

Interview Guide

Before we begin, we would like to mention that our research focuses on Human Resources Management practices and organizational performance of Small and Medium-sized enterprises before the outbreak of COVID-19. For this reason, we kindly ask you to bring to your mind your organization and its business conditions before the beginning of the pandemic.

From you experience in general:

1. What are the main issues faced by SMEs?
2. What are the main issues faced by SMEs in relation to their human resources?
3. What do you consider to be the main success factors of the Greek SMEs?
4. What do you consider to be the main failure factors of the Greek SMEs?
5. What types of innovation can be implemented in SMEs?
6. What types of innovation does your firm implement?

On your organization:

7. When was your enterprise founded?
8. What is its legal form?
9. Please provide some financial data (e.g., turnover, initial capital invested/capitalization for 2019)?
10. Please describe your main competitors
11. What is your market share? is it comparable with that of your competitors (2019)?
12. How would you describe the achievement of business targets and the profitability of your organization (2019)?
13. Who is at the board of directors and take important decisions for the organization?
14. When and how did you start working in the organization?
15. Please describe your career path since then.
16. Please describe a key success for your organization during the last three years
17. Please describe the biggest challenge/difficulty/risk the organization had to face during the last three years.

HRM practices (before the pandemic)

18. Are there different departments (e.g., sales, customer service) and how many employees work in each?
19. How many people are employed in your firm?
20. Please describe the employment agreements of your workforce (part-time, full-time, rotating, in shifts, weekend work, temporary/seasonal, fixed-term contracts, permanent contracts). How many employees and from which departments work under each form?
21. Have you done any hiring during the last three years?
22. Please indicate the recruitment method you used to communicate possible vacancies (describe your last experience or the most typical one).
23. In general, do you use social media or the business website to inform about career opportunities in the organization?
24. Do you take any action to promote a positive image of your organization as an employer (either inside the business or outside)? Please describe what kind of actions and how regular are they?
25. How much does the image that potential employees have for your organization match with the image that your current employees have created?
26. How do you achieve this match?
27. Which selection method(s) did you use to decide which candidate will eventually be hired for a position? Do you take interviews? psychometric or other tests? Other?
28. If you take interviews, who participates in the process?
29. If you take tests, what were about?
30. Who took the final decision for the coverage of the position?
31. Has your firm gone through downsizing?
32. What were the reasons of downsizing?
33. Which criteria made you decide how the downsizing will take place and how was it implemented eventually?
34. How are employees informed about their duties and responsibilities?
35. Are there job descriptions?
36. What do you offer to your employees as reward?
37. Is it a fixed or variable reward?
38. If it is a fixed reward, is it dependent on the minimum wage or is it much higher than the minimum wage?
39. If you offer variable rewards, what are the different types of these rewards? (e.g., bonuses, commissions, piece rate, profit-sharing etc)
40. Do you conduct performance appraisals?
41. How?
42. When/how often?
43. Who conducts the appraisal?
44. Do you train your employees?
45. How?

46. When/how often?

47. On average, how much time do your employees remain with the firm? Are there differences in the tenure rate between departments/specialties?

48. Do you think that effective HRM enhances organizational performance and innovation in your business? Please share examples from your experience.

Current situation

49. To what extent have your firm's functions been affected from the outbreak of COVID-19 in March 2020?

50. Do you think that the existing model of people management will change due to the current public health crisis? If yes, how?

51. Please picture an ideal scenario for the future (a 5-year plan from this day). How do you imagine your organization in this scenario?