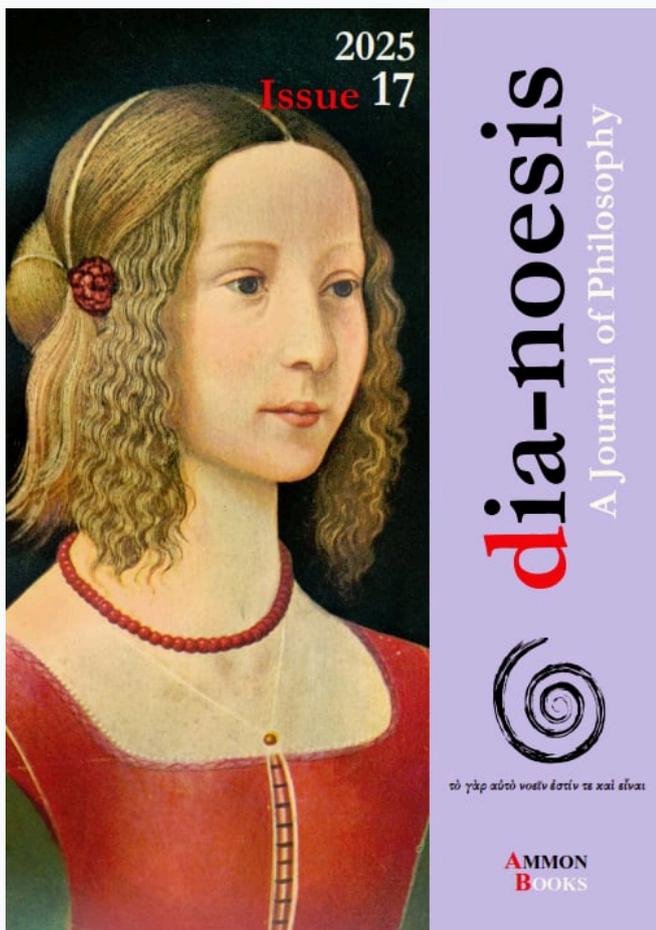


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Influence and Preservation

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**Influence and Preservation
- Utilisation of Human Resources protecting
Tangible Cultural Heritage, supported by the
Ministry of Culture in Greece**

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Abstract:

Cultural Heritage defines a country. The preservation of Cultural Heritage is linked to the principles it has as a country and as a society. Citizens, based on these values, feel safe and stable. Tangible cultural assets are physical objects or structures that have artistic, historical or cultural significance. In Greece, according to the law, the protection and preservation of Cultural Heritage is assigned to the Ministry of Culture. The responsibility for achieving this goal lies entirely with the Ministry. By extension, the burden of this responsibility falls on the employees of the Ministry and its services throughout the territory. This study investigates the influence and protection of Tangible Cultural Heritage through the utilisation of Human

Resources. The qualitative research tools of questionnaires are combined in the research, so as to explore the contribution of Human Resources to the protection of culture. The research sample consisted of employees of the Ministry of Culture in Greece who work to preserve the Cultural Heritage. The study utilised 603 anonymous Greek respondents. It also involved a survey that took place online using Google Forms. SPSS software was used to process and analyse the primary data. These findings provide valuable insights for the Ministry of Culture and its directors to better support and sustain Tangible Cultural Heritage by leveraging Human Resources, to develop partnerships with institutions and citizens using innovations, while also further expanding the understanding of the need to utilize staff and external factors, as on this issue limited research has been conducted.

Keywords: *Cultural Heritage, Human Resources Management, Preservation, Protection, Tangible Cultural Heritage*

1. Introduction

Cultural heritage is a link to the past. It also offers a sense of identity and continuity for current and future generations. Preserving cultural heritage is relevant in many contexts. It links communities to their past. It fosters a sense of identity and belonging among individuals and communities, reinforcing cultural pride (Karjalainen, 2020). It is about recognizing the distinctive path the ancestors of communities walked to shape their present and then towards the future.

Cultural heritage monuments are invaluable educational resources that enhance cultural literacy and promote knowledge and appreciation of diverse cultures and histories (Szczepanowska, 2013; Price et al., 2016). Each culture has its unique modes of expression, belief systems and values. It also leads to the rich diversity of the global human family while demonstrating its lineage tracing back through the ages.

Its preservation can contribute remarkably to community and peacebuilding, local economy boost, environmental sustainability, and promote intercultural dialogue (Szczepanowska, 2013; Price et al., 2016).

Tangible cultural heritage is of historical significance. These assets serve as a physical record of human history (De Paolis et al., 2022; Havinga et al., 2020). Many researchers (Pai et al., 2025; Halkos et al., 2024) agree that the preservation of

tangible cultural heritage is an important factor and is directly linked to society. Its protection is influenced by using human resources effectively in the Ministry of Culture. Human capital utilization brings the best possible results. According to Papalexandri, N. and Bouradas, D. (Papalexandri et al., 2016), Human Resources Management, as a documentation, is defined as the administrative function that implements, supervises and studies a set of activities and actions that are directly and closely linked to the development and evolution of the vital factor of an organization (Papalexandri et al., 2016). Moreover, the department's executives are connected, and it is useful to help the top management to meet and achieve the goals (Papalexandri et al., 2016).

Cultural heritage could be characterized as complex and multifaceted, which is also evident from its evolution over the years (Whitehead et al., 2019). It is essentially a type of heritage that no one disputes must be preserved at all costs (Gantzias, 2008). The term "cultural heritage" was first introduced by the UNESCO International Convention, which was signed in 1954 in Hague (Papapetropoulos, 2017). In a European context, cultural heritage has been defined by UNESCO, whose main role is to define the concept of "heritage" that will be acceptable to all states (Calligaro, 2014). UNESCO is internationally the largest organization for the protection of cultural heritage, which is why it has established two very basic axes around this issue (Papadopoulou et al., 2018).

Due to the great value of cultural heritage, efforts are constantly being made to protect it. In Greece, the methods of protecting cultural heritage are described in the Law. The goal is to create a combination between the protection of natural resources and cultural heritage (Papadopoulou et al., 2018). Special mention is also made of how monuments and archaeological sites are highlighted and interconnected, declaring all areas, which include buildings of historical, artistic and architectural value, as monuments and archaeological sites. The Ministry of Culture bears the burden of responsibility for protecting the Tangible Cultural Heritage. In addition, the issue of protecting and preserving it with the contribution of employees presents particular interest and significant results. The human

resources of the Ministry of Culture are actively involved in this project.

The research questions focus on whether the personnel of the Ministry of Culture in Greece are effectively utilized for the preservation of Tangible Cultural Heritage and whether its employees consider themselves to be contributing to its preservation. Additionally, the question of whether the institution develops permanent partnerships with citizens and other public institutions to preserve the Tangible Cultural Heritage was studied. Moreover, the limitations of the present study are discussed, and directions for future research in this field are suggested by the authors.

2 Results

Research led us to very interesting results. The study examined the real value of the contribution and influence of human resources in the preservation and protection of Tangible Cultural Heritage in Greece. Additionally, research took place on the Internet, and the entire sample is among a set of employees of the Ministry of Culture. The employment category is related to whether the personnel of the Ministry of Culture in Greece are utilized effectively for the preservation of Tangible Cultural Heritage. Also, the position of responsibility is related to whether the employees of the public institution consider themselves to be contributing to the preservation of the Tangible Cultural Heritage.

According to the law in Greece, the protection of the Tangible Cultural Heritage is assigned to the Ministry of Culture, by extension, to the personnel who serve in it. The contribution of human resources is important and of primary importance (Han, 2019).

Furthermore, the research concluded that the employment category is related to whether the public institution develops permanent partnerships either with citizens or other public institutions to preserve Tangible Cultural Heritage (Tuan et al., 2008). Structures of architectural and historical value (churches, temples, castles, and ancient ruins); artifacts from

the past (tools, pottery, clothing, and jewelry) and archaeological sites (burial grounds, ceremonial sites, and settlements) are some of the most common examples of tangible assets of a community or society. Citizens are aware. They honor and love the country's heritage. So, they are available and cooperative so that protection becomes a goal and achievement.

3 Discussion

3.1 Human resource management

Human Resources Management, depending on the organization's size, presence and objectives, is an integral function that brings together a series of important and special activities that have as their central axis the management of human resources and the human factor.

3.1.1 Defining Human Resources Management

Human Resource Management as a term is the function of an organization that deals with the attraction and training of its potential, its evaluation and reward, having as its guiding principle the labor relations and the health, safety and justice that exists within the organization and considering the person - the entity - each unit as the most important factor in achieving and fulfilling these goals of the organization (Samouilidis et al., 1995).

One of the main goals is improving the organization's performance and competitiveness in the labor market and society. The development of the production process and the continuous improvement of the quality of its results is a constant will, motivation and commitment of the organization itself. Also, the supervision of the observance of legal and labor relations is a primary issue that is taken care of and set by the organization for its good and orderly operation.

Human Resources Management, as documentation, is defined as the administrative function that implements,

supervises and studies a set of activities and actions that are directly and closely linked to the development and evolution of the vital factor of an organization (Papalexandri et al., 2016). Also, the practices adopted by the organization must be in line with its respective strategy. Finally, the department's executives are connected, and it is useful to help the top management to meet and achieve the goals of both the organization's effectiveness and social justice towards its employees (Papalexandri et al., 2016).

The process of creating a work environment that enables its staff to maximize their potential is called personnel management. It is a system that begins with the emergence of a job position and includes the creation of teams with the aim of their development and improvement through training and development programs (OECD, 2018).

Employee performance is one of the most important functions for the advancement of an organization. Managing their human resources is one of the most difficult challenges they are called upon to overcome. Within this context, management executives need to synchronize many different factors to achieve the desired result and help the organization differentiate itself and stand out from its other competitors. After all, the course of the organization itself depends mostly on the performance of its employees.

3.1.2 Factors influencing Human Resource Management internationally

The different countries have differences in many ways, which influence the attractiveness of foreign investors in each country. Several factors that can influence human resource management in an international environment have been identified by global management researchers. Specifically, four main pillars, four factors, have been identified:

- the political–legal system,
- culture,
- the economic tax system and
- education – human capital (Terzidis et al., 2004).

Culture, defined as the set of important issues that binds the members of a community, is the most important factor influencing human resource management in a country where the organization's facilities are located. Mainly regarding issues of social or religious content, regarding the social environment and how it operates, as well as the ideals on which one is worth relying.

Human capital refers to the productive capabilities of employees, that is, the knowledge, skills and experiences that have an economic impact on the organization (Kourtoglou et al., 2024).

The laws of a particular country usually reflect social norms regarding how lawful behavior is defined. The political and legal system often dictates requirements on issues such as pay and raises, benefits or incentives and pharmaceutical benefits, and the bureaucratic procedures of hiring or even firing.

Differences in several economies can and do have a major impact on remuneration systems in international businesses, which seek to develop a system of international wages and rewards respectively that maintains cost controls, but at the same time makes it allows the local economy to enter the international arena of competition.

Several factors, such as the organization's international strategy and the local regulatory legal framework, the organization's institutions and shareholders themselves, local markets and national culture, influence the design of employee compensation packages. Human resource managers aim and try, using the best possible practices that are applied internationally, to balance the above factors with the constraints imposed by the local environment (Rasbury, 2008).

In conclusion, the differences that countries present between them directly affect the various types of human resource management systems. These systems need to be developed to address each specific situation appropriately. The extent to which these differences affect the organization is directly linked to how the same organization participates in international markets.

3.2 Cultural Heritage

As a concept, Cultural heritage, not only in the Old Continent, but also all over the world, could be described as complex and multi-faceted. This is also evident from its progress over the years. As a result, a plenitude of different dimensions and aspects is included (Whitehead et al., 2019).

As a term, cultural heritage refers to buildings, monuments, and spaces that have great anthropological and ethnological, but also scientific and archaeological value. It is essentially a type of heritage that no one disputes must be preserved at all costs, so that it can be passed on unscathed to future generations of people (Gantzias, 2008). It achieves this through Charters, Directives and International Resolutions, mainly of the last decades. Immediately after the end of World War II, states began to cooperate in order to be able to achieve the great task of preserving cultural heritage. This task was carried out with the valuable assistance of UNESCO to protect and respect it in cases of armed conflict (Calligaro, 2014).

At that time, the protection of cultural property during wars was also established (Papapetropoulos, 2017). The signing of this treaty came after the massive destruction of cultural property caused by World War II and after the intense concern about the destruction that was to come (Francioni, 2012; Konsola, 1995). UNESCO began to contribute greatly to the signing of various conventions, declarations and recommendations, which ultimately led to the existence of a common international law. Its great contribution to the preservation, exploitation and collection of cultural and natural heritage was also the preamble to the World Heritage Convention, which was signed in 1972. Moreover, this convention is one of the most important that have been signed to date (Rodwell, 2012).

According to the provisions of the World Heritage Convention, it is emphasized that it consists of three categories. The first includes monuments, such as architectural works, structures and elements of an archaeological nature, works of painting and sculpture, inscriptions, combinations of various features that have historical value, cave dwellings and of course anything deemed worthy of protection in the context of science and art.

The second category includes various groups of buildings, such as separate or connected buildings, whose location and architecture have great value from a scientific, historical and artistic point of view, due to their homogeneity. Finally, the third category includes landscapes, such as natural or human creations, as well as areas in which there are archaeological sites of great aesthetic, historical, anthropological and ethnological value (UNESCO, 1972).

3.2.1 Cultural Heritage protection in Greece and internationally

Due to the great value of cultural heritage, efforts are constantly being made to protect it. It is the totality of material manifestations of a community's heritage. These are what someone can see, touch, and experience directly

The great value of culture is pointed out. It is mentioned as one of the most important development resources. At the same time, it can be a framework through which can promote new business actions and work. To ensure maximum benefits for society, various measures have been established. They aim to protect and promote cultural heritage. (Papadopoulou et al., 2018).

Special mention is also made of how monuments and archaeological sites are highlighted and interconnected, declaring all areas, which include buildings of historical, artistic and architectural value, as monuments and archaeological sites. The so-called "Protection Zones" are also established for archaeological sites and monuments, and at the same time, their visitation and conservation are particularly promoted to achieve their harmonious integration into modern life and to upgrade environmental conditions.

However, the implementation of the program for the promotion of historical landscapes is also very important, as well as the promotion of the integration of protected monuments into the wider landscape to which they belong, so that the natural character of the areas is highlighted simultaneously with the cultural element (Papadopoulou et al., 2018).

The location of cultural sites and infrastructures is also included in the protection framework. In this area, the provisions focus on ways to strengthen cultural infrastructure through the creation of new facilities that will have an international reach (Papadopoulou et al., 2018).

Additionally, there is a concern for the organization of culturally timeless routes. In order to do this, programs to organize cultural walks and visits to museums are promoted. These specific routes are directly related to the urban fabric. In other words, the programs are connected to cultural elements.

The first is actions to protect and utilize the world's cultural and natural heritage, and the second is to promote each culture (Papadopoulou et al., 2018). Their main technical advisor on the presence of political heritage is the International Council on Monuments and Sites, ICOMOS. This is a governmental and international organization which focuses on ways to promote methodology, technology, theory and information related to protection, but also to the promotion of historical monuments throughout the world (Papadopoulou et al., 2018). UNESCO and ICOMOS have established April 18 as World Heritage Day since 1983, to raise awareness among citizens around the world about its value. One of the best examples of actions to raise citizens' awareness of the value of cultural heritage is the "European Cultural Routes", as well as the program called "Europe, a Common Heritage", which is based on the effort to establish a common European cultural identity and on the protection of the environment, to raise citizens' awareness about it.

The European Union's actions also include the European Capital of Culture, an institution established in 1985, following a proposal by the then Minister of Culture, Melina Mercouri. The aim is to reach out to European people and, at the same time, to exploit the diversity of European cities. As far as Greece is concerned, the main state cultural body is the Ministry of Culture.

Regarding development and cultural policy, it focuses mainly on achieving the promotion and preservation of cultural heritage, and of course, on the promotion of modern-day culture. Finally, it also undertakes the protection of

archaeological monuments with the help of local communities. Regarding development and cultural policy, it focuses mainly on achieving the promotion and preservation of cultural heritage and, of course, on the promotion of modern-day culture. Finally, it also undertakes the protection of archaeological monuments with the help of local communities.

However, beyond the Ministry of Culture, the action of local and regional governments is also important, which offers valuable financial assistance, safeguarding and promoting the cultural monuments of each region. Of course, there are not only public bodies that are active in the cultural field, but also important associations, clubs, private cultural institutions, as well as banks' cultural institutions. A broader human narrative embodies the diversity of human expressions, beliefs and values.

3.2.2 Management of Tangible Cultural Heritage in Greece

The management of Tangible Cultural Heritage in Greece is enshrined in the Greek Constitution, which is based on texts drawn up by European institutions and international organizations. In addition to this, there is the very important Trust Law, which is of great value, as it ensures the proper management of every archaeological project. The legal framework, whether directly or indirectly, concerns the protection and promotion of cultural heritage (Papageorgiou et al., 2010).

The most crucial legislative framework is, of course, Law 3028/2002, which can eliminate the integrated and mainly systematic management of cultural heritage. How the institutions and laws are implemented depends mainly on the respective bodies, whose role is very important initially for planning and then for the programming and implementation of cultural activities, so that any problems that arise can be successfully addressed. In Greece, most of the competent bodies belong to the state and present specific characteristics in terms of their legal form, how they manage cultural heritage, their autonomy and the implementation of actions (Korka, 2018; Papoulias, 2013).

The most important body that ensures the existence of strategic planning and planning is the Ministry of Culture. It also

ensures that actions are implemented to highlight the cultural heritage of each era. At the same time, it also ensures the dissemination of modern culture. The Ministry of Culture includes the central service, supervised bodies that are responsible for managing cultural heritage, as well as regional services (Presidential Decree 131/2003).

Moreover, there is the International Council of Museums, with the Greek section ICOM, which was founded in 1983 and includes 500 members and organizations. Its main goal is to organize seminars, international conferences and scientific meetings, to publish basic manuals in the Greek language, to create archives and a library and generally to develop museology. Furthermore, it cooperates with all the Higher Educational Institutions of the country, but also abroad, as well as with many other institutions and organizations (International Council of Museums, 2025).

4 Materials and Methods

4.1 Data Collection and Analysis

The Tangible and Intangible Cultural Heritage of any country is valuable. In Greece, its protection is basically the responsibility of the Ministry of Culture and, by extension, its employees. The objective of the research is to study the preservation and safeguarding of tangible and intangible cultural heritage.

The Ministry's Human Resources Management has a very important role. Initially, the employees of the Ministry of Culture of Greece and secondarily the ministry itself, in collaboration with other local or non-local bodies choose, in accordance with the laws, the methods and rigor to be adopted and determine the procedures for the protection of culture.

Table A1. Gender (of the sample).

	Frequency	Percent	Valid Percent	Cumulative Percent
Men	173	28.7	28.7	28.7
Women	430	71.3	71.3	100.0
Total	603	100	100.0	

The study took place with an online questionnaire. In our research, 603 Greek employees took part. The entire sample consists of employees of the Ministry of Culture. The characteristics of the sample are presented in Table A1. We can see that the sample has 173 men and 430 women. The sample is made up of participants of various ages from 18 years and above. Female respondents accounted for 71.3% of the sample.

Also, the study engaged an online questionnaire, which had been taken place with Google Forms from the 1st of February 2024 until the 11th of March 2024. The answers were anonymous.

Objective methods and random sampling techniques were used to collect the sample, which is satisfactory. The questionnaire can provide predictions for the rest of the similar population as well (Morse et al., 2013).

Different scales to measure the variables were included in the questionnaire. The works of several authors were adapted to set it up. Most of the items were measured using a Likert scale, where 1 pointed out ‘never’ and 5 suggested ‘always’. Research questions guiding this study were answered with editing by SPSS.

Table A2. Experience (in years) at the Ministry of Culture.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-9	97	16.1	16.1	16.1
10-18	124	20.6	20.6	36.7
19-27	243	40.3	40.3	76.9
28-36	127	21.1	21.1	98.0
<=37	12	2.0	2.0	100.0
Total	603	100.0	100.0	

According to Table A2 only 16.1% have been working for less than 9 years at the Ministry of Culture but the

overwhelming majority of 63.3% of the respondents have been working for more than 20 years.

Table A3. Central Service or Regional Service (of the Ministry of Culture).

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	123	20.4	20.4	20.4
	480	79.6	79.6	100.0
Total	603	100.0	100.0	

At the central service of the Ministry of Culture are working 20.4% of the respondents and most of them (79.6%) are working in Regional Service which are in each Prefecture of Greece.

Table A4. Employment Category (of the sample).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	151	25.0	25.0	25.0
	No	452	75.0	75.0	100.0
Total		603	100.0	100.0	

Regarding the participants' employment category in cultural services, Table A3 shows that 25% of the participants hold a position of responsibility, while on the contrary, 75% do not.

4.2 Reliability Statistics

The research tool provides us with a set of variables that were studied. The original eighty-seven correlated variables had a Cronbach's Alpha of 0.939.

Table A5. Reliability Statistics

Cronbach's Alpha	N of items
.939	87

A Cronbach's Alpha of 0.935 was presented by the final nineteen correlated variables. The tree-factor solution was clean. They explained 63,62% of the total variance.

Table A6. Reliability Statistics

Cronbach's Alpha	N of items
.935	19

A high value of 0,880 had been presented with The Kaiser–Meyer–Olkin measure of sampling adequacy. It used the Rotation Method: Varimax with Kaiser Normalization.

Table A7. KMO and Bartlett's Test

Mean	Variance
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.880
Bartlett's Test of Sphericity	Approx.Chi-Square
	Df
	Sig.
	8382.377
	171
	.000

When evaluating the averages of the variables in the questions studied, it appears as a result that more than half of the Ministry of Culture employees who participated in the survey state that the staff is utilized and actively contributes to the preservation of tangible cultural heritage either as units or in collaboration with other public or private bodies.

Table A8. Scale Statistics

Mean	Variance	Std. Deviation	N of items
50.38	178.209	13.349	19

The results revealed three factors. The first factor presents the role of cooperating institutions and the collaboration of the Ministry of Culture in Greece and its employees with associations, local bodies and businesses for the preservation of Tangible and Intangible Cultural Heritage. Secondly, it displays Human Resources and applied innovations. Therefore, it presents the collaboration of the Human Resources of the Ministry of Culture with institutions and citizens for the preservation of tangible cultural heritage using innovations.

The last factor exhibits the contribution of Human Resources to Cultural Heritage. Specifically, tangible and intangible

cultural heritage is highlighted by human resources who contribute to its promotion and visibility.

- The role of cooperating agencies (variance 47.58%),
- Human Resources and applied innovations (variance 10.04%) and
- The contribution of Human Resources to Cultural Heritage (variance 6.00%)

The first factor, the role of cooperating agencies, describes 47.58% with a Cronbach's Alpha of 0.932, and the KMO had a high value of 0.869. In particular, it includes employees who believe that the Greek Ministry of Culture develops very good collaborations with non-governmental organisations, groups, associations and businesses for the preservation of Intangible Cultural Heritage. They also consider that they contribute a lot to the preservation of the Tangible Cultural Heritage. In addition, the cooperation of the employees with the local social agencies for the preservation of the material cultural heritage is considered satisfactory.

The second factor, Human Resources and applied innovations, describes 10.04% with a Cronbach's Alpha of 0.843, and the KMO had a high value of 0.852. Especially employees who consider themselves to be utilised for the preservation of tangible cultural heritage and believe that their contribution is important. They also consider that the institution develops good partnerships with citizens and with other public bodies for the preservation of material cultural heritage. At the same time, these collaborations are functioning at a good to satisfactory level, and the organization is implementing innovative management and change programs to promote Cultural Heritage.

Finally, in the third factor, the contribution of Human Resources to Cultural Heritage, describes 6.00% with a Cronbach's Alpha of 0.749, and the KMO had a value of 0.705. Particularly, it presents the employees who consider that the training and the monitoring of the training activities contribute to the promotion of cultural heritage as a central element. They also estimate that suitable human resources are sufficient for Cultural Heritage. In addition, they advocate that the staff is utilized in terms of highlighting both the Tangible and

Intangible Cultural Heritage and consider that as employees they contribute to its preservation.

4.3 Independence Test

The chi-square analysis of contingency tables, as early as 1949, is one of the most frequently used nonparametric procedures in psychology and the social sciences in general. According to D. Lewis and C. J. Burke (Lewis et al., 1949), researchers who used the chi-square test cited almost nine common errors made. Moreover, it offers an updated review of potential pitfalls when editing the chi-square test. It also examines supplementary and alternative approaches.

Firstly, the test investigated if employment category (responsibility position) is related to whether personnel of the Ministry of Culture in Greece are leveraged in the preservation of the Tangible Cultural Heritage. The null hypothesis was that the two variables were independent. H0: Employment category does not affect the fact that personnel are utilized in the preservation of the Tangible Cultural Heritage.

Table A9. Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.477 ^a	4	.345
Likelihood Ratio	4.319	4	.365
Linear-by-Linear Association	2.796	1	.095
N of Valid Cases	603		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.51.

An alternative hypothesis was that these two variables are dependent. H1: Employment category affects the fact that personnel are utilized in the preservation of the Tangible Cultural Heritage. There is a correlation between employment category and the fact that personnel of the Ministry of Culture in Greece are utilized in the preservation of the Tangible Cultural Heritage, with a moderately strong and statistically significant relationship with prices ($X^2=4.477$ $p<0.345$, $V=0.086$).

Secondly, the test examined whether employment category (responsibility position) is related to whether employees of the

Ministry of Culture in Greece consider themselves contributing to the preservation of Tangible Cultural Heritage.

Table A10. Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	19.131 ²	4	.001
Likelihood Ratio	20.676	4	.000
Linear-by-Linear Association	14.869	1	.000
N of Valid Cases	603		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.01.

The null hypothesis was that the two variables were independent. H0: employment category does not affect the fact that employees consider themselves contributing to the preservation of Tangible Cultural Heritage.

An alternative hypothesis was that these two variables are dependent. H1: Employment category affects the fact that employees consider themselves contributing to the preservation of Tangible Cultural Heritage.

There is a correlation between employment category and the fact that employees of the Ministry of Culture in Greece consider themselves contributing to the preservation of Tangible Cultural Heritage, with a moderately strong and statistically significant relationship with prices ($X^2=19.131$, $p<0.001$, $V=0.178$).

As well, test examined if employment category (responsibility position) is related to whether the Ministry of Culture in Greece develops permanent partnerships with citizens with the aim of preserving Tangible Cultural Heritage.

Table A11. Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.550 ²	4	.110
Likelihood Ratio	7.579	4	.097
Linear-by-Linear Association	2.693	1	.101
N of Valid Cases	603		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 11.02.

The null hypothesis was that the two variables were independent. H0: employment category does not affect the fact that the Ministry of Culture develops permanent partnerships with citizens with the aim of preserving Tangible Cultural Heritage.

An alternative hypothesis was that these two variables are dependent. H1: Employment category affects the fact that the Ministry of Culture develops permanent partnerships with citizens with the aim of preserving Tangible Cultural Heritage. There is a correlation between employment category and the fact that the Ministry of Culture in Greece develops permanent partnerships with citizens intending to preserve Tangible Cultural Heritage, with a moderately strong and statistically significant relationship with prices ($X^2=7.550$, $p<0.110$, $V=0.112$).

Finally, the research examined whether the employment category (responsibility position) is related to whether the Ministry of Culture in Greece develops permanent partnerships with other public institutions with the aim of preserving Tangible Cultural Heritage.

The null hypothesis was that the two variables were independent. H0: employment category does not affect the fact that the Ministry of Culture develops permanent partnerships with other public institutions with the aim of preserving Tangible Cultural Heritage.

Table A12. Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.189 ^a	4	.037
Likelihood Ratio	10.072	4	.039
Linear-by-Linear Association	3.327	1	.068
N of Valid Cases	603		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.76.

An alternative hypothesis was that these two variables are dependent. H1: Employment category affects the fact that the Ministry of Culture develops permanent partnerships with other public institutions with the aim of preserving Tangible Cultural Heritage.

There is a correlation between employment category and the fact that the Ministry of Culture in Greece develops permanent partnerships with other public institutions with the aim of preserving Tangible Cultural Heritage, with a moderately strong and statistically significant relationship with prices ($X^2=10.189$, $p<0.037$, $V=0.130$).

5 Conclusions

The research examined the real value of employees' contribution to the preservation of Tangible Cultural Heritage and the proper utilization of Human Resources among a set of employees of the Ministry of Culture. The Ministry of Culture bears the burden of responsibility for this protection. The human resources of the Ministry of Culture are actively involved in this project. This study confirms that this utilization, as well as the contribution of employees of the Ministry of Culture in Greece, play a crucial role in the promotion of Tangible Cultural Heritage. The promotion of cultural monuments and their effective management are not only influenced by the adequacy of human resources but also by the stable and effective collaborations of the organization with the local community and groups, and associations. The findings are in line with the literature emphasizing the importance of the contribution and utilization of personnel in the preservation of culture and its main elements internationally (Tuan et al., 2007; Theodosiadis, 2022).

The first application of this study was carried out on employees of the Ministry of Culture throughout Greece and from different employee specialties. Self-reported information was the primary source of data used in this study. Although it has various biases and limitations. Participants might answer in a way that they believe is positive or acceptable due to social desirability bias. That can have an impact on their self-reported metrics as well.

Despite its contribution, limitations are being in the research; most notably, it is limited to a specific group of employees of the Ministry of Culture of Greece. Different

educational and cultural backgrounds could provide distinctive perspectives on the elements that affect the emergence of Greek Cultural Heritage as a central element.

In the issue of the protection and preservation of Tangible Cultural Heritage from the perspective of workers has been emerged several findings have emerged from this study for future theoretical development efforts (Mendoza et al., 2023). Avenues for further investigation are created by this acknowledgement to confirm the results in many cultural contexts. Thus, our understanding of how different countries manifest with the aim of corresponding comparison is being augmented.

From a technical perspective, further studies, either with a sample targeted by employee speciality or with larger sample sizes, should be conducted. Future research could build on this work by investigating comparable approaches in various cultural and/or geographical contexts to increase the relevance of these findings. Finally, using mixed-method techniques should likely be considered by future studies to validate self-reported data and guarantee accuracy, in order to reduce limitations. Overall, future research could be based on the present findings. It could also advance a more comprehensive understanding of the variables affecting the preservation of cultural heritage in different situations and demographics while addressing the limitations.

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