

## Human Resource Management and Employment Relations in Tourism and Cultural Organizations. An Empirical Study from Crete

Eleni Rompoti – Konstantinos Zopounidis | Technical University of Crete, Greece

### INTRODUCTION & AIM

#### INTRODUCTION & AIM

This study focuses on the importance of leadership, labour relations, and skills development in the tourism and cultural sectors.

#### Research Objectives

- To highlight how enterprises manage and utilize their human resources.
- To examine the quality of labour relations between employers and employees.
- To identify the critical skills of leaders and employees required for the competitiveness and sustainability of the of the tourism and cultural sectors.

### METHOD

#### METHOD

- Mixed-methods approach** combining quantitative and qualitative research (2024-2025)
- Quantitative research:**
  - Participants: Employers and senior executives from tourism and cultural enterprises in Crete
  - Online questionnaires (Google Forms) with closed- and open-ended questions
  - Distributed to over 500 enterprises
  - Final quantitative sample: 287 enterprises**

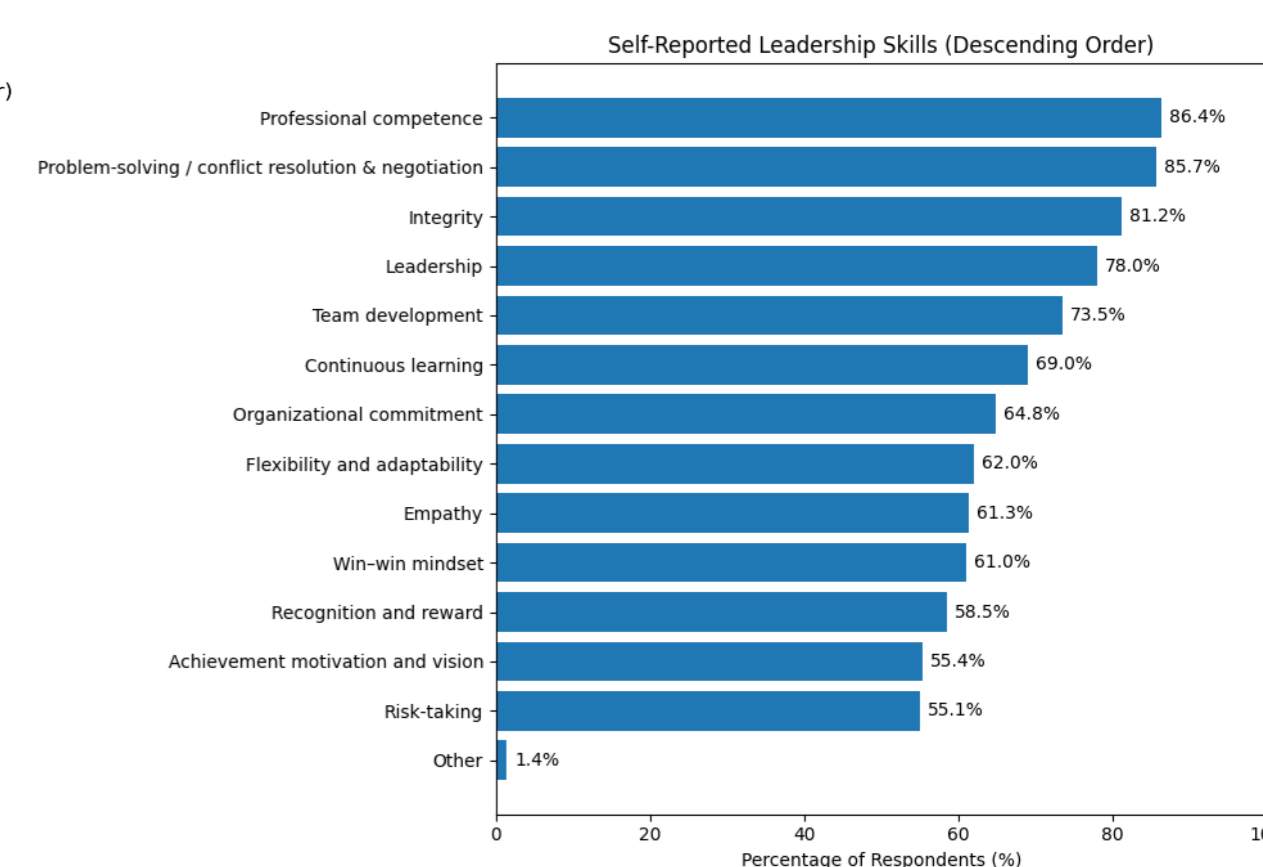
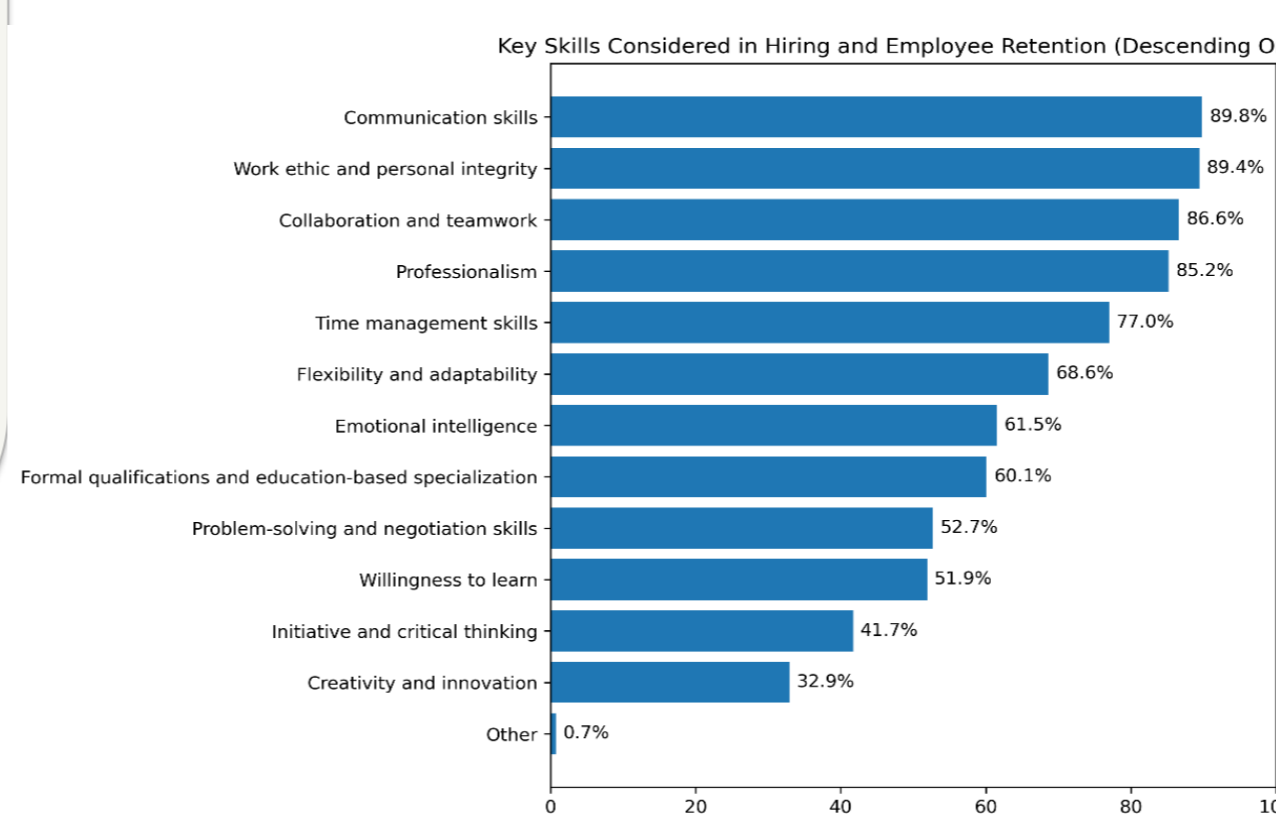
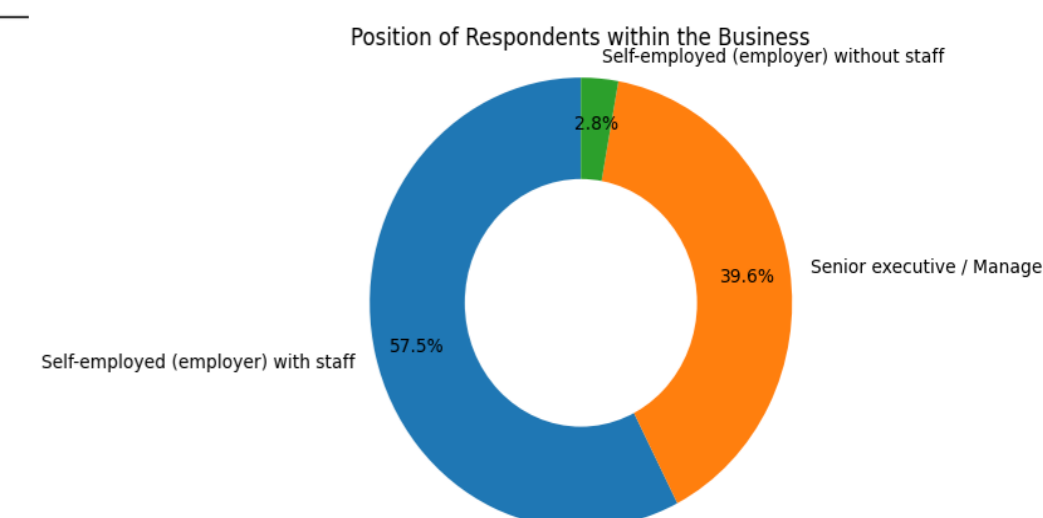
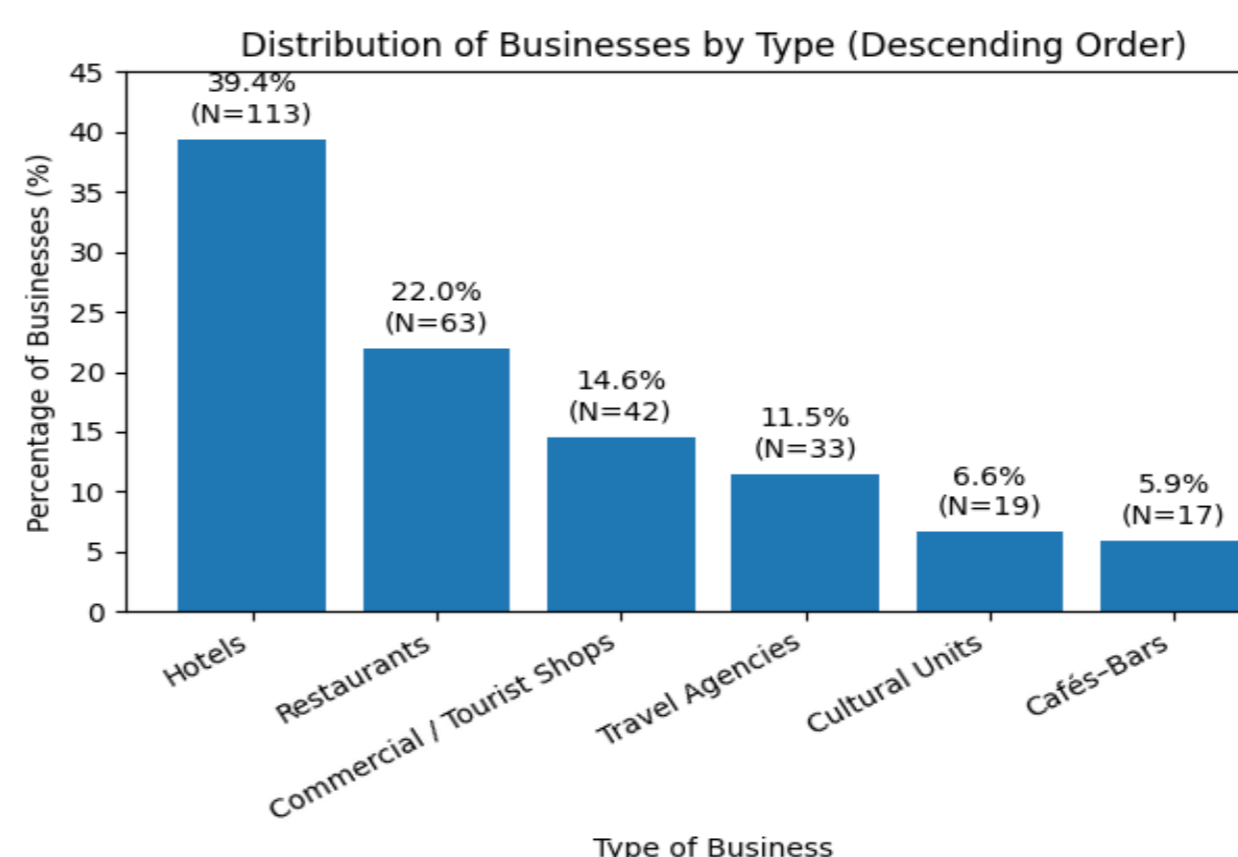
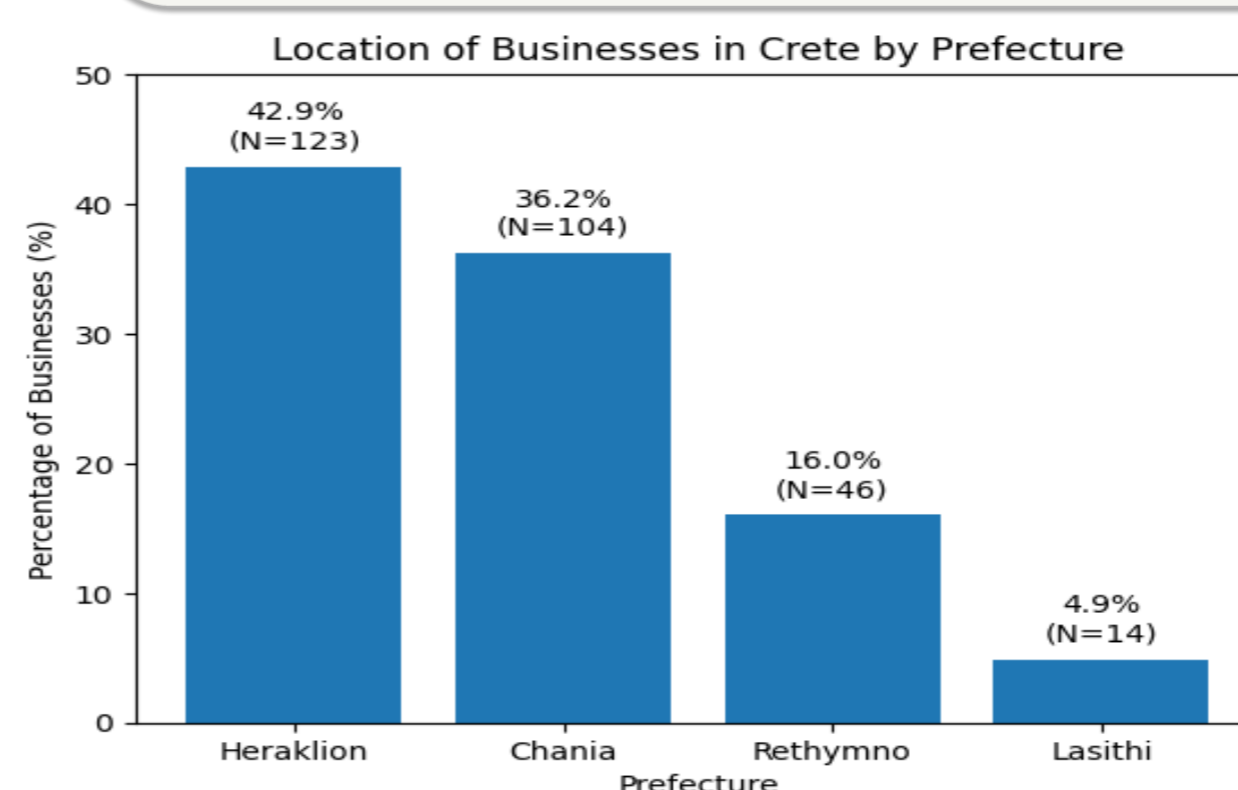
### RESULTS & DISCUSSION

#### RESULTS & DISCUSSION

The research shows that the success of tourism and cultural enterprises is based on:

- effective leadership by employers (fostering trust, collaboration, and continuous development)
- employees' critical soft/behavioral skills, which enhance service quality and improve the overall tourist experience.

The findings highlight that effective leadership, skills development, and healthy employment relations are key pillars of sustainability in the tourism and cultural sectors.



### CONCLUSION

Cooperation between employers and employees is essential. Healthy employment relations ensure the sustainability of the tourism and cultural sectors.

### FUTURE WORK / REFERENCES

#### FUTURE WORK

Future research could:

- extend the study to other geographical areas or tourism destinations,
- focus on the role of education and human resource policies, with the aim of improving employment relations and enhancing the sustainability of the sectors.

#### REFERENCES

1. Papalexandri, N., & Bourantas, D. (2023). *Human resource management*. Bénos Publications. 2. G. Dessler (2023). *Human resource management* (17<sup>th</sup> ed) Pearson.