

SOUTHERN NEW HAMPSHIRE UNIVERSITY

**5 star hotel
employee
motivation in
Heraklion, Crete**

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Title

5 star hotel employee motivation, in Heraklion, Crete

Declaration

This thesis is the work of Pratsinakis Dimitris. All other contributors are acknowledged in the text and listed in the references.

Word count : 19107 words.

Abstract

Purpose: This paper aims to identify key points in the motivational situation of 5 star Hotels in Crete. This is a virgin research area for the region, as no attempt has been made previously to identify these points.

Design/methodology/approach: First, the paper reviews and compares the main motivational theories presently in existence; and second, within this context, the paper will introduce and analyze the forms of motivation used with the working force in the local community and economy in Heraklion, Crete, and more specifically, with its 5 star hotels.

Findings: The paper's conclusion is a simple one: motivation is a tool that is needed in the workforce of any company, and the ability to use motivation in effective ways is a key aspect for operational

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success, although, as the findings will suggest, what these particular employees need is simpler than described in text books.

Originality/value: This paper highlights the importance of the current situation this particular segment of the workforce (that of 5 star hotels) faces as experienced by the workforce itself. This results in a unique understanding of motivation for the target population of the study. Recent literature including up- to- date articles and text books have been used as a reference throughout.

Keywords: Motivation, Crete, work force, hotel.

Paper type: Post-Graduate thesis.

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A. LITERATURE REVIEW

Introduction

The hotel sector in Crete is the biggest sector along side with agricultural activities, since a big part of the Heraklion community is involved in tourism activities being motivated is an important factor not only for achieving organizational goals, but also to keep the local community involved in the tourism sector, a sector that is more and more penetrated by foreign labour, something that causes the traditional Greek service product to deteriorate. What this paper tries to achieve is an understanding of the local labour motivation, the effect it has employee behavior, and finally the correlation between management and line employees. In order for this paper to achieve its goal, we have first to start by explaining what motivation is, how complex it is, what its main theories are, what the main arguments are. To continue we have to understand the sample environment characteristics, meaning: what are the tourism labor and the general labor characteristics of the region, tourism figures, and facts, major players in the local tourism market, the economic situation of the region, and special factors of the region (seasonality). The research questions are answered on theoretical bases, which at the findings chapter conclude with the findings the final point of the paper.

Motivation

Defining motivation

Motivation is the word that explains why we do what we do. If we want to do it, or do we have to do it, or are we eager or not to do it. According the Oxford English dictionary motivation is the conscious or unconscious stimulus for action towards a desired goal as resulting from psychological or social factors which give purpose or direction to human or animal behavior. Or more simply as to R.L Daft (2004) it is the arousal, direction, and persistence of behavior. Motivation is a recent topic of investigation mainly of the last century starting after the industrial revolution. Since then many have come up with several theories to apply in the daily and the business environment. The most known theories include: Maslow's hierarchy of needs, Herzberg's two factor theory, McClelland acquired needs theory, Adams's Equity theory, Vroom's Expectancy theory, ERG theory by Clayton Aldfer.

Complexity of motivation

Motivation is complex, as a proof is the big number of different motivational theories, and the different approaches. As Mullins (2005) mentions there is no readymade solution or single answer to what motivates employees to work well. The motivational theories show that there are many motives which influence people behavior and performance. Collectively the different theories provide a

framework within which to direct attention to the problem, of how best to motivate staff to work willingly and effectively. Other say that being able to motivate is not something that you have to study and support the idea that is a talent, where as other researchers' advice that motivation if not studied through academics can be taught as children learn how to behave, through observation. As we can understand motivation is a complex and vast notion strongly related to leadership and to day to day activities.

Needs and rewards

In order to understand motivation better, it is good to start by explaining the needs and the rewards. Satisfying needs are the goals for motivation. As need we can identify almost anything, from having lunch to buying a sports car and from hearing music till being able sleep later as a child. According to Daft (2004) when the need is satisfied the person feels rewarded, as to that a reward is the information of achieving the goal. As he mentions there are two types of rewards extrinsic and intrinsic rewards. Intrinsic rewards are the satisfactions a person receives in the process of performing a particular action. While extrinsic rewards are satisfactions given to a person by a third party, and include bonus, pay increase or promotion. According to Daft (2004) it is important to reward with extrinsic rewards but it is even more skillful and effective using intrinsic rewards as those are more effective to the workforce.

Motivation schools

There are two schools of motivation theories. The content theories and the process theories, according to Daft (2004) "content theories emphasize the needs that motivate people. At any point in time, people have basic needs such as those for food, achievement, or monetary reward. The needs translate into an internal drive that motivates specific behaviors in an attempt to fulfill the needs."

Content theories include: Maslow's hierarchy of needs, Herzberg's two factor theory, McClelland's acquired needs theory and ERG theory by Clayton Alderfer.

"Process theories explain how workers select behavioral actions to meet their needs and determine whether their choices were successful. There are two basic process theories' equity theory and expectancy theory." Daft (2004)

The motivation theories explained

Content theories

"Maslow's hierarchy of needs

Maslow's hierarchy of needs is one of the first and most basic while the most important content theory. Maslow proposed that people are motivated by five categories of needs: psychological, safety, belongingness, esteem, and self-actualization all of them existing in a hierarchical order.

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1. Psychological needs: These are the most basic human physical needs, including water, food, and oxygen. In an organization the similar needs are salary, heat, air as to ensure survival.
2. Safety needs: are the needs that care for a safe and secure physical and emotional environment and freedom from threats. In an organization safe job, fringe benefits and job security reflect safety needs.
3. Belongingness needs; are the needs that relate to the desire to be accepted by one's peers, have friends, be part of a group and be loved. In an organization the similar are good relationships, participation and positive relationship with supervisor.
4. Esteem needs: are the needs that relate to the desire of positive self image and to receive attention, recognition, and appreciation from others. Within an organization we can find motivation for recognition, increase in responsibilities, and credit for contribution as esteem rewards.
5. Self actualization: these represent the need for self fulfillment, which is the highest need category. It is all about fulfilling ones potential and increasing ones competence. In an organization self actualization needs are opportunities for growth, creativity, training for challenging assignments." Daft (2004), Mullins (1985), Tesone (2005).

Criticism

Much has been written about Maslow's hierarchy of needs with a focus in if it is a strict hierarchy and also about the last supreme need, the self actualization. According to F Heylighen (1992)

"Maslow's ideas have been criticized for their lack of an integrated conceptual structure. His writings are heterogeneous (his major [Maslow A.H. (1970)] book is based on a collection of papers published in the 1940's and 1950's), and consist often of apparently unstructured lists of remarks. According to Ewen [Ewen R.B. (1980), p. 368]: "Maslow's eclecticism

[...] seems insufficiently thought out and includes too many confusions and contradictions. His study of self-actualizers has been criticized on methodological grounds, and his theoretical constructs have been characterized as overly vague, equivocal and untestable". He continues by adding that "another criticism stresses the subjectivity and specifically American bias of Maslow's criteria for psychological health, and suggests that in different societies, such as Japan, an individualistic, autonomous personality like Maslow's self-actualizer, would not be considered healthy or well-adapted, Mook D.G. (1987)". Concerning the hierarchy of needs and quoting Heylighen, in the same paper he mentions that The hierarchical emergence of needs seems easier to test in an objective way, and some empirical research has effectively been

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done, mostly in the area of management and work satisfaction, but the results are mixed at best, sometimes seeming to support the theory, sometimes contradicting it [Steers R.M. & Porter L. (1983);, Wahba M.A. & Bridwell L.G. (1976)]. In particular the specific order in which needs (e.g. love and esteem) emerge, seems to be ambiguous.”

Herzberg's two factor theory

“Frederick Hertzberg, who developed this theory, supporting the work characteristics associate with dissatisfaction were quite different from those pertaining to satisfaction, which prompted the notion that two factors influence work motivation. The first factor, called hygiene factors are needed to ensure an employee does not become dissatisfied, but they do not lead to higher levels of motivation. When hygiene factors are poor work is dissatisfying, while when hygiene factors are prosperous the work is satisfying. The factor includes working conditions, job security, salary, benefits, company policies, quality of supervision and interpersonal relations. On the other hand the factors that influence job satisfaction are motivators. The Motivator factors are high level needs and include challenging work, achievement, and recognition for achievement, responsibility and opportunity for growth. According to this, providing hygiene factors will eliminate dissatisfaction but will not motivate workers to high achievement

levels. On the other hand, recognition, challenge, opportunities, and other motivation factors that influence personal growth are powerful motivators and will promote high satisfaction and performance. The manager's role is to remove dissatisfiers- that is provide hygiene factors sufficient to meet basic needs- and then use motivators to meet higher level needs and motivate employees toward greater achievement and satisfaction. Between the two factors there is an area of neutrality, where people do not feel motivated or demotivated. This "area" is the starting point for motivators, and the end point for hygiene factors." Daft (2004), Mullins (1985), Tesone (2005).

Criticism

There has been a huge wave of criticism over Herzberg's two factor theory; Locke was one of the first to publish work against him.

Locke's Criticism

"Locke's assessment of Herzberg's two-factor theory can be summarized in brief by the following conclusions about Herzberg's thinking:

1. Job satisfaction and dissatisfaction result from different causes.
2. The two-factor theory is parallel to the dual theory of man's needs, which states that physical needs (like those of animals) work in conjunction with hygiene factors, and psychological needs or growth needs (unique to humans) work alongside motivators (Locke, 1976). With these propositions as the basis for Locke's

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understanding of Herzberg, the following is a list of Locke's criticisms:

- Mind-body dichotomy;
- Unidirectional operation of needs;
- Lack of parallel between man's needs and the motivation and hygiene factors
- Incident classification system;
- Defensiveness;
- The use of frequency data;
- Denial of individual differences." M.A.Tietjen and R. M. Myers (1998)

As they continue in their text they mention that "According to Locke's (1976) first critique, Herzberg's view of man's nature implies a split between the psychological and biological processes of the human make-up.

The two are of dual nature and function apart, not related to one another. On the contrary,

Locke proposes that the mind and body are very closely related. It is through the mind that the human discovers the nature of his/her physical and psychological needs and how they may be satisfied.

Lock claims that the two factor theory is, in itself, inconsistent in categorizing factors of satisfaction. For example, if an employee is given a new task (which is deemed a motivator) this is considered responsibility. However, if a manager will not delegate the duty, the

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situation takes the label of supervision-technical. Locke states that the breakup of one element (like responsibility) into two different types of factors results from the confusion between the event and the agent. In his continuous research Lock stated that the employees interviewed tend to take credit for the satisfying events such as advancement or recognition, while blaming others such as supervisors, subordinates, peers, and even policy, for dissatisfying situations. Locke does not feel that Herzberg addressed this fallacy sufficiently for the importance it has in assessing validity of his results."

Further more research has proven to argue with Herzberg,

The Life-cycle theory

"To this point, focus has been placed on the factors that influence employees to be either motivated or merely moved, satisfied or dissatisfied. However, the role of the leader played by each manager directly influences in what manner the employee will be motivated and find satisfaction. Additionally, since their important 1969 article "The life-cycle theory of leadership" (Maslow, 1954), Kenneth Blanchard and Paul Hersey have revisited the role of the manager as leader, re-evaluating that role in the 1990s."

M.A.Tietjen and R. M. Myers (1998).

On the other hand there has been further research proving the opposite to Lock, such as the work of Bassett-Jones and Geoffrey C.

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Lloyd (2005) stating that "the points of Herzberg mere 50 years ago have still utility in our days work environment."

ERG theory

Erg theory is a modified theory of Maslow's hierarchy of needs, presented by Alderfer. This model condenses Maslow's five levels of need into three levels based on core needs of existence, relatedness and growth (ERG).

- Existence needs: are concentrated with sustaining human existence and survival, and cover physiological and safety needs of material nature
- Relatedness needs: are focused with relationships to the social environment and cover love or belongingness, affiliation, and meaningful interpersonal relationships of a safety or esteem nature.
- Growth needs: focus on the development of potential and cover esteem and self actualization.

Alderfer suggested that individual needs progress through the hierarchy from existence needs to relatedness needs to growth needs as the lower needs become satisfied. However he suggested that these needs are more a continuum than a hierarchy. More than one need can be satisfied and activated at the same time, individuals may also progress down the hierarchy. There is actually a frustration-regression process.

Alderfer proposed a number of basic proposition relating to the three need relationships. Some of this propositions followed Maslow's theory, some were the reverse of the theory.

Opposing to Maslow Alderfer's work suggests that lower level needs do not have to be satisfied before a higher level needs emerges as a motivating influence. The results however, do support that the idea of lower level needs decrease in strength as they become satisfied. Erg theory states that an individual is motivated to satisfy one or more basic sets of needs. Therefore if a person's needs at a particular level are blocked then attention should be focused on the satisfaction of needs at the other levels."

McClelland's achievement motivation theory

"McClelland's work originated from investigations into the relationship between hunger needs and the extent to which imagery of food dominated thought processes. From subsequent research he identified four main arousal based, and socially developed motives:

- The achievement motive: the desire to accomplish something difficult, attain a high standard of success, master complex tasks and surpass other.
- The affiliative motive: the desire to influence or control other be responsible for other and have authority over them.
- The power motive: the desire to form close personal relationships avoid conflict and establish warm friendships.

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- The avoidance motive

The first three motives correspond roughly to Maslow's self actualization, esteem and love needs. The relative intensity of this motive varies between individuals. It also tends to vary between different occupations. Managers appear to be higher in achievement motivation than in affiliation motivation. He saw the achievement need as the most critical for the country's economic growth and success. The need to achieve is linked to entrepreneurial spirit and the development of available sources.

McClelland's research attempts to understand the characteristics of high achievers. He suggests n-Ach is not hereditary but results from environmental influences and he has investigated the possibility of training people to develop a greater motivation to achieve.

McClelland suggests four steps in attempting to develop achievement drive:

- Striving to attaining feedback on performance. Reinforcement of success serves to strengthen the desire to attain higher performance.
- Developing models of achievement by seeking to emulate people who have performed well
- Attempting to modify their self image and to see themselves as needing challenges and success.

Controlling day-dreaming and thinking about them in more positive terms." Daft (2004), Mullins (1985), Tesone (2005).

Process theories

Equity theory

"Equity theory developed by Stacy Adams focuses on individuals perceptions of how fairly they are treated compared with other.

Equity theory proposes that people are motivated to seek social equity in the rewards they expect for performance. In more detail equity theory supports that people perceive their compensation as equal to what others receive for similar contributions, they will believe that their treatment is fair and equitable. People evaluate equity by a ratio of inputs to outcomes. Inputs to a job include pay, recognition, benefits, and promotions. The input-outcome ratio maybe compared to another person in the work group or to perceived group average. A state of equity exists whenever the ratio of one's person outcomes to inputs equals the ration of another's outcomes to inputs. On the other hand inequity occurs when the output-input ratio are out of balance, such as when a person with high level of education or experience receives the same salary as a new, less educated employee. Perceived inequity also occurs in the other direction. Perceived inequity creates tensions within individuals that motivate them to bring equity into balance. The most common methods for reducing perceived inequity are the following:

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- Change inputs: a person may choose to increase or decrease inputs. E.g. Overpaid personnel putting more effort or lower paid personnel decreasing effort.
- Change outcome: a person may change its outcomes. E.g. An underpaid personnel may ask for a higher salary or better conditions
- Distort perception: research suggests that people may distort perceptions of equity if they are unable to change inputs or outputs. They may artificially increase the status attached to their jobs or distort other perceived rewards to bring equity into balance.

Leave the job: people who feel inequitably treated may decide to leave their jobs than suffer the inequity of being under or overpaid. In their new jobs, they expect to find a more favorable balance of rewards." Daft (2004), Mullins (1985), Tesone (2005).

Expectancy theory

"Expectancy theory suggests that motivation depends in individuals' expectations about their ability to perform tasks and receive rewards. This theory is associated with the work of Vroom although a number of scholars have made contributions in this area.

Expectancy theory is not concentrated identifying types of needs but with the thinking process that individuals use to achieve

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rewards. To make it simpler let's take the example of a student that wants to achieve a B on the final grade for mathematics, he has an average of C+ and one more test to go till the end of the semester.

In order to get a B the student has to get an A in the final exam.

The student's motivation to study hard and get an A will be influenced by his expectation that hard studying will lead to an A in the exam and a further B in the final grade. If the student does not believe he can achieve an A in the final grade to result in a B he will not be motivated to study extra hard. The expectancy theory is based on the relationship between the individual's effort, his performance and his desirability of outcomes associated with performance. The keys to expectancy theory are the expectancies for the relationship among effort, performance and outcome with the value of outcome to the individual.

E-P performance: expectancy that putting effort into a given task will lead to high performance

P-O outcome: expectancy that successful performance of a task will lead to the desired outcome.

In a few words the expectancy theory is all about creating an effort based on the expectancy of achieving a positive outcome that effort will lead to higher performance which finally will lead to the positive outcome." Daft (2004), Mullins (1985), Tesone (2005).

Theories put together

There are 5 major motivation theories, three are focused on the need to be satisfied, and the other two on what degree is expected the need to be satisfied by the outcome produced. Maslow hierarchy of needs hierarchies the needs in different categories that are satisfied step by step, although many scientist rise question on that and support the idea that different level of needs could be achieved simultaneously. ERG theory is a similar theory to Maslow's, the main difference with Maslow is that this theory supports that lower needs do not need to be satisfied before accomplishing higher needs. Adding to that, as needs evolve, this theory supports that lower level needs become less essential to accomplish rather than higher level needs. Both those theories are focused to understand the humans' inner and would considered more as basic knowledge on motivation. What might arise confusion in the line of work is how using those theories as tools to motivate employees. Something that those two theories find barriers is the fact that they are too simplified to support the complexity of motivation. On the other hand Herzberg suggests that needs are categorized into two different categories, the needs that motivate and the needs that if not satisfied might cause de-motivation. This theories seems more approachable to companies as it is clearer what motivates e.g. appreciation, rewards and what de-motivates e.g. not paying the monthly wage. What might cause problems is that although this

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method focuses on what suits the firms the best to operate it might not be the best way to approach the employees, as what might motivate one, might not cause any effect on another. On the other hand process theories focus on what employees should get for what they did. Equity theory focuses on a ration between input and output, thus getting what you deserve to get according to what you produce, an utopist theory that complies with the capitalistic economy though rise questions on it ease of application. Expectancy theory focuses on what the employee believes his award should be depending on what he did, similar of the way a student expecting a particular grade depending on what he did correct in a test. Putting all the theories together we see that some are more focused on serving the employees, other more focused on the firm, other more difficult to apply, what we can conclude at this early stage of the research is that motivation is complex, is difficult to grasp and needs education.

The Cretan environment of five star hotel employees

Overview of Crete and its tourism

Crete (map 1.1, app.) is a Greek island located at the south part of Greece and is the biggest island of the country. Tourism growth in Crete started at the last years of the seventies. "At the moment Crete is the second listed prefecture with most hotels in Greece" National Statistic Office, (2006). Crete "has 1521 hotels out of which 41 five star, 209 four star, 300 3 star, 740 2 star and 231 one star hotels, a total of 77.726 rooms are found on the island of Crete. From the authors' previous paper Pratsinakis (2005) he mentions that according to his research interviewees supported the idea that hotels catering for the mass market are 2, 3 and 4 star hotels. Considering the fact that out of the 1521 hotels of Crete the 1249, National Statistics office, (2006), are catering this market we can understand that hotels in Crete are mass market oriented. To support this idea even more, mass tourist in general fly with charter flights. "During 2007 Crete had around 3 million inbound arrivals" National Statistics Office, 2006 and according to Patris, 2008 "2.800.000 arrivals on the island were by charter flights, a relative big number for Crete". "The last year Crete had 13.459.538 stays in its hotels resulting to 78% occupancy" National Statistics Offices, (2006). Quoting the president of the Cretan Association of Travel Agencies "a weekly stay in a 4 star hotel would cost around 700-750 euro's. Crete is a market strongly affected by seasonality, with

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the season starting one or two weeks prior the catholic Easter, except in cases of an early Easter when the seasons start is set for 3 weeks later" Patris Newspaper, (2008). The season start is an informal date that hoteliers set as a season start.

Cretan tourism characteristics

Mass tourism characteristic

Mass tourism is directly linked with the objectives of this paper and it directly affects the labour market of any destination. Mass tourism is often described as package tourism, demands Western amenities and is associated with rapid growth rates and often leads to the restructuring of the local economy Cooper et al, (2005). According to Cooper et al (2005) institutionalised or mass tourism is the final stage of the tourism development process which follows this particular root:

- ❖ Discovery of an area by few tourists
- ❖ Entrepreneurs take advantage of this discovery for personal benefits by offering special facilities and accommodation for the growing number of tourist
- ❖ New, improved infrastructure by the public sector
- ❖ Finally, the part of the author's interest, the mass tourism which is resort based and sold as a package.

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As Boissevain, (1996) writes in his book "Coping with Tourists", "initially mass tourism was welcomed to any destination as guests and providers of wealth. However thing started to change when their numbers increased. The local inhabitants of those tourist destinations started to become more professional concerning how to handle the tourists. Now there is growing awareness of the way tourism is affecting their physical environment and culture."

Labour force characteristics

According to Andriotis (2006) "majority of studies have concluded that direct tourism jobs are largely seasonal, part-time, mostly taken by women and migrants and often in the informal sector."

The table below show in number the statement of Andriotis mentioned above.

Table 1 The workforce of the different sectors in the sample (in percentages)

<i>Sector</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
<i>Accommodation</i>			
Seasonal	32	47	79
All year	10	11	21
Total	42	58	100
<i>Travel agencies/Car rentals</i>			
Seasonal	54	23	77
All year	10	13	23
Total	64	36	100
<i>Catering</i>			
Seasonal	49	30	79
All year	12	9	21
Total	61	39	100
<i>Tourist shops</i>			
Seasonal	39	45	84
All year	6	10	16
Total	45	55	100

Source: Andriotis 2000

Table 1.1

Part-time/full-time characteristics

Unlike elsewhere in the world, 98% of the workforce in the sample of establishments worked full time. The proportion of part-time employment was very low for all sectors and included mainly family members who also had full-time employment, women family members in non-paid jobs or students who were working in the enterprises during their free time.

Pluriactivity characteristics

Andriotis continuous by making his point mentioning that "very often people engaged in tourism activities receive additional income from other activities. This characteristic is evident in Crete in two ways. First, the 1997 survey found that 23% of the owners of the businesses included in the survey had a share of, or owned, other businesses. For 46% of owners with a second business, this business was related sectorally to their tourism enterprise. On the other hand, entrepreneurs had diversified interests in other non-tourism businesses, such as retailing/wholesaling (21%), services (12%) and farming (6%). Moreover, 27% of the entrepreneurs received additional income from a second employment. The real percentage of owners with a second employment activity may be higher. As previous studies in Greece report (e.g. Kassimati *et al.*, 1993; Tsartas, 1989), respondents hide any second employment because it is usually unofficial. Among the owners with a second

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employment, this was either in services for (15%) or tourism (10%).

However, the vast majority (64%) had farming activities, mainly during the winter months, indicating that in the island there is pluriactivity involving tourism and agriculture."

Work Conditions characteristics

Work conditions beyond heat and stress in Crete is as proven below a good sector to work in. The studies might be relatively old, and their topics will be addressed by the author, since liking the job is part of motivation. A not recent research indicates that "the residents of the Prefecture of Lassithi consider as good jobs those in the scientific professions (38%), those in the tourist professions (24%) and those in commerce (18%)". Tsartas *et al.*

(1995). Another study by Mourdoukoutas (1988) reported that "tourism employees work for many hours during the summer season, on average over 60 hours per week, and they receive 6.8% more in earnings per hour compared to employment in the industrial sector." "Although the vast majority of tourism employees work for a maximum of 6.5 months a year, their income during the off-season is supplemented with unemployment compensation from the state. Therefore, one third of seasonal tourism employees do not want to work during the off-peak season even if they had the opportunity to have the same job at the same wage for that

season.” (Mourdoukoutas, 1985). Thus in Crete tourism may not be considered a low quality job opportunity.

Seasonality characteristics

Seasonality is one of Crete’s biggest problems in tourism which affects the tourism labour market, the Cretan market, Greek GDP, household income and is strongly related to the multiplayer effect.

According to L. Jolliffe et al (2003) seasonality is described as a cyclical variation in tourism demand. According to Cooper *et al*, (2005) Seasonality can be caused due to climate change through the year calendar, school vacation timing, work holidays or destinations special events. According to Cooper *et al*, (2005) and L. Jolliffe et al (2003) the main problems caused due to seasonality are: employment (seasonal staff), investments and pricing policies of a destination.

Overview of seasonality

Seasonality is a big issue for the Cretan tourism market. In Crete seasonality occurs mainly because of weather change during winter combined with the taste of Cretan target market to prefer the 3 s’s tourism type. As Vaughan *et al.*, (2000) notes, “Crete faces a high seasonality problem, stemming from the fact that during the high summer season, tourist facilities are utilized to capacity, while

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during the low season they are under-utilized and during the winter are almost unused." In more detail Andriotis (2004) in his work mentions that "There is an unequal seasonal distribution of tourism activity in the island with the tourism season lasting from April to October and almost 80% of the bed nights recorded between May and September (Donatos & Zairis, 1991; Drakatos, 1987; Tsitouras, 1998). As Drakatos (1987) states, seasonal concentration has considerable implications for the competitiveness of the island's tourism industry, as well as for the cost of the tourist product. Nevertheless, tourist arrivals in Crete show a lower seasonal variation compared to other Greek Islands. As Tsitouras (1998) states for the period 1991–1995, seasonality in Crete reduced by 9.7% and charter flights to the airport of Chania arrive for over six months a year, and for the airport of Heraklion 6.3 months, although for the other airports of insular Greece, the charter flight season lasts for less than 5.5 months. (An exception is the airport of Rhodes with 6.1 months.)"

Additionally the presence of holidays, that do not match the profile of Crete, such as Christmas that is a destination during which people tend to visit other destinations more suitable for that holiday period e.g. Paris. "Additionally Crete has not the ability to attract other markets to the island, markets such as city breaks, big conference tourism and winter tourism. The reason behind that is

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that the local market is oriented only towards satisfying the mass market visiting the island during hot months. Visiting the summer destination during the winter, almost all activities are oriented in doing maintenance work on the properties. Additionally charter flights are not available, and no direct flights to European cities are available, working as a drawback for anyone who might want to visit the island during winter. But as a pick to all this, we would add that there are no foundations for such kind of tourism, that requires, very big conferences, strong shops centers and winter resorts. At the moments there are no thoughts of an all year round tourism market in Crete. All thoughts are concentrated in growing the season. At the moment for most hotels the seasons starts at April, plus minus two weeks depending when the Catholic Easer takes place. It is important to mention that during the winter months organized tourism is limited to 0.5%. The end of the season is due for small hotels during the last days of September or the first days of October, and for the bigger hotel it is intended to the middle end days of October". M. Logothetis(2002), G. Kokkinis(2008). As Andriotis, (2003) mentions in 2000, approximately 85% of tourist arrivals by charter flights on the island were recorded between May to September, and as a consequence the occupancy rates of the hotel establishments in these five months are over 75%, although during the winter occupancy rates fall to less than 20%. As mentioned before according to Cooper *et al*, (2005) Seasonality can

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be caused due to climate change through the year calendar, school vacation timing, work holidays or destinations special events.

According to Cooper *et al*, (2005) and L. Jolliffe *et al* (2003) the main problems caused due to seasonality are: employment (seasonal staff), investments and pricing policies of a destination.

There have been efforts to work on seasonality minimizing, but although as specialist report, efforts have been proven to show no results. Andriotis & D.R. Vaughan (2004) report the lack of synergy, state attempts to entice foreign tourists to visit Crete during the winter have not been successful, despite the great potential of the island for the expansion of its tourism season. According to Andriotis & D.R. Vaughan (2004) "Only recently, a plan for 12-month tourism was designed in an attempt to mitigate the seasonal concentration of tourism activity. This plan attached major importance to publicity, the coordination of all participant action, and the provision of incentives to Cretan enterprises, airlines and tour operators. A pilot program (1998–99) was designed with the cooperation of the HNTO, the Region of Crete and a large group of businessmen (hoteliers, travel agents and Greek tour operators)".

Impacts of Seasonality

Seasonality is regarded as a negative element of the Cretan tourism market. Thinking out of the box, seasonality has a lot of positive

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effects. The presents of dead tourist months, mainly during cold months, helps Crete to rejuvenate.

The Human sources

The contribution of tourism to the Gross Domestic Product (GDP) exceeds 30% of the island's total GDP (Anastasakos& Lykos, 1997).

In addition, employment opportunities in the tourism industry have had an effect on the unemployment rate for the island (Glytsos, 1999). In 1997 the unemployment rate was very low at 4.8% compared to 10.3% for Greece as a whole (NSSG, 1999).

Working in Crete for the tourism sector is an occupation much held by the local labour market. Taking the whole year into account employees' work from around April or March until October or November, while the rest of the yearly period they spend doing other activities (most of the time not resisted-black money-) or staying unemployed and receiving unemployment wages. According to Andriotis (2004) "the Region of Crete (1995) estimated that approximately 40% of the local population is, directly or indirectly, involved in tourism activities. However, this estimate may be an underestimate because of the problem of the black economy referred to above. This black economy takes in non-registered family members, expatriate employees without a work permit and employees in undeclared accommodation establishments. The number of such black economy jobs is significant. For example,

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Papadaki-Tzedaki (1997) reported that, in Rethymno (a city in Crete), 73% of hotel establishments had one or more undeclared family member working full or part-time but receiving no payment."

The cause of the seasonal tourism in the labour force is significant as it has been characterized not only seasonal but in many cases also part time and informally paid, combining all the above we end up with a labor force that in search for more income target other activities beyond tourism, according to Andriotis (2004) "the vast majority (64%) had farming activities, mainly during the winter months, indicating that in the island there is pluriactivity involving tourism and agriculture". From the employees' point of view, many locals have combined their tourism employment with a complementary job. As Papadaki-Tzedaki (1997) "found among the hotel employees of Rethymno, 47% had a second employment, of which 77% were in agriculture." Ending the workforce of Crete chooses tourism for the summer season apparently because it is more luxurious and less tiring than agricultural activities, while at the same time maintain a contingency occupation for the harsh winter months, at the same time the rest of the force not enjoying that opportunity are registered in the state unemployment wage plan

Seasonality and the local market economy

Crete is an island that has many industries present. Nevertheless agriculture and tourism are the most developed the biggest

employers and the biggest revenue centres of foreign exchange.

According to Andriotis & Vaughn (2004) "tourism in Crete is seasonal, and therefore the workforce, is seasonal. However, most of the tourism workforce in Crete would be unable to find a job in any other economic sector, and thus seasonal employment is better than unemployment (Mourdoukoutas, 1985). In addition, the seasonality of tourism has created, as already noted, a beneficial pluriactivity with a seasonal balance in incomes, as well as pluriactivity based on combining tourism and agriculture. If future policy seeks to make tourism jobs year round and full time, there might be a decrease of pluriactivity because the tourism workforce might, perhaps, prefer the stable income created by tourism employment to the uncertainty of agricultural production. As a result, there might be a monoculture in tourism and a subsequent increase of leakages through the purchase of imported agricultural products, with negative consequences to the economy of the island.

While it might be argued that simply because there is no alternative, a thing is not necessarily good, it is not the case that seasonality is always viewed in a negative light by the individuals involved. Elsewhere in the world, for example, other advantages of seasonality have been documented. Ball (1988), for example, has

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pointed to seasonal jobs providing not only income, but also access to holiday facilities or a pleasant seaside environment, and perhaps being seen as higher quality and prestigious." As note in literature, "Today, tourism, together with agriculture is the island's largest earners of foreign exchange. Thus, there was a movement from the 'traditional' agricultural, sector into the modern – tourism oriented. Nevertheless, in contrast with other island regions in Greece, where there is a monoculture towards tourism, Crete has a healthy balance between growth in agriculture and tourism, even if investment is currently geared more towards tourism" Andriotis (2003). We have to mention that during the interviews most if not all interviewees mentioned that if they could they would avoid seasonality at all cost.

Social benefits

Mass tourism has great impact on the destinations society. Customs are altered, behaviour is changed, and routines are rescheduled.

The absence of tourism from the island for a period of time lets the society to run in a normal pace. Quoting a travel agent, winter for us in Crete, is like when you have visitors at your place, you have to change your, behaviour and your routines, only when they are gone you can walk around in your pyjamas again. The same for tourism, when the guests are, gone locals start living as they used to live, their routine is set to normal again, they attend real

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traditional events, do activities they used to do before the presence of tourism, they travel, and spend more time with their people. With the absence of tourism, the society is relieved.

Cretan economy and the tourism economy in brief

The economic impact can be regarded as the most essential advantage of mass tourism for the hotel owners, employees and Crete's wealth. In more detail "the increased income by supplying a big target market that tends to visit the destination during a small period of time, mostly June and August, during which period the prices reach the highest levels, assures the shareholders an economic boost and a safe environment to invest in seasonality free always. Andriotis mentions the importance for the shareholders investing in mass tourism operations as here in the island it is the best investment for a sea shore property. Buhalis adds that most tourists visiting Crete arrange their vacations through big tour operators that either book a number of rooms of a hotel and take over their sales (guarantee contract) or promise to fill a certain number of rooms (allotment contract) for a percentage of the room rate, this brings stable and safe income to the shareholders. In Andriotis text it is mentioned that since mass tourism is an easy to work with target market that assures in most cases good statistics, mass tourism should find support ground from the general managers' side. The importance for the stability of the income has

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to do with the on time payment of internal customers and suppliers, and of course a healthy accounting journal. Mass tourism brings less economic risk since hoteliers deal with less tour operators thus minimizing the chance of bankruptcy, ability to forecast easier since contracts are sealed way in advance, and of course from an hotelier's point of view dealing with the mass tourism market the possibility to have less empty rooms is increased, as a result less risk. For the manager less risk means actually easier handling with the owners and easier way of managing their premises easier." As mentioned by Andriotis (2000, 2003, 2006), Buhalis (2001), in several journals of them.

The importance of hotel occupancy does not affect the hoteliers only, it affects mainly the multiplier effect, the employees' salaries and as well the taxation from the government and the well being of companies depending on guest of hotels. Concentrating on the multipliers effect and the employee's wages, we can go in depth by saying that with more occupancy the entire economic chain of the Cretan market strengthens making Crete a more independent and self preserving island. For the employees' fuller hotels, means less days of thus an increased income especially for the majority of the hotel employees that face seasonality problems and have to sustain themselves with the unemployment wage during the cold months.

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Analyzing the social impact as the economic is analyzed before, due to less unemployment more families manage to sustain their self's, criminality is reduced and the level of life is improved.

"Unemployment in Crete in 2000 was at 6.7%, 4.3% higher than 1981, and 1.4% lower than the national total. At first sight it might appear that tourism did not provide sufficient jobs for the local population. However, this is not true, since the increased unemployment rate is attributable to the declining proportion of employment in the primary sector, although employment in the tourism industry has increased" Andriotis, (2003). Brassoulis (2003) mentions that unemployment rates will increase in Greece, with the exception of Crete, due to its blooming tourism industry.

Tourism issues

Social issues: Crete has 600000 citizens, most of them inhabiting the northern part of the island (National Statistics Office, Census 2001), with arrivals of over 3 million we can understand that problems will arise, as Greger mention's "Because of tourism expansion, land prices have increased, thereby making the life of some locals harder" Andriotis (2003). Prices in Crete are targeting tourists and do not change during winter time that tourists are gone. As well people face problems with the interaction with their visitors, especially when they get drunk or when they go on the national roads. The Glikson Report (1965, cited in Andriotis 2003)

states that "the arrival and stay of tourists with low income and social or moral values creates problems. There are tourists, in order to secure money for living, commit various statutory criminal offences, such as mugging, larceny, pushing drugs etc." most newspaper identify the area of Hersonissos and Malia as leaders of communities facing this kind of problems. Although the society seems to adjust as Andriotis (2003) mentions compared tourist developed areas in Lassithi with a non-tourist area (Tzermiado) and found that residents of tourist areas were more understanding about the negative impacts of tourism in society, e.g. nudism, AIDS and drug consumption, and tended to disregard their own customs, e.g. they attend the church services less frequently, compared to residents of the non-tourist developed area.

Research Questions

- Do current incentives and bonuses help motivate employees?

All motivational theories support the idea that rewards help motivate employees, and increase their productivity, what this research question focuses on is the efficiency of the incentives and rewards give at present to hotel employees, and tries to evaluate if perhaps giving more or less might be more effective for the company.

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- Which motivation theory is applied in Cretan hotels? This research question tries to identify the most common technique used in Crete at the moment, and then seek a common background e.g. Similar education of managers, educational background etc. This question helps exploring if there is a variation between motivational styles through companies or a more specific altogether motivational style.
- What is the effect of the relationship between employees' salary (including bonuses and days off) and the work they provide? This question explore is the value of service provided by employees is appreciated correctly. For this question, external factors have to be considered, such as general Greek wages, in the sector, cost of living, and employee working outcome.
- Which is the current role of the human resource department in modern 5 star hotels in Crete? There is a specific role given to HR departments, though due to economic crisis, hotel management incorporate more duties to different departments, so are HR department operational to what they first were designed?

Contribution

Contribution to society

With this thesis the author would like to contribute to the local community he originates as it is the region under research. It is in the author belief that with his work the community will receive benefits in terms of acquiring knowledge about a not so locally researched topic, and hopes that it will assist in the daily operation of such businesses.

Contribution to existing knowledge

The contribution to the existing academic knowledge will be concentrated to the answers of the research questions that will be analyzed and explained and will target to fill in the gaps in the literature review up to now.

Contribution to the Industry

The aim for the author is to contribute to the industry and more to the local industry. It is in his belief that with the answers the author will provide he will be able to prove his hypothesis and provide it to the industry as to be taken advantage of.

B. METHODOLOGY

Introduction

For this thesis the author used the quantitative method of doing research based mainly upon empirical observation and general theories combined with statistical evidence. The reason for choosing this method was that the research was approach towards questioning factors that could affect employee motivation and then adopting the most likely to happen. In total 92 questionnaires were send out of which 50 replied, all sample members were tourism related. The reason for choosing the quantitative method towards the qualitative method is that the reason behind it is the need to be able to count the results deriving from the sample thus being able to make easy comparable outcomes. As mentioned by Veal (2006) "the quantitative method relies on numerical evidence to draw conclusions or to test hypothesis"

Primary data

In order to have a reliable and convincing dissertation, the author for his research used the method of questionnaires with the aim of collecting fulfilling and valid data from the core employees of the Cretan tourism industry, thus the first line employees. To begin with, the author got in contact with these people in order to have a first acquaintance with them and make sure that they are willing to

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participate in the research by answering the questionnaire which was prepared by the author.

The aim of the questionnaires was to include questions that will give sufficient information and data for completing the dissertation successfully. The people receiving the questionnaires were asked to answer questions concerning their opinion about the following subjects:

- ❖ Their demographics
- ❖ What drove them to get involved in the industry
- ❖ Their benefits of working in the tourism environment
- ❖ General motivational knowledge
- ❖ Job satisfaction

All these questions were answered based on their experience and expertise in their field of work.

Secondary data and sampling

The other part of the data for the dissertation was collected from secondary sources that gave adequate theoretical and statistical knowledge about the field in research as well as the local demographics and characteristics of the area.

One part of the research was done through known websites. The author concentrated on finding articles and case studies which are

relative to his subject. The researcher visited also the library of Trinity School Of tourism and Southern New Hampshire University's online library where he found literature and theories from books, written by authors which are specialised in the science of motivation. The literature found supported and enriched the literature review of the dissertation by providing theories and facts about situations such as motivation theories, motivation techniques, the effect of seasonality and motivation in the workplace.

The author concentrated on peer reviewed journals for the biggest part of the paper and used data from other sources mainly for the purpose to see the trend at the current region, basically because of the poor evidence of peer reviewed journals at the region

During the reporting the author visited local Tourism organizations such as the G.N.T.O (Greek National Tourism Organization) based in Heraklion Crete and the Ministry of Tourism of Greece as well the National Statistical Office and the UNWTO site. Additionally the author found also useful information in the Periphery of Crete Office as well as at the local Prefecture's office. From these institutions, the author collected statistical data which were used in his data analysis in order to give strong evidence for the point that these study is aiming to analyse.

Data analysis

From the research the author had a hand full of information to work on, all employees were happy to assist in his effort and the analysis of the founding was a hard task.

In order to analyse the data the author will use table and statistics in order to be able to categorise the answers given and finally come to clearer conclusion.

Gaining access

Gaining access to statistical information from various organisations was not a major concern for the author since enough information is provided at the Greek National Statistical Office website.

Reliability and validity of data

The risk that a source of a data is fake or not reliable is always significant. That is why all data collected have as a source articles or extracts from recognised newspapers or authors. As mentioned above data was also collected from G.N.T.O. the Ministry of Tourism of Greece, the National Statistical Office and the UNWTO so in this case the source cannot be doubted.

C. FINDINGS

Introduction

For this thesis 92 questionnaires were sent to five star hotel employees of Crete. Out of the 92, 10 were General Managers, 10 were supervisors, 50 low level employees, and 22 trainees. Out of the 92 questionnaires 50 replied, 5 General Managers, 5 supervisors, 25 low level employees, and 15 trainees. Further demographics are explained below. The author sent the questionnaire to a great variety of employees covering several characteristics and skills in order to cover the broad 5 star hotel labour market.

Questionnaire

Age:

Genre:

Position:

Years in the company:

Years in the industry:

Salary:

Company:

1. Why did you get involved in the industry?
2. Who is the leader there where you work?
3. When you go to work how do you feel about it before you get there?
4. What do you believe the role of the HR should be?
5. Is the HR department supporting the role it has?
6. Are there any incentive programs for the employees?
7. Do you work over time? (Paid?)
8. How many days off do you have monthly?
9. Do you have any bonuses or discounts?
10. Do you find your job interesting?
11. Do you hold any staff events?
12. Do you get training?
13. Is this your only job? Is it secondary or primary? How about the winter?
14. Is there a promotional scheme?
15. Is it possible to transfer departments or sister hotels?
16. Do you feel motivated? Would you work longer time if asked? Or harder?
17. Do you think that your salary is satisfactory concerning the work you do?

Results

Demographics

In the demographics section different characteristics of the sample are included; those are age, genre, position held, years in the company, and academic level. The reason for categorizing the sample in to those categories is in order to observe if there is a variant that will connect possible answers from the questionnaire with the sample characteristics. E.g. If we observe a high answer ratio those women below the age of 35 stay in hotels less than 3 years the reason behind that will have to be observed.

Age of sample

18-24:20

25-35:10

36-50:9

50+:11

Genre

Male: 27

Female: 23

Position in the hotel

Trainee: 15

Low level employees: 25

Supervisors: 5

Managers: 5

SME's: 5 Big hotels: 10

SME's: 10 Big hotels: 15

SME's: 2 Big hotels: 3

SME's: 3 Big hotels: 2

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Years in the company

Less than 1: 17

Less than 3: 20

3 or more but less than 10:8

10 or more years: 5

Answers/ Findings

1. Why did you get involved in the industry?

This question revealed a variety of answers. This questions answers will helped the author assess what the reasons are behind people choosing the hospitality industry as the work and career field and what characteristics of the hospitality industry attracted the m the most. The reason for choosing the hospitality industry might be also the key behind what motivates them.

Answers:

New working market: 20 (this was the answers of the older members of the sample that chose tourism in the late 70 early 80's as their work path. Then tourism was a developing market that involved high tipping due to the numismatic balance of the old Greek currency the drachma.

Interesting: 30 tourism appeared to them as an interesting field to work in, it involved high work rate at an very beautiful location, away from the agricultural activities which involves higher rate of

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work. Additionally many mentioned that they believed they were doing something important, possible because of the fancy suit.

People: 20 a big number of the sample choose working in the tourism industry because it is very people oriented. Most of them liked communication and the interaction with other cultures in a nice and competitive environment.

A good job: 10 a small but important part of the sample chose tourism because it is a good job, meaning that they thought tourism would give them a career path with a good income with normal working hours, not so physical. Additionally important was the few months of work at a high salary, and the possibility to move the hierarchical ladder up. Many of the sample mentioned that not all of this applies in the current working environment but it was what they were hearing from others working in the hotel at the time of their decision.

Profit: 5 a small part of the sample mentioned profit as the prime reason for choosing tourism as their working environment. As profit they meant, the high profitability of the job mainly in position with a lot of tipping, at a 6 to 8 months season length. Then they would be able to enjoy life in the winter time with that additional support of the unemployment wage which at the moment is about half the monthly basic wage.

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Question 2

Who is the leader there where you work?

A question with a very surprising answer, the fact that 15 members of the sample believe that the leader where they work is the maitre. I have to mention that those people were all working in the main restaurant of the hotel, a restaurant that can employ even more than 30 people in big establishments as a restaurant manager mentioned, "all know that the general manager is the boss, but it is me that solves their problem, so they see me as their leader", even though this fact shows a lack of knowledge, care and perhaps communication between the leaders and the employees.

Answers:

The general manager 30: No surprise, most of the sample members identifies the general manager as the leader in their work environment.

The restaurant manager 15: as mentioned before almost most main restaurant employees identified the restaurant manager as the leader where they work. Some said that the GM does not know they exist other say that it is the restaurant manager that they talk to and it is he that takes decisions for them, while others know that the "boss" is the GM but would never fall in the fire for him as he would not do anything for them.

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The Food and Beverage manager 3: a small sample size identified as the Food and Beverage manager as the leader of the work place. The reason behind that is that it is him that has the power to fire them, as it is him that it is present when it all goes wrong or when it is very busy

The owner 2: the two sample members were both hotel managers. They identified the owner as the leader, probably because they are their boss, and because they don't know that they should be the leaders, something that come in contrast with other manager that identified themselves as the leaders in the workplace.

Question 3

When you go to work how do you feel about it before you get there?

This question investigates the mood of the employees when they go to work, people who do not like going to work are a more difficult target to receive motivation, rather than people who want to go to work, people who most probably are already motivate.

Answer:

It was found that 18 people answered that they felt nice when going to work, 11 that they felt neutral, while 21 did not like going to work. It is interesting and important to mention that form the 5 manager 4 like going to work, 3 out of the 5 supervisors while the

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rest 3 mentioned that they felt neutral, on the other hand the majority of trainees said they did not like the work they did and in the further extent did not like going to work (9). 3 found it nice while 3 felt neutral with going to work. Low level employees in the majority did not like the feeling that they had to go to work (12), the rest 7 had neutral feeling while the last 5 felt nice with it. From the conversation with the employees it was found that the routine of the job, the long hours at special events made them feel like that, they draw satisfaction from people contact, doing something that produced outcome and money, on the other hand managers and supervisors that had higher degree of job satisfaction mentioned that even though the long hours it was the job versatility, and pluralism with the combination of outcome and people communication that gave them job satisfaction. Last the trainees mostly did not like their job, the reason behind that was that they felt like not being proper trained for managerial positions, did harder work than a trainee should do, and had issues with the money they were getting, although like the customer communication.

Question 4 & 5

What do you believe the role of the HR should be?

Is the HR department supporting the role it has?

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This question combination will give us answers that will help us understand what the role of the HR should be according to the employees. Or what employees expect from HR while the second question will assist as to understand what is actually happening and to identify the gap. According to D.V Tesone (2005) the HR functions are: recruitment, selection, training, development, employee retention, performance management, communication, leadership, motivation, and combining the above. HR's role is this really happening?

Answer:

According to all sample members they identified most functions of Tesone with the exception of communication and leadership that they believe is part of the General Manager. Going deeper, (37/50) most said that they thought the HR role to be very important both for the company and the employees. As most said the HR department should have a proactive character, should enhance team work, listen to the employees, and should have the ability to motivate the employees. According to the sample size that worked in SME's (15/50) they mentioned that there was no HR department and that the HR functions fell on the shoulders of the General Manager who in return did not have enough time to deal with those aspects in more detail. All employees mentioned that HR was there for them when they needed them but it seemed that it was all they

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did, they would not go around the hotel speak to people hear about the problems they might have, according to those working in bigger hotel HR practitioners were stuck in doing administrative work and functions directed by the procedures handbook. When it comes to training he HR does not use imagination as most mentioned, training included the basic (languages, practical staff,) and would never include team building activities or motivational seminars for the managers. In contrast to the employees the five managers mentioned that the reason behind the lack of pluralism in the HR training activities was the high employee turnover due to the seasonality effect. Summing it all up there is a gap in what employees need and what HR does. Employees need more motivation and team building activities, while the HR, at the moment is limited to doing administrative work that involve recruiting payroll etc. Before finishing trainees that worked in big hotel (all 15 with one exception) mentioned that HR was very helpful in getting them to the hotel(mainly the foreigners that were 7), the local said that they had a very friendly approach, although all mentioned that when it came to serious problem such as lodging that was offered by the hotel or salary they had their hand tight and were willing to go deeper to the problem, one mentioned a Dewarism rule " as further you are from a problem the smaller it gets" T. Dewar's, meaning that HR practitioners had an problem avoidance tendency.

Question 6

Are there any incentive programs for the employees?

The answer of this question will help us to determine if there are any awards for succeeding some goals, the awards might be monetary or not.

Answer:

All employees working in SME's answered that there was no such thing and that it was the first time they heard about something like that. 3 of the 5 managers that worked in SME agreed that the reason behind not having incentive programs or even employee of the month/year was that since there were not enough managers to vote the employees, they only could trust the guests, although that would rise other problems since there are employees working behind the scenes, such as cooks and maintenance people. On the other hand employees working in larger firms 20 member of the sample mentioned that there would be some incentives but perhaps only for the managers of the hotels, for them it was limited to employee of the months, but even though at a 8 month season that would produce only 8 employee of the month with hotel employing more than 100 employees would limit their success thus non would put extra effort to achieve that goal, thus employee of the month was not viewed as a motivational tool. From the side of the trainees that worked in SME's had the same opinion as their professional

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colleagues, on the other hand trainees working in bigger firms mentioned that there was the presence of trainee of the year, and the chance to be re employed in the future perhaps at a management training program if delivered exceptional work. All of the trainees agreed that what they were expecting from what they were taught was not a reality when it comes to motivation and incentives.

Question 7

Do you work over time? (Paid?)

This question will help us understand what happens with overtime work currently in Crete. According to Greek legislation overtime has to be paid with a 25% increase of the hour wage. In Greece it is illegal to work more than 5 days a week and more than 8 hours a day. If the case for overtime the employee has to agree and will be paid the extra amount of money.

Answer:

Managers and Supervisors: all the 10 of them agreed that they were at a fix contract (illegal in Greece) that included a fix package of money per month, for 2 of the supervisors 2 days of a month and for the rest no days of at all. The contract mentioned that they have to be present at work during the times of operation of their department; none of them worked less than 10 hours a day. Most of

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them did not like they had to work so many hours but found the reasons of doing an interesting job for a good salary compensating enough, although 4 of the 5 restaurant supervisors mentioned that for the hours they were working if they worked as waiters they would get 400 euro's more.

Low level employees: out of the 25, 5 mentioned that it never happened to work overtime to them, but they had seen others working overtime. 10 mentioned that they were working 1 hour more every day without getting paid, the reason behind that was that the staff buss would not leave earlier so they had to something. They continued mentioning that when it was requested to work overtime, 4-8-10 hours more in case of a special event, that meant they would get 15 euro's more for every 4 hours. Here we have to mention that as they said their daily wage was about 31 euro's, thus that meant that if they had to work 16 hours they should get $31\text{euros} + 31 + (31/8) \times 25\% = 69.75$, instead they are getting $31\text{ euros} + 15 = 46$, here they mention that the 15 euro's are black, and that even though it is an increase it is not enough. On the other hand there are colleagues not in such a good situation, the rest 10 employees had to work overtime if requested, five of them would not get any compensation what so ever, while the rest would get some hours of in future days(illegal). Here I have to mention that working overtime in special events(wedding) means

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that you start at 15.00 work until 7.00 in the morning, and then some continuous working the next morning shift for 8 hours or half a day, or that you will have to come and work in the midday or evening shift at 12.00 or 15.00 respectively. That is a fact that is very tiring for the employees and most of all very demotivating since most of the special event are held in areas with no previous preparations and they have to set up (carry) a whole catering restaurant.

Trainee's: most of the trainees (12) agreed that they were not doing and overtime, while the remaining 3 mentioned it happened once or twice and they got paid as if normal employees.

Question 8

How many days off do you have monthly?

Day's off is an important factor when it comes to motivation, most participants mentioned that after a day off they would feel rejuvenated and willing to work for more "passion", two days would do the job even more, but would not like having more than two days in a row as it would make them feel idle and rather stay home to rest. According to the Greek labor law all employees should work maximum 5 days a week with two days of, that will conclude to 40 hours of work(8 hours a day), in a month two days off should be

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Sundays and there should be at least two couples of days off, the working program should be announced two months in advance.

Answer:

Trainees: all trainee agreed that they would get the days off according to the law, at least when it come to the number but not the sequence of them.

Managers and Supervisors: 6 mentioned that they would get the days off that were included in the contract; all were getting 2 days off per month. For the ones that had no days off included (4/10) they mentioned that if there was a case of emergency (wedding, medical reasons) they could be excused from work, if not the whole day at least the hours needed. 5 of them mentioned than there was a possibility to leave work earlier especially during the low season months (those were the supervisors and managers of the divisions of the hotel and not the ones responsible for departments).

Low level employees: they said that the law was not followed. As they mentioned every two months the payroll department would post a sheet of paper with the according to the law days off, those were for in case of a labor union control, in that case if someone with a day off was working, he would have to lie to the union and say he had to fill in for someone who actually should work but has a day off, while the supervisor would mentioned that he did not have

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time to change the program. When it come to days off 5 of the employees mentioned that they would week all the season (7 months) without any day off, if they had to go somewhere someone else had to work double shift and then he would have to return the favor in the future. The rest 20 participants mentioned that during low season months (March, April, May, and October) they were doing 15 days off per month, while during high season they would be pleased to have one day off, the day off, if not prearranged with the supervisor would be announce one days in advance, something annoying for them. All agreed that they would rather have four days off a month regularly as it would be enough for those working 6 months, while working 26 days would ensure enough salary, according to them 4 days would be perfect, at the moment they feel rather iterated with the current situation.

Question 9

Do you have any bonuses or discounts?

This question investigates if there are numismatic motives for the employees in Cretan hotels. The question varied greatly, mainly depending where each one worked, in terms of hotel size, company and department. Hotel managers were not asked for themselves but rather to give a general overview of the hotel bonuses.

Answer:

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Trainees: all trainees agreed that they were not receiving any bonuses at all, not even percentages from the wine sales, for the ones working in the restaurant. All of them agreed that they were receiving tips from the pot (not a formal bonus system though)

Low level employees: there was a division here, small firm employees (10) none were receiving anything rather than tips, while the rest (15) were sharing in the restaurant the wine sales (high season 100-150 euro, low season 50-75 euro), the receptionist were sharing the auto renting commissions. The amount was 5% for the total sales of the above items. Employees in the big firm mentioned that they were having also 30% discount on hotel items, although those were limited only to the minimarket and spa items, both those items are as mentioned by the employees sold to the customers at extremely high prices (pack of chips 2 Euros, while in the local market 0.6 Euros)

Supervisors: they mentioned that they were getting the same tips of bonuses as the normal employees but with higher percentages, front office managers would get also some free calls.

Managers: the managers mentioned that there was no real bonus system that would result in giving percent of the sales to the employees especially in the operations department, at the reservation and sales bonuses would exist if a limit was surpassed.

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In the case of Food and beverage sales percentages were given only for the sales of BBQ tickets, wine sales, and some minimarket discounts. On the other hand managers in smaller firms agreed that no bonuses were given, they agreed that employees should rely only at guest tips

Question 10

Do you find your job interesting?

A very interesting question, someone who dislikes his job is very difficult to be motivated, our sample though with the exception of 5 all found their job interesting up to very interesting.

Answer: 2 of the trainees disliked their job, as they said they disliked physical work and would rather sit behind a desk.

Low level employees 3 disliked the job, two because of human contact, and the other one disliked working in a team

Supervisor all found their job interesting but all but one would rather do the job if they had to work less hours, the same account for the General Managers as well.

The rest of the sample liked their job.

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Question 11

Do you hold any staff events?

This question is designed to identify if there are any out of the job activities and events organized by the company to enhance team building and team motivation.

Answer:

Trainees: all of trainees agreed that no such events were held from the company's side, the only events were arranged by them (something natural). In big hotels the trainees mentioned that they had monthly meetings but the agenda was more to focus on their out of work behavior which was mostly on the wild side.

Low level employees: In all firms and divisions there were no events planned, with the exception of the reservation department which has the characteristic that after 5 no one works, while other departments are operational until late. All mentioned that at the end of the season the hotel would arrange an excursion, a party or a trip outside the country, although most said that holding this at the end would not contribute to motivating them.

Supervisors: they mentioned that the division manager would gather them at a restaurant a café at the start of the season mostly to get to know the team and the new faces. During the season no

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events were planned mainly due to long hours. At the end of the season if results were positive a "thank you" dinner or lunch would be held.

General Managers: agreed that they would meet with their subordinates on regular basis even for non-work meetings, the events would not be planned but rather casual. Additionally the managers with colleagues in other sister hotel mentioned that they would gather frequently at each other hotel restaurants to discuss from hotel matters till football issues. With the owner the official events would be limited to them mainly at pre season getting to know events and after season social gatherings.

Question 12

Do you get training?

Training is essential to all employees and business so that they can evolve and grow. Training offered by the companies is mostly regarded as the company is paying attention to its employees something that leads to motivation, commitment etc. in general training was held in most hotels, with the employees being content with it.

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Answer

Trainees: the ones working in SME's agreed that they are supposed to do their training but instead they are doing routine job that normally the lowest level employee would do. Besides on the job training there were no other training activities. Trainees in bigger hotels were split in half, the one half agreed with the above while the rest mentioned that they would get training mainly in wine knowledge, or computer system if working in the front office or the reservation department.

Low level employees: 20 employees agreed that they would get training prior the season start and on the job training. Training would include useful staff such as wine tasting, foreign languages, point of sales computer systems, but also not so useful raining, such as first aid, lifeguard for swimming pool, or other government raining that they would follow instead of their supervisor for participation reasons. 5 of the employees agreed that they would get only on the job training and no seminars what so ever.

Supervisors: all of them agreed that they were receiving regular training before season starts. The training included the same as the low level employees but as well in terms of computers system more sophisticated knowledge. 3 mentioned that they got cost control seminars.

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General Managers: 2 of them mentioned that they stopped going to seminars and training activities as they were over 50 and felt strongly that they had enough knowledge, the rest had gone under serious training both on operational seminars but also for economics, interpersonal skills.

Question 13

Is this your only job? Is it secondary or primary? How about the winter?

This question will help us understand the current situation of the employees. Do their expenses surpass their income? Is the hotel job their primary job or just an addition to income? And in further extent see if there could be a relationship between motivation and willingness to work motivated after so many hours.

Answers:

General Managers and supervisors: as all mentioned they do not have time for a second job and even if they did their compensation is more than enough. During the winter time they do not hold any other job. During the winter they live on the money made during the summer which they did not have really time to spend (the bachelors), on government unemployment wage and money from agricultural activities. Agricultural activities in Crete as mentioned is

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an important income boost as the majority of people own land and cultivate it, not as a job though but rather as an additional income.

Trainees: no second job for them with the exception of one who's family had it hard and his salary was low. During the winter some work just to pay school fees

Low level employees: out of the 25 the 5 mentioned that they would like to have a second job but the split shift that they are working does not allow them to do so. 10 mentioned that they do not have nor would like a second job as their finances add up well at the end of the month. 5 more mentioned that they would like to have a second job but the time needed to spend with children was preventing them (all mothers). The rest 5 persons had a second job, 3 of them part time, while the other 2 were working in the land field as a primary job and used the hotel job for the insurance, the stamps and as a good income. (The author was surprised with the low ratio of the last answer).

Question 14

Is there a promotional scheme?

This question will be of great assistance to understanding if the hotel companies in one sort of way "take care" of their employees carriers. As promotional scheme we understand the presence of an

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arrangement between the employee and the HR that will determine a possible path for the employee's organizational chart ladder climbing. We understand that not all employees have the ambition to go up. From the hotelier's part of view, they will be willing to promote only capable employees, but even though many times employees who do not seem in the beginning as having this prospect, need a promotional scheme in order to feel appreciated, which could lead to future career elevation.

Answer:

General Managers: as they are at the top of the chain they do not really have any promotional schemes, with the exception to move to headquarter if working for big firms though very rear as mentioned. Although they are the best people to answer since they have gone up the scale. As they mentioned back at their ages there was no promotional scheme as a program. What mostly happened was a protégé system. Hotels were not so many, thus the then existing managers or assistant managers would identify possible candidates with the required skills to lead future business and would take them under their wing and try to support them in future decision, promotions, more like a mentor style. At the moment two mentioned this system still exists although bigger firms will have HR do the tracking of the potential star employees and first line employees will promote them. Once promoted managers and

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supervisors will be judged by top level managers as to arrange future promotion elevations

Trainees: there is no promotional scheme for trainees. At the end of their practicum they will be judged by their supervisors as to if they will be employed in the future and if they will be considered for future managerial positions.

Low level employees: all of the employees mentioned that they were not approached by HR to discuss future promotions. In the restaurants as waiters mentioned if one as an assistant waiter would qualify for waiter the restaurant manager would approach him, and ask him if he felt confident to do the job, and would go under a few week training. For other position similar techniques were used. A young restaurant employee with high academic achievements mentioned that he was approached by the Food and Beverage manager to work as a Food and Beverage Trainee manager that would include going through several departments with future potential to rise in the organizational chart.

Supervisors: they said that it took mainly hard and productive work to rise to their position, from now on they were judged from questionnaires, economic results, academic knowledge, trust, and future potential as to go higher.

Question15

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Is it possible to transfer departments or sister hotels?

This question will help us understand if there is the flexibility in the hotels for employee to change departments, the connection with motivation is that different departments have different "cultures", different time tables that could fit the employees best, different type of service, a different supervisor and different employees. All of the previous could be a reason for an employee's happiness or unhappiness, which is closely connected to motivation. One of the supervisors mentioned that "a few years ago he had a girl under training in his department that did not produce very good result and had repeated problems with the restaurant staff, before letting her go, he decided to give her a second chance by moving her to another department, after a few days she was excellent in that department causing the surprise of all".

Answer:

Trainees: all of the trainees answered that it would be possible for a change during the season to another department if school, employers and student would agree. Changing hotels during the season was not possible only after the season end and if employed again by the same employer.

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Low level employees: for low level employees the answer was the same as with the trainees although concerning the transfers between departments it was something common specially in F&B to move from restaurant to restaurant depending on the volume of the business, 10 participants did not like moving around, 10 did not feel uncomfortable while the rest 5 liked moving since it gave them greater flexibility and more experience as waiters, thus would count as positive for future promotion. If requested to move department the request would be considered by division management. Moving to other division as most said would be considered at the end of the season and only in extreme cases something like that would happen during the season.

Supervisors: all agreed that most of them would work at the same department for at least 5 years before considering moving them to other departments. Only in the case of departure of a supervisor of another department management would consider an internal transfer. Concerning moving hotel it would happen only at season ends after close viewing of the case by top management and HR, with the consent of the supervisor.

Managers: all agreed that they do not really change hotel within a company. Most of them would avoid it as it would increase the risk factor for them.

Question 16

Do you feel motivated? Would you work longer time if asked? Or harder?

A question that investigates, if the participants would be willing to sacrifice their personal free time in order to work longer hours. It also investigates if employees would be willing to work harder and for what reasons. This question is very important as in its answer we find out what participants need to work longer and harder.

Answer:

General managers and supervisors: 6 out of 10 mentioned that they were motivated, though they spend most of their day in the hotel working, and since their work reflects greatly upon hotel achievements, they would be willing to work longer hours and harder, but they raise the question of how long this could be done before they start to deteriorate. Some mentioned that working longer hours and harder for too long has a negative effect in the long run "you can work longer hours and harder for a period of two weeks, but if you over do it and work like that for a month, the next month your productivity will have gone down so it is better to keep a balance" a distinguished manager commented. 2 out of 10 mentioned that since there is work to be done they would be there doing it as to minimize risk. 1 out of 10 said that he disliked

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working longer hours but he would do it in order to assure guest satisfaction, and employee assurance rather than company profit.

Trainees: 7 out of 15 mentioned that they would not work harder or longer for the company since they are the lowest paid personnel.

The longer hour's job should be given to professional employees. 5 out of 15 mentioned that they would work longer hours once or twice without getting paid, they also agreed that they would work harder if the situation required so. 3 out of 15 noted that they would do the minimum, with the minimum effort for less time, just enough to get a passing grade for the practicum report.

Low level employees: 10 out of the 25 employees would work longer for once or twice without asking for compensation more than that they would ask for pay. Concerning working harder, they agreed that that could be possible for a period of time but that would suffer greatly on their future productivity. 5 out of 25 disagreed to work harder or longer for the company, they were unwilling to suffer more pain for company gain, and less gain for them. Working harder though they would agree, if the circumstances required, but for a short period of time. 10 of the 25 would be willing to work longer both harder if it was appreciated by their supervisors or managers. Some said that 'at the current time working harder for longer hours (half an hour more every day or even two hours) is a common issue in our hotels although the

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reaction of our supervisors makes us working willingly or unwillingly, it makes a great difference a thank you that you might hear” Mihalis an a la cart waiter mentioned.

Question 17

Do you think that your salary is satisfactory concerning the work you do?

This questions intention is to focus on the connection between the effort, hours, skills required to do a job and the money paid for the services offered to the company by the employees. If employees will not be satisfied with the salary they are getting, motivation wise the hygiene factor of Herzberg's two factor theory would not be met. On the other hand if salary is not a factor to take into account we will reach the neutral point of the two factor theory but no extra motivation would be added, the rare case that the salary is higher than expected we would agree that the salary is motivating employees.

Answer:

General Managers: they receive 2000- 5000 Euros monthly at a yearly basis, depending on years of experience, results, company

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and previous salary. From the questionnaire none of them had any problem with the salary they were receiving

Supervisors: depending on the same reasons as with the managers, supervisors receive 1200- 1700 Euros and in extreme case higher than that. They are all content with their salary although they would appreciate due to long hours better pay, specially the one's near the 1200, they claim that with the hours spend at work if employed as normal employees they would receive more. We have to add that they have a fix monthly wage while employees have daily wages.

Low level employees: depending on the volume of the business they report that they receive 800-1200 euro's monthly with extreme cases of waiters with more than 15 years experience receiving even more that 1500 euro's. During the winter if not employed they receive a "428 euro's unemployment wage that sums up to 2500 euro's annually depending on employment period" Organisation for labour Market Utilisation (2005). Younger employees (12) reported that they have no disagreements with the salary they are receiving just complained about the low season months that the income is lower. Although employees with families and older employees (13) disagree with the salary they are receiving as the believe they are underpaid compared with previous years, since their salaries have

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not gone up as prices have, to that they add that since the entrance of Greece to the numismatic union tips have gone down greatly.

Trainees: they are the ones to complain the most. Their monthly wage is between 250- 450 euro's. Money enough only for pocket money and not for paying expenses. We met greater argument by trainees that regarded themselves as productive as and sometimes even more productive than professional, but still under paid.

Discussion

This section of the thesis is devoted to link the results of the questionnaire research with the research questions and give answers to them. To do so only the answers that gave valid information in the answering of the research questions will be used.

From question 16 we get the answer if the employees are motivated, something that is resulted by the willingness to work more, longer, with more details. The results are the following:

Managers and supervisors:

- Motivated: 60% 6/10
- Neutral: 20% 2/10
- No: 10% 1/10

Low level employees:

- Motivated: 80% 20/25
- Not motivated: 22% 7/25

Trainees:

- Motivated: 33% 5/15
- Not motivated: 66% 10/15

From the results we can observed that except of the trainees hotel employees are motivated to work, while the employees not

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motivated is relatively small. As mentioned in question 16 80% of the motivated employees is derived into two sections: 10 that would work longer, harder, better but would want to receive monetary compensation, and 10 that would do the same but would rather be appreciated for the work they did.

Research question 1

Do current incentives and bonuses help motivate employees?

Comparing the answers of questions 6 and 10 we come to a conclusion that employees at SME's do not receive any kind of incentives or bonuses. It is observed that that is the fact in all the layers of the company with the discretion of the General Managers whose question was directed towards their employees.

The case with bigger firms is more elaborate. There are no incentives for low level employees, neither supervisors nor trainees, besides employee of the month. Although HR is using that motivational tool most employees do not regard it as a motivator since none would work harder since there is a low ratio of success, being the one out of the 100. The same held for trainees who would get the award of trainee of the year.

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Concerning bonuses in bigger firms' low level employees and supervisor would get a percentage of the e.g. wine sales (restaurant) with the second getting higher percentages and nothing else. Other employees working in the reception would receive a percentage of the car rental commissions, but that would be money coming from the car rental pockets. No other bonuses were given to employees. Supervisors would get commissions from special events ticket sales.

Concluding for SME's there are no incentives nor bonuses whatsoever, in bigger firms there are possibilities for employees to earn a bigger wage that would include in doing better, but since it is focused only on one area we could assume that employees motivation and effort would focus on increasing wine sales and not in general productivity. Finishing we understand that incentive and bonus wise employees do not receive enough motives to be motivated.

Research question 2

Which is the current role of the human resource department in modern 5 star hotels in Crete?

This research question focuses on the important role of human resources department; the answers of question 4 and 5 will be used:

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"According to all sample members they identified most functions of Tesone with the exception of communication and leadership that they believe is part of the General Manager. Going deeper, (37/50) most said that they thought the HR role to be very important both for the company and the employees. As most said the HR department should have a proactive character, should enhance team work, listen to the employees, and should have the ability to motivate the employees. According to the sample size that worked in SME's (15/50) they mentioned that there was no HR department and that the HR functions fell on the shoulders of the General Manager who in return did not have enough time to deal with those aspects in more detail. All employees mentioned that HR was there for them when they needed them but it seemed that it was all they did, they would not go around the hotel speak to people hear about the problems they might have, according to those working in bigger hotel HR practitioners were stuck in doing administrative work and functions directed by the procedures handbook. When it comes to training he HR does not use imagination as most mentioned, training included the basic (languages, practical staff,) and would never include team building activities or motivational seminars for the managers. In contrast to the employees the five managers mentioned that the reason behind the lack of pluralism in the HR training activities was the high employee turnover due to the seasonality effect. Summing it all up there is a gab in what

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employees need and what HR does. Employees need more motivation and team building activities, while the HR, at the moment is limited to doing administrative work that involve recruiting payroll etc. Before finishing trainees that worked in big hotel (all 15 with one exception) mentioned that HR was very helpful in getting them to the hotel(mainly the foreigners that were 7), the local said that they had a very friendly approach, although all mentioned that when it came to serious problem such as lodging that was offered by the hotel or salary they had their hand tight and were willing to go deeper to the problem, one mentioned a Dewarism rule " as further you are from a problem the smaller it gets" T. Dewar's, meaning that HR practitioners had an problem avoidance tendency."

Concluding the HR role in Crete at the moment is not so human oriented as expected by the employees, it is rather focused on personnel matters guided by the top management team to lead to cost reducing tactics. This is the fact in companies that do have HR, on other premises that role is set on the shoulders of the general Managers when it comes to recruitment and selection and on accounting for payments, making HR in those hotels rather inflexible and less human oriented. What would be expected by the employees is to feel the presence of HR during the whole time of

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the season and not rather during the start or the end, they would expect HR to be more oriented towards them, and their growth.

Research question3

What is the effect of the relationship between employee's salary (including bonuses and days off) and the work they provide?

Relating the answers of the questions 7, 8, 9, 17 we get a clear image of what do employees feel about if what they receive is fair for what service they are offering, and in the further extent to observe if the monetary compensation would be the reason to motivate the employees.

Managers: Managers receive a salary ranging from 2000-5000 euro, most of them spend their entire day in the hotel premises leading to more than 10 even 12 hours of work, and have no day off beyond 1 participant who has 2 days off. Managers are 60% motivated and 10% demotivated. They receive bonuses according to hotel performance, and they believe that their compensation is adequate for the job they do, their only ache is the high volume of working hours.

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Supervisors: They receive a salary between 1200- 1700, with two days off per month, for the 40% receiving no days off earlier departure from the hotel in case of emergencies if possible. They receive bonuses according to wine sales and special events ticket sales, spend 10-12 hours on the hotel premises something they complain about. In general they are satisfied with their compensation, with the exception of the ones at the range of 1200 euro that argue that if working as waiter they would work less for the same money.

Low level employees: they receive 800-1200 depending on seasonality and years of experience, as mentioned a young inexperienced employee would range from 800-1000 euro while a more experienced from 1000-1200, very experienced employees would receive 1200-1600 (but rare case). Their days off are limited during high season months ranging from 0-2, with 2 being a rare case, while during low season months from 10-15 days off, this case resulting in lower monthly wage. Their bonuses are limited to wine sales percentages, ranging from 50-75 euro during low season and 100-150 high season and tips from guest. Younger and single employees (12) are satisfied with their compensation while older and family men (13) are not content with what they receive as prices have gone up in the Greek market, here we have to mention that jobs of waiter in Greece before the euro numismatic change,

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was very profitable for an 8 hour job, mainly because of the numismatic exchange deference between guests and locals, which lead to waiters earning big amount of money in a short time, though this has changed.

Trainees: They receive 250-450 euro per month, with 8 days off, bonuses or other kind of compensation, most of them believe that they are doing a good work and would deserve more money. In general they are not satisfied with what they get depending with what they give.

In general we have employee motivated, with the exception of the trainees, for the supervisors and managers their monetary compensation is adequate and is a reason for choosing doing that job, they seem to be "ok" with the hours they works as it results to more money. Their only ache is the long hours which are compensated with good money. Low level employees are motivated but not from the compensation they receive from the company; younger employees are content with what they receive while older and family caretakers have strong arguments. On the other hand trainees are in no way convinced that they receive what they deserve. So we come to the final conclusion that beyond managers and supervisor the salary is not a motivator, but in some case it does not cover even for a hygiene factor.

Research question 4

Which motivation theory is applied in Cretan hotels?

For this research question the questions concerning job interest, motivation, day off, working hours and bonuses will be used in order to observe the contrast between them, that result will be discussed further including employee salary and promotion possibility, in order to come to a safe agreement on if there is a balance between what employees give and what they receive, what actually motivates them, and if what is done by the company is enough. It is important to mention that we will discuss only the low level employees as they are the bigger workforce, the ones more cornered compared to supervisors and managers who only seem to need more free time, and the trainees that perhaps do not appreciate what they learn through experience or who overestimate the job they are doing.

The facts in our questions are the following, 80% of the low level employees feel motivated to work harder for their company, for longer hours, they are not willing to do that for nothing, what 40% wants is a numismatic compensation while the other 40% expects to hear a good word from their supervisors for the extra mile.

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Additionally low level employees seem to love the job they are doing 22/25 agreed to that, perhaps the main reason they are easy motivated.

On the other hand low level employees face the lack of incentives given by the companies they work for; they receive bonuses that admit they do not feel they get motivated from, such as wine sales. Their days of range from 10-15 and 0-2 depending seasonality, here to mention that according to the Greek National Statistic Office, Cretan hotel work with a yearly average Occupancy rate of 78%, taking into account the dead off season months we can understand that low season is around 60%-70% occupancy while high season 75%-95% high season occupancy wise are 4 out of the 6 month of the tourism season (June, Julie, August, September) this result that employees work for a very long time with very few days off. Concerning overtime, many mentioned that it is not paid, or is exchanged with days off, or with numismatic compensation lower than the legal, all ways are illegal in Greece.

Concluding Cretan employees are receiving from content salary to non content salary depending to their expenses as they form families or not. Still those salaries are the basic offered in Greece and hotel owners fearing future tourism risk as tourism is an elastic product would not increase their wages competitively, so we end up

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with motivated employees who like their job, while hotels do nearly the minimum to help motivate them. How is this possible?

There are only two possible solutions for the above mentioned question.

Forced: Firstly the fact that employees are feared of losing their position if they do not follow companies order to work harder for longer hours, although this scenario is not supported by the author as likely since a case like that would not lead to motivated employees but rather to frustrated and disappointed employees.

Self motivation: Secondly employees are self motivated to work harder as they are willing to sacrifice free time in order not to be perceived or perceive themselves as quitters, they have the sense of duty to do the job, feel a sense of responsibility towards delivering high quality of service to paying customers, the hope that their efforts will be appreciated in the future and the ambition of going to a better/ higher/ better paid position

Conclusion

The research conducted to answer the research question was vast, it included questions that finally did not contribute to the final outcome, though those questions were very helpful to create an overview of the current situation. . Through the research the main idea was to address current motivation issues at 5 star hotels on the island of Crete. According to Mullins (2005) "there is no readymade solution or single answer to what motivates employees to work well" our result were according to Mullins, small correlations at what motivated employees but the main areas of final outcome were, the fact that employees are motivated, while companies do not contribute to motivating them mainly because of the time needed to spend, or the lack of knowledge. This supports Mullins opinion and underpins the complexity of motivation. Furthermore our results showed that human resource departments were rare and if existing had a totally administrative role even though employees would expect a more active role, at the fourth research question we identified that the main reason behind the gap between motivated employees and non motivating companies would probably be self-motivation or perhaps the fear of losing their jobs in a very competitive labour market.

Recommendations

From the research conducted there is still space to grow the findings in possible future research, one point would be researching into depth the motivational knowledge of managers. Most of them are above 35 years old, leading to the fact that most of them graduated definitely before 1995, during that time motivational, managerial, and leadership theories were not in the curriculum of the Greek Tourism schools, this fact could lead to evidence showing that managers do not have the adequate knowledge to motivate and thus are incapable to motivate their employees. On the other hand further research should be focus on if companies would be better off motivating their employees, a fact the is time consuming, perhaps will need to change operational policies, train managers in order to have higher return of investment. Extending the last point, we should consider current situations, mainly the credit crash crisis that would be considered a drawback in investing on motivation by many hotel owners, though for future research going in to depth of this would result to helpful outcomes. Focusing on what is possible to be done now, easily and without special training I would like to quote a respectful hotel manager with many years of experience he said "I have been around for more than 20 years, have worked in almost all positions, and have heard many different ways to motivate employees, such as casual Friday, gym, diet etc. What I

5 star hotel employee motivation in Heraklion, Crete

have noticed is that the reason people go to work is to earn money and to have a social environment to live in. Thus what would motivate them would be money rewards, and appreciation, since appreciation would attract attention of their social environment". His argument is also what was found in the questionnaire research as 20 low level employee would work harder and longer if their work was appreciated or was compensated.

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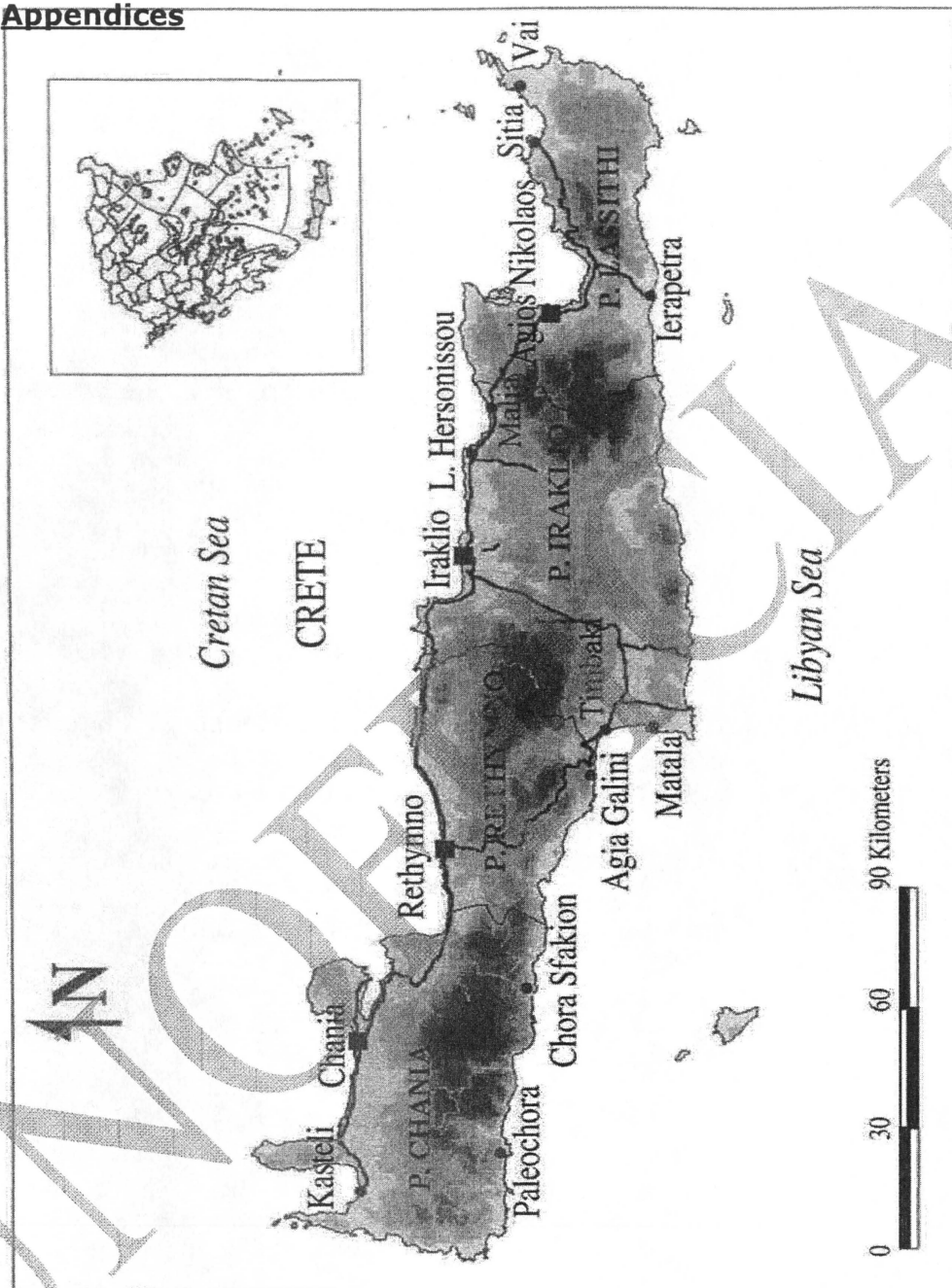
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Appendices



Map 1.1 source: Andriotis (2003)