

LABOUR'S MOTIVATION IN GREEK TOURISM AND HOSPITALITY INDUSTRY WITHIN THE CURRENT ENVIRONMENT OF THE ECONOMIC RECESSION

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Abstract: Since 2008, Greece is facing financial recession leading to major impact on all industrial sectors. Amongst others, there has been an effect on employment legislation causing minimum wages and lose of benefits. In parallel, in the past two years Greek Tourism Industry seems to have bloomed, but this has not affected working positions such as new entries, front line and non-front line employees and middle management. Low wages, split-shifts, no over time, no days off on high season and other negative phenomena, still seem to remain. Objective of this study, with primary research, is to investigate labours' attitudes towards Motivation.

Keywords: Motivation, Greek Tourism Industry, Economic Recession.

1. INTRODUCTION

For the last ten years, Greek Economy faces financial recession having a major impact on all industrial sectors. More importantly, the recession has affected the employment legislation causing cut backs on minimum wages and benefits that have been gained during the last four decades. However, for the last two years Greek Tourism Industry shows a slight recovery, at least in terms of increased international tourist arrivals. This bloom hasn't spread over to daily life and has not affected any working position such as new entries, front line and non-front line employees and middle management. Decreased wages, split-shifts, no over time, no days off on high demand season and other negative phenomena, still seem to remain. In addition the aforementioned situation goes along with the unique characteristics that Greek Tourism Industry faces. Strong dependence on mass tourism, tour operators, all-inclusive hotels, strong seasonality- three to six months, small size tourism enterprises - up to 92%, regions/ islands - with high tourism development that exceeds "curing capacity", with the majority of rest of Greece to be under tourism developed (Varvaressos S., 2013). Moreover, tourism employees have to relocate from permanent city of residence to islands and other regions of Greece that are tourism developed Papayiannis D., 2003, 2014).

Objective of this study is to investigate attitudes and behaviour towards Motivation. In fact, with primary research investigates Greek tourism and hospitality employees' point of view, what currently motivate and leads them to job satisfaction and ultimately to increased performance.

The research hypothesis here is to see if motives such as job enrichment, job enlargement, training, and participation in decision making, still have a merit for tourism and hospitality employees in Greece, or other such as full time job, payment on time and fear of unemployment have increased validity due to current changes of the overall workforce situation. More analytically, the first chapter examines current facts and figures of the overall Greek Economy and analyses the Greek Tourism Industry with emphasis on Employment. Secondly, primary research follows focusing on the methodological tools used. In this case, semi-structured semi-autonomous questionnaires took place with the participation

of 365 employees and supervisors of all subsectors of the Greek tourism industry. In specific, travel agencies, airports, hotels of five, four, and three star categories and Food and Beverage establishments, in seven tourism and non-tourism developed regions of Greece. Last but not least, conclusions of the primary research and recommendations for further research are presented.

2. OVERALL RESEARCH METHODOLOGY

The methodology of the study in question is based on two main categories. Secondary research and Primary research. More analytically:

A. Desk research

Secondary research approach on secondary current data focused on Tourism Employment, facts and figures of the Greek Tourism Industry.

B. Primary Research

Field Study focuses on examination of employees of Greek Tourism enterprises towards Motivation. The method of research used here are semi-autonomous and semi-structured questionnaires (Tsiolis G., 2014). More analytical presentation of the primary research is presented in section "Methodology of Primary Research".

3. SECONDARY RESEARCH. ECONOMIC RECESSION, GREEK TOURISM INDUSTRY AND EMPLOYMENT IN BRIEF

Over the last ten years (2008-2018), the economic crisis in Greece has influenced the country's socio-economic structures as a whole (Charduvelis 2011). Varvaressos argues that international tourism, contributing significant revenue to the state budget, has faced remarkable growth trends in the recent years, following a phase of recession in the early years of the crisis. However, the ongoing economic recession has greatly affected not only its quantitative characteristics but also its financial trends, which contribute to a redistribution of income within the country (Varvaressos et al 2017).

Mavridakis also claims that "Progress in the country's growth was mainly supported by favorable international and local circumstances in given periods, and in the end, until it became linked for all practical purposes with the European Union, it did not succeed in creating the necessary economic dynamism that would grant it a similar role in the international and European division of labor. Greece belonged to the periphery of Europe, and remained there even after its accession to the European Union" (Mavridakis, Dovas, Bravou, 2016). Furthermore, the percentage of Greeks who can no longer participate in the consumption of the travel / holiday category is also very large, since their income is in many cases insufficient to cover the basic daily needs (Keriakou, Belias, Koutselios, Varsanis, Xanthopoulos 2015).

On the other hand, in parallel of the increase of global tourism demand by 4.7% in comparison with 2016, Greece's tourism demand had been increased by 22.7 in comparison with 2010 and by 7.4% in comparison with 2016, followed by the overall instability in Eastern Mediterranean basin countries. Moreover, tourism income has also increased from 16.7 billion euros in 2016 to 18.3 billion euros in 2017. Also tourism arrivals have reached 30.2 million in 2017, from 28.1 million in 2016 and 15 million in 2010 that is an increase by more than 100% in eight years. Further tourism arrivals by cruise ships have also increased to 3.9 million in 2017 from 1.5 million in 2010. In addition, countries of tourists origin by 68% where from European Union countries and especially, 34% of them from countries from the Eurozone. This figure might underline that there is a strong dependence from countries with high standards of living and thus with high demand expectations in terms of their needs and wants. In parallel, seasonality seems to be proven to be a strong variable since 57% of all tourist arrivals occurred from July to September while domestic tourism dropped by - 67% since 2008. More importantly, in terms of employment, the tourism sector of Greece directly employs 630 thousand that is 16.9% of total National Employment and ranges from 37.2% to 44.8% to total direct and indirect National Employment. However, 89% out of them are concentrated only in five regions of Greece and 63.3% are employed in Accommodation and Food and Beverage enterprises (see Table 1).

Table 1: Current Facts in brief of the Tourism Industry in Greece 2018

Characteristics	Facts & Figures 2017
Global tourism demand	+4.7% (2017) increase in comparison with 2016
Tourism demand in Greece	+22.7% (2017) increase in comparison with 2010
Tourism demand in Greece	+7.4% (2017) increase in comparison with 2016
Tourism Income	18.3 billion euros (2017) 16.7 billion euros (2016)
Total tourist arrivals	30.2 million (2017) 28.1 million in 2016 15 million in 2010
Tourist arrivals by cruise ships	3.9 millions 1,5 million in 2010
Countries of tourists origin	68% from European Union countries 34% of them from Eurozone countries
Seasonality	3 rd trimester: 61% of total annual tourism income 57% of total tourist arrivals
Domestic Tourism	-66.7 (since economic recession started)
Employment	630 thousand employees 16.9% of total National Employment (direct) 37.2% - 44.8% of total National Employment (direct and indirect)
Enterprises and Type of Employment	Accommodation establishments: 45.3% Food & Beverage establishments: 18% Total Accommodation and Food & Beverage: 63.3%
Tourism Developed Regions and Employment	South Aegean 26% Crete 23% 15% Attica 13% Central Macedonia 12% Ionian Islands 5 regions of Greece: 89% of total

Source: by the author based on Hellenic Statistical Authority (Ed. 2017) and Institute of Greek Tourism Confederation, Tourism Contribution in Greek Economy in 2017 (Ed. 2018)

Moreover, Greek Hospitality Industry, which is labour intensive (see Table 1), comprises 9.783 hotels with 806.045 beds. However, the majority of these hotels rank between 3 and 2 stars (Hellenic Chamber of Hotels 2018). Only 496 are 5* hotels, a fact that possibly makes it difficult for the Greek Hospitality Industry to attract skilled employees and supervisors. Moreover, the majority of hotels are concentrated in five regions of Greece (out of 52 regions). 65% of these hotels are situated in the regions of Attica, South Aegean, Crete, Ionian Islands (mainly in Corfu island) and Central Macedonia (mainly in Chalkidiki Prefecture). This fact forces labour to move from regions of permanent residence to tourism developed regions for employment. Furthermore, most of all tourism enterprises (94%) are small and medium size, employing less than fifty employees. Most hotel enterprises in Greece also face seasonality obstacles. In the north areas of Greece, high demand season last up to three months while in the south of Greece and on the islands the season lasts up to six months (Institute of Tourism Research and Estimations, 2016). Moreover, in the tourism industry, only 6% is managerial staff and 94% is in the entry and/or lower levels of the hotels' structure (Cooper, 2001). Overall, all working positions are not based on eight house shifts. Overtime work is usually required beyond the typical eight hour shift due to fluctuations in demand, and in many cases this work is unpaid. In fact, in small and medium hospitality enterprises, employees that work overtime and without days off is common phenomenon (Papayiannis, 2017).

4. PRIMARY RESEARCH/ FIELD STUDY

4.1. Primary Research Methodology

Primary Research, focused on investigation of Motivation with questionnaires on 365 participants. The method of research used was semi-autonomous and semi-structured questionnaires in order to have specific results and in parallel to live the liberty to participants to state their opinion on other issues that might not include in the questionnaire. Implementation of the primary research took place from March 2018 to July 2018 in seventy five hotels of all categories, fourteen catering establishments, twelve travel agencies and airport employees in seven Regions of Greece. All enterprises had official licence to operate and this might be a limitation of the survey. Moreover, 14% of the participants were owner and self-employed while 86% of them where employees and department supervisors. The departments of the hotels in question were from labour intensive ones, such as front office, Food and Beverage, Housekeeping, Sales, Banquet, Accounting and Animation. Furthermore, the survey covered seven Regions of Greece, five of them in tourism developed areas and two in non-tourism developed areas. 70% of the enterprises where operating on seasonal and 30% of them on annual basis. In addition, 80% where encounter guests while 30% did not. 95% where full time and 5% part time employees, while 44% where women and 56% men. Furthermore, 75% where 18- 35 years old and 25% of them ranged from 37 to 65. Last but not least, 12% where supervisors/ executives and 88% employees, while 92% where working under time pressure and 8% did not (see Table 2). In addition, processing and statistical analysis of the survey in question was made with the use of Statistical Package of Social Sciences (SPSS).

Table 2: Sampling Criteria

Characteristics of Participants

<i>Characteristics</i>	<i>Percentage</i>	<i>Percentage</i>
Sector	Hospitality 70%	Food & Beverage establishments 14% Travel Agencies 12% Airports (Ground Services) 4%
Official operating license	Yes 100%	No 0%
Occupation	Owner and self-employed 14%	Employee/ supervisor 86%
Hotel Category	5, 4, 3 * 65%	1, 2 * (Small & Medium Enterprises) 35%
Hotel Departments	Front Office 22% Housekeeping 11% Food and Beverage 34% Banquet 11% Sales 8% Accounting 6% Animation 8%	Front Office 60% House Keeping 4% Food and Beverage (Multi tasks) 36%
Location	5 tourism developed Regions (Attica, South Aegean, Crete, Ionian Islands)	2 non tourism developed regions (Epirus, Western Greece)
Seasonal	Yes 70%	No 30%
Guest encounter	Yes 80%	No 20%
Type of employment	Full time 95%	Part time 5%
Employment Status	Executive/ Supervisor 12%	Employee 88%
Sex	Female 44%	Male 56%
Age	18 - 36 75%	37 -55 25%
Education	Higher education 18%	High school 82%
Tasks	Multi - tasks 34%	Single task 66%
Time pressure	Yes 92%	No 8%
TOTAL Participants		365

4.2. Limitations

The major limitation of the study in question is the number of the participants. Although 365 participants is considered as an adequate number, yet a more extensive sample that could include other tourism and hospitality establishments that operate with no official licence from the Greek Tourism Organization, could give a more accurate picture of the overall employment current status.

5. PRIMARY RESEARCH CONCLUSIONS

5. A. Motivation

Attitudes towards Motives (Motivators): job enrichment, job enlargement, job rotation, training, promotions, and participation in decision making (Q7, Q8, Q9, Q10, Q11, Q12).

Motives such as job enrichment, job enlargement, rotation, training, promotions, and participation in decision making, (so called Motivators) seem to be of less importance, in 91% of all participants. In specific, job enrichment and job enlargement tends to occurs daily in all working positions since the majority of departments are understaffed. This occurs mainly in “reduced costs” policies, as is almost 45% of overall enterprises’ costs. Thus, performing multi tasks rather than single task is something common in tourism industry and perceived as off minor importance as Motive.

Furthermore, job rotation occurs in unofficial manner, since no clear job description exists in enterprises that time pressure and guest encounter is common. Boundaries of job description tend to be further unclear because of demand fluctuations, employees’ weakness and understaffed working departments. Consequently, 71% of participants claim that this motive is of less to medium merit.

Moreover, training also seems that is of less merit for majority of participants (72%). Training occurs in most cases only on the job in unofficial manner and carried out from shift leaders or/and senior employees. Notably, training on the job is the most common method in most Greek tourism and hospitality enterprises. Official training occurs in most cases with financial support of the state and the European Union (Papayiannis et al 2015).

In addition, promotions in most cases are not accompanied with salary or with minimum increase, but just with titles and increased responsibilities. Thus participants with a rate of 78% once again, perceive this motive with less to minor significance.

Lastly, employees and supervisors argue that participation in decision making occurs in most cases on daily routine tasks rather than on policies and strategies set by higher management. In the latter case, simple announcements occur in order for subordinates to adapt new policies. Participation in decision making in form such as Quality Circles or in any other form are rear case. Thus, significance of this Motives is less to none.

Attitudes towards Motives (Hygiene): full time job, annual contracts, contracts with eight hours shift, and/or non-split shifts, paid overtime, payment on time and fear of unemployment (Q13, Q14, Q15, Q16, Q17, Q18, Q19).

According to participants of this study, Motives such as full time job, annual contracts, contracts with eight hours shift, and/or non-split shifts, paid overtime, payment on time and fear of unemployment (so called Hygiene) are of higher significance (96%). More analytically, they claim that full time job could be proved an important motive instead of part time (87%). In fact, in most cases recruitment is made under part time basis and if demand increases during high season then is covered occasionally on full time job. Moreover, similar as above they argue that in most cases they are working under monthly, two or three months contracts in all duration of the tourism season (77%). Furthermore, they also claim that especially new recruitment is under of contracts with four to six hours shift. If demand increases, then work over time is required. Thus, if eight hours shift contracts offered by management then seems to be significant motive. Moreover, non-split shifts and paid overtime seem also to have high degree of significance for all participants (69%). In the latter case, in some cases (36 %) they argue that overtime is covered with additional days off offered during the end of tourism season. In addition, 31% -that is one out of three- perceives payment on time with major importance as motive. Especially in seasonal tourism enterprises this phenomenon is rather common for employees to get part of monthly payment and at the end of tourism season to get the full amount. The latter, in some cases is reported that occurs even before Christmas holidays. Thus, once again payment on time also perceived as motive of great significance.

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More importantly, fear of unemployment for 86% of participants is the most crucial motive, in current Greece's tourism industry. As they claim, their standard of living has been substantially decreased since the economic recession has started and they marginal cover their basic needs. Consequently, they cannot afford to lose their job due to various economic obligations they have to cover on monthly basis.

Future Employment Status Estimations (Q20, Q21, Q22),

Almost, all participants in this survey tend to have negative estimates about their employment future in the tourism industry. In specific they strongly relate the sector as an attractive future employer not with increases in tourism arrivals, but with the overall economic recovery. Moreover, they have also very negative attitudes towards the amount of pension they will receive when the time comes. They claim that if reductions will continue as at current pace, they will receive very low pensions in the end. The same also applies for the amount of seasonal Unemployment benefit, they will get from the state during off tourism season. In both cases they believe that it will further decrease. Consequently, relevant increases or at least no further reductions, seem to be perceived as motives of great importance, rather than of those such as job enrichment and other Motivator ones.

Further findings

As the study in question adapted semi structured and semi-autonomous structured questionnaires, participants had also the possibility to claim that some other motives, not included in this survey, might contribute to Motivation and thus to increased performance. Namely, in seasonal operation enterprises, better working conditions, minimum recognition of performance and tasks well done. Furthermore, they claim that less duties/ or more stuff could decrease work overload and thus to job satisfaction of some degree. They also argue that overall State Employment Legislation should increase at least the amount paid for "off Season Unemployment Benefit" that has decreased the last five years and probably will further decrease. Ultimately as they claim, all the aforementioned could lead to offer quality services and consequently to repeated guest and customers' loyalty.

Lastly, they also claim that they no longer act as tourists themselves and consequently to contribute to overall domestic tourism. They used to take their vacations during off tourism season to less tourism developed regions, but now due to the economic crisis this tends to be rather difficult.

5. B. Correlations

All tested correlations of this survey seem to be with minor to insignificant importance. Correlations that tested where as follows:

- Attitudes towards Motivation and enterprises
- Attitudes towards Motivation and working departments
- Attitudes towards Motivation and employees/ supervisors
- Attitudes towards Motivation age and sex
- Attitudes towards Motivation education and future employment estimations
- Attitudes towards Motivation and seasonality
- Attitudes towards Motivation and region of enterprise' establishment
- Attitudes towards Motivation and time pressure
- Attitudes towards Motivation and guest encounter

More analytically, all correlations tested in the study in question, indicate that all findings seem to have equal merit regardless, time pressure, guest encounter, seasonal operation or non-seasonal enterprises' operation, working positions and future employment estimations. In fact, in all enterprises, tourism or hospitality both categories of Motives - Motivators and Hygiene- seem that perceived with less to minor, or more important respectively for all employees and supervisors participated in the study. Moreover, their estimations about future employment in the sector seem to be strongly related to overall economic stability in Greece, rather than any tourism increase in terms of tourism arrivals or

receipts. This finding seems to be vital considering that in most cases participants were working in regions that are tourism developed, so it was expected at least an average to high-degree of importance, since in tourism developed regions employment almost totally depends on tourism.

6. CONCLUSIONS - RECOMMENDATIONS

In conclusion, Greek Tourism Industry seems to recover in terms of tourism arrivals and tourism receipts. Furthermore, it is constituted from some characteristics, such as, majority of enterprises are small to medium, face strong seasonality, are labour intensive, high labour turnover rates and less tipping due to "all-inclusive" type of tourism and more importantly once domestic tourism has decreased by – 67% since the economic recession started. Since Greek tourists were the main source of tipping this has consequence further decrease. Moreover, employees and middle management seem that set other priorities in Motivation as economic recession had a strong impact in their daily work life. Typical motives such as, participation in decision making, job enlargement, job enrichment, promotions (without salary increase), rotation, training and recognition of performance, have less merit as Motives. On the contrary, Motives namely, payment on time, annual with eight hours shifts contracts instead of monthly / with four to six hours contracts, paid overtime instead of unpaid or at the best case scenario to have extra days off when work demand is less, fear of unemployment and less work pressure, are some examples of what employees and middle management currently perceives as more important Motives in the Greek Tourism Industry.

However, the vast majority of the participants in this study, seem to be pessimists about the future. They assume that their future in the sector in question will get worst, regardless increases in tourism demand and receipts. They tend to believe that their future as employees will become better when the overall economic environment of Greece will be improved. However, according to their opinion, will occur rather in the distant future. In addition, they also claim that management of tourism enterprises should take initiative and offer to employees at least an increase in their salaries, based on hope that this might contribute to job satisfaction and ultimately to increased performance. It is also important to note that the aforementioned conclusions of this study, tend to be equally valid in all enterprises such as hospitality and tourism in general, location of the enterprise, duration of operation - annual or seasonal, in all working positions and departments regardless, age, sex and education of the participants.

Last but not least, it is important to recommend further studies on Motivation on the sector in question, with a more extensive sample, including non-official licensed tourism enterprises, in order to acquire more accurate conclusions.

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