Research on Human Resource Management

This questionnaire has been drafted under the research project HRMinSMEs (https://www.dept.aueb.gr/en/HRMlab/HRMinSMEs) and aims to evaluate the importance and utility of Human Resources Management Practices, for both the employees and the organizations in which they are employed. It is addressed to the executives who deal with Human Resources Management in Small and Medium-sized enterprises and organizations, independent of all economic activity sectors.

The completion time is around 20'. All responses are strictly confidential and will not be used for purposes other than the current research.

Please answer honestly to all questions in this questionnaire. This is necessary for the research team to reach, elaborate and draw valid conclusions. Thank you in advance for your participation in this research. Your contribution is priceless. We are at your disposal for clarifications and information on the progress of the research (hrmlab@aueb.gr, www.dept.aueb.gr/hrmlab).

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Scientific director of the HRM laboratory

Please indicate below the organisational unit to which the answers on the questionnaire refer:
1. Is your organization part of a larger Group of companies/institution?   Yes ☐$_1$, No ☐$_0$
2. If yes, are you answering for the whole Group in your country?   Yes ☐$_1$, No ☐$_0$

A. HRM activity:

1. Please indicate the name of the organization you work for: _____
2. Approximately, how many people are employed in your organisation? In total _____ Male _____ Female _____
3. Do you have a personnel/human resource (HR) department? No ☐$_0$, Yes ☐$_1$
4. Who has the main responsibility for workforce issues? (please tick only one)

Owner/founder ☐ $_1$
Professional CEO / General director or another top manager ☐ $_2$
Human Resources Manager ☐ $_3$
CFO ☐ $_4$
Secretary of the board ☐ $_5$
Other managerial position ☐ $_6$

Other (please specify) _____

5. Do you have specific policies for the following issues of human resources management? (click all that apply)

5.1 Recruitment and selection ☐ $_1$
5.2 Training and Development ☐ $_1$
5.3 Pay and benefits (compensation) ☐ $_1$
5.4 Appraisal ☐ $_1$
5.5 Labour regulations ☐ $_1$

6. Which of the following do you consider as the biggest challenge in the management of your employees in the next 3 years?

Pay and benefits ☐ $_1$
Need of training and development ☐ $_2$
Recruitment and selection ☐ $_3$
Appraisal ☐ $_4$
Employee relations ☐ $_5$
Other (please specify) _____

7. To what extent do you outsource the following areas to external providers?

	Not outsourced				Completely outsourced
7.1 Payroll and benefits	$\square$ 0	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4
7.2 Pensions	$\square$ 0	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4
7.3 Training and Development	$\square$ 0	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4
7.4 Workforce outplacement/reduction	$\square$ 0	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4
7.5 Human resource information systems/technology	$\square$ 0	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4
7.6 Employee Recruitment	$\square$ 0	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4
7.7 Employee Selection	$\square$ 0	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4
7.8 Processing routine queries from Managers/employees (e.g. HR call centre)	$\square$ 0	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4

B. Resourcing practices

1. How has the total number of employees in your organisation changed <u>over the last year</u>?

    Number of hires: _____

    Number of separations (voluntary/resignations): _____

    Number of separations (involuntary/dismissals): _____

2. Please indicate the frequency of use of the following recruitment methods in your organization

	1 Never	2 Sometimes	3 About half of the time	4 Most of the time	5 Always
2.1 Internally	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
2.2 Word of Mouth/employee referrals	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
2.3 Vacancies in news papers	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
2.4 Vacancy page on company website	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
2.5 Vacancies on commercial job websites	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
2.6 Social Media (e.g. Facebook, Instagram)	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
2.7 Walk-ins	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
2.8 Career Fairs	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
2.9. Recruitment agencies/consultancies/executive search	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
2.10 Job centres (public)	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
2.11 Trainee program	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
2.12. Directly from educational institutions (e.g. internships, announcement of vacancies through Liaison Offices)	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5

3. Are there job descriptions in your organization?

    Yes – for all jobs $\square$ 3

    Yes – for the majority of jobs $\square$ 2

    Yes – for the minority of jobs $\square$ 1

    No $\square$ 0

    I don't know $\square$ -9

4. Please indicate the frequency of use of the following selection methods in your organization.

	1 Never	2 Sometimes	3 About half of the time	4 Most of the time	5 Always
4.1 Interviews	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
4.2 Application forms	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5
4.3 Psychometric tests	$\square$ 1	$\square$ 2	$\square$ 3	$\square$ 4	$\square$ 5

	1	**2**	**3**	**4**	**5**
	Never	Sometimes	About half of the time	Most of the time	Always
4.4 Social media profiles	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
4.5 References	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
4.6 Tests (ability, technical, numeracy)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

5. Please indicate the approximate number of those working for your organization under the following working arrangements:

	Not applicable
5.1 Number of employees - Weekend work _____	☐
5.2 Number of employees - Shift work _____	☐
5.3 Number of employees – Overtime _____	☐
5.4 Number of employees - Contract work (independent or freelance) _____	☐
5.5 Number of employees - Part-time work _____	☐
5.6 Number of employees - Flexi-time (some hours are determined by the employee, based on a fixed number of hours) _____	☐
5.7 Number of employees - Temporary/Casual work _____	☐
5.8 Number of employees - Remote work/Teleworking (before the COVID-19 pandemic) _____	☐
5.9 Number of employees - Remote work/Teleworking /Teleworking (during the COVID-19 pandemic) _____	☐

6. Please indicate the number of employees who experienced a change in their role and/or department within the firm during the past year: _____ employees

7. Is it possible for the employees to take over tasks other than those of their primary job role?

1	**2**	**3**	**4**	**5**
Strongly disagree		Neither agree nor disagree		Strongly agree
☐	☐	☐	☐	☐

8. To what extent do you apply the following mediums to improve your image as an employer?

	1 To a very small extent	**2**	**3** To some extent	**4**	**5** To a very great extent
8.1 Social media	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8.2 Organization's website	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8.3 Online job boards	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8.4 Organization's brochures	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8.5 Cooperation with educational institutions (e.g. career fairs)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8.6 Organization's events	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8.7 Sponsorships	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8.8 Employee video testimonials (e.g. storytelling)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8.9 Newspaper job ads	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8.10 Other (please specify) _____	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

9. To what extent do you highlight the following to improve your image as an employer?

	1 To a very small extent	**2**	**3** To some extent	**4**	**5** To a very great extent
9.1 .Teamwork or family spirit	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
9.2 Benefits (such as health insurance	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
9.3 Public interest and corporate social responsibility actions	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
9.4 Recruiting opportunities	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
9.5 Other (please specify) _____	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

10. To what extent do you agree with the following?

	1 Strongly disagree	2	3 Neither agree nor disagree	4	5 Strongly agree
10.1 Employer branding is essential to our HR strategy	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
10.2 Employer branding is essential in running this company	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
10.3 Long-term employer brand planning is critical to our future success	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
10.4 employer branding flows through all of our HR activities	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

C. Employee development

1. Do you have a formal appraisal system? Yes ☐ 1   No ☐ 0

2. Are the following formally expected to make an input/provide data for the appraisal process for employees?

	1 Never	2 Sometimes	3 About half of the time	4 Most of the time	5 Always	I don't know/ no answer
2.1 Owner/founder	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ -9
2.2 Professional CEO/General director or another top manager	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ -9
2.3 Direct supervisor	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ -9
2.4 HR manager	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ -9
2.5 Peers	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ -9
2.6 Subordinates	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ -9
2.7 Employee herself/himself	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ -9
2.8 Customers	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ -9
2.9 Other (please specify) _____	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	☐ -9

3. Is the appraisal data used to inform decisions in the following areas?

	0 Not at all	1	2	3 To a very great extent	I don't know/no answer
3.1 Pay	☐ 0	☐ 1	☐ 2	☐ 3	☐ -9
3.2 Training and Development	☐ 0	☐ 1	☐ 2	☐ 3	☐ -9
3.3 Career moves	☐ 0	☐ 1	☐ 2	☐ 3	☐ -9
3.4 Workforce planning	☐ 0	☐ 1	☐ 2	☐ 3	☐ -9

4. If you don't have a formal appraisal system, how do employees get feedback on their performance? (Please click all that apply)

4.1 Verbally, the immediate supervisor with the employee during working hours   ☐ 1

4.2 Verbally, the owner/manager with the employee during working hours   ☐ 1

4.3 Through reviews from customers   ☐ 1

4.4 Other (please specify) _____   ☐ 1

4.5 They don't   ☐ 1

5. Do you train your employees? Yes ☐ 1   No ☐ 0

6. If yes, how and to what extent?

	0 Not at all	1	2	3 To a very great extent
6.1 On-the-job training	☐ 0	☐ 1	☐ 2	☐ 3
6.2 Funded training programs	☐ 0	☐ 1	☐ 2	☐ 3
6.3 Seminars	☐ 0	☐ 1	☐ 2	☐ 3
6.4 Other (please specify)	☐ 0	☐ 1	☐ 2	☐ 3
_____				
6.5 No provision of training	☐ 0			

7. When does employee training take place? (tick all that apply)

7.1 Upon hire	☐ 1
7.2 Upon promotion	☐ 1
7.3 After appraisal	☐ 1
7.4 Whenever necessary	☐ 1
7.5 Regularly	☐ 1

8. How many employees participated in training programs during the previous year? _____employees

9. How often do you estimate the need for training of employees in your organisation?

1	**2**	**3**	**4**	**5**	I don't know/no
Never	Sometimes	About half of the time	Most of the time	Always	answer
☐	☐	☐	☐	☐	☐

10. Do you offer any of the following? (click all that apply)

10.1 Profit sharing or stocks	☐ 1
10.2 Bonus based on individual goals/performance	☐ 1
10.3 Bonus based on team goals/performance	☐ 1
10.4 Non-monetary incentives (e.g. awards, promotion opportunities)	☐ 1
10.5 Non-monetary benefits (such as health or pension private insurance, family supportive provisions, goods and services).	☐ 1

11. Salaries and wages are defined:

Exactly at the minimum wage	☐ 1
Somewhat above the minimum wage	☐ 2
A lot higher than the minimum wage	☐ 3
More than (1.5 * the minimum wage)	☐ 4
Other (please specify)	_____
I don't know/no answer	☐ -9

12. Do you monitor salary levels in your sector or the labour market to define remuneration levels for your organization?

No	☐ 0
Yes, our target is below the average remuneration level	☐ 1
Yes, our target is at the average remuneration level	☐ 2
Yes, our target is above the average remuneration level	☐ 3
I don't know/no answer	☐ -9

D. Climate (Entrepreneurial orientation/Innovation)

1. Do the following take place in your organization?

	1 To a very small extent	**2**	**3** To some extent	**4**	**5** To a very great extent
1.1. Market introduction of technologically new product (good or service) developed by this unit (totally or in part).	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
1.2 Market introduction of technologically improved product (good or service) developed by this unit (totally or in part)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
1.3 Development of new lines/ranges of product (good or service)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
1.4 Frequency of replacement of old product (good or service) by others with important changes	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
1.5 Proportion of technologically new or improved	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

5

	1 To a very small extent	2	3 To some extent	4	5 To a very great extent
product (good or service) in the turnover of the company					
1.6 Product (good or service) innovation performed by the unit	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

2. For the following statements, please choose the number that most closely describes the existing climate in your organization. The two statements left and right express the meaning of the extreme values, 1 and 7, respectively.

2.1 In general, the top managers of my firm favour …

1 2 3 4 5 6 7

A strong emphasis on the marketing of tried-and-true products or services	A strong emphasis on R&D, technological leadership, and innovations

2.2 How many new lines of products or services has your firm marketed in the past five years (or since its establishment)?

1 2 3 4 5 6 7

No new lines of products or services	Very many new lines of products or services

2.3 What applies to the new lines of products or services that your firm has marketed in the past five years (or since its establishment)?

1 2 3 4 5 6 7

Changes in product or service lines have been mostly of a minor nature	Changes in product or service lines have usually been quite dramatic

2.4 In dealing with its competitors, my firm …

1 2 3 4 5 6 7

Typically responds to actions which competitors initiate	Typically initiates actions to which competitors then respond

2.5 In dealing with its competitors, my firm …

1 2 3 4 5 6 7

Is very seldom the first business to introduce new products/services, administrative techniques, operating technologies, etc..	Is very often the first business to introduce new products/services, administrative techniques, operating technologies, etc.

2.6 In dealing with its competitors, my firm …

1 2 3 4 5 6 7

Typically seeks to avoid competitive clashes, preferring a "live-and-let-live" posture	Typically adopts a very competitive, "undo-the-competitors" posture

2.7 In general, the top managers of my firm have …

1 2 3 4 5 6 7

A strong proclivity for low-risk projects (with normal and certain rates of return)	A strong proclivity for high-risk projects (with chances of very high returns)

2.8 In general, the top managers of my firm believe that …

1 2 3 4 5 6 7

Owing to the nature of the environment, it is best to explore it gradually via cautious, incremental behaviour	Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objectives

2.9 When confronted with decision-making situations involving uncertainty, my firm …

1 2 3 4 5 6 7

Typically adopts a cautious, "wait-and-see" posture in order to minimize the probability of making costly decisions	Typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities

3. What is the role of trust in your organization?

	1 Does not apply at all	2	3	4	5 Totally applies
3.1 Trust plays an important role in our organization	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3.2 Caution and mutual distrust are uncommon in our organization	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3.3 Important developments are frankly communicated in our organization	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3.4 The cooperation among employees is characterized by mutual trust	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

4. Please circle the score that most closely corresponds with how you see your organization.

	0	1	2	3
	Does not describe my organization			Describes my organization most of the time
4.1 Collaborative	$\square_0$	$\square_1$	$\square_2$	$\square_3$
4.2 Relationships-oriented	$\square_0$	$\square_1$	$\square_2$	$\square_3$
4.3 Encouraging	$\square_0$	$\square_1$	$\square_2$	$\square_3$
4.4 Sociable	$\square_0$	$\square_1$	$\square_2$	$\square_3$
4.5 Personal freedom	$\square_0$	$\square_1$	$\square_2$	$\square_3$
4.6 Equitable	$\square_0$	$\square_1$	$\square_2$	$\square_3$
4.7 Safe	$\square_0$	$\square_1$	$\square_2$	$\square_3$
4.8 Trusting	$\square_0$	$\square_1$	$\square_2$	$\square_3$

E. Organizational characteristics

1. Please indicate the main sector of industry or services in which you operate (please tick the one that most closely resembles your organisation's activity)

1.1 Agriculture, hunting, forestry, fishing, mining and quarrying $\square_1$

1.2 Manufacture of food, beverages, textiles, wood and paper, coke and refined petroleum, and related products $\square_2$

1.3 Manufacture of chemicals, pharmaceuticals, and medicinal chemical products $\square_3$

1.4 Manufacture of basic metals and metal products, plastic and other non-metallic products $\square_4$

1.5 Manufacture of computer, electronic products, electrical equipment $\square_5$

1.6 Manufacture of computer, electronic products, electrical equipment $\square_6$

1.7 Manufacture of transport equipment $\square_7$

1.8 Other manufacturing $\square_8$

1.9 Electricity, gas, steam, and water supply, waste management $\square_9$

1.10 Construction $\square_{10}$

1.11 Wholesale and retail trade $\square_{11}$

1.12 Transportation and storage $\square_{12}$

1.13 Accommodation and food service activities, publishing, broadcasting activities $\square_{13}$

1.14 Telecommunications, IT and other information services $\square_{14}$

1.15 Financial and insurance activities $\square_{15}$

1.16 Accounting, management, architecture, engineering, scientific research, and other administrative and support service activities $\square_{16}$

1.17 Public administration and compulsory social security $\square_{17}$

1.18 Education $\square_{18}$

1.19 Human health services, residential care and social work activities $\square_{19}$

1.20 Other industry or services (please specify)

_____

2. How many employees are 25 years old and under?   _____ employees
3. How many employees are 50 years old and above?   _____ employees
4. How many employees have a higher education/ university qualification? (first degree or higher degree)   _____ employees
5. What is the level of absenteeism/ sick leave? (average days per employee per year):   _____ days
6. In what year was your organisation established?   _____(YYYY)
7. Has your organisation been involved in any of the following changes in the last 3 years? (tick all that apply)

7.1 Acquisition of another organization $\square_1$
7.2 Takeover by another organization $\square_1$
7.3 Merger $\square_1$
7.4 Relocation $\square_1$
7.5 Leadership succession $\square_1$
7.6 None of the above $\square_0$
I don't know/no answer $\square_{-9}$

8. Is your organization:

Private sector	Public sector	Non for profit	Mixed
$\square_1$	$\square_2$	$\square_3$	$\square_4$

9. If private sector, are you a Public Limited Company (on the stock market)?   Yes ❑$_1$ No ❑$_0$

10. If public sector, are you:

National	Regional	Local
☐ $_1$	☐ $_2$	☐ $_3$

11. Is your organization a <u>family business</u>? (owned or managed by members of the family)

Yes ☐$_1$ No ☐$_0$ **(if not, please proceed to question 22)**

12. What is the percentage of the family ownership?

Percentage 1-35%	Percentage 36-50%	Percentage >50%	Other (please specify)	I don't know/no answer
☐ $_1$	☐ $_2$	☐ $_3$	_____	☐ $_{-9}$

13. To what extent is the family involved in its management?

Not at all		To some extent		To a very great extent
☐ $_1$	☐ $_2$	☐ $_3$	☐ $_4$	☐ $_5$

14. Which generation is managing the organization today?

The first (founders)	2nd (e.g. children)	3rd (e.g. grandchildren)	4th	>4th
☐ $_1$	☐ $_2$	☐ $_3$	☐ $_4$	☐ $_5$

15. Which generation owns the majority of stocks today?

The first (founders)	2nd (e.g. children)	3rd (e.g. grandchildren)	4th	>4th	I don't know/no answer
☐ $_1$	☐ $_2$	☐ $_3$	☐ $_4$	☐ $_5$	☐ $_{-9}$

16. What is the relation between the family member who has taken over management, with the founder?

Son	Daughter	Cousin	Nephew/Niece	Grandchildren	Not a family member	Other (please specify)
☐ $_1$	☐ $_2$	☐ $_3$	☐ $_4$	☐ $_5$	☐ $_6$	_____

17. Do you intend to maintain the current number of working family members in the business?

Yes ❑$_1$ No ❑$_0$ I don't know/no answer ❑$_{-9}$

18. The hiring of family members is based on the following criteria: (click all that apply)

Educational background	Professional experience	Education and Experience	Family relationship	Other (please specify)	I don't know/no answer
☐ $_1$	☐ $_1$	☐ $_1$	☐ $_1$	_____	☐ $_{-9}$

	1 Not at all	2	3 To some extent	4	5 To a very great extent	I don't know/no answer
19. To what extent does the organization provide training in management issues for family members?	☐ $_1$	☐ $_2$	☐ $_3$	☐ $_4$	☐ $_5$	☐ $_{-9}$
20. To what extent do you evaluate the work of family members?	☐ $_1$	☐ $_2$	☐ $_3$	☐ $_4$	☐ $_5$	☐ $_{-9}$
21. To what extent does the reward of family members correspond to their performance rating?	☐ $_1$	☐ $_2$	☐ $_3$	☐ $_4$	☐ $_5$	☐ $_{-9}$

22. Please specify the financial turnover (total sales) of your organization during the last financial year

<250.000€	250.000-500.000 €	500.000 -1.000.000 €	1.000.000 - 2.000.000 €	2.000.000 - 5.000.000 €	> 5.000.000 €
☐ $_1$	☐ $_2$	☐ $_3$	☐ $_4$	☐ $_5$	☐ $_6$

23. If you are a private sector organisation, would you say the gross revenue over the past 3 years has been:

Well in excess of costs ☐ $_5$

Sufficient to make a small profit ☐ $_4$

Enough to break even ☐ $_3$

Insufficient to cover costs ☐ $_2$

So low as to produce large losses □ 2

I do not know/no answer □ -9

24. Compared to other organisations in your sector, how would you rate the performance of your organisation in relation to the following?

	Poor or at the low end of the industry	Below average	Average or equal to the competition	Better than average	Superior	Not applicable	I don't know/no answer
24.1 Service quality	□ 1	□ 2	□ 3	□ 4	□ 5	□ 0	□ -9
24.2 Level of productivity	□ 1	□ 2	□ 3	□ 4	□ 5	□ 0	□ -9
24.3 Profitability	□ 1	□ 2	□ 3	□ 4	□ 5	□ 0	□ -9
24.4 Rate of innovation	□ 1	□ 2	□ 3	□ 4	□ 5	□ 0	□ -9
24.5 Stock market performance	□ 1	□ 2	□ 3	□ 4	□ 5	□ 0	□ -9
24.6 Environmental matters	□ 1	□ 2	□ 3	□ 4	□ 5	□ 0	□ -9

25. How would you describe the main market(s) for your organisation's products or services? (Please tick only one)

Local □ 1

Regional □ 2

National □ 3

European □ 4

World-wide □ 5

26. Is the market you currently serve:

Declining to a great extent		Not changing		Growing to a great extent
□ 1	□ 2	□ 3	□ 4	□ 5

27. In general, would you say that during the last year the level of competition has:

Decreased □ 1   Remained stable □ 2   Increased □ 3

28. In which country is the corporate headquarters of your organisation based? (Please refer to ultimate parent company if your organisation is part of a larger group) _____

F. Demographic questions

1. You are:

1.1 Entrepreneur/ founder	□ 1
1.2 Member of the family owning the firm	□ 2
1.3 2nd generation owner	□ 3
1.4 Later generation owner	□ 4
1.5 Professional CEO/General director or another top manager	□ 5
1.6 HR manager	□ 6
1.7 Middle manager without HRM responsibility	□ 7
1.8 CFO	□ 8
1.9 Secretary of the board	□ 9
1.10 Other (please specify) _____	

2. If you are not HR manager, are you responsible for HR decisions in the organization?   Yes □ 1   No □ 0

3. What is your gender?   Man □ 1,   Woman □ 2

4. What is your age?   _____ years old

5. What is your educational background? (please mention your most advanced qualification)

5.1 High school diploma	□ 1
5.2 Certificate of vocational training	□ 2
5.3 University degree	□ 3
5.4 Postgraduate degree	□ 4
5.5 Doctoral degree	□ 5

6. In what main field did you study for your most advanced degree?

6.1 Generic programmes and qualifications	□ 1
6.2 Education	□ 2
6.3 Arts and humanities	□ 3

6.4 Social sciences, journalism and information $\square_4$
6.5 Natural sciences, mathematics and statistics $\square_5$
6.6 Information and Communication Technologies $\square_6$
6.7 Engineering, Manufacturing and Construction $\square_7$
6.8 Agriculture, forestry, fisheries and veterinary $\square_8$
6.9 Health and Welfare $\square_9$
6.10 Services $\square_{10}$
6.11 Business, administration and law $\square_{11}$

7. Contact details (necessary if you want to receive report with the aggregated findings of the research)

Last name: _____

First name: _____

Tel. number: _____

e-mail: _____

Other things you want to mention/comments : _____

_____

_____

Thank you for your participation in our research effort. Without your contribution, we would not be able to conduct this research. We are at your disposal for clarifications and information on the progress of the research (hrmlab@aueb.gr). You will receive the report with the aggregated findings of the research as soon as we prepare it (if you have filled in your contact details, above). We also wish to inform you that the current research project runs at two levels (basic-advanced). You have just completed the basic part of the survey. The organizations that wish to measure through the advanced research their employer brand and the attitudes of their employees (job motivation, organizational commitment, and climate), compared with averages of the market, are given the opportunity to run the second (much shorter) part of the research, in which employees of the organization are entitled to answer.

Participation in all stages of the research and the provision of all reports are completely free of charge and to the benefit of participating organizations and academic research. The collected data are strictly confidential and anonymous and will not be used for any purpose other than the current academic research.

If you are interested in participating in the advanced version of the research, please state it by clicking below (make sure you have filled in you contact details above).

I am interested in the advanced research   **Yes** $\square_1$ **No** $\square_0$

Thank you for your participation!
If you are interested in following our activities, you can visit the link: https://www.dept.aueb.gr/el/HRMlab