

**Connecting Career Counselling and Human Resource Development in
Enterprises for Higher Education and Training in Practice (CONNECT!)**

**IO1: REVIEW OF LITERATURE, MEDIA AND
RESOURCES**

National report - Greece

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ISON Psychometrica

Chapter 1: Innovation and trends at the European and national levels

Overview

Globalized competition coupled with the unprecedented development of information and communication technologies (ICT) has led to increased competitiveness conditions for the Greek and European economy.

As a result of these developments, the organization, operation, and sustainability of businesses increasingly rely on the exploitation of ICT knowledge and innovation. This means that traditional skills offered through education and training need to be adapted to new business conditions.

Notwithstanding, changes in demographics (declining birth rates, ageing population) and in employment activity (low employment rates, regional employment shortages) have important implications for the landscape of the EU-28 member states. Economic differences observed between northern and southern member states have been associated with significant differences in employment, research and development (R&D), and poverty and social exclusion.

2011-2018 Innovation and Performance: Data from Greece

According to the European Innovation Scoreboard (EIS), Greece has the second-best performance in the EU in terms of improving innovation between 2011 and 2018. EIS indicated an improvement in Greece's innovation performance ranking 20th among the EU-28 countries (up from 22th in 2017). That said, Greece's innovation performance remains moderate and below the European average (website: https://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_en).

Overall, between 2011 and 2018 Greece exhibited an upward trend in the Summary Innovation Index, climbing 21 places in the EU-28 ranking between 2011 and 2018. During that timeframe, Greece achieved the second-best EU performance in terms of improving innovation, increasing by 20.2%. Lithuania exhibited the best performance (25.7%) while the European average improvement was recorded at 8.8%. Greece's performance improved in terms of human resources, innovation in small and medium enterprises (SMEs) and co-operation of innovative SMEs with other bodies (website: <http://www.ekt.gr/>).

Specifically, Greece is above the European average in terms of innovators and linkages and performed particularly well on indicators for SMEs with innovative products and processes, SMEs with marketing and organizational innovation, SMEs that innovate in-house and SMEs collaborating with others. Greece also performed particularly well on the indicator 'Population with tertiary education', surpassing the EU average.

The areas in which the country lagged behind in terms of the EU average include intellectual assets, finance and support, and innovation-friendly environment. The

lowest performance was associated with the attraction of foreign students for doctoral studies, exportation of medium and high technology products, and venture capital expenditures.

2019 European Innovation Scoreboard: Ranking of Greece

The EU's innovation performance has continuously improved. Based on their innovation index scores, EU countries can be categorized into four performance groups: 'innovation leaders', 'strong innovators', 'moderate innovators', and 'modest innovators' (website: <http://www.ekt.gr>).

Sweden was the EU leader in the field of innovation for 2019 followed by Finland, Denmark, and the Netherlands. The United Kingdom and Luxembourg fell from the top spot of countries with good innovation performance, while Estonia was included in this group for the first time. On average, the EU innovation performance has improved by 8.8% from 2011. Since 2011, the performance of innovation increased across 25 EU countries. Performance increased more in Lithuania, Greece, Latvia, Malta, the United Kingdom, Estonia, and the Netherlands, while the performance of Romania and Slovenia experienced the greatest falls.

Research, Development and Innovation: Greece's Growth Rate

Research and Development (R&D) and innovation are key policy components of the Europe 2020 strategy as they contribute to a well-functioning, knowledge-based economy and industrial competitiveness.

Between 2008 and 2017, R&D intensity increased in most member states with the strongest growth rates reported in some eastern and southern European states including Greece, Slovakia and Poland. The convergence of growth rates towards EU average R&D intensity levels has in-part been driven by the increased use of European Structural and Investment Funds for research and innovation (R&I).

Demographic Changes: Declining Birth Rates and Elderly Persons

Two significant demographic changes are pertinent to the EU-28 member states: declining birth rates and an increased number of elderly persons. The slowdown in the pace of population expansion within the EU and the increase in the median age of the population are patterns previously observed in developed world economies.

Between 2006 and 2016, some of the largest contractions in birth rates were recorded in southern EU member states including Greece, Italy, Spain and Portugal. This reflects an already established pattern of persistently declining rates across EU states with a few exceptions (e.g., Lithuania, Slovenia, Czech Republic) (website: <https://ec.europa.eu/eurostat/statistics-explained/pdfscache/41896.pdf>).

In January 2016, nearly 98 million persons aged 65 and over were recorded in the EU-28 grouped into two categories: 65 to 84 years, and 85 years and older. Looking into further detail, the older group (85 years and over), accounted for the highest share of the population in Greece and France (3.0%), only second to Italy (3.3%). On

the opposite end of the spectrum, the same age group accounted for the lowest share of the population in Ireland, Cyprus and Slovakia (1.5%).

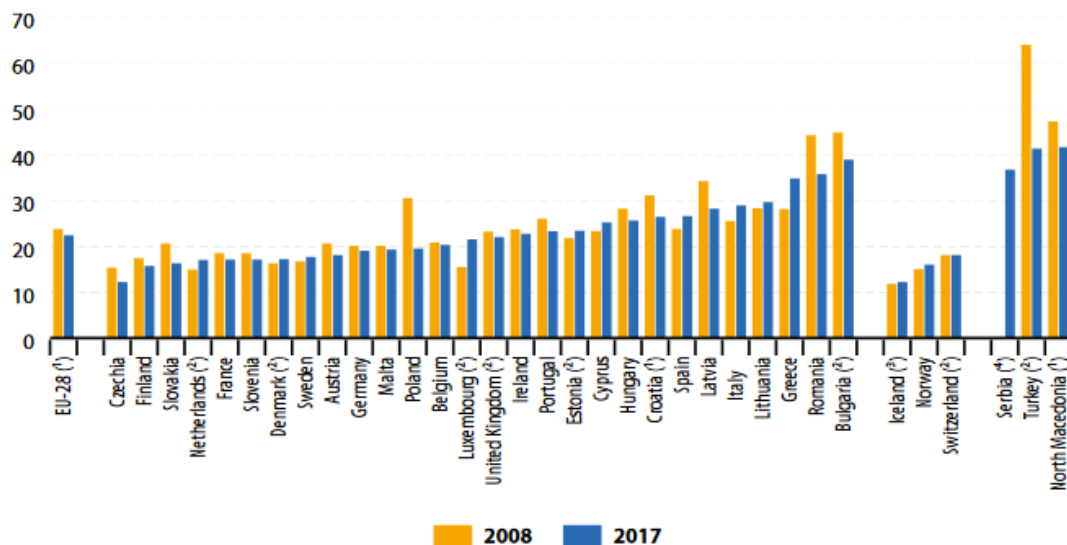
Employment rates: Differences Between Regions and Member States

In 2018, northern and central EU-28 member states recorded the highest employment rates (e.g., Sweden recorded 82.6% employment rate) with half of all states exceeding the 75% EU employment target. Conversely, Mediterranean member states reported employment rates below 70% with Greece (59.5%), Cyprus, and Spain reporting the lowest rates.

In regards to regional employment rates, between 2008 and 2018, among the 281 regions for which data are available, 62 (22%) experienced a fall in their employment rates. Among the hardest hit were regions in Greece with reductions amounting to six percentage points or more. In 2018, Greece was the EU country with the lowest employment rate and the greatest distance to its employment target (website: <https://ec.europa.eu/eurostat/documents/3217494/10155585/KS-04-19-559-EN-N.pdf/b8528d01-4f4f-9c1e-4cd4-86c2328559de>).

Poverty and Social Exclusion: Increased Risk in Greece

To prevent the downward spiral of poverty and social exclusion, the EU has made inclusive growth one of the three priorities of the Europe 2020 strategy by setting a target to lift at least 20 million people out of the risk of poverty or social exclusion by 2020. In Greece, between 2008 and 2018, the number of people living at risk of poverty or social exclusion increased by about 300,000, increasing the distance from the national target to 750,000.



(*) 2010 data (instead of 2008).

(†) Break(s) in time series between the two years shown.

Source: Eurostat (online data code: t2020_50)

(‡) 2016 data (instead of 2017).

(§) No data for 2008.

Chapter 2: A review of innovative concepts of company-based career and counseling work

Career Guidance Services in Greece: Overview

Career guidance and counseling services in Greece remain limited both in terms of availability and in terms of their focus on professional development.

At the state level, Employment Promotion Centers operate through the National Manpower Organization (OAED) and provide group information sessions regarding job opportunities, job search techniques, CV writing, assistance with entrepreneurial know-how and to a limited extent, personal counseling. These sessions are aimed toward unemployed individuals so as to maintain their motivation during the job search process (website: www.oaed.gr).

OAED promotes a vocational guidance approach characterized by short-term (i.e., integrating unemployed individuals in the labor market) rather than long-term goals (i.e., individuals' professional development). Moreover, the approach followed by OAED is predominantly viewed as an administrative rather than as a counseling task, also reported across other European countries (e.g., Sultana & Watts, 2006).

Besides state-level resources and initiatives, career counseling services focused on adults are few and far between with only a handful of organizations identified offering such services in Greece. Recently, not-for-profit organizations focused on integrating refugees, asylum seekers, migrants and vulnerable host populations have emerged such as the International Rescue Committee (IRC Hellas) (website: www.rescue.org/hellas) and Generation 2.0 RED (www.g2red.org).

Career Guidance: Public Sector Services

Career guidance services in the labor market sector in Greece remain under the responsibility of the National Organization for the Certification of Qualifications and Vocational Guidance (EOPPEP). One of the responsibilities of EOPPEP, which at present functions under the supervision of the Ministry of Education, is to provide expertise to stakeholders in the Ministry of Education and the Ministry of Labor aimed at enabling them to implement a national counseling policy based on lifelong learning (LLL), reflecting the view that career guidance is a lifelong process. In practice, services provided by the OAED are focused on new job seekers and on unemployed people providing career guidance in the labor market sector (website: www.eoppep.gr).

NGOs, Municipalities and Other NPO/NGO

Examples of other entities that provide career guidance and counseling work include the Greek Workers' Confederation (www.gsee.gr) which operates through information centers for both employed and unemployed citizens, the Athens Chamber of Commerce and Industry (ACCI) (website: www.acci.gr) through the

provision of e-recruitment services, and the Institute for Vocational Guidance and Career Counseling – known as IEPAS – established by the Hellenic Federation of Enterprises (www.iepas.gr).

For instance, the ACCI offers electronic consulting (e.g., business plans, marketing plans) and electronic learning services (e.g., business management, quality assurance) for small organizations (or small business owners). The Greek Workers' Confederation is more focused on providing legal and tax-related advice to employed individuals rather than focusing on career counseling or professional development. Basic guidance services are also offered to young individuals and adults by other state and non-state agencies as well as not-for-profit organizations including LLL centers, NGOs and municipalities, most of which are funded by EU mechanisms.

Focus on university students and recent graduates service

The majority of career counseling services and labor market counseling programs available target current students and recent graduates through university departments and initiatives such as the University of West Attica (website: <https://www.uniwa.gr/en/life-at-uniwa/student-services/career-counselling/>) and Deree – The American College of Greece (website: <https://www.acg.edu/current-students/student-services/career-services/>).

Private sector services

Companies in the private sector, found predominantly in urban areas, offer career counseling services against payment. Some of these companies employ HR methodologies (e.g., semi-structured interviews, psychometric testing) and provide information about study and job opportunities to their clients through consultations and IT-based platforms (Kassotakis, 2017). Although the activity of private sector career counseling has increased in recent years, there remains an outsourcing deficit on the part of the state while the relationship between the two is characterized by a lack of mutual trust. It appears that an increase in the number of career guidance providers and the introduction of new guidance tools have failed to shift public perception that services in this area are adequate.

As an example, PwC Greece, the professional services multinational organization offers career counseling, however, the service is structured such to support individuals who lose their job (effectively offering an outplacement service). The service consists of 10 one-on-one sessions and is aimed at supporting individuals with managing the change (i.e., redundancy), guiding them in their job-search strategy, and coaching them ahead of interviews in order to present themselves and their skill set appropriately (website: <https://www.pwc.com/gr/el/academy/human-resources/career-counselling.html>).

Idea, an employment agency based in Northern Greece offers career counseling and professional development services. Idea's career counseling services specialize in

counseling junior individuals and recent graduates seeking to enter job market, and mid-level or senior individuals seeking to develop their professional skills or explore alternative career options. These are achieved by using professional development and skills assessments, identifying strong and weak points, and coaching (website: www.ideakek.gr/).

Another example includes a company providing coaching assistance experienced in working with multinational companies, large Greek industrial companies and public/government organizations. The company offers coaching services to teams and individuals as a means to further develop their professional awareness, performance, skills, and decisions. Their services focus on individual and business performance, diffusions of organizational know-how across departments, alignment of business objectives and operating procedures, corporate communications and other services (website: www.businesscoaching.gr).

Finally, the National Board for Certified Counselors (NBCC) Greece is associated with the European Board for Certified Counselors and operates as an accreditation branch and network for accredited career counselors (website: www.nbcc.gr).

Chapter 3: A data table of career development/support providers

A list of career development and support providers are presented below alongside a brief description of the services offered.

Company Name	Description	URL
Leader School	Provision of HR seminars (for SMEs)	https://www.leaderschool.gr/
IST College	Provision of seminars to strengthen employee skills	https://ist.edu.gr/
National and Kapodistrian University of Athens (E-learning)	Provision of e-learning resources across a number of subjects for work-related learning	https://elearningekpa.gr/corporate-training
Career Choices	Provision of career counseling services	https://mkcareerchoices.com/
Career in Progress	Provision of career counseling services	https://www.careerinprogress.gr/
KSM Human Resources	Provision of career counseling and outplacement services	https://ksmhr.gr/
Enjoy Work	Provision of career management services	https://www.enjoywork.gr/
Lead Compass	Provision of career counseling and related services (e.g., CV writing)	https://leadcompass.gr/

Chapter 4: A compilation and analysis of innovative resources for employees

National Manpower Organization (OAED)

In the context of general educational guidance provided through the public sector, it is primarily job seekers that utilize such services in Greece through OAED. OAED operates on three pillars: (i) promotion of employment; (ii) unemployment insurance and social protection of maternity and family; (iii) vocational education and training.

OAED's main policy axes may be summarized as follows:

1. Employment promotion through programs aiming to reduce wage labor and non-wage labor costs by subsidizing social security contributions, facilitating transport from and to work, with an emphasis on the population groups most severely affected by unemployment, as well as vulnerable populations.
2. Cooperation with social and local bodies within the framework of local employment programs, in which the local PES (KPA2) plays a central role.
3. Counseling services.
4. Promotion of employees' and employers' adaptability in conjunction with employment preservation.
5. Implementation of the Vocational Education Schools' Apprenticeship System (EPAS) to the totality of OAED's educational work.
6. Matching of work supply and demand with the support of employment counselors and through the online OAED portal.
7. EURES network – the European Job Mobility Portal facilitating the matching of work supply and demand at the European level.

OAED: Department of Adult Vocational Education

The Department of Adult Vocational Education is tasked with designing and implementing government policies that address the vocational training needs of workers or unemployed in Greece so as to maintain their jobs or integrate them smoothly into the labor market (website: www.oaed.gr).

The overarching goal of the Directorate for Adult Vocational Training is to design and implement integrated educational activities that will help employees and unemployed people to adapt fast and effectively to workplace developments.

Indicative actions through which the Directorate's objectives are achieved include:

- Training and retraining programs for workers and the unemployed to improve their employability.

- Training programs for entrepreneurship development – especially youth entrepreneurship – that supports ecological and green development.
- Integrated counseling and educational intervention programs that help businesses adapt more effectively to their new competitive environment.
- Local educational interventions to the unemployed human resources of an area, for upgrading or even acquiring new professional skills.
- In-company pilot training programs aimed at transforming workplaces into learning, innovation and employee and business development environments.
- Promoting transnational initiatives and actions related to the development of employee training partnerships and the development of new forms of entrepreneurship.
- Promoting new forms of training by taking advantage of the opportunities offered by the Internet and Information and Communication Technologies.
- Organization and administrative support for the implementation of LAEK's intra-operational training programs.

Athens Chamber of Commerce and Industry (ACCI)

Another public authority involved in aiding employees in the learning process is the Athens Chamber of Commerce and Industry (ACCI) (website: www.acci.gr).

ACCI's actions, initiatives and interventions aim to:

- Encourage and help the individual enterprising initiative.
- Eliminate disincentives preventing developmental initiatives.
- Create the appropriate conditions to attract and promote new investments.
- Strengthen enterprise competitiveness and the Greek economy in general.
- Create a legislative and administrative environment that will guarantee effectiveness, transparency and healthy competition with equal terms and conditions for all.
- Help small and medium-sized enterprises (SMEs), so they can meet the requirements of the modern competitive environment.
- Promote research and technological development and help Greek enterprises to adopt them.
- Promote a more flexible labor market that will encourage employment enhancement in combination with the real needs of businesses.
- Support and strengthen Greek companies' presence in international markets.
- Enhance the educational system in order to meet the market's emerging needs.

- Promote the principles of corporate social responsibility and support environment-friendly business activities.
- Expand the range of services offered to its member companies.

Academic Resources for Graduates and Professionals

Brief descriptions of academic programs follow summarizing the program content aimed at preparing individuals for HR and career guidance professions.

Athens University of Economics and Business

Athens University of Economics and Business (AUEB) offers an MSc course in Human Resource Management (HRM) encompassing a number of resources and content aimed at preparing individuals for the workplace.

Specifically, the course is structured such to help students understand the context in which HRM takes place (e.g., labor economics, labor law, organizational psychology), basic HRM functions (e.g., training and development, recruitment and employee selection, performance management), and topics that enrich strategic and developmental tasks of HRM (e.g., change management, negotiations) (website: https://www.aueb.gr/en/school_of_business/hrm).

National and Kapodistrian University of Athens

The National and Kapodistrian University of Athens offers a number of short professional e-learning courses lasting between 3 and 8 months that are delivered exclusively online. These courses cover a number of topics including HRM and organizational analysis, recruiting, HR development, HRM, business coaching, emotional intelligence and management, coaching (accredited), coaching leadership, payroll and HCM software, and others (website: <https://elearningekpa.gr/categories/dioikisi-anthropinou-dunamikou>).

University of Macedonia

The University of Macedonia offers an MSc course in HRM with the objectives of preparing individuals for careers in HRM in the public and private sector, and promoting the development of research and practical applications of methods taught including applied research, case studies, business games, computer-assisted simulations, etc (website: <https://www.uom.gr/en/hrm>).

Aegean College

Aegean College offers an MBA course in Leadership and Management Development with Human Resources Management aimed at graduates, professionals and executives seeking to work in HRM. The course is structured to reflect the practices and needs of national and multinational organizations operating in Greece.

In the first year, candidates are assessed on four compulsory (management and organizational analysis, HRM, strategic management, and research methods) and



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two elective courses. In the second year, candidates are assessed on two compulsory courses (leadership and managing change, and international HRM) and are required to complete a post-graduate dissertation (website: <https://aegeancollege.gr/programma/mba-hr>).

Chapter 5: Theoretical and methodological approaches that counselors/coaches employ in working with companies

The Theoretical Framework of Coaches and Counselors in Greece

For this chapter, we were unable to source theoretical and methodological approaches employed by counselors and coaches directly through conducting desk-based research (e.g., websites), or from reviewing academic literature as no such published studies exist to the best of our knowledge. Consequently, the approach reported below is inferred following a qualitative analysis of information obtained through desk-based research across the different sources reported.

Career guidance counselors in Greece appear to approach the subject by focusing on the timing in which the work commences and the resources available, rather than extensively investigating the professional or career choices made by the counselee, or attempting to predict the situation the counselee will find themselves in once they have made their next choice. We note that this approach does not disregard the counselee's work history or prior professional choices, rather uses this information as an indicator of the individual's vocational interests, skill set and options at hand at the respective points in time.

The aforementioned approach is in line with Holland's (1997) theory on vocational choices. Holland (1985) postulates that the focus should be on the situation at hand instead of retrospectively examining past professional choices in making vocational choices, and bases his theory on four pillars. First, individuals' personalities can be described based on a combination of six types (i.e., realistic, investigative, artistic, social, enterprising and conventional). Second, the environments in which individuals work can also be described in terms of those six types (e.g., professional environment, tasks required by job role, educational courses undertaken/selected). Third, individuals are attracted to types of working environments that reflect their personality types. Fourth, placing individuals in types of environments that are appropriate or similar to their personalities will likely contribute to their job satisfaction, the contribution through their work, and to low employee turnover.

Methodological Approaches Employed by Coaches and Counselors in Greece

In this section, we discuss the methodologies of two Greek career counseling companies much like brief case studies. The first company, Employ, is a vocational guidance, lifelong learning, and career counseling agency. We use this company as an example of a career counseling agency practicing within a theoretical framework and in line with social sciences approaches (e.g., psychometrics, interviews). We provide little information on the methodologies Employ follows, as these were not available (website: <https://e-employ.gr/>).

Employ draw on a number of theoretical approaches to consult their clients depending on factors such as the client's age, their cultural background, and the time available for counseling. Employ's approach is grounded in the reality of post-

modern trends corresponding to a gradual shift from stable and conventional to non-linear and unstable working environments. The environments in which individuals develop (e.g., labor market, organizations, social groups) can be thought of as complex systems operating under both stable and changing phenomena (Bright & Prior, 2011). Furthermore, individuals should engage in various activities, remain alert to alternative opportunities, and learn the required skills in order to succeed in new activities (Krumboltz, 2008).

The second company, Life Clinic Group, offers life and business coaching services to clients. We use this company as an example of a career counseling agency (as far as their business coaching services are concerned) that focuses on changing clients' future behavior (prospectively) relying mainly on positive psychology principles and planning. We briefly cover the main areas in which the Life Clinic Group center their attention with their clients and some of the outcomes they aim to achieve (website: <https://lifeclinicgroup.com/>).

Life Clinic Group's business and executive coaching is based on five working areas with their clients. The first area is aimed at increasing the client's self understanding and self-insight – this involves accessing and being aware of their thoughts and feelings and the way in which these affect their behavior. The second area is concerned with acknowledging the client's strengths and developmental needs. This process develops clients' understanding of their limitations and areas in need of development, and requires commitment to continuous learning and self-development.

The third area is dedicated to teaching self-management skills to clients so as to promote behaviors that contribute to career and organizational success. This involves regulating oneself (managing reactions and emotions), accepting (and assuming) responsibility for one's performance, setting and pursuing high goals, and cultivating flexibility in handling change. The fourth area involves the professional development of clients solely through focusing on maintenance and improvement of their skills, and through strategic career choices and a formulation of a career development plan. The final area is concerned with leadership behavior and knowledge by acting as a strong and influential role model and through developing leadership capabilities (e.g., discovering new ways of thinking and acting).

Other Sources

Other company-based initiatives are available and delivered in the form of seminars. Such seminars are provided by Kariera.gr, an online job board for Greece, aimed at employees and individuals that are in need of further training and qualifications for the roles they are applying for (website: www.kariera.gr).

Chapter 6: Glossary

There is not any specific glossary terminology in the Greek language.

Chapter 7: Sources

From national projects and approaches

Human Potential, the crucial factor on the reform of Public Administration

- http://www.eede.gr/newsletters/tomdda/TOMDDA_onPublicManagement_Issue5.pdf

The human resources as a competitive advantage for businesses

- <https://pergamos.lib.uoa.gr/uoa/dl/frontend/file/lib/default/data/1320411/theFile>

From curricula

Human Resource Management

- <https://www.aueb.gr/en/content/program-courses>
- <https://www.mastersportal.com/studies/273049/management.html>

Strategic Human Resource Management

- <https://www.mastersportal.com/studies/37879/strategic-hrm.html#content:contents>

Leadership & Management Development with Human Resources Management

- <https://www.mastersportal.com/studies/38079/mba-leadership-management-development-with-human-resources-management.html>

From innovative practice media resources as apps and websites

Clutch Website: <https://clutch.co/gr/hrmaster>

HR Professional: <http://www.hrpro.gr/>

Job Trust: <https://www.jobtrust.gr/>

HR in Action: <https://www.hrinaction.gr/>

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