

**SAVONIA**



OPINNÄYTETYÖ - AMMATTIKORKEAKOULUTUTKINTO  
MATKAILU- JA RAVITSEMISALA

# RECRUITMENT PROCESS DE- VELOPMENT

Life Tourism & Consulting Agency recruitment process development in  
Crete

TEKIJÄ/T Uliana Beregova MM22SM

Koulutusala Matkailu-, ravitsemis- ja talousala		
Tutkinto-ohjelma Matkailu- ja ravitsemisalalan tutkinto-ohjelma		
Työn tekijä Uliana Beregova		
Työn nimi Recruitment process development for LIFE tourism & consulting agency in Crete		
Päiväys	05.05.2025	55/4
Yhteistyötaho Life Tourism & Consulting Agency		
<p><b>Abstract</b></p> <p>This thesis's purpose was to assess and improve the Life Tourism &amp; Consulting agency recruitment processes in Crete in an effort to resolve the difficulties posed by seasonal employment contracted in the tourism industry. The objective of the study was to capture the existing recruitment practices' strengths and weaknesses and provide achievable propositions to improve effectiveness and employee contentment.</p> <p>A combination of methods was used in data collection which included an online survey conducted to ex-employees, semi-structured interviews with the company's representative and analyses of available employee reviews. The surveys aimed at recruitment and onboarding perceptions, while the interview shed light on internal policies and strategy outcomes. Employee reviews from Glassdoor and similar platforms were also analyzed to understand the organization and its employees better.</p> <p>The study indicated that the company is lagging behind its competitors due to having outdated recruitment procedures. The research suggested harnessing modern technology by implementing digital tools as a means to streamline candidate sourcing, candidate selection and strengthening partnerships with education. The findings further suggest that having well-defined business needs and strategic recruitment process could enhance employee retention and minimize seasonal turnover, hence sustaining business growth. The research outcomes provided flexible strategic frameworks to foster enduring change by stressing the constant refinement and realignment of the processes to industry shifts for providing agile staffing guarantee.</p>		
Avainsanat Recruitment, Tourism industry, Seasonal employment, Development, Human resource management		

## TABLE OF CONTENTS

1	INTRODUCTION.....	6
2	RECRUITMENT.....	8
2.1	Recruitment process stages.....	8
2.2	Recruitment strategies and methods .....	8
2.3	Unique aspects of recruitment in the tourism industry .....	9
2.3.1	Skills requirements and employee profiles .....	9
2.3.2	Cultural and language requirements.....	9
2.4	International recruitment and workforce mobility .....	10
2.4.1	The role of EU law on workforce mobility .....	10
2.4.2	Work permits and employment contracts .....	10
2.5	The impact of digitalization.....	11
2.5.1	AI and automated hiring processes .....	11
2.5.2	Remote recruitment and its opportunities .....	12
3	METHODOLOGY .....	13
3.1	Survey design and data collection .....	13
3.2	Data analysis methods .....	15
3.3	Limitations of the study.....	15
4	LIFE TOURISM & CONSULTING AGENCY OVERVIEW .....	16
4.1	Company background .....	16
4.2	Services & Business strategy.....	16
4.3	Recruitment process & Candidate expectations .....	16
4.4	Career Development .....	17
4.5	Challenges & Adaptability .....	18
4.6	Employee well-being & Performance monitoring .....	18
4.6.1	Employee well-being.....	18
4.6.2	Performance monitoring.....	19
5	RECRUITMENT OF ANIMATORS IN THE TOURISM SECTOR ON CRETE .....	20
5.1	The importance of effective recruitment for animators in Crete .....	20
5.2	Challenges in recruiting animators on Crete .....	22
6	RESEARCH-BASED REVIEW OF RECRUITMENT PROCESS AT LIFE TOURISM & CONSULTING AGENCY .....	23
6.1	Implementation of the research.....	23

6.2	Main steps in the recruitment process regarding the interview .....	23
6.2.1	Expectation of the candidates and challenges of Life agency .....	26
6.2.2	Employee performance monitoring .....	26
6.3	Online review and employee feedback .....	26
6.4	Results from employee survey .....	27
6.4.1	Roles and responsibilities .....	27
6.4.2	Recruitment and initial experiences .....	28
6.4.3	Challenges in the workplace .....	28
6.4.4	Personal and professional development and guest satisfaction .....	29
6.4.5	Suggestions for the agency from employees .....	29
7	FINDINGS, DISSCUSION AND RECOMMENDATIONS .....	30
7.1	Assessment of the current recruitment process .....	30
7.2	Recruitment issues and onboarding deficiencies .....	30
7.3	Employee well-being and leadership competencies .....	30
7.4	Strategic improvements to recruitment and workforce management .....	31
7.5	Implications and future research .....	31
7.6	Anticipated outcomes and long-term impact .....	33
8	DEVELOPING A BETTER PROCESS .....	35
8.1	Adding effective feedback mechanism for further improvement .....	35
8.2	Improving cultural fit evaluation .....	35
8.3	Focusing on long-term talent development .....	36
8.4	Building strategic partnership .....	36
8.5	Creating a strong online presence .....	36
8.6	Creating a comprehensive digital employment and recruitment assistance system .....	37
8.6.1	Improving the job applications and candidates screening process .....	37
8.6.2	Enhancing onboarding and training .....	37
8.6.3	Long-term employee support and career development .....	38
8.6.4	Implementing performance tracking and feedback mechanisms .....	38
8.6.5	Strengthening internal communication and conflict resolution .....	38
8.6.6	Providing access to best practices and industry updates .....	39
8.6.7	Personalized employee support and well-being resources .....	39
8.6.8	Long-term benefits of the digital recruitment platform .....	39
9	CONCLUSION .....	41
	SOURCES .....	43

9.1	APPENDIX 1: SURVEY FORM – FORMER EMPLOYEES' EXPERIENCES OF THE RECRUITMENT PROCESS AT LIFE TOURISM & CONSULTING AGENCY .....	45
9.2	APPENDIX 2: INTERVIEW QUESTIONS - MANAGEMENT PERSPECTIVE ON RECRUITMEN.	49
9.3	APPENDIX 3: COVER LETTER FOR SURVEY PARTICIPANTS.....	54
9.4	APPENDIX 4: COVER LETTER FOR INTERVIEW.....	55

## LIST OF FIGURES

Figure 1	Employees feedback collection process (AUTHOR 2025, CC BY-NC-ND) .....	14
Figure 2	The impact of animator selection (AUTHOR 2025, CC BY-NC-ND).....	21
Figure 3	Steps of recruitment (AUTHOR 2025, CC BY-NC-ND) .....	25
Figure 4	Transforming workforce management with digital innovations (AUTHOR 2025, CC BY-NC-ND) ...	40

## 1 INTRODUCTION

The tourism and hospitality industry is one of the most dynamic and rapidly evolving sectors that need continuous supply of skilled people to meet seasonal needs. Efficient processes are required to ensure high-level service delivery and customer satisfaction. Life tourism & consulting is an international company operating in the entertainment and hospitality industry with an operational scope of over 29 destinations, employing more than 600 animators in 130 hotels worldwide. The company increases the number of its services every year by contacting new hotels and new destinations to achieve its business expansion objectives.

The thesis focuses on the development of life tourism & consulting's recruitment process in Crete, which is the most visited island tourist destination in Greece. The recruitment process in this region poses unique challenges because of the seasonal nature of tourism, including finding the right candidates, onboarding them effectively and ensuring employee satisfaction during the season. While growing, Life tourism & consulting agency will need to revise their hiring strategy in order to continue growing successfully and more efficiently.

The main goal of the research is to evaluate the agency current process, identify its strengths and weaknesses and suggest changes comprehensive solutions in relations to business needs as well as employee expectations. The scope of the research is to develop actionable suggestions that aid in the improvement of the hiring process and retention of employees.

This particular study system is from a particular survey study of ex-employees who worked at life tourism & consulting in Crete. Their input will be beneficial in understanding the recruitment process and the most commonly encountered challenges tighter with possible solutions. Moreover, publicly available information such as employee reviews and comments will also be studied to form a more comprehensive picture about the employees and more balanced understanding of the company's recruitment practices.

In order to develop the understanding of the recruitment issues and possibilities within Life tourism & consulting a mixed method, research methodology was incorporated. The primary focus was both quantitative and qualitative data gathering techniques.

Survey for ex-employees: as a former employee of Life tourism and consulting in Crete, I was interested in learning about the view regarding the recruitment processes, expectations of the job, onboarding and overall work contentment. Respondents provided their answers through an anonymous questionnaire google form to eliminate biases and promote honesty.

Online reviews and employee testimonials: an examination of employees' reviews has been conducted in order to study their opinions concerning the hiring processes, the work environment and other managerial issues.

Interview with Life tourism & consulting representatives: Conversation with recruitment managers and agency representatives helped to understand the company's policies, hiring strategies and recruitment challenges specific to Crete.

To investigate those, this study seeks to resolve the tension between the recruitment issues and the opportunities available for advancement of the business. The result will be directed towards integrating the company strategies in respect to the reputation and Life tourism & consulting's employment positions in the entertainment and hospitality field to ensure that agency's interests are well catered to in the long run.

The research seeks to resolve the conundrum of recruitment problems and business expansions prospects by proving executable solutions. Life tourism & consulting is able to achieve a greater workforce quality, greater job satisfaction and stellar employer of choice reputation in the tourism and entertainment sectors by improving its recruitment strategies.

## 2 RECRUITMENT

The process of recruitment involves identifying, attracting, selecting and hiring qualified people to fill vacancies within the organization. The key role of recruitment is to assist an organization acquire the right people to achieve their operational and strategic goals. A well-structured recruitment process helps organizations build a competent workforce, enhance productivity and maintain a competitive advantage (Viitala 2021, 10-40).

There are two types of recruitment, either internal or external. Internal recruitment involves filling job positions with existing employees through promotions and advertisement, while the external recruitment process is focused on attracting new people outside of the organization in this part the focus is mainly on advertisement through social media platforms and job portals. Both types of recruitment process have their advantages determined by the organization's needs, culture and objectives.

### 2.1 Recruitment process stages

To find the best suited person for a specific job position in the organization, there are several steps. Identifying or organization identification of needs including employees turnovers, business expansions and new role creations. Organizations review their workforce requirements and determine the necessary skills and qualifications. Creating a clear job description that outlines job responsibilities, qualifications and competencies required. This critical step is providing an overview of the job for potential candidates and helping HR managers in evaluating applicants during the hiring process. Organizations are attracting candidates in various ways, such as advertisement, employee referrals and social media sources like LinkedIn, Instagram or company own webpages. Organization goal is to reach a qualified pool of applicants who fit the job position requirements. The process of selection is recruiters screening resumes, conducting interviews and performing tests to evaluate candidates' skills and experience, during this process background checks and references can be checked (Montgomery 2022, 23-45). After selecting a suitable candidate, the onboarding process begins. This step includes orientation and training programs, and support system to facilitate new employees integrate them into the organization. The properly completed onboarding process will increase employee engagement and retention.

### 2.2 Recruitment strategies and methods

Each organization acquires a variety of recruitment strategies and methods which are based on organizational industry, culture and specific needs. Here is an overview of the common recruitment processes.

Traditional recruiting and social media recruitment is when organizations post job advertisements on their websites, job portals and even newspapers, using websites like LinkedIn, Facebook, Instagram, and Twitter to engage with potential candidates (Ladkin & Buhalis 2017, 125-139). Employee referrals are when recruitment process organizations are requesting current employees to refer qualified candidates from their professional networks.

Employee searching organizations are working with recruitment agencies to screen top candidates for hard-to-fill job positions. Cooperating with colleagues and universities to hire new graduates.

Branding is to create a positive and strong organizational reputation to attract top candidates naturally. Effective recruitment strategies and methods guarantees that organizations attract, select and retain the best individuals while aligning with their long-term business goals (Kaijala 2016, 34-56).

### 2.3 Unique aspects of recruitment in the tourism industry

The tourism industry is mostly affected by seasonality. In other words, that workforce demand changes depending on the time of year. The peak seasons, like summer or holiday periods, require a much larger workforce, while off-seasons periods decrease the need for work staff. This variability creates problems for the workforce planning process, as an organization must hire temporary workers to meet short-term demand without affecting the level of quality of service (Wardhana, Sudiri & Sengkey 2024).

To manage this, organizations often use seasonal contracts, temporary agencies and students. Some of the organizations are also using the rehire programs, whereby successful employees are invited to return year after year, thereby reducing the training costs and improving operational efficiency. The ability to manage fluctuation in the workforce is critical to the delivery capacity of maintaining customer satisfaction and profitability in the tourism business.

#### 2.3.1 Skills requirements and employee profiles

The hospitality and tourism industry requires a diverse set of skills, as employees interact with clients from different backgrounds and carry out a variety of tasks. Some of the most needed skills needed in the industry such customer service skills, when employees can provide excellent service, handling complaints and ensuring enjoyable experiences for clients. Multitasking and flexibility, especially in small organizations, employees often carry out more than one task. Problem-solving or ability to handle unexpected situations, such as guest complaints or logistical problems. To ensure customers' loyalty, having upselling experiences is essential to have sales and marketing services abilities. As technology becomes more integrated into tourism (e.g. booking systems, virtual concierge services) employees must have basic technical and digital skills (Rossi 2020, 112-137).

Employee profiles in the tourism sector vary greatly. Frontline work roles, such as hotel receptionist or tour guides, often require interpersonal relationship and language skills, rather than high level formal education. Meanwhile management roles typically demand background and education in business administration, hospitality and tourism management. In addition, experience in customer service, foreign languages and crisis management can enhance employability in the tourism sector.

#### 2.3.2 Cultural and language requirements

Cultural sensitivity and language skills are a necessity for working in an international environment in the tourism industry, which is a globally connected business. Employees must be prepared to communicate effectively and value cultural differences so they can provide quality service to clients (Viitala & Jylhä 2013, 135-160). The necessary skills needed to provide high quality services in the tourism sector are. Multilingual ability, those employees are able treat clients better and enhance customer satisfaction. Cultural sensitivity, understanding and recognizing different customs, traditions and etiquette are important to avoid misunderstandings. Adaptability to diverse work environments, tourism employees frequently work in multinational teams, so they need to possess strong cross-cultural communication skills and team working capabilities.

In summary, recruitment in tourism and hospitality industry requires a flexible process that accommodates seasonal staff needs, specialized skills and the ability to function within a multicultural environment. Employers who can successfully navigate these challenges can build a strong, adaptable workforce that enhances the overall customer experience and business performance (Eräsalo 2011, 55-80).

## 2.4 International recruitment and workforce mobility

International recruitment is an important strategy for organizations, looking to access a global workforce pool and fill skill gaps that may not be filled by local workforce. Foreign employees contribute valuable experience, multilingualism and cultural diversity in tourism and hospitality sectors to enhance business operations (Baum 2015, 45-68).

But with it comes difficulties. Employers will need to go through complex legal and administrative processes involving visa requests, work permits and employment contracts. In addition, cultural adaptation to a new work environment can also be a challenge both for employees as well as organizations that are integrating various workforce dynamics. Workplace cultural differences, communication barriers and foreign qualifications recognition could also create challenges in recruitment and onboarding.

In order to overcome these challenges, the majority of organizations to support foreign employees offer relocation assistance. Language lessons and mentoring programs. A good employer image, salary levels and open career progression opportunities can also make an organization more attractive to foreign employees.

### 2.4.1 The role of EU law on workforce mobility

In the European Union, freedom of movement for workers is a fundamental right that allows union member-state citizens to work anywhere without specific permission. The policy enhances labor mobility, facilitates easy access by employers the movement of skilled employees and employees' access to better employment opportunities outside borders.

EU legislation encourages fair non-discrimination treatment of employees from abroad by offering them the same employment rights and coordination of social security as their domestic counterparts. Programs like EURES (European Employment Services) make it easier for employers to reach out right candidates from other EU countries citizens and simplify cross-border recruitment (EUR-Lex, n.d.).

Despite these benefits, organizations need to stay updated on changes in European Union labor laws regulations, particularly related to Brexit policy, that affect the mobility of employees between the EU and UK. In addition, domestic labor market laws may also restrict certain professions, demanding foreign employees with more certification or licensing procedures (GOV.UK, n.d.).

### 2.4.2 Work permits and employment contracts

For non-EU citizens employees, securing a work permit is often a necessary step before employment. Requirements are specific and vary by each country, but mostly work permits involve employer sponsorship, documentation of qualifications and meeting the local labor market demand.

Primary aspects of work permits and employment contracts in international recruitment are. Each employer must confirm that applicants are meeting work visa requirements, which may include employment offer, minimum wages and duration of employment. Foreign employees must be provided with employment contracts with specified job role, salary, working terms and benefits according to local employment law. The organization legal compliance as following tax regulations, social security payments and workers' rights to avoid legal penalties, fines and charges (Eräsalo 2011, 120-140).

The majority of countries have specialized visa programs for international professionals, seasonal employees and highly demanded sectors. To ensure a smooth and seamless recruitment process global recruitment employers should stay updated regarding immigration laws and cooperate with lawful experts.

In conclusion, foreign recruitment provides wonderful opportunities for organizations to enrich their employees' potential with international talent. There are challenges of law commitments, integration and adaptation into local cultures and mobility problems, but taking proactive measures like support programs, open legality compliance and employer image can help organizations to successes in effective recruiting process and retaining of international employees.

## 2.5 The impact of digitalization

Digitalization has changed the recruitment process and made it more effective and easier. Social media platforms such as Instagram or LinkedIn and online job portals have become essential for organizations in the hiring process, online recruiting gather marketing leads and allows companies to connect with potential candidates from around the world.

By using social media advertisement recruiters are able to find and address particular job groups and they can easily interact with passive job searchers, while marketing their company culture. Trought digital tools organizations can reach a wider audience, reduce hiring time and costs. ATS (applicant tracking system) together with online assessment tools facilitate better filtering and evaluation of candidates, guaranteeing a more organized and transparent recruitment process (Ladkin & Buhalis 2017, 125-139, Akhmedshin 2025).

### 2.5.1 AI and automated hiring processes

Automation and artificial intelligence (AI) transform hiring processes by simplifying repetitive tasks and enhancing decision making processes. AI tools can analyze large numbers of applications, align candidates with job descriptions and even conduct basic filter interviews using chatbots.

Benefits of AI and automated recruitment. The AI driven system can identify the most suitable applicants based on their skills, experience and cultural background (Berger & Berger 2017, 72-105). Also automated hiring tools can help to minimize unconscious bias by focusing on objective criteria rather than subjective judgment. Chatbots and virtual assistants give candidates prompt answers and keep them updated during the process, that guarantees better hiring experience as candidates don't need to wait longer for responses. Automation cuts down on the time spent on administrative work enable recruiters to concentrate on strategic decision-making.

At the same time, the use of AI in recruitment poses ethical challenges like privacy of data, transparency and potential algorithms bias. Organizations must ensure that their digital recruitment processes are unbiased, discriminatory and compliant with relevant regulations.

### 2.5.2 Remote recruitment and its opportunities

The rise of remote work has increased the need for virtual recruitment services. This kind of hiring process allows organizations to access a worldwide talent pool and diversity of workplace. The part of remote recruitment is video interviews and online skills tests.

The benefits of remote recruitment. Ability to draw applicants from different regions. Minimizing travel and operational costs of face-to-face interviews. Time saving for both employers and employees interview scheduling becomes easier, because they can participate in it from anywhere.

Benefits of remote recruitment come with its own challenges, like evaluating of soft skills, cybersecurity ensuring and the candidates' interest and engaged keeping during the virtual recruiting process. To do remote recruiting right, organizations need to invest in digital tools and improve evaluation, communications and collaborations (LinkedIn 2024).

### 3 METHODOLOGY

This research aims to analyze and improve the recruitment process of Life tourism & consulting agency by collecting insights from former employees and assessing their experiences. A mixed-methods strategy was adopted for this purpose, which included quantitative survey data with qualitative insights from open-ended responses. Secondary research was also done on the best practices related to recruitment, employee retention and onboarding in tourism and hospitality (Ladkin & Buhalis 2017, 125-139).

The rationale for using a mixed-methods approach was to understand the recruitment experience from different viewpoints to consolidate the findings into one comprehensive report. The quantitative part of the study was focused on obtaining measurable trends and patterns, while the qualitative part was focused on challenges as well as insights that employees shared. With this integration, the study aimed to enhance the analysis of the recruitment and onboarding processes of the agency (Jolliffe 2002, 1-20).

#### 3.1 Survey design and data collection

To analyze employees' recruitment interactions, onboarding, job satisfaction, relative challenges and improvement recommendations, a structured questionnaire was crafted. It aimed to integrate measurable trends as well as qualitative insights which required both closed-ended questions, likert scale and multiple-choice options, along with open-ended queries.

The survey was sent to a sample of former employees consisting of all-around animators, fitness animators, choreographers and supervising roles. Out of the 35 former employees contacted for the study, 25 completed the survey, resulting in a response rate of 72%. The questionnaire was distributed through emails and social media to capture responses while maintaining anonymity, encouraging respondents to provide candid and detailed information. Data collection was done over a pre-set timeframe to analyze the gathered responses within the response analysis period.

Alongside the survey, interviews with current HR manager of Life tourism & consulting were carried out to obtain an understanding of the recruitment procedures. This interview aimed at capturing a managerial approach regarding recruitment, capturing the employee selection criteria and identifying retention measures. Moreover, the interview offered some information regarding the difficulties the company encounters in controlling a seasonal workforce and maintaining employee satisfaction. The HR manager was instrumental in confirming the results of the survey, as the manager provided explanations from the company's perspective that could be related to the employees' experiences. (KUVA 1)

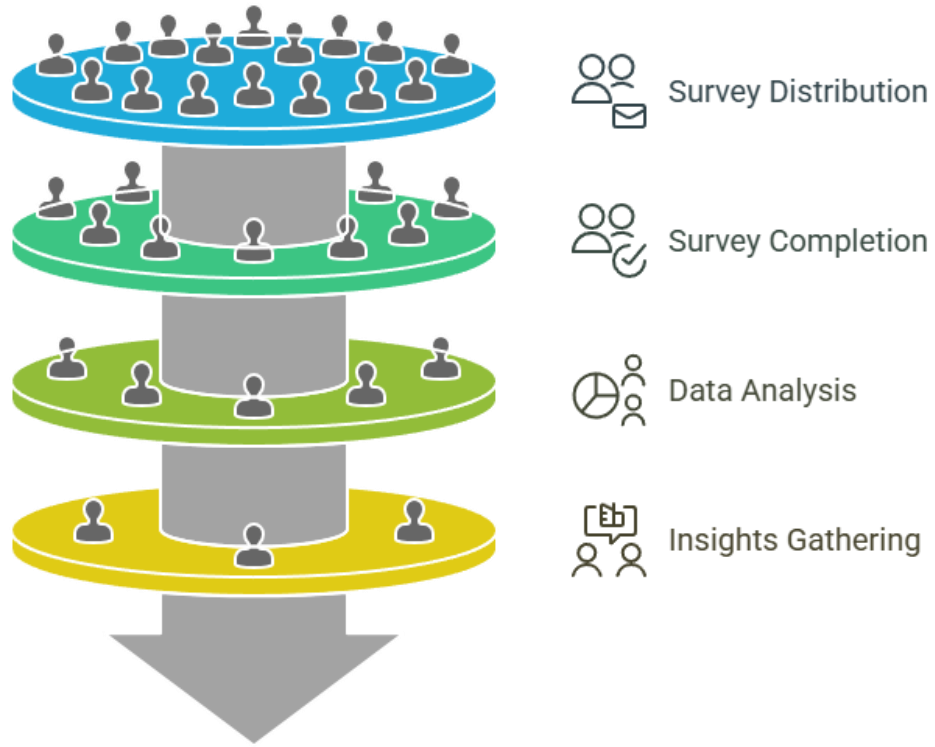


Figure 1 Employees feedback collection process (AUTHOR 2025, CC BY-NC-ND)

### 3.2 Data analysis methods

Both quantitative and qualitative data analysis were employed with the data that was collected. Candidate satisfaction, onboarding effectiveness and recruitment challenges were tracked using descriptive statistical analysis. Additional analysis was done to compare the responses based on their job role, contract duration and nationality (Xu et al. 2022). The open-ended responses were analyzed by using thematic coding to pinpoint the most common concerns and suggestions for improvement. This approach aligns with the basic coding principles that you often see in recruitment research literature (Kaijala 2016, 34-56).

To understand how understaffed employees feel about their jobs, sentiment analysis was applied to measure employee satisfaction and find the key elements that impact their work experience (Montgomery 2022, 23-45).

### 3.3 Limitations of the study

Regardless of the approach taken, some limitations must be considered. The sample was restricted to ex-employees who decided to fill out the voluntary questionnaire, meaning the collected data results may not reflect the reality of all employees. As is the case with most qualitative studies, the use of self-reported data introduces the risk of recall bias where participants don't accurately remember their past experiences.

Additionally, even though the primary attention was directed towards employees in the study, it lacks input such as feedback from the agency's HR office apart from the one interview that was conducted. A more comprehensive employer perspective could have aided understanding of internal recruitment difficulties. Finally, the nature of employment in the tourism sector is inherently seasonal, leading to high attrition rates. This makes it difficult to identify whether some of these issues result from the agency's practice or from the prevailing trends in the industry (Baum 2015, 45-68).

Still, the results provide important understanding of primary concerns related to recruitment and offer practical intended to enhance employee contentment and retention at Life tourism & consulting agency (Ladkin & Buhalis 2017, 125-139).

## 4 LIFE TOURISM & CONSULTING AGENCY OVERVIEW

### 4.1 Company background

Francesco Aluzzi founded Life Tourism & Consulting agency in Italy in 2005, the head office is located in Chiasso, Switzerland. When the additional offices is in Italy, Latvia, Germany and as a growing company they have a plans to enlarge in Russia and Hungary. The agency was made to help resorts and hotels to improve their guest experience by providing entertainment services. The agency also provides tour assistants services for Italian and European tour operators in the hotels Greece, Egypt, Cape Verde, Brazil, Cuba, Mexico, Honduras, Spain, Tunisia, Zanzibar, Seychelles and Maldives. Life Tourism & Consulting is a worldwide working company across 29 destinations, employing over 600 animators in 130 hotels with established contracts and every year, they put effort to expand new destination, hotels and connections (Life Tourism & Consulting 2023).

### 4.2 Services & Business strategy

The agency's main business strategy is entertainment services. These are typically seasonal, trendy and client need based programs for all age customers in hotels and resorts worldwide to enhance guest overall experience. Programs made by skilled entertainment teams and can include kids' theme days within different activities such as games, mini discos and workshops. Adult entertainment programs offer a variety of different fitness and sport activities, games, evening shows and music performances.

The event organization services by Life tourism & consulting agency include cultural performances such as traditional live music and dances, by these guests feel more connected with the destination culture. Coordinating professional artist performances like acrobatic, fire or magic shows. Seasonal events for example Valentine's day or New Year's eve which include theme decorations, activities and performances. Those well-organized events are helping cooperating hotels to keep guests entertained and satisfied, so they are leaving good reviews and even repeat booking at the same hotel.

Life tourism & consulting agency provide training services called "Life Academy" and last 2-3 days in Italy. Where they teach animators how to lead activities for adults such as aqua gym, beach volleyball, water games and activities for kids like crafts and interactive play sessions. Entertainment performance artists like acrobats and dancers must go through an audition and if they get chosen, they get a dance, acrobatic or magic show trainings. The training courses are located in the country where the hotel shows take place (Life Tourism & Consulting 2023).

### 4.3 Recruitment process & Candidate expectations

To secure the most suitable animators for partners' facilities the agency has a careful recruitment process based on the demands of the hospitality and tourism sector. The process unfolds following key steps:

First, the agency consistently announces vacancies on various channels like job portals, the agency's own website and social media, mostly Instagram, in order to maintain the flow of applicants. This consistently ongoing process helps prospective employees find job propositions.

The HR department carefully reviews and analyses incoming applications to identify candidates with relevant qualifications and skills. Those candidates who meet the standards are then invited to individual video call interviews, during which their background, abilities and appropriateness for hotel recruitment are assessed.

Following the interview, the management team assesses candidates and concentrates on their suitability with the operational needs of the hotels. After the final evaluation, selected candidates receive a job offer. Upon acceptance, an official contract is signed by both parties (Life Tourism & Consulting 2023).

If necessary, newly hired animators participate in the “Life Academy” training sessions focused on key competencies, such as safety protocols and performance techniques. The onboarding process introduces them to company policies, operational procedures, and overall expectations of their role in their workplace environment (Life Tourism & Consulting 2023).

The recruitment process of entertainment staff in the hospitality and tourism sector depends on a combination of relevant experience, competencies and personal attributes that are suited to the requirements of the job. Preferred candidates are ones with prior experience in customer service, animation or a background in fitness coaching. In addition, supplementary talents like dancing, DJ: Ing or multilingual communication skills are sought-after. Considering the variety of origins in hotels, strong communication skills are important to ensure all-embracing and inclusive engagement (Life Tourism & Consulting 2023).

Adaptability and flexibility characteristics are crucial for animators, as they must be able to adjust to a new environment and react appropriately to different circumstances. The ability to cooperate with team members is important, as animator programs require effective, smooth teamwork.

One more of the key fundamental characteristics obligatory for animators is a high level of energy, enthusiasm and a consistently optimistic attitude during interacting with guests. These characteristics help to form an enjoyable and dynamic atmosphere and increase the overall guest experience.

In addition, employees must follow the company’s ethical protocols, appearance regulations and performance standards to ensure that consistent service delivery across different hotels and resorts. Upholding these standards helps to strengthen brand identity and provides a professional entertainment experience for all guests (Life Tourism & Consulting 2023).

#### 4.4 Career Development

A career journey at life tourism & consulting is committed to fostering both personal and professional growth through structured career pathways which give employees the opportunity to develop necessary skills and later take on a leadership role. Most employees begin their careers as all-round animators or fitness instructors, with a possibility to way up into team leaders, supervisors, entertainment mangers, resort coordinators, recruitment specialists, academy trainers as well as other management positions.

A key aspect of employee development is on-the-job learning, by working together with experienced colleagues and handling real-life situations, employees gain hands-on knowledge. This practical training method helps employees develop problem-solving capabilities and equips them with competencies that are necessarily needed to enable career growth.

In addition, as the agency operates in various tourist locations worldwide, employees could perform jobs in a range of positions internationally. This global exposure allows them to gain rich working experience, improved language skills and adaptability to different cultural environments, as a result they become good assets in the hospitality and tourism sector (Life Tourism & Consulting 2023).

#### 4.5 Challenges & Adaptability

The agency operates in a competitive sector with various challenges. To succeed and grow in the tourism and entertainment sector, they continuously seek innovative solutions to face several challenges in recruitment and meet the evolving demands of clients in hotels and resorts worldwide.

The key challenges within life tourism & consulting agency are to find skilled and experienced employees for different positions like fitness instructors and animators.

Competing about how to attract employees with other tourism and hospitality agencies. Frequent staff changes, because usually those roles are seasonal. Cultural and language barriers sometimes impact teamwork and guest interactions. Administrative challenges such as visa regulations, work permits and accommodation arrangements.

By offering competitive salaries and career development opportunities, they make job offers sound more attractive. By providing career opportunities and fair compensation and a work-life balance they will boost employees' satisfaction. Entertainment programs are customized to align with guest expectations. Language and cultural training courses for better communication in international teams. In any last-minute cancellation or urgent situation, have backup staff to employ. Travel disruptions like visa delays or sudden policy changes are being prepared with contingency plans (Life Tourism & Consulting 2023).

#### 4.6 Employee well-being & Performance monitoring

Employee well-being and performance monitoring are primary the responsibility of the chief entertainer or hotel manager, rather than the office staff. The agency does help whenever necessary, the daily work environment and feedback processes are mostly influenced by the people working at the location.

##### 4.6.1 Employee well-being

Agency prioritizes employee well-being as a crucial ensuring a good and productive work atmosphere. Considering that the workload for animation jobs can be demanding, especially during high seasons, the agency attempts to provide help whenever it's needed.

The working atmosphere in the hotel entertainment team mostly depends on the hotel and its employees itself, but life agency is there to help when need employees need it the most, such as any staff member issues, whether it is a personal or work-related concern, the office staff is able to set up a call for discussion or help by relocating to a different hotel.

Achieving a healthy work-life balance in the entertainment industry can be tough, particularly during high seasons when the workload increases mostly, because of incoming tourists. To prevent the risk of burnout, the agency puts more entertainers in the hotels to share the workload. On the other hand, employees are guaranteed only one day off per week and sometimes their working hours will not exceed 8 hours a day, depending on the demands of the hotel.

Life employee's health and safety matters. Entertainers are insured during working hours, and these ensure protection in case they have an incident at work. Also, life tourism & consulting offers accommodation to all staff in a safe and comfortable environment, if employees have any issues with accommodation they can contact the agency for help.

The agency, by creating an environment where employees feel secure and satisfied, life tourism & consulting agency aims employees who perform at their best (Life Tourism & Consulting 2023).

#### 4.6.2 Performance monitoring

Employees' performance is continuously monitored by life tourism & consulting agency, through regular communication with the chief entertainer and hotel manager. The feedback goes a long way in evaluating how well employees are adjusting in relation to their tasks, guest relations and the overall hotel atmosphere. Additionally, the agency periodically checks hotels reviews to collect indirect insights, which aids in ensuring that the quality of service and guest satisfaction meet their standards.

During the high season working, feedback for employees is mostly given by the chief entertainer and hotel staff as they interact with the employees on a day-to-day basis. After the season employees have the opportunity to request direct feedback from life agency, which will provide an assessment based on their set performance criteria (Life Tourism & Consulting 2023).

## 5 RECRUITMENT OF ANIMATORS IN THE TOURISM SECTOR ON CRETE

By 2025, Crete's tourism industry is growing and attracting tourists from all over the world. One major contribution to improving and making the guest experience unforgettable are the animators – the vibrant and energetic workers who are in charge of bringing life into hotels and resorts. They make one's leisure more active and interesting by implementing creative, fun and inclusive activities for guests, ensuring that their stay is as unique experience rather than just another trip (Cretetip on employee shortages in tourism 2023).

Despite the opportunities in this sector of the labor market, skilled animators' mobilization is still a challenge. The animators' seasonal availability due to the nature of tourism work, along with the restrictions of language and culture, forces most businesses to rethink their hiring processes. This article discusses the reasons why agencies need an optimized recruitment process, and the difficulties faced while trying to hire animators (Kolomiets 2010).

### 5.1 The importance of effective recruitment for animators in Crete

Selecting an animator to hire is not merely about filling a vacancy, it is more about fostering memories that guests will treasure for a lifetime. An effective animation team that is properly trained and well-motivated has the capability to significantly enhance the overall guest experience, create a vibrant atmosphere and contribute to positive online reviews and repeat visits.

Animators are responsible for the entertainment provided at the hotels and resorts, to enhance guests' satisfaction. From organizing children's games and fitness activities, to evening shows, animation influence the amount of enjoyment a guest gets during their entire stay. A good animation team ensures the interest and amusement of the visitors, thus motivating them to come back.

In the contemporary world, guests talk about their experience in reviewing platforms and social media. The lively, cheerful and entertaining environment provided by good animators will boost hotels or resorts with good reviews, thus improving their reputation in this competitive field.

Appropriate selection of the right staff from the beginning saves so much time and resources. The availability of proficient and good animators means less training and supervision and more time for managers to enhance services that need attention other than continuously hiring and training new employees (Kolomiets 2010). (KUVA 2)

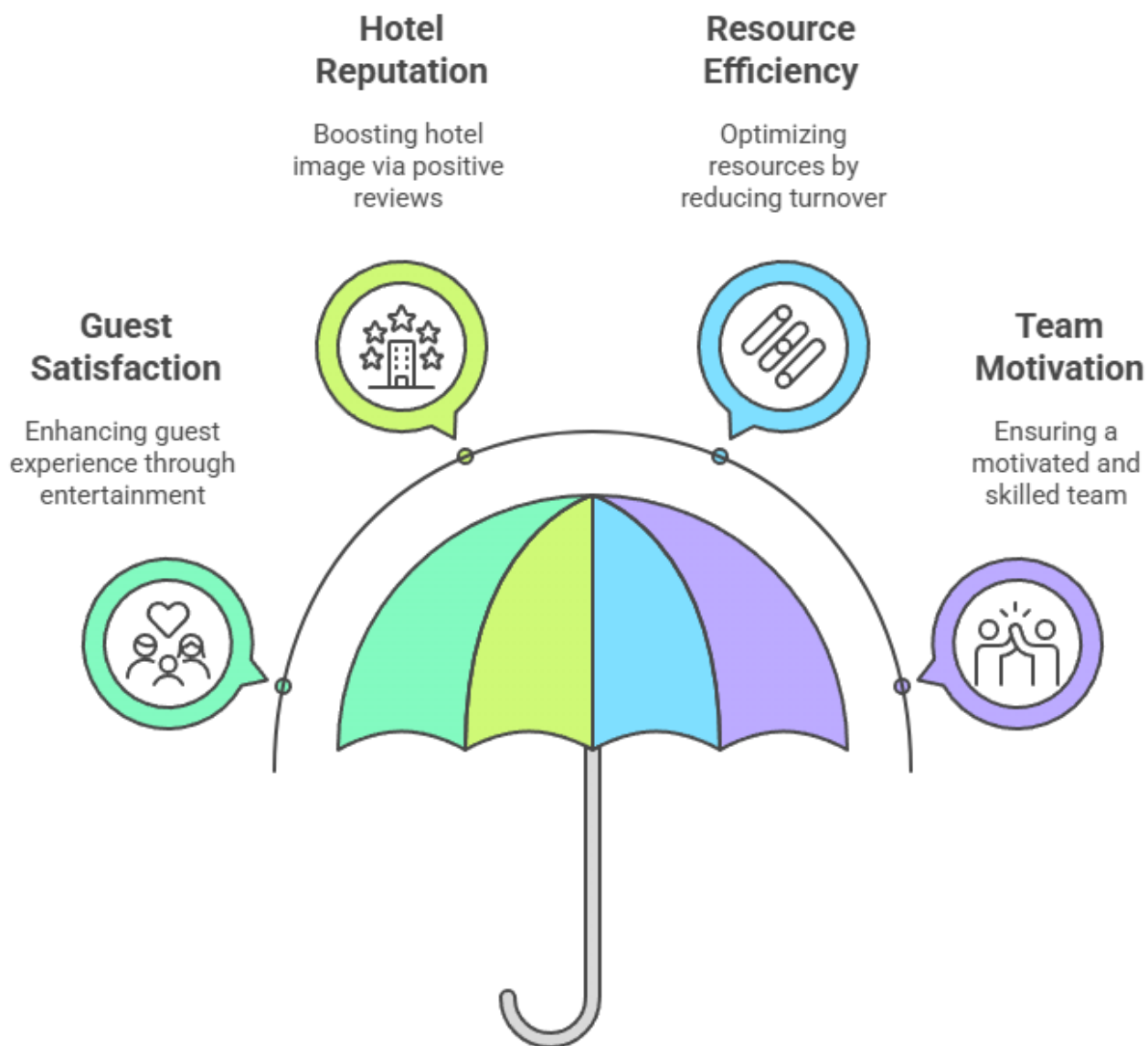


Figure 2 The impact of animator selection (AUTHOR 2025, CC BY-NC-ND)

## 5.2 Challenges in recruiting animators on Crete

Animation is considered a crucial component of the tourism industry in Crete, but there are still numerous challenges while recruiting skilled professionals.

There is a constant demand for skilled employees at hotels and resorts due to the ever-growing tourism and hospitality industry. Unfortunately, there aren't enough trained animators to meet the demand. The majority of young professionals prefer full-time jobs rather than seasonal ones, making it difficult to attract long-term employees (Cretetip on employee shortages in tourism 2023).

Issues with seasonal employment are that most of the jobs in tourism offered in Crete are temporary and range from April to end of October as this period is considered the high season. This limitation makes it difficult to recruit many prospective employees to work in the region who are looking for something more permanent (GTP headlines on job change intentions 2023).

Those working on a seasonal basis and in the tourism sector require accommodation in the resorts for a particular period and prices for accommodation in tourist towns often tend to be sky-high and especially for seasonal workers. Some hotels do offer staff accommodation, but the low standards of living may cause animators and other staff to leave. Reasonable accommodation is very important in keeping and retaining the talent (Cretetip on employee shortages in tourism 2023).

Since tourists come to Crete from different parts of the world, the ability to communicate in different languages is a great asset for animators. Not all candidates possess required skills which means far fewer candidates qualify simply due to their language skills (Kolomiets 2010).

## 6 RESEARCH-BASED REVIEW OF RECRUITMENT PROCESS AT LIFE TOURISM & CONSULTING AGENCY

The current chapter outlines the findings of the empirical investigation carried out for this thesis. Specifically, this research aimed to dissect the recruitment and employee experience at Life tourism & consulting agency, a business in the Cretan tourism and hospitality industry. The analysis draws from data collected from an online survey conducted with former employees, a company representative and publicly available employee reviews. The objective was to assess the advantages and disadvantages of the recruitment system with the intention of recommending improvements.

### 6.1 Implementation of the research

To explore the recruitment procedure and employees experiences, the research utilized an integrative approach to primary data sources which included an online survey, a semi-structured interview with the company's representative and website reviews. The data collection was done in the first quarter of 2025.

Social media and personal contracts were used to share the questionnaire, which was created on Google Forms. A total of 25 former employees of Life tourism & consulting agency responded. Respondents were employed in different capacities in the company for at least one summer season. The questionnaire sought both multiple-choice and open-ended answers on recruitment, onboarding, work conditions and general experiences.

I conducted one semi-structured interview with a Life tourism & consulting representative in addition to the questionnaire. The interviewee had hands-on experience with the company's recruitment and onboarding activities. Conducted in February 2025, the 45-minute interview was transcribed and thematically analyzed to draw insights into the company's practices and challenges.

To complement the data collected from both the survey and the interview, 33 anonymous employee reviews analyzed from Glassdoor.com. These reviews helped understand the company's overall reputation and employee satisfaction over a period.

All data were collected, stored and handled according to appropriate research ethics guidelines. Study participation was completely voluntary, and personal identifiers were anonymized to preserve the privacy of the participants after data analyses were completed.

### 6.2 Main steps in the recruitment process regarding the interview

As noted by a company representative, the recruitment process at Life tourism & consulting agency is unique in that it attempts to streamline and simplify the workflow. Initially, recruits are sourced from social media sites such as Instagram and LinkedIn, as well as company job advertisements. Former employees of the agency have also been encouraging new referrals, which has proven additional recruitment value.

Recruitment in Life tourism & consulting follows step-by-step sequential processes which make it easy for candidates to navigate through various levels of selection and interview procedures.

According to the interviewee, “we always try to match the candidate’s energy and mindset with the destination’s expectations”. The HR team assesses applications in relation to candidates’ qualifications, experience and perceived alignment with the specific role. All candidates that qualify go on to the interview and analyze step. In this step, candidates undergo video interviews meant to test personality, language skills and relevant work experience. (KUVA 3)

All successful candidates are provided with a final decision and a job offer letter detailing their location, responsibilities and terms of employment. After accepting the offer the agency helps with onboarding and pre-departure processes by providing information on the visa, work authorization, accommodation and other pertinent role information.

Employees go through orientation and training at their assigned location. This process comes with their supervisors, understanding the workplace culture and expectations as well as role training that helps them to understand specific job tasks in the field.

The organization prioritizes agility, collaboration and innovation when making hiring choices. As the interviewee describes, character can be valued over previous professional exposure with regards to many positions, such as for entertainers and fitness animators whose interaction with guests is much more hands-on.

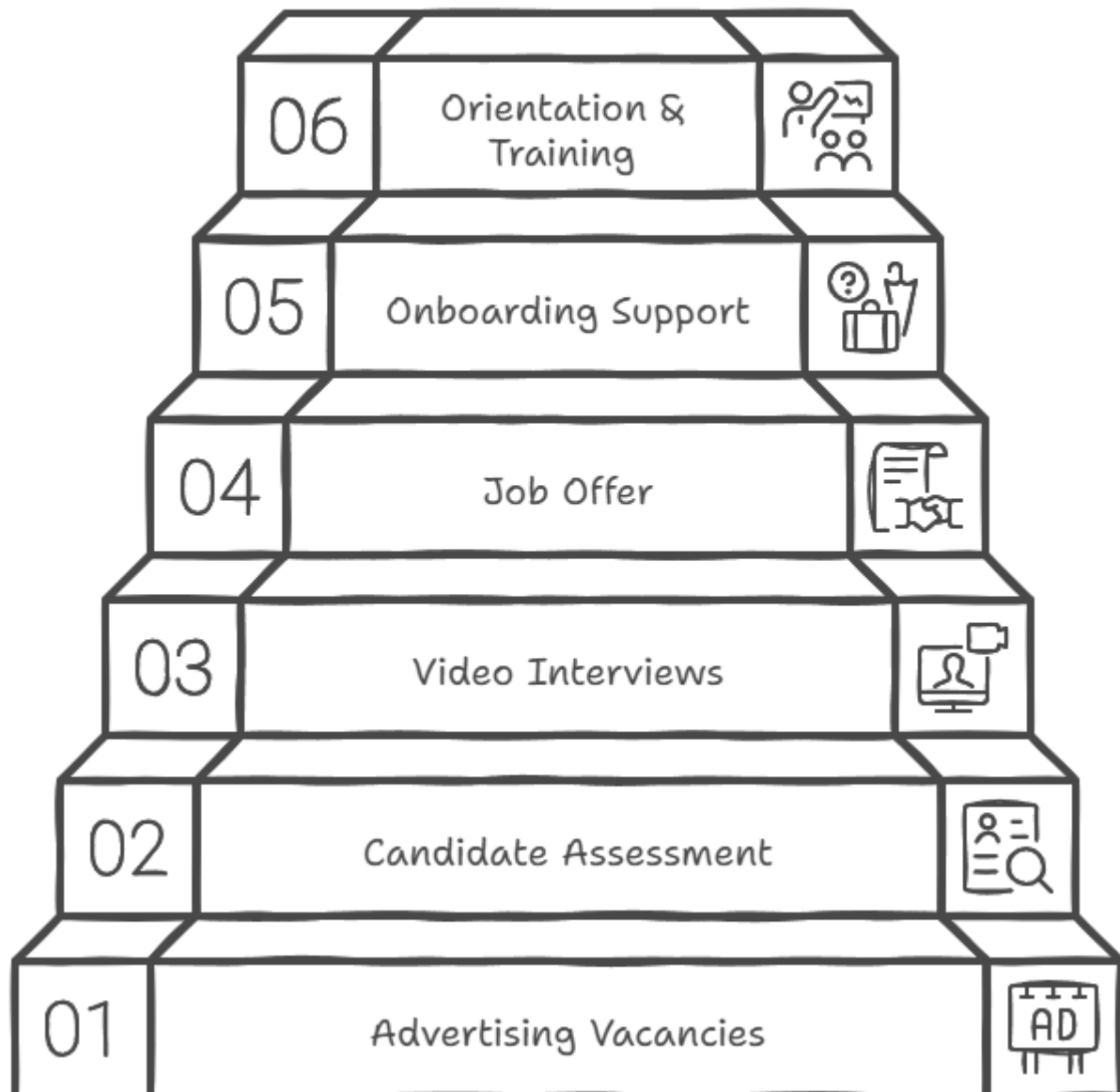


Figure 3 Steps of recruitment (AUTHOR 2025, CC BY-NC-ND)

### 6.2.1 Expectation of the candidates and challenges of Life agency

Life tourism & consulting agency looks for new team members who are actively engaged and flexible with a strong ability to perform in a challenging and attention-grabbing environment.

The tourism and hospitality sector provides uninterrupted international exposure, which is a rare perk. Nevertheless, as with anything else, there comes a unique set of challenges employees are expected to deal with.

When it comes to the world of tourism and hospitality in general, difficult work shifts tend to top the chart of hurdles employees face. Particularly, people working in this internship program are expected to serve a minimum of eight hours, almost every day, with an average of one day off a week. Agency does attempt to reduce chances of burnout by increasing staff member amount in hotels and resorts draw plans of entertain during high seasons, but the total amount of work to be done is still on the higher end.

Flexible working hours can also be very limited to define as practicable in such forced and stress-filled surroundings like high-season tourist hotspots. The company representative mentioned that the firm does provide support to those who have problems and goes as far as providing employee cross-border resource reallocation options as it helps alleviate some stress.

Also, a very regular problem addresses the issue of space for accommodation and general living facilities. On the one hand, employees are granted adequate housing, but on the other hand, issues of comfort arise, as the interviewee acknowledged – and this is where Life tourism & consulting agency can aid.

### 6.2.2 Employee performance monitoring

To make certain employees meet company and hotel expectations, Life tourism & consulting monitors performance throughout the season. Employees are evaluated on an ongoing basis through feedback from chief entertainers and hotel managers, who carry out daily supervision and provide commentary on each employee's performance.

Moreover, hotel reviews where guests comment about their stay and other hotel services indirectly help in assessing performance because employee satisfaction correlates with the quality of entertainment and hospitality services rendered. These reviews assist the organization to know if the team is meeting the set expectations or some improvements are needed.

Once the season has ended, employees can request direct feedback from agency. This is a summative evaluation in which employees learn of their overall performance, what they managed to do well and receive guidance on other areas needing further professional development. An interviewee stated that with a this approach to performance review, life tourism & consulting is able to balance the interests of employees and employers towards optimal outcome of a smooth and efficient recruitment process.

### 6.3 Online review and employee feedback

As far as work reviews are concerned, the employees' reviews offer an understanding of the business in regards to its working conditions, its culture and overall satisfaction. Life tourism & consulting agency has reviews which for the most part portray a balanced experience of employees.

Life tourism and consulting received 33 reviews on Glassdoor with an agency encouraging roughly 63% of employees in a survey stating they would recommend Life tourism & consulting to their friends or colleagues. This is an indication that on the whole employees are quite satisfied with the company. (Glassdoor n.d.)

Based on several reviews, employees appreciated the existence of a warm, supportive and welcoming environment. Apart from this some employees had cited demanding professional learning, personal growth and expansion milestones.

However, many reviewers stated they experienced a rather unclear boundary between personal and professional time with work being more strenuous vis-vis rewarding. Issues about paying too little and not enough mileage reimbursement were mentioned.

Overall, considering all factors and reviews, a considerable portion of respondents expressed the fact that very few reviews do outline that work balance, Life tourism and compensation does scream improvement.

In light of the reviews received, one can consider the claims made by Life tourism & consulting while indirectly appearing in the reviews do reflect the overall nature of improvements being made.

#### 6.4 Results from employee survey

The employee questionnaire was effective in understanding the recruitment cycle, work culture and overall experience of employees in LIFE Tourism & Consulting Agency. The agency analysis consolidates feedback from employee questionnaires regarding their experience at Life tourism & consulting agency, especially concentrating on roles, recruitment, challenges and suggestions for improvement. The model is organized around the delivery of entertainment and recreation services with positions like chief entertainer, mini club entertainer, fitness entertainer, choreographer and all-around entertainer. These positions illustrate the agency's focus on guests and activities which engage the clients, meaning that these employees are highly service oriented and organizational as well as interpersonal skills are central to their functions. The feedback provided captured both positives and negatives portraying the complete picture as to how the processes within the agency affect overall employee satisfaction and productivity. Of the 25 survey participants, many shared similar concerns and reflections on their working experience.

##### 6.4.1 Roles and responsibilities

All participants in the survey worked as entertainers in Life tourism & consulting agency, ranging from chief entertainers and mini club entertainers to fitness, all-around entertainers and choreographers. According to the survey, while most employees appeared to accept their respective roles at work, there were differences in degree to which this was done at the level of the hotel or team in relation to peers or was more granular. Employees holding leadership positions like chief entertainers, frequently reported that they not only needed to manage entertainment programs but also attended to many internal emotional disputes amongst teams. Ten out of twenty-five respondents stated that leadership roles, particularly that of chief entertainers, involved not only managing entertainment programs but also resolving internal emotional disputes within teams.

#### 6.4.2 Recruitment and initial experiences

The majority of survey respondents regarded the recruitment process as effective as several employees reported getting their jobs through various online job portals. However, the pre-employment information provided was not uniformly clear. While most respondents felt that they were adequately briefed on the fundamental job parameters, some were looking for further information on issues such as health aids, clear expectations of the job and accommodation provision. Almost all respondents reported that communication from the agency during the application stage was good, with most respondents receiving offers within a week. Nevertheless, a few respondents pointed out that there was an apparent gap in determining accurate English language skills and suitability of the applicant's personality for the job which resulted in operational problems after the candidates were employed.

Several participants, particularly first-time seasonal workers on their first international work period, stated that the initial period was extremely demanding. Many first-time seasonal workers reported a struggle with the high-paced work culture and the extended hours that came with it. Despite the difficulties, colleagues not to mention chief animator colleagues, demonstrated understanding and provided support in dealing with these difficulties. However, a notable number of respondents suggested that the agency could improve its onboarding process by offering more tailored assistance to newcomers who have little experience with the tourism, hospitality and entertainment industry.

#### 6.4.3 Challenges in the workplace

Approximately half of the participants shared several elicited challenges in their responses. Some claimed that they experienced stubborn problems in the workplace such as the workload being overly demanding and lacking breaks to rest properly. Moreover, the board requirements of accommodating a wide range of employee satisfaction alongside high energy levels throughout the day posed other challenges. Some staff also raised issues concerning balance between personal life and unsociable working hours deemed overly excessive from a sustainable workload viewpoint. Responses suggest that even though there are attempts aimed at preventing burnout, such as increasing staff during high seasons, the solution doesn't seem to alleviate the issue of workload intensity.

Fourteen out of twenty-five respondents structured the same problem as a challenge within a professional setting, it can be assumed that team dynamics could be classified as another challenge. In some cases, one comes across colleagues who are unprofessional and nonexistent and that adversely affects the team's morale. There was variability in leadership, with some chief entertainers being more instructional and others being less competent at managing their groups. Such feedback suggests that the agency dozed off too long in dealing with conflicts at work and set up systems that left too many people exposed without assistance in trying team situations.

More dramatically as a language barrier that comes across greatly, almost with a puzzle-switching-cap mentality, especially for people functioning in multilingual contexts. Employees argued that there should be greater focus placed on the evaluation of candidates' language skills as this will greatly enhance communication among team members and between guests, ensuring that issues of poor communication don't arise.

#### 6.4.4 Personal and professional development and guest satisfaction

Regardless of the challenges, most of the survey respondents reported that their work gave them a positive impact and noted the increase in their personal and professional development. Culture, language and other soft skills were polished in this environment. According to their responses, maintaining positive interactions and receiving affectionate responses were rewarding on so many levels. Employees appreciated recognition and satisfaction from guests, which emerged as one of the most defining factors, which made the job enjoyable. This shows that the work, although stressful and tough, was rewarding to those who liked interacting with guests.

#### 6.4.5 Suggestions for the agency from employees

According to feedback from employees, the agency shouldn't focus on customers' service alone. Several major points were outlined. Improved pre-employment communication: the information provided before employment should include more detailed and clearer descriptions of the job, its accommodation and additional benefits. Also, wider English and skills check in the recruitment.

Proposals that allow different teams to work together proactively need to be articulated to improve attitudes towards work, which will subsequently aid team management. There is a need to boost the support and care provided to employees by incorporating a range of resources aimed at stress management and ensuring work-life balance, as well as during their employment period. Listening to employees during the season can actively contribute to performance and engagement, therefore an open feedback system should be embraced and suggestions solicited.

Based on the employee questionnaire it is clear that Life tourism & consulting offers remarkable opportunities for personal and professional advancement, but experiences severe difficulties with communication and collaboration. The agency recruitment and selection process have a low turnover rate to position fill ratio, which however points at gaps in candidate preparation and role definition. Several respondents listed vague work assignments, dysfunctional teams, inconsistency in leadership and other lower-level organization disagreements as major hindrances to productivity and satisfaction.

If these issues are solved, especially using enhanced communication and strengthened candidate evaluation, along with stronger team management, the agency will have a more favorable work climate, improved employee satisfaction, retention as well as overall service quality for the hotels and resorts outsourcing their entertainment and hospitality staffing needs to Life tourism & consulting agency would result.

## 7 FINDINGS, DISCUSSION AND RECOMMENDATIONS

Life tourism & consulting agency strives to achieve productive working relationships with hotels and resorts, as articulated in the recruitment process. This chapter analyzes the agency's recruitment evaluation, onboarding practices and action gap strategies as supported by employee engagement surveys, online feedback and personal evaluations of the recruitment cycle, highlighting suggestions for enhancement.

### 7.1 Assessment of the current recruitment process

The agency demonstrates distinct strengths in regard to filling open positions. As a result of their widespread presence on numerous job and social media sites, the agency was noted to have relatively easier time filling positions. The international environment of the agency was also viewed positively by employees. There are, however, many underlying gaps that emerge from this. A several of employees reported to having vague expectations regarding pre-employment role details, including work hours and accommodation details. These gaps in communication contributed to sense of disengagement and subsequent voluntary turnover.

Further, the seasonal periods of employment in tourism add to the turnover rate. This variation in employees results in an ongoing need to refill positions, which impacts the stability of the workforce, as well as service quality offered to partner hotels. These problems are consistent with other world problems regarding employment in seasonal tourism work, such as role confusion and inadequate support during transition periods addressed by Baum as well as Ladkin and Buhalis.

### 7.2 Recruitment issues and onboarding deficiencies

A recurring problem is the disparity between what was offered and the reality on the ground, which is at the core of the expectation gap. In particular, employees reported inadequate division of responsibilities, vague job descriptions and inconsistently defined onboarding processes. Some employees reported receiving onboarding assistance from supervisors and peers, while many others characterized the process as disorganized or absent altogether. This lack of coherence suggests that there outlining roles, working conditions, accommodation expectations and policy instructions need to be established.

In addition, the success of any hiring initiative should not be defined by how quickly the position is filled, but rather by employee satisfaction and retention. As the findings highlight, many employees entered these roles with unclear expectations, resulting in dissatisfaction and attrition. As highlighted by Xu et al. tailoring recruitment strategies to improve fit and alignment regarding role and organizational culture is vital to sustaining retention in the long term.

### 7.3 Employee well-being and leadership competencies

Workload pressures, reduced breaks and inadequate work-life balance were overlapping issues for employees. The high-pressure environment during peak season, with little time off, leads to stress and burnout. While the agency is trying to alleviate these issues by bringing in more entertainers during peak season, there remains a fundamental lack of effective solutions to the scheduling and exhaustion problems.

Team leadership also shows variation, some team members reported excellent leadership and support from their supervisors, while others dealt with unresolved disputes and inadequate leadership. The need for supervisors training in leadership, effective communication and conflict resolution remains.

If employee well-being is enhanced through time off, improved accommodation easier access to wellness activities and better transportation, morale, health and service delivery would improve, Hinkin and Tracey corroborate this.

#### 7.4 Strategic improvements to recruitment and workforce management

Improvement strategies to address the gaps identified should target the precision of recruitment, consistency during onboarding and investments into the workforce for the recruitment, consistency during onboarding and nurture investments into the workforce for the long-term. Note these partnerships with tourism and hospitality schools as a key recommendation to create direct pipelines to talent pools. Structured educational collaborations in Makkanen's and Rossi respective views, better seasonal employee preparedness and skill performance alignment with industry expectations.

Role suitability would also be better ensured with the application pre-employment tools like language proficiency and personality tests. Employing these tools within the recruitment process enhances role suitability and diminishes early resignations due to unmet expectations. Berger stress onboarding effectiveness is crucial as recruitment. Employees' transitions into new roles can be made easier with comprehensive onboarding plans that include cultural orientation, procedural training and peer mentor assignments.

Former employee relations should also be integrated into retention strategies. Staying in contact with former employees and providing return incentives helps to reduce the annual recruitment cost while maintaining a familiar and experienced workforce. Wardhana et al. focuses on the need to provide seasonal employees with a long-term human capital framework. Providing further development and return opportunities helps to build loyalty and organizational knowledge retention.

Also, communication strategies need to be enhanced. Agency updates, performance metrics, promotion schedules and other operational changes should be clearly communicated to staff. Montgomery focuses on the need for constant and open lines of communications as trust and engagement is built, improving the working environment.

Improvement of recruitment and retention process should focus on candidate screening, pre-arrival communication, employee wellness and leadership training. The agency's reputation as a quality service provider in tourism will improve significantly with enhanced employee recruitment and retention metrics.

#### 7.5 Implications and future research

These results are important not only for the Life tourism & consulting but also for the broader seasonal employment in tourism. Improving the recruitment and retention practices goes a long way toward achieving a sustainable, satisfied and high performing workforce. Seasonal employees who perceive that they are well informed, supported and appreciated demonstrate higher levels of engagement and service quality. This enables hotel guests to receive better services and improves the reputation of the agency and partner establishments.

From an operational standpoint, lowering employee turnover enables the agency to avoid the recurring costs that stem from frequently hiring new employees, training them and losing organizational knowledge. Retaining employees, in Montgomery's words, helps reduce onboarding costs, increases service delivery continuity and strengthens long-term stability within the organization. A satisfied workforce bolsters brand perception and reputation by curtailing negative reviews. This aspect is critical for the Life tourism & consulting which relies on social media and word of mouth visibility.

One important consequence is the reframing of the perception of seasonal employment as more than a short-term fix. Perception should now be that it strategically enhances organizational value. By developing retention pathways and providing returning employees with enhanced benefits or planned leadership positions, the agency can sustain an experienced talent pool on a year basis. This approach improves loyalty, but more importantly, allows staff to assume the role of mentors which assist new recruits in bringing onboarding gaps seamlessly.

On a strategic level, a more data-driven approach to recruitment could help the agency improve its decision-making process. Monitoring employee satisfaction, their retention span, the departure rate, the reasoning behind early exit and performance evaluation results could help in making real-time adjustments to recruitment strategies. This is in line with the growing trends in human resource analytics which are increasingly adopted by hospitality operators across the globe.

From a managerial perspective, the findings emphasize the need to focus on developing leadership skills among team leads and supervisors. The study revealed that inconsistent leadership tended to be a source of considerable stress, if not outright conflict, for many employees. Training in communication, conflict management, emotional intelligence and group dynamics would equip supervisors to manage diverse seasonal teams more effectively.

At the upper level, the issues encountered by Life tourism & consulting reflect more fundamental concerns within seasonal tourism employment structure, including contract precarity, employment rhythm and acculturation for international employees. Thus, the agency's professionalization steps toward its recruitment process can aid other similar agencies hoping to enhance employee engagement and organizational effectiveness.

With regard to other research possibilities, there is an option to conduct longitudinal studies with seasonal employees and track their progress over several contracts to determine the impacts of enhanced onboarding and communication strategies on retention, satisfaction and career advancement. Another possibility is cross tourism staffing agencies research in Greece and elsewhere in Europe that is aimed at collecting adaptive contextual evidence to reveal innovative best practice strategies.

Along with that, conducting qualitative interviews with managerial and HR staff of Life tourism & consulting would help understand the internal factors and strategic priorities that govern recruitment and shape organizational frameworks within these constraints. The other side of the research could focus on the viewpoints of partner hotels to understand the value and implications of the recruitment and training beyond organizational boundaries – specifically, the service delivery to the guests.

Finally, some investigation into such digital recruitment technologies as applicant tracking systems (ATS), AI-based screening tools and virtual onboarding platforms will be useful. The tourism industry, like all other industries, is undergoing rapid digitalization and for which learning how technology can assist in the support of managing seasonal HR functions will be essential for agencies wishing to grow without compromising service levels.

## 7.6 Anticipated outcomes and long-term impact

Applying Life tourism & consulting's current practices of recruitment and workforce management, a few forecasted outcomes can be determined if the suggested strategies are enacted upon. As it stands, these outcomes are realized to create constructive short-term changes along with enhanced structural changes in the long run for the agency and stakeholders. In this chapter, there is a focus on how operational changes, employee-centric policies, and shifted organizational culture can transform the developmental journey for the agency.

The agency is most likely to experience a lower rate of employee turnover as a result of more rigorous recruitment strategies. With aim to structured interviews and advertisement campaigns, role expectations will be advertised both in detail and tailored to candidate profiles which through screening techniques like Makkanen increases the retention rate of employees who do not prematurely resign due to unmet expectations. This approach will lead to less frequent recruitment cycles and increase stable staffing levels during peak demand periods.

Returning employees, encouraged through loyalty programs and recognition initiatives, will constitute a valuable core of experienced staff. These employees and their understanding of the agency's culture can assume appropriate leadership or mentoring positions that would strengthen teams and facilitate new hire integration.

Life tourism & consulting is still able to gain their image as a highly responsible and sought after employer within the tourism industry. The agency will increase its employer brand through open recruitment channels, a comprehensive onboarding system and a serious approach to employee welfare. Berger cited evidence suggesting that employers who clearly outline available pathways within the company attract greater qualified talent and corporate loyalty.

This employer's brand image is enhanced reputation could stimulate collaborative partnerships to be developed with hospitality elite and widen the recruitment scope to include competitive candidates from domestic tourism schools or hire international tourism schools with proficient language and service skills.

With the implementation of internal communication frameworks, leadership trainings along with employee assistance programs, the agency will begin to develop an organizational culture that emphasizes transparency, psychological safety and professional growth. Such a culture will enhance workplace satisfaction on a daily basis, while fostering long-term commitment. When employees perceive that their concerns and feedback are addressed and their well-being is prioritized, they tend to be more constructive, collaborate better and become agency advocates.

In addition to this internal cultural shift, the agency will be positioned to respond to generational transitions within the workforce. The younger workforce, especially those belonging to gen Z and Millennials, is increasingly inclined towards employment that is aligned with a deeper purpose and values.

These changes in workforce expectations will be accommodated through the establishment of a respectful and responsive approach to employee growth which will serve to sustain organizational relevance.

Although not extensively discussed in previous chapters, there is an expectation for the modernization of HR practices to include the use of digital tools for the recruitment and onboarding phases. The use of applicant tracking systems, automated communication mechanisms and e-learning platforms has the potential to optimize workflow, minimize administrative tasks and enhance the experience of prospective applicants.

This type of technology integration offers new opportunities for collecting data. Life tourism & consulting could start monitoring performance metrics, level of engagement and satisfaction surveys to make informed decisions. These tools can assist immensely in making sure that the changes implemented are responsive, scalable and aligned with the dynamically evolving needs of the organization.

## 8 DEVELOPING A BETTER PROCESS

To attract and retain qualified personnel in tourism, adaptable approaches and proactive strategies are essential. To improve Life tourism & consulting hiring practices, the company needs to implement more measures to improve cultural fit evaluation, develop long-term talent nurturing programs, build stronger strategic alignment and improve the efficiency of recruiting but also ensure improved satisfaction and success organizationally and personally in the employment.

### 8.1 Adding effective feedback mechanism for further improvement

Integrating appropriate feedback improves employee recruitment and onboarding processes, as well as every phase of employment.

Achieving this can be done by adding post-hire evaluation and feedback sessions to capture the experiences of new employees during their initial few weeks in the role. Feedback will clarify if there are gaps between the promises made during recruitment processes and the reality at the workplace. In addition, a “stay interview” program can be rolled out that invites long-serving staff to share what motivates them to stay in the organization.

Other important steps to improve feedback mechanisms include the systematic conducting of exit interviews alongside the analysis of data collected to identify reasons that employees tend to leave the organization.

Employers have shared common concerns, ranging from vague job descriptions to stalled career progression. Based on this information, the agency can alter recruitment procedures. Additionally, exit interviews allow the agency to tailor job descriptions better, change onboarding processes and address concerns regarding the work environment.

For an even more analytical approach, specific recruitment key performance indicators (KPIs) ought to be set. The effectiveness of recruitment strategies can be measured and improved upon using KPIs, such as time-to-hire, cost-per-hire, quality-of-hire and even retention rates. If, for example, the retention rate for a certain job role is considerably low in comparison to other roles, further that either the hiring method needs to be adjusted or there is more support measures needed for employees hired.

### 8.2 Improving cultural fit evaluation

Retention is more likely to occur if employees are well matched with the culture of the company. Other than assessing candidates with available qualifications, personality traits and work approaches which are critical to the organization’s operational success also need to be considered.

One approach to accomplish this goal is through behavioral assessment and psychometric tests. These instruments measure important competencies of candidates such as problem-solving. Emotional intelligence and flexibility are all essential in the ever-changing tourism industry.

For instance, a variation of an interview that assesses entertainers might include an evaluation of how they would cope with a wide range of performance changes or preferences from different guests which may be imposed on them at the last minute.

Moreover, group interviews and participants observation could be implemented. Candidates may also be allowed to observe or actively participate in team activities during a trial period as a way for management and employees to gauge their fit with the organization. As an example, applicants for a position of fitness entertainer may be asked to conduct a brief class to be evaluated by the staff.

In order, to promote understanding of culture, the company may consider making a culture handbook that outlines expectations of work, company values and major actions that lead to success of the team to share with new employees. This document can help applicants understand the company better before joining, communicate essential company values, clarify expectations and eliminate misinterpretations that may arise after joining the organization.

### 8.3 Focusing on long-term talent development

Ensuring employees remain in the company and truly satisfied with their job needs talent development efforts at Life tourism & consulting agency.

In-house career development plans for each employee will ensure agency growth and include training, mentorship and leadership classes that prepare employees for more advanced roles.

Integrating succession planning into the business strategy will help determine the most appropriate employees with enough through cross-training and job rotation will give employees varied experiences, reducing burnout and keeping them motivated at the same time.

Providing employees partnership with hospitality training institutes and other online learning platforms helps improve their skill set, thus enhancing their career advancement opportunities. Further, offering financial incentives through reimbursement for professional certifications motivates versatile professionals to advance their skills.

### 8.4 Building strategic partnership

Collaboration with local institutions and other educational facilities created an efficient pipeline for recruiting and harnessing potential talents.

By partnering with hospitality and tourism training vocational schools, Life tourism & consulting can cultivate a workforce skill pipeline tailored to the explicit needs of the sector. Participation in industry events, job fairs and networking events will further enhance the company's employer branding and allow the company to attract top talent.

Moreover, establishing internship and apprenticeship opportunities will provide unparalleled opportunities to students and early-career professionals while simultaneously solidifying employer-employee bonds from the start. Collaboration with local tourism and hospitality associations will also contribute to the workforce's innovation challenges and serve other purposes such as recruitment.

### 8.5 Creating a strong online presence

As previously noted in this article, the online presence of businesses is a key consideration when looking to hire.

Updating the company's website and career pages with eye-catching visuals, employee testimonials and interesting job descriptions will capture the interest of more applicants and highly motivated workers. Equally important is maintaining an active presence on professional networking sites like

LinkedIn, engaging in conversations and positioning Life consulting & tourism as a hospitality recruitment thought leader.

The business ought to use social media to interact with prospective employees by posting behind-the-scenes footage, employee highlights and testimonials. Interactions such as live Q&A or virtual open houses allow candidates to learn about the company culture as well as the available roles in engaging manners.

## 8.6 Creating a comprehensive digital employment and recruitment assistance system

Recruitment and workforce planning in the tourism and hospitality industry requires new technologies due to rapidly shifting market trends. Life tourism & consulting agency undertakes employee recruitment and retention process optimization through the development of specialized digital support and recruitment platforms. Such platforms help streamline various HR functions and create an orderly facilitated recruitment, automated onboarding, performance monitoring systems and others will further refine hiring processes, as well as ensure sustained employee relations development.

### 8.6.1 Improving the job applications and candidates screening process

Recruitment is one of the main pivots for any organization to succeed, it needs to be done as strategically as possible alongside the processes. A digital recruitment platform that comes with an applicant tracking system that is automated can access the information and serve as a guide for conducting evaluations. With the use of artificial intelligence (AI) in the recruitment process, the automation recruitment stages from receiving applications to shortlisting candidates can be done efficiently. These systems use advanced algorithms to perform application scrubbing, evaluation of candidates and identification of the right candidates to proposed available positions based on their work history, competencies and requirements of the job.

All recruitment activities are faster and more efficient in capturing the attention of prospective employees who fit into the company's image.

Automated screening test will streamline recruitment by letting candidates complete online tests of their competencies skills and fit with the organization at an early in the recruitment cycle, hence avoiding lengthy manual assessment and reducing the chances of mismatches between the candidates can record and submit answers to a set of interviews to happen after the live interactions with the recruiters. This will be beneficial to both recruiters and candidates as it saves time and enhances efficiency.

### 8.6.2 Enhancing onboarding and training

When onboarding and training is appropriately designed to address the specific needs of a successful candidate, the transition is seamless. Increased satisfaction decreased turnover and heightened employees will be provided with soft-copy onboarding training that will teach them the company culture, mission, policies and objectives, values and as well as set video lectures and training along with actual tours structured for every role.

With the personalized onboarding roadmap, new employees will understand their responsibilities alongside necessary skills to be developed starting from day one.

In terms of progress, the employees will be able to gauge their skills and alter their learning pace through self-assessment quizzes and progress tracking dashboards, which will enable them to enhance learning. With the progress reports, managers will have timely information to assist their delegates and timely assist, and guide as needed. Captivating onboarding will encourage new hires to integrate with the company seamlessly, at the same time feeling supported, ready and confident in their roles.

### 8.6.3 Long-term employee support and career development

Support in terms of career development and long-term employee support follows onboarding is completed. Talented individuals can sustain high levels of job satisfaction and maintain productivity. This platform aims to act as an all-in-one resource center that provides step-by-step manuals for overcoming workplace problems, effective career advancement strategies, mentorship programs and much more. Employees will have the option to use as internal job posting system which lets them search for new roles within the business, encouraging mobility among the staff. This system will keep the employees interested and actively participating as well as skilled individuals by offering career advancement opportunities within the business.

To aid career advancement, the platform will integrate bespoke development programs for every employee based on their position and professional goals. They will also be able to take advantage of self-paced online classes, industry webinars and certification programs related to their field of work. Less experienced employees will also be provided with more senior staff members to help in their career progression as part of mentorship program. If these best practices are adopted, through continuous learning and professional development, the company creates an appealing image for prospective hires and makes them feel appreciated, leading them to remain active in pursuing growth-oriented opportunities within the organization.

### 8.6.4 Implementing performance tracking and feedback mechanisms

Tracking an employee's productivity and providing feedback regularly helps to motivate and keep the employee satisfied with their work. A digital performance dashboard will be available on the platform that allows access to key productivity metrics, performance indicators and training milestones on both sides. Employers will have access to valuable data through the dashboards that will aid in making decisions concerning promotions, salary changes and additional training requirements.

New employees as well as long-serving staff will have the opportunity to share anonymous comments regarding their expectations from the job and engagement with the management through the digital employee feedback surveys provided. These surveys will work as the primary mechanism within the company to collect constructive feedback that will assist in evaluating the organizational image. Motivational support will increase further through a unified acknowledgement and motivation program aimed at employees demonstrating exceptional results by providing such employees with incentives above and beyond additional training, career progression, bonuses or endorsements.

### 8.6.5 Strengthening internal communication and conflict resolution

The culture of communication is free and constructive working environment which is adaptable and flexible to every employee's needs. The platform will also contain an internal discussion forum where employees can participate in conversations and pose questions about their useful experience. This

will greatly add collaborative working spirit culture among employees, making the organization more cohesive and supportive.

To promote balanced organizational equity and workplace impartiality, there will be an accessible and mediation can be sought safely and privately. Such systems, which guarantee effective resolution of workplace problems, contribute to relieving stress build-up. Otherwise, organizational culture might suffer. The quality of service provided through the HR console chat ensures employee concerns and questions are addressed promptly with minimum hold-time.

#### 8.6.6 Providing access to best practices and industry updates

The tourism and hospitality sector is one of the most sensitive industries to changes within the international economy which requires people to continuously update their information and refine their skills. To address this challenge, the platform will have an industry knowledge center with specialized resources. It will provide information on legal hiring, tourism etiquette, tourism industry pointers and ethical hiring in real-time. Those wishing to further learn and adapt to the changes in the industry will also have access to interactive webinars, self-paced online courses, skill-focused training programs and certification programs.

The hospitality firm offering these resources will enable its employees to sustain their competitiveness and relevance even with the changes in computer-based tools and other innovations.

#### 8.6.7 Personalized employee support and well-being resources

The customization of the platform does not end at the general strategies. Each employee's career aspirations, personal obstacles and other goals are different and supporting them requires a more curated approach. Customized support will be available, which empowers employees to succeed with comprehensive and robotic role-specific for each documentation presenting the best-known methods and essential duties for each position. Moreover, experienced employees in the industry will coach new employees through specialized mentorship programs tailored to their career goals.

Subsequently, the resources concerning well-being will be incorporated into the platform, providing assistance around mental health, stress management and work-life balance. Providing such resources will improve the company's image in terms of supporting the well-being of its employees and will foster a more positive environment.

#### 8.6.8 Long-term benefits of the digital recruitment platform

The strategic shifts that Life tourism & consulting will experience with the adopting of this digital platform are quite extensive. The company will surely enjoy a considerable reduction in the time necessary to fill out new positions by utilizing AI-driven tracking and automated pre-screening, thus ensuring the best candidates, in terms of skills and knowledge, are selected and hired without delay. The organized onboarding procedure will also increase retention rates because employees will receive a cohesive introduction to their roles alongside the company culture. Structured listening processes will make it possible to respond in a timely manner to employee dissatisfaction, complaints or suggestions. Meanwhile, open communication combined with a conflict management system will improve the atmosphere in the organization.

The platform will, from a long-term perspective, promote talent development because it allows employees to actively advance their careers by offering the right tools and possibilities. The other advantage is that internal movement will facilitate retention of strategic personnel, therefore increasing organizational stability while reducing employee turnover. Moreover, this will allow the agency to foster its reputation as an innovative employer, as an example attracting skilled professionals and positioning the organization competitively within the tourism and hospitality industry. (KUVA 4)

With the applicants of new technologies and improvement of employee interactions, the organization will change its strategies regarding staffing and workforce management. The advanced AI-powered recruitment tools, automated onboarding processes, continual evaluation matrices and self-improvement systems will establish an effortless, clear and compassionate workplace. This funding, in the end, will result in increased motivation and skills to better equip the organization, which will guarantee success and sustainability for Life tourism & consulting agency.

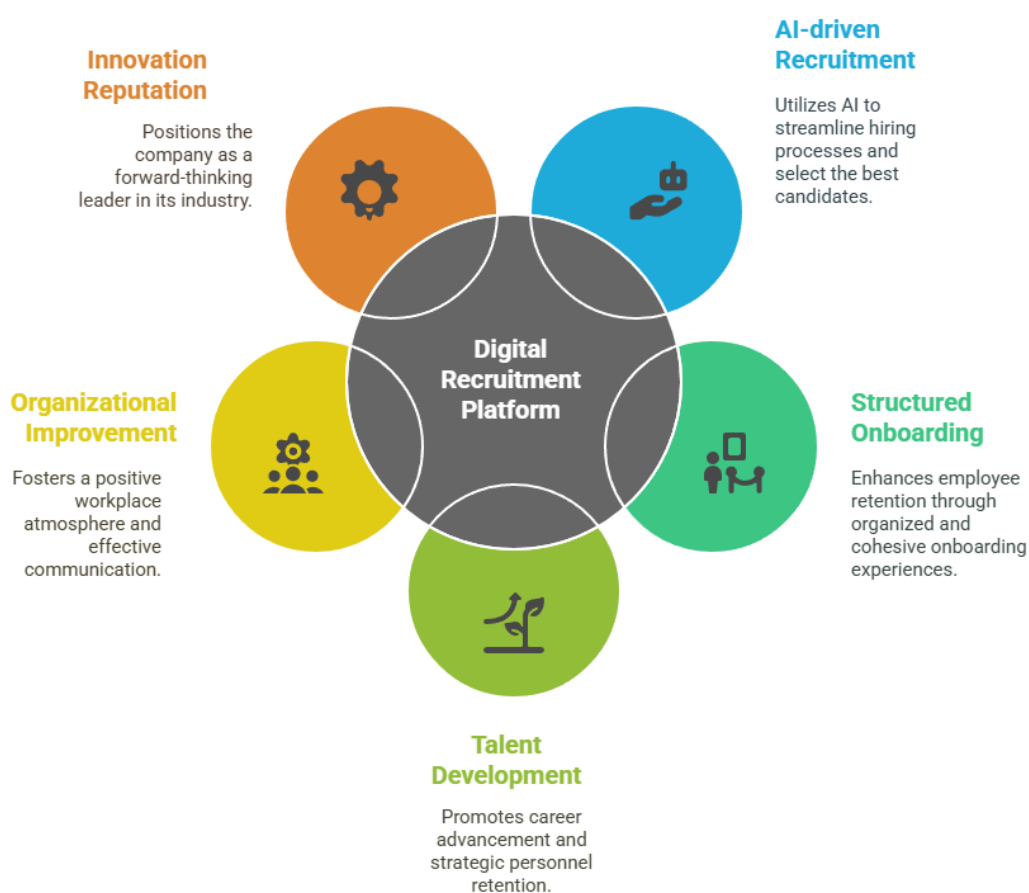


Figure 4 Transforming workforce management with digital innovations (AUTHOR 2025, CC BY-NC-ND)

## 9 CONCLUSION

This research aimed to access and enhance the recruitment processes at Life tourism & consulting agency by understanding the employees' experiences, comprehending the problems and developing measures to facilitate a more effective and sustainable hiring system. The combination of survey analysis, interviewing and examine the best practices in the industry offered the agency valuable insights into its recruitment and retention challenges. The provided results offer crucial areas that need to be improved and dig deeper into the structured hiring framework as well as digitalization, employee involvement and long-term talent nurturing.

One of the most important lessons of this research is that a clearly defined fully structured recruitment process enhances employee satisfaction and the organization's overall productivity. The study uncovered that vague job description, absence of systematic integration and high attrition ratios are some of the difficulties faced in tourism and hospitality industries. To tackle these problems, a few revolutionary recruitment techniques have been suggested such as AI powered applicant tracking systems, cultural fit behavioral evaluation and structured feedback mechanisms.

One finding that holds great importance is how digitalization affects recruitment today. The research assessed the advantages of a centralized platform designed to handle job requests, onboarding, employee training and internal communications. Life tourism & consulting stands to benefit operationally, improve employee experience and lessen the administrative workload for human resources by consolidating these activities into one system. Moreover, this would help the organization make a strategic investment throughout their employment period.

The study also brought out strategic partnership that can be utilized to improve recruitment as a research focus. Working together with training schools, universities and other local sponsoring organizations helps to build a skilled labor base while enhancing the employer's brand within the industry. The agency's active participation in job and career fairs, as well as networking activities and internet recruitment advertising, enhance the ability to attract talents.

In addition, the study investigated how various methods to keep employees, including career paths, mentoring and succession planning, can be designed. The organization may experience high attrition rates during certain seasons of the year, however, with good talent management strategies in place that allow for employees to advance, attrition can be controlled.

My research taught me not only the steps involved in filling a vacancy, but also the nuances of the recruitment processes in tourism and hospitality sector. I learned that recruitment is much more than a set of steps to fill a vacant position. It is a complex process requiring a well-thought-out, systematic approach focused on employees and organizational success. Following the proposed changes will lead to positive changes in recruitment, as well as improved workplace atmosphere, employee satisfaction and enhanced business sustainability.

To sum up, this analysis emphasizes the importance of modernizing technologically outdated recruitment procedures, as well as those covered by continuous improvement processes at Life tourism & consulting agency. Following the recommendations provided will enable the agency to become more competitive in the tourism market, improve its capacity to achieve staff quality goals and improve

organizational effectiveness. The conclusions reached in this report are supportive of the efforts to make further studies and ongoing changes in recruitment in the tourism and hospitality domains.

## SOURCES

The following use of artificial intelligence was applied in this work:

ChatGPT, 2025. AI assistance used for thesis during the planning and particularly for structuring content. OpenAI. <https://chatgpt.com/>

Akhmedshin, R. N. 2025. Effective Recruitment and Employee Development Tools in the Context of Labor Shortages in the Service Sector. *Učenyje Zapiski Rossijskoj Akademii Predprinimatel'stva. Rol' i Mesto Predprinimatel'stva v Ėkonomike Rossii*. <https://doi.org/10.24182/2073-6258-2024-23-4-26-33>

Baum, T. 2015. *Human resource management for tourism, hospitality and leisure: An international perspective*. Cengage Learning EMEA.

Berger, L. A., & Berger, D. R. (toim.). 2017. *The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People* (2. painos). McGraw-Hill Education.

Cretetip. 2023. Employee shortages in tourism in Crete: Why seasonal hiring is a growing challenge. <https://www.cretetip.com/employee-shortages-tourism-crete>

Eräsalo, U. 2011. *Käytännön henkilöstöjohtaminen majoitus- ja ravintola-alalla*. Vantaa: Hansaprint Direct Oy.

EUR-Lex. (n.d.). Access to European Union law. <https://eur-lex.europa.eu/homepage.html?locale=fi>

Glassdoor. (n.d.). Life Tourism & Consulting Employee Reviews. <https://www.glassdoor.com/Reviews/Life-Tourism-and-Consulting-Reviews-E1555208.htm>.

GOV.UK. (n.d.). Government services and information. <https://www.gov.uk/>

GTP Headlines. 2023. 1 in 2 tourism and hospitality workers in Greece want to change jobs, study shows. <https://news.gtp.gr/2023/09/26/1-in-2-tourism-and-hospitality-workers-in-greece-want-to-change-jobs-study-shows/>

Hinkin, T. R., & Tracey, J. B. 2000. *The Cost of Turnover: Putting a Price on the Learning Curve*. Cornell Hotel and Restaurant Administration Quarterly.

Jolliffe, I. T. 2002. *Principal Component Analysis* (2. painos). Springer.

Kaijala, M. 2016. *Rekrytointi – tehtävään vai yhtiöön?* Helsinki: Alma Talent.

Kolomiets, A. 2010. *Seasonality in tourism employment: Case: Grecotel Kos Imperial, Kos, Greece*. Bachelor's thesis. Kemi-Tornio University of Applied Sciences. [https://www.the-seus.fi/bitstream/handle/10024/27240/kolomiets\\_arina.pdf](https://www.the-seus.fi/bitstream/handle/10024/27240/kolomiets_arina.pdf)

Ladkin, A., & Buhalis, D. 2017. *Online and Social Media Recruitment: Hospitality Employer and Prospective Employee Considerations*. *International Journal of Contemporary Hospitality Management*.

Life Tourism & Consulting. 2023. <https://www.animazonelife.ch/en/>

LinkedIn. 2024. The Power of Employee Voice: Fostering a Culture of Engagement and Retention. <https://www.linkedin.com/pulse/power-employee-voice-fostering-culture-engagement-retention-godden-tpvoe>

Markkanen, M. 2009. Onnistu rekrytointihaastattelijana. Helsinki: WSOYpro.

Montgomery, P. 2022. Työhaun psykologia. Keuruu: Otavan Kirjapaino Oy.

Rossi, S. 2020. Rekrytoija (2. painos). Helsinki: Basam Books Oy.

Viitala, R. 2021. Henkilöstöjohtaminen – Keskeiset käsitteet, teorit ja trendit. Keuruu: Otavan Kirjapaino Oy.

Viitala, R., & Jylhä, E. 2013. Liiketoimintaosaaminen – Menestyvän yritystoiminnan perusta. Porvoo: Bookwell Oy.

Wardhana, Z. F., Sudiari, M., & Sengkey, F. 2024. The Strategic Role of Human Resource Management in the Tourism Industry. Jurnal Manajemen Pelayanan Hotel. <https://doi.org/10.37484/jmph.080224>

Xu, Y., Jie, D., Wu, H., Shi, X., Badulescu, D., Akbar, S., & Badulescu, A. 2022. Reducing Employee Turnover Intentions in Tourism and Hospitality Sector: The Mediating Effect of Quality of Work Life and Intrinsic Motivation. International Journal of Environmental Research and Public Health. <https://doi.org/10.3390/ijerph191811222>

## 9.1 APPENDIX 1: SURVEY FORM – FORMER EMPLOYEES' EXPERIENCES OF THE RECRUITMENT PROCESS AT LIFE TOURISM & CONSULTING AGENCY

### Requirement process development for LIFE tourism & consulting agency in Crete

Osa 1

...

#### Your role within the agency

1. What role(s) did you hold while working with Life Tourism & Consulting agency? \*

Kirjoita vastaus

2. What were your main responsibilities during your time with the agency? \*

Kirjoita vastaus

3. Can you describe your working experience? \*

Kirjoita vastaus

4. How long did you work with company? \*

3-4 months

4-5 months

5-6 months

6+ months

## General Recruitment and Training Process

5. How did you find about the life agency? \*

- Social media
- Family/friends
- Previous employees
- Job portal
- Experienced their entertainment during vacation

6. How would you describe your experience with the recruitment process? Was it easy, clear, and well-organized? \*

Kirjoita vastaus

7. Did you feel well-informed about the job role, salary, and working conditions before accepting the position? \*

Kirjoita vastaus

8. How long did it take from your application to receiving a job offer? Did you feel this was a reasonable timeframe? \*

Kirjoita vastaus

9. Did you attend the Life academy? \*

- Yes
- No

10. If yes, describe your experience?

Kirjoita vastaus

## Health & Background Checks

11. Were you required to provide any medical certificates, health checks, or information about your physical and mental well-being? \*

Kirjoita vastaus



12. Did the agency request a criminal record certificate or verify your qualifications (such as degrees, certifications, or previous experience)? \*

Kirjoita vastaus

## Communication & Transparency

13. How would you rate the agency's communication during the hiring process? Were they responsive and clear in their answers? \*

Kirjoita vastaus

14. Did you have a clear point of contact in case you had questions or concerns before starting the job? \*

Kirjoita vastaus

## Onboarding & Support

15. How well did the agency prepare you for your first day of work (e.g., travel, accommodation, contract details, training materials)? \*

Kirjoita vastaus

16. Did you feel supported by the agency during your transition into the job? \*

Yes

No

17. Were there any resources available for employee well-being, such as stress management or mental health support? \*  
(ex. Did you feel that you could talk to your chief entertainer/ life agency managers about any potential problem during your season)

Kirjoita vastaus

Osa 6

...

## Overall Experience & Suggestions

18. What was the best part of the recruitment process? \*

...

Kirjoita vastaus

19. What could the agency improve in their hiring process? \*

Kirjoita vastaus

20. Would you recommend LIFE Tourism & Consulting Agency to other animators looking for work? \*

Yes

No

21. Why or why not?

...

Kirjoita vastaus

## 9.2 APPENDIX 2: INTERVIEW QUESTIONS - MANAGEMENT PERSPECTIVE ON RECRUITMENT

### General Recruitment Process

1. How would you describe the current recruitment process at LIFE Tourism & Consulting?
2. What are the key steps involved in hiring a new employee?
3. Who is responsible for recruitment, and how are roles divided in the process?
4. What recruitment channels do you use to find new candidates (e.g., job portals, social media, referrals)?
5. How long does the average recruitment process take from job posting to hiring?

### Candidate Selection & Evaluation

6. What qualifications and skills do you prioritize when selecting candidates?
7. How do you assess whether a candidate is a good fit for the company culture?
8. What types of interviews or assessments do you conduct during the hiring process?
9. Do you involve multiple team members in candidate evaluations? If so, how?
10. How do you ensure fair and unbiased recruitment decisions?

### Challenges & Areas for Improvement

11. What are the biggest challenges you face in recruitment?
12. Have you encountered difficulties in finding qualified candidates? If so, why?
13. Are there any steps in the hiring process that you feel could be improved?
14. How do you handle situations where a hired employee does not meet expectations?
15. What feedback have you received from new hires about their recruitment experience?

### Onboarding & Retention

16. How do you introduce new employees to the company and their roles?
17. Do you provide training or mentoring for new hires?
18. What measures do you take to improve employee retention after recruitment?
19. How do you track the success of a new hire in their first months?
20. Do you follow up with employees after hiring to get feedback on the recruitment process?

### **History**

1. When and by whom was the company founded?
2. What inspired the idea of combining entertainment with life tourism and consulting services?
3. In which country did the company begin its operations?
4. What motivated the decision to establish the head office in [current location]?
5. How has the company evolved from its original focus to include life tourism and consulting services?

### **Recruitment Process**

6. What are the key qualities or skills you seek when recruiting talent for entertainment-based life tourism services?
7. How do you identify individuals capable of blending entertainment and personal development in client engagements?
8. What is the recruitment process for entertainers, consultants, or planners?
9. Do you provide specialized training for employees to adapt their skills to the unique needs of life tourism?

### **Services and Strategy**

10. How does the company integrate entertainment into its life tourism experiences?
11. What distinguishes your entertainment-based life tourism offerings from competitors?
12. Can you share examples of popular entertainment-driven programs or experiences?
13. How do you ensure that your services are both engaging and transformative for clients?
14. What role does storytelling or creative performance play in your services?

### **Client Demographics**

15. Who are your primary clients (age, profession, lifestyle, etc.)?
16. Are there specific entertainment themes or genres that resonate most with your audience?
17. How do you use client feedback to refine your entertainment-focused programs?

### **Challenges**

18. What challenges have you faced in merging entertainment with life tourism and consulting?
19. How do you manage cultural sensitivity while incorporating entertainment into different environments?
20. Has the post-pandemic landscape influenced how clients engage with entertainment and travel experiences?

### **Future Outlook**

21. What are the company's goals for the next 5–10 years in the entertainment-driven life tourism space?
22. Do you see any emerging trends in entertainment or tourism that you're planning to explore?
23. How do you plan to use technology, such as virtual reality or augmented reality, to enhance entertainment experiences?
24. Are you exploring partnerships with global entertainment brands to expand your offerings?

### **Partnerships and Community Impact**

25. Do you collaborate with local artists or performers to enhance your offerings?
26. How does your work contribute to the cultural or economic development of host communities?
27. Can you share an example of how entertainment has positively impacted a local community through your programs?

### **General Recruitment Process**

- What specific criteria do you use to evaluate candidates for roles in entertainment-based life tourism services?
- How do you assess a candidate's compatibility with the company's values and mission?
- How do you verify the skills and experiences listed on a candidate's CV?

### **Mental Health and Well-being**

- Do you assess candidates' mental health or resilience as part of the recruitment process? If so, how?
- How do you ensure that candidates are prepared to handle the emotional and psychological demands of the role, such as performing or consulting in high-pressure environments?

- What support systems or resources does the company provide to maintain employees' mental well-being?

### **Role and Position Allocation**

- How do you determine which candidates are suited for specific roles (e.g., entertainer, consultant, planner)?
- What factors influence your decision on placing employees in particular locations or hotels?
- Are there specific criteria or qualities you look for when assigning someone to a high-profile resort versus a more intimate, personal setting?

### **Training and Skill Development**

- Do you provide pre-placement training to help employees adapt to specific cultural or regional contexts?
- How do you ensure that employees are equipped to blend entertainment and consulting seamlessly?
- Are there mentorship or coaching programs in place for new hires?

### **Performance and Adaptability**

- How do you evaluate a candidate's ability to engage diverse audiences in entertainment-driven tourism experiences?
- What steps do you take to ensure employees can adapt to changing client needs or unforeseen challenges during assignments?
- How do you assess whether a candidate will succeed in both individual and team-oriented tasks?

### **Feedback and Placement Success**

- What methods do you use to gather feedback on employee performance from clients or resort partners?
- How do you ensure that employees placed in specific locations or roles have the necessary support to excel?
- What happens if an employee is not performing well in a particular role or location?

**Reflections**

28. What is the most fulfilling part of running an entertainment company that offers life tourism services?
29. Are there any standout moments or client transformations that demonstrate the success of your approach?
  
30. What advice would you give to someone aspiring to start an entertainment company with a focus on life tourism and consulting?

### 9.3 APPENDIX 3: COVER LETTER FOR SURVEY PARTICIPANTS

Dear Participant,

Allow me to introduce myself as Uliana Beregova. I am a student of Savonia University of Applied Sciences, and I am working on my thesis under the Degree Program in Tourism and Hospitality Management.

The subject of my thesis revolves around analyzing the recruitment system of LIFE Tourism & Consulting Agency in Crete. The purpose of this survey is to collect from former employees their thoughts and experiences about the recruitment steps, employment conditions, and areas which require changes.

Taking part in the research is voluntary and will remain confidential. The data will only be used for academic research and in no way relate the provided information to an individual.

Kindly provide your responses as truthful and elaborate as possible. Completing the questionnaire will require approximately 15-20 minutes.

For any inquiry, feel free to contact me via [uliana.beregova@icloud.com](mailto:uliana.beregova@icloud.com) .  
I sincerely appreciate your time and input toward this effort.

Best regards,

Uliana Beregova

Savonia University of Applied Sciences

#### 9.4 APPENDIX 4: COVER LETTER FOR INTERVIEW

Dear Participant,

I hope this finds you well. Currently, I am a bachelor's student at Savonia University of Applied Sciences. As part of my thesis project, I am studying the recruitment strategies and practices of LIFE Tourism & Consulting Agency. An interview invitation has been sent to you because I want to understand your evaluation pertaining to the management of recruitment, employee expectations, and onboarding processes.

Respondents in this study will be anonymous, and stringent privacy protocols will be upheld. This research is being conducted for academic purposes only. Results of the study will not be associated with any personal or business names.

Should you have any further questions or require assistance, please do not hesitate to reach out at [uliana.beregova@icloud.com](mailto:uliana.beregova@icloud.com)

Thank you for your assistance and time.

Kind regards,

Uliana Beregova

Savonia University of Applied Sciences