION

GENDER

EDUCATION

COUNTRY OF HOTEL (in which the interviewee works)

YEARS OF WORKING (within the specific hotel)

PART 2 – General Questions regarding main topics

- 1) How do you perceive the concept of Diversity Management?
- 2) Can you tell me more about the Diversity within your hotel?
- 3) How do you define the talent management?
- 4) Can you explain about the social responsibilities of your hotel?
- 5) How do you define the sustainability within an organization?
- 6) What do you know about the concept of the Sustainable HRM?

PART 3 – Specific questions

Sub-research question

1) Which workforce diversity practices Managers implement during the recruitment process?

- ✚ Could you describe in as much detail as possible those workforce diversity practices – during the recruitment process - which are predominant within your Hotel?
- ✚ How important are these diversity policies during the recruitment process?
- ✚ What kind of talent management strategies do you use during the recruitment process within your hotel?
- ✚ How do you “exercise” the diversity management within your hotel?
 - a. Changing the composition of the workforce.
 - b. Promoting productive communication and collaboration.
 - c. Identifying obstacles faced by employees of diverse backgrounds and modify company practices accordingly.
 - d. As a strategy achieving organizational goals.

2) Which workforce diversity practices Managers implement during the selection process?

- ✚ Could you describe which workforce diversity practices – during the selection process – are prevalent within your Hotel?
- ✚ How important are these diversity policies during the selection process?
- ✚ What kind of talent management strategies do you use during the selection process within your hotel?

3) *In what way are recruitment & selection practices directly related to sustainable Human Resource Management?*

- ✚ Have you established any practices for sustainable HRM during the recruitment process? If so, which are these practices?
- ✚ Have you established any practices for sustainable HRM during the selection process? If so, which are these practices?

4) *How do you evaluate the implementation of Diversity Management Strategy towards your organization's sustainability – as a “challenge” or as a “benefit”?*

- ✚ Can you define the workforce diversity challenges and benefits within an organization?
- ✚ Which of the aforementioned challenges and benefits can you identify within your hotel?
- ✚ Does your diversity management strategy consist of a part of your hotel social responsibility? How?
- ✚ How this hotel social responsibility can lead to your organization's sustainability?

5) *Do sustainable Human Resource Management practices contribute to your organization's sustainability and increasing performance?*

- ✚ Does your hotel possess any sustainable HRM practices?
- ✚ Do you believe that sustainable HRM practices develop your hotel sustainability? How?
- ✚ Do these practices contribute to the overall performance of the hotel? Why?

6) Which factors can affect Managers' perceptions, both in Greece & Belgium, regarding the implementation of Sustainable HRM practices within hotel industry?

- ✚ In what way, do you think, your cultural background may influence your perceptions/thoughts?
- ✚ What is your hotel culture? Can you describe it?
- ✚ Is it important the sustainability/diversity management/SHRM practices for your organizational culture? Why?
- ✚ How do you perceive the aforementioned concepts/meanings?
- ✚ In which way, SHRM can reflect your hotel culture?