Employee Motivation in Hotel Industry. Top Management and employees, a comparison of perspectives, in 5*, 4* hotels of Thessaloniki”.

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I hereby declare that the work submitted is mine and that where I have made use of another’s work; I have attributed the sources according to the Regulations set in the Student’s Handbook.

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Abstract

Human Resources Management has largely infiltrated in the hospitality industry the last decade and employee motivation is a rather important issue for HRM. The very first theories of motivation, known as content theories, investigated the needs people have, so as to understand their wants and be able to apply systems that could correspond to these needs and motivate individuals. Maslow’s Hierarchy of Needs and Herzberg’s Two Factor Theory are exemplars of this category. Afterwards, the scientific thought turned into the process theories, in which case the aim was not discovering employees’ needs but to define why and how people react - behave in situations and under certain circumstances. Major theories in this category are Skinner’s Reinforcement Theory and Alderfer’s Goal Setting theory, among others.

Employee motivation in the hospitality industry in upscale hotels is the topic of this research, while the main issue seeking to give an answer for is if there are any gaps between the perceptions of employees and top management concerning employees’ motivation, in Greece. The analysis of drivers of motivation for employees is rather crucial in order to sustain the workforce of an organisation, to provide insight on what may lead to high employee satisfaction and job performance. The discovery of any existing gaps between the two groups will lead to a better understanding of the current situation in Greece and will help with adjusting policies concerning HRM.

To achieve the best results possible, an extensive review of the relative literature was considered as a prerequisite, while the research in particular took place in a form of survey questionnaire undertaken by both employees and line/top management. As far as the results of this research are concerned, is of worth to mention that gaps between the two groups do exist especially concerning one specific variable that of training and education, while the Theory of Herzberg on motivation was not verified by the results for the employees working in Greece.
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Keywords: Employee Motivation, Thessaloniki, 5-4star Hotels, Human Resources Management

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Preface

The journey for engaging in this particular sector dates many years back to childhood, since a positive inclination and love for the hospitality sector was present even in those early stages of my life. Later on, the passion for foreign cultures and languages prevailed into relative studies which were thought to be a good fit with master studies into tourism and hospitality management. The integration of these two passions is the basic principle for making hospitality sector ideal for the author to engage in.

Working in hotels that belong in the upscale market, that being 4 and 5 stars hotels, for the last four years and in conjunction with the being introduced with HRM and the concept of employee motivation by a course in my master’s studies, led to the decision and interest on undertaking this particular topic as a dissertation. By being a professional in the hospitality sector, has come to my attention that a great percentage of hospitality employees, regardless the department of operation, were not satisfied with their job. The percentage of layoffs and resignations in a single 6month season period, were thought of exorbitant number from my perspective. Hence, was born my curiosity to discover the potentially underlying reasons for such high labour turnover rates. After, getting familiar with employee motivation concept I realised that most of the companies I have worked with till then made no or a very limited use of the various techniques I learned by my master’s course. That was of course my perception and thus I was triggered to investigate what was the situation in Greece, what the rest of my fellow colleagues believe on this particular topic given their professional experience.

The target groups for this dissertation are organisations in Greece and top/line management. The research aims to discover which the motivational drivers for hospitality employees are in 2019 in Greece and to analyse if there are any differences and gaps between the perception of employees and managers. Resultantly, managers may use this insight so as to raise their awareness on the situation and respond more effectively to their organisations and employees’ needs. These groups may use the results so as to adjust their policies; certainly a more individualistic research in each organisation for their particular employees may lead to more personalised results.
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Introduction

Hospitality is considered to be an ever evolving sector, and its final product a conglomeration of products and services from different industries (Deloitte Center for Industry Insights, 2018). In this industry the objective is the delivery of exceptional customer service and the creation of memorable experiences. Nowadays, the various market segments have developed high standards and we have entered an era from mass to more personalised services (Shaw, Bailey and Williams, 2011). Recent intelligence even speaks about concepts of co-creation of experiences, which entails the customer participation also; to reach the final service and product requested (Grissemann and Stokburger-Sauer, 2012). That is, customer-employee interaction has to be proper so as to achieve the desired experience for the customer. Therefore, organisations have to be aware of the importance their employees play in the satisfaction of their customer and the organisational performance as a whole. Personnel or Human Resources Management is the function that copes with issues related with an organisation’s workforce.

It seems that for a successful venture in the hospitality industry the human factor plays a vital role, while Strategic Human Resources Management recognises employees as the competitive advantage of an organisation (The Economist Intelligence Unit Limited, 2016). Strategic Human Resources Management (SHRM) is one of the oldest concepts, though defined and under extensive research for only the last two decades. Strategic HRM is a field of studies consisting of various activities and concepts, though in this dissertation will be analysed in more depth the behavioural issues and to be precise employee motivation in luxury hotels.

The research aims to discover the motivation drivers for hospitality employees in 5 and 4 star hotels, to test to what extend Greek enterprises are aware and use modern techniques of motivation and personnel management in general. The purpose of this research is the usage of the results from organisations and managers, in order to ameliorate their practices towards employee motivation, by having an insight on employees’ motivation drivers. The question answered by this research is if there are any gaps among the actual motivation drivers of employees and what managers perceive as motivation drivers of their employees. The aim is the analysis of employees’
views on their motivating factors, the perception of employers and HR specialists on the 4&5-star hotels of Greece. The discovery of any potential gaps among the two groups and some recommendations as to how bridge the cleavage between the two. In order to understand and apply the results of such a research one has to be firstly aware with the concept of HRM and employee motivation.

**Research Questions**

1. Are there any gaps in perceptions between employees and line/top management and what the role of demographic criteria in the choice of motivation drivers?

**Research Objectives**

1. Discover the drivers of motivation for employees in the hotel industry.
2. To what extent only the financial type drivers are considered as effective motivation tool, by employees
3. To investigate the extend that demographic criteria influence the choice of motivation drivers among employees.
4. Discover in which specific variables of motivation there is a cleavage between managers and employees’ perception.

Be aware of the whole framework of motivation is considered as a prerequisite in order to proceed with the research results and their discussion. Therefore, in the first chapter of the dissertation takes place a literature review of some HRM activities. Employee motivation is an issue that meddles versatile practices, thus primarily we will refer to concepts like employee performance appraisal, rewards, training and development. All these concepts are present in employee motivation. Afterwards, in the second chapter are analysed the specific theories of employee motivation, their evolution and application in the hotel industry. The main theories are distinguished between the need and process theories.

In the third chapter, is analysed the methodology and ontology behind the research and project undertaken, justifying the selection of the research techniques and types used. Last but not least, in the last chapter the results of the research are analysed and discussed. As it has already been mentioned, the main target group of this
paper is organisations and their managers, which could make use of the insights provided, by the employees participated in the questionnaire survey and apply them in the labour. Limitations and implications for of this research are also presented in the conclusion part of the thesis.
Chapter 1 : Literature Review

The first chapter is a literature review for some HRM practices and the theories been developed till today for employee motivation in the work environment. The review of the Strategic Human resources management takes place so as to introduce the readers with the general philosophy of HRM. To be precise, the activities of HRM to be discussed are training and development, performance appraisal and reward management. These three activities were chosen, since are being mentioned in the literature and related with employee motivation in the hospitality industry, rather often. The research question is “Which are the motivation drivers for employees?”, and these particular activities might lie within these drivers aiming to investigate for. As a whole, it is acknowledged that the key for a business to be and stay profitable is the existence of a sustainable competitive advantage (Collis and Rukstad, 2008). The personnel of an organisation is considered to be the one competitive advantage for the hospitality sector, which can be achieved through Strategic Human Resources Management. Thus, being aware of the reasons that keep employees satisfied and motivated within their current job-organisation are of great significance.
i. Strategic Human Resources Management (SHRM)

Human Resources Management is a field without a single widely accepted definition by the scientific society. Various definitions have been attributed, according to different concepts, perceptions and circumstances. SHRM suggests that the competitive advantage of an enterprise lies with its employees. Thus, employee training, motivation and engagement equip them with desirable skills and knowledge to use, towards customer satisfaction and meet organisational objectives. One of the many definitions given to HRM is by Storey (1995:5):

“HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques”1 (Nickson, 2007, pp.8).

From this definition has to be emphasized the term strategic. Organisations may use and manage their personnel according to an HR strategy that can be aligned, integrated, detached or holistic with the overall business strategy (Chytiri A., 2018). The aforementioned possible relationships indicate the emphasis given to HRM from enterprises, which can perceive the human factor in two ways; an economic parameter related with profit and cost minimasation or by focusing on the human entity. The latter case entails pursuing organisational and employee development simultaneously, these concepts are known as hard and soft HRM respectively (Nickson, 2007).

Human Resources Management alike with all type of strategies is influenced by both internal and external factors. Deviations on strategies around the globe is rather frequent an event, since each company operates in different frameworks (e.g. country of origin, industry, economy, crisis etc.). Legislations and regulations differ from country to

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country, not to mention continents, therefore the compliance and alignment of the HR strategy with such issues is a prerequisite.

To conclude, hotels have an HR Department in order to deal with personnel issues, exemplars are not only recruitment and selection, but also training, performance appraisal, reward distribution and the motivation of employees. Aiming to satisfy and motivate the personnel, so as to exert desired behaviour, meet organisational and employees’ objectives.
ii. Employee Training & Development

Employees, as has been mentioned above, are the most valuable asset for an organisation (Audu Joel and Gungul, 2014). In the hospitality industry this argument is even more prevalent for service delivery, since direct employee-customer interaction is something not to be emitted. Employees should acquire competencies allowing them meet customer expectations during their interaction. To achieve that, companies use training and development schemes.

Training and development are often interchanging terms, though by specialists mentioned in the past as practices with different framework and purposes. Training may aid for skills acquisition and knowledge expansion, which means having the job specifications so as to carry out all tasks of a job description. Often used by companies for induction of new personnel and of those fallen below companies standard in terms of performance (Hayes and Ninemeier, 2009). Thus, in this fashion employee training seems to be a prerequisite for successful job performance and having an impact on the current position of any trainee. On the other hand, employee development is considered to be a long-term investment in people; it aims to prepare individuals with professional experience for a promotion that requires more advanced skills and knowledge and for potential organisational changes (Chytiri A., 2018). Training may take place both internally by organisations’ members or external associates, on-the-job or off-the-job (Amirtharaj, Kalist and Vanathi, 2011).

For a great majority when mentioning employee training comes up the notion of basic skills acquisition, often as an induction training, so as to have the competencies required for a job description. Though, training and development is a lot bigger than that. Due to the rapid and radical technological advancement, the obsolescence period for employee skills and organisational assets has diminished. Thus, effective training is crucial in order to stay competitive in the ever evolving environment, by altering employee behaviour and developing exquisite skills like problem solving, decision–making and intercultural communication (Hazra, Ghosh and Sengupta, 2017). An effective training is considered to
be a planned scheme with a sequence of procedures (Nickson, 2007), and not just a fit to all employees training. It is wise to mention just some critical steps and not make an extensive analysis as indicated in the training cycle in Figure 1-1; thus the key to an effective training is the assessment of the needs of both the individuals and the organisation. The Training Need Assessment and the specification of the objectives are preliminary steps to effective training, since in that way the tools in use and the developed plan are chosen according to the external and internal environment of the organisation (Prasanth, 2015).

![Image of the Training Cycle](source: Anon, 2019)

Training and development is considered to be a key activity from which various benefits arise for both the organisation and the employee. Improved service quality has been evidenced as a result of effective employee training, which will lead to increased customers’ and employees’ satisfaction since it fulfills a feeling of self-achievement (Nestoroska and Petrovska, 2014). Apart from job satisfaction, training seems to improve the relationships among the personnel, the opportunity for a potential promotion in the future and higher commitment to the organisation, resultantly training and development consists a major motivational driver (Audu Joel and Gungul, 2014).

Training and Development, based on previous research evidence, has proven to be one of the major drivers of motivation for employees in the hospitality industry (Maroudas, Kyriakidou and Vacharis, 2008). When training programmes are planned in detail by
an organisation tend to create higher employee commitment and motivation, since is perceived as a means to professional development.

Hypotheses 0: Training and development play no role whatsoever as motivators for the employees in the hotel sector of Greece, Thessaloniki.

Hypothesis 1: Training and development are considered as motivation drivers for employees.
iii. Employee Performance Appraisal

Evaluation of one’s job performance takes place across the globe for many years now, either with the purpose to strategically exert benefits towards the organisation or for pure disciplinary purposes. Performance appraisal is of great importance especially for the hospitality sector, due to the nature of its product that is characterised by service delivery with pre-consumption purchase (Valachis et al., 2009). Performance appraisal is considered to be an HRM activity of major importance, though thoroughly researched and criticized by the experts. Among others Dr. Jitendar Narban, Ajay Narban and Bhanu Narban (2016) describe performance appraisal as a mean to identify the Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis) an employee poses towards an organisation. That is, such schemes help with the identification of desired and inappropriate employee behaviour and performance on the job, so as to strategically use the insight for reinforcement, correction and career potential.

Perspectives on the effectiveness of performance appraisal fluctuate due to the nature of subjectivity that embraces this activity. Versatile evaluation methods have taken place through the years; however in a great majority of these methods have been discovered pitfalls like the halo, horn, similar-to-me and recency effect (DeNisi and Murphy, 2017), which indicate bias due to physical attraction, events of recent working past and trait similarities between the appraiser and the appraisee. Employee appraisal is been considered to have two fundamental purposes, evaluative and developmental (Nickson, 2007); the former concerns pure evaluation of an employee towards organisational goals and the latter entails a more strategic applicability, which is the use of the appraisal’s results for individual and organisational development. According to Boadu et al. (2014) for an effective performance appraisal companies have to have a systematic process of evaluation that includes determining specific goals and objectives to be achieved from their employees. This can be achieved through proper communication of the appraisal system to all participating members (praiser and praisee), since it enhances the understanding of undertaking such a venture.
A proper evaluation of the performance of employees may help organisations to discover positive contributions that need psychological recognition and negative ones to be tangled with; this can be achieved by the discovery of training needs, developmental activities and opportunities for promotions and pay rewards (Hayes and Ninemeier, 2009). Robbins and Judge (2013) argue that, the major drivers of counterproductive appraisals are poor communication of their objective and advantages for and to employees and insufficient training of the evaluators. Furthermore, is rather frequent the fact that companies conduct appraisal without revealing the results and providing feedback to employees, which sharing knowledge may aid in overcoming performance obstacles. Moreover, the importance of constructive feedback is further investigated by Schaeerer et al. (2018) with the illusion of transparency of managers’ when providing feedback to their employees. To be more precise they stress the issue of managers’ providing inaccurately the negative feedback to employees and having the illusion that their message has been successfully conveyed. The appraisal method, Management by objectives, is considered by Zayum, Aule and Hangeior (2017) as a fruitful mean for aligning employees’ and organisational objectives and effectively communicating the organisational culture.

In the hotel sector as well, effective performance appraisal incorporates the participation of employees in the appraisal system and in the goal setting. It is argued by Florea (2016) that, when the appraisal system, in hotels, is communicated properly and perceived as fair and accurate, employees tend to be satisfied with the process, the feedback and their appraiser. Resultantly, they develop higher levels on job satisfaction, performance, organisational commitment and motivation (Florea, 2016). Moreover, engagement of the personnel in the process, helps to create and align their goals with those of the organisations’ and enhances their motivation towards self-fulfillment and meeting management’s expectations (Sharma and Praksasha Rao, 2018). Thus, the concept of performance appraisal also aids with the motivation of hospitality employees in an organisation, which is further supported by the views of Kisang and Kirai (2016), according to whom the process of the evaluation yields competencies and deficiencies that might be
further strengthened and ameliorated via training, and recognised through extrinsic and intrinsic rewards (e.g. pay rise, bonuses, recognition, public praise).
iv. Reward Management, Employee Rewards and Benefits

Reward management has been examined by researchers, practitioners and Institutes to a great extent; for instance the Charted Institute of Personnel development based in London, releases every year an annual Report on Reward Management alone and its evolution. Reward management is considered as one of the most crucial activities, lying in the responsibilities of top level management of organisations. Armstrong (2007, p.8) defines this type of management as;

“Reward management deals with the strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by both financial and non-financial means”2.

This definition divulges that reward management incorporates; strategies specifically designed for employee rewards with the purpose of their alignment with the organisational strategy and goals. Strategies of that nature are driven by reward policies, specific processes and practises adapted deemed as most appropriate to fulfil the organisational and employee objectives (Armstrong, 2007). Therefore, organisations have to identify their specific objectives and in concordance with their business strategy and mission to develop a system that will support their reward policies and practices with a long-term perspective. As a whole, rewards may range from the basic salary provided from a contractual agreement to the total remuneration package that includes also incentives, job security, pension, and other employee benefits (Heneman and Coyne, 2007).

Reward systems are considered to be susceptible into influences from both the external and the internal environment of an organisation. From the perspective of Festing and Tekieli (2018) reward practises and systems differ not only from an organisation to another, but also to the same organisation that operates properties in different geograph-

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ical locations. According to Hayes and Ninemeier (2009) reward systems may be influenced by legislations and regulations of a country or state, an exemplar of this case is the National Minimum Wage introduced in many countries of the world. The above examples represent some of the reasons how the external environment affects an organisations schemes. As far as the internal environment is concerned, concepts that may have a direct and indirect influence on rewards are; the organisational strategy as introduced by Porter in 1980 and illustrated in Figure 1-2 and the organisational culture.

![Porter's Three Generic Strategies](image)

Figure 1-2: Porter's Three Generic Strategies (Source: Porter, 1998)

The former, may have an influence due to the utilisation of different practises, since the reward strategy has to fit with the organisational one as has already been mentioned. On the other hand, organisational culture is the essence of an enterprise, the beliefs and values of an organisation towards its mission and goals, the way of doing business towards customers, employees and the broad internal environment (Chytiris and Anninos 2015). The definition of organisational culture indicates its influence on reward management, since systems as a whole are influenced by the philosophy of the framework surrounding them, the same stands also for organisations and rewards.
Through the decades new types of rewards have arose and versatile processes of their distribution. Nowadays, rewards have been distinguished into categories like monetary and non-monetary, intrinsic and extrinsic. Correlations and interrelationships among the categories have been attributed in the literature, and sometimes are interchangeably used terms, e.g. monetary-extrinsic rewards and nonmonetary-intrinsic rewards (Ajmal et.al, 2015), this view is consider by some as true but limited. Extrinsic rewards are perceived as those given to an employee from others, either the organisation or even the social environment (Chytiri, 2018), and perceived to have both monetary and nonmonetary nature. Extrinsic rewards as mentioned by many researchers and for instance by Nujjoo and Meyer (2012), are considered to be also a legal obligation between employee and organisation as part of the contractual agreement, since it incorporates concepts like salary and wage. Examples of monetary rewards are bonuses, allowances, paid leaves and job promotions (incorporating a pay raise), which can be directly distributed in the form of cash or indirectly by other procedures as the ones mentioned above; whereas, in the vicinity of non-financial extrinsic nature reward can be considered colleagues’ relationships (Victor and Hoole, 2017). On the other hand, intrinsic rewards have been characterised those that emerge from within the job and the employee (Kilimo et al, 2016), exemplars consist feelings like self-achievement, job satisfaction and responsibility.

It seems that, the concept of reward management is of major importance and expands to a psychological and behavioural context as well, apart from the basic salary. Reward systems are one of the most frequent tools used in employee motivation, job satisfaction and engagement, while Anku, Amewugah and Glover (2018) perceive it as a motivation driver for the achievement of innovative performance. Extrinsic rewards are essential so as to achieve job satisfaction and employee motivation, though argued that mainly the results produced are not to endure in the long-term, whereas this may be aided by the intrinsic particle (Bustamam, Teng and Abdullah, 2014). Organisations have to understand and examine their employees’ goals and their relativeness with the organisational objectives. Proper communication of the reward system and process, amoung all participants, is
vital. Moreover, adaptation of the proper reward systems and practices may differ even from an individual to another, thus higher organisation performance through employee motivation and retention may be leveraged by all types of rewards depending on individual and organisational needs (Society for Human Resource Management, 2018).

In the hotels industry Seng and Arumugam (2017), among others, investigated the issue of financial rewards and found strong relationship of them with high job performance and motivation. The fact that the hotel sector is highly characterised by seasonality, make financial rewards a great motivator for such a workforce that might be redundant five or six months a year, these rewards might help to make ends meet throughout the year. Such examples should be taken into consideration when developing reward systems, so as to apply the most efficient of systems for an organisation that could lead to higher motivation, performance, commitment and help maintain the workforce.

Null Hypotheses: Only financial rewards are considered as motivators for hotel employees in Greece, Thessaloniki

Hypothesis 2: The motivation drivers of employees are not only financial.
v. Conclusion

An interesting topic of discussion is the organisational culture, a term without one agreed upon definition. As a whole, the culture of an enterprise is defined it as a conglomeration of policies, values, work ethics etc., resultantly the way companies do business (Nickson, 2007). Culture for some is believed as a manageable concept and not for others. To be more precise, culture may range from the way a company treats its employees, stories and symbols created, the physical surroundings and the techniques used to communicate with employees and customers. Addressing the culture into strategies is a difficult task for companies and managers, since not all people share common beliefs, attributes and ethics. Thus, the communication of culture has to be managed properly and even filtered, when changes of the external environment or expansion of the enterprise on different locations other than that of origin take place (Heeroma, Melissen and Stierand, 2012).

The organisational culture plays a vital role in the formation of HR strategies as the ones being mentioned. Therefore, concepts like training and development, performance appraisal and rewards, which are considered of great importance to motivate employees in the hotel sector, are substantially influenced by this issue. When developing strategies and systems as the ones mentioned in the literature, organisational culture many times could play an important role of either positive or negative connotation, into their formation or application. Everything being mentioned are tools and mediators towards employee motivation, though the overall framework these tools may be found in are to be mentioned in the specific theories of motivation been developed during the ages.
Employee Motivation Theories

Motivation is a subject of great significance that has stimulated the attention and interest of scientists from various fields of studies, especially psychology. An abundance of definitions have been attributed to motivation, though the complexity of its nature and the different dimensions in which might be found present make so difficult a task the identification of an overarching definition. As a whole, employee motivation can be described as the reason for engaging in an employee-organisation relationship exchange and/or as a state of mind that can be triggered by both inner and external drivers; so as to activate a specific behaviour towards work with the purpose of attaining organisational goals and meeting employees’ needs and desires (Boyne, 2012 and “motivation” on Hrinz.org.nz, n.d.).

According to the definition given above, motivation can be distinguished into two main broad categories, extrinsic and intrinsic, fact that falls in line with the types of rewards that have been mentioned in the previous literature section. Intrinsic motivation can be defined as the inner need, desire and pure enjoyment an individual has in participating to a particular activity or task (Lepper et.al, 1973 cited in Makki and Abid, 2017); and as has been argued by Legault (2016), the levels of an individual’s intrinsic motivation in a task of interest, can be negatively influenced and subsequently decreased by the provision of external forces such as rewards and deadlines. Due to the fact that, such forces are leveraged by another entity so as to ensure active participation, result counterproductively in the feeling of autonomy, prevailing characteristic in intrinsically motivated individuals. Conversely, extrinsic motivation is stimulated when an individual participates in an activity or job task as a means to attain a goal distinguished from this particular job task (Putra, Cho and Liu, 2016). As a whole, extrinsic motivation may be a reward for high employee performance and as a means to disciplinary purposes or other. Despite the fact that, extrinsic motivation is not considered being as strong as intrinsic motivation in the long-term, its application has been proven to exert high work performance and productivi-
Extrinsic motivation has been criticised, in the vein that it reduces the element of autonomy and self-interest in the task undertaken. Notwithstanding, Deci and Ryan (2000) proposed something more than an eye could meet till some decades ago; that extrinsic motivation has multiple forms some of which integrate the particle of autonomy, these are; 1) identification with the regulations and 2) the integrated regulation. In the former case, individuals identify with value arising from the job engaging in, whereas the latter entails the adjustment of the external purpose with the objectives, ethics and values of the employee also (Ryan and Deci, 2000).

As far as the motivation theories are concerned, quite few have been introduced though the years, though is worth mentioning that not all of them are scientifically verified but used in practice by managers and organisations. Prior the analysis of each of these theories was deemed wise to mention that are distinguished into two main broad categories. These two categories are the content or needs theories and the process-behaviour initiate theories; in the former the main focus is the analysis of the drivers-the WHAT motivates people and the incentives are consider as inner to the individual examined to fulfill his/her needs, whereas the latter focus on the ways and practices with which...
motivation can be triggered and behavior directed (Venugopalan, 2007 and Platsidou and Gonida, 2005). In Figure 1-4 are illustrated the relevant theories of motivation that are going to be analysed further on this part of literature review.

![Figure 1-4: Types and categorisation of the Motivation Theories (Source: Tankonyvtar.hu, n.d.)](image-url)
i. Maslow's Hierarchy of Needs

Maslow (1943) is one of the most known psychologists by having introduced the famous pyramid of the Hierarchy of Needs, as illustrated in Figure 1-5. Given the theory of Maslow people may be motivated by versatile means according to which level in the hierarchy of his pyramid are situated. Initially he argued that in order to proceed from one level to the next, all needs associate to each category have to be fulfilled, but adjusted his statement later on to a not so absolute one (Uysal, Aydemir and Genc, 2017). As a whole, in the bottom we find some basic needs linked to human survival, for instance food, water and feeling and conditions of safety and security. The next two levels include emotions and feelings, like love, appreciation, self-esteem and recognition, whereas in the top we encounter the so-called self-actualisation that is described as the level at which an individual reaches his/her full potential in life.

![Maslow's Pyramid Hierarchy of Needs](source.png)

Figure 1-5: Maslow’s Pyramid Hierarchy of Needs (Source: McLeod, 2018)
Maslow’s theory has been bombarded with criticism, concerning its sample and the method of research. However, as mentioned by Mcleod (2018) an extensive research has been conducted by 2010 across the globe and drew up the conclusion that the basic needs are a shared concept among countries and cultures, whereas the content of all the remaining levels as indicated in the pyramid, may differ in hierarchy in different locations and from one person to another. A more contemporary approach of Maslow’s pyramid is shown in Figure 1-6, that relates the levels of the pyramid with the issue of the era, employee engagement. Based on this new approach, managers in the hotel industry should have deep knowledge on an individual’s needs and life background in order to apply motivation tools according to Maslow’s theory and the motivators in this case are not to be found in the first two levels of the pyramid, which are the physiological and safety needs.

Figure 1-6: Maslow’s Hierarchy of Needs Applied to Employee Engagement (Chytiri, 2018)

Alderfer (1989) developed a motivation theory based on Maslow’s Hierarchy of Needs, called ERG Theory that stands for “Existence”, “Relatedness” and “Growth”. As explained also later on by Caulton (2012) and illustrated in Figure 1-7 in the case of ERG there is a correlation between the 5 levels of Maslow’s Pyramid by integrating the physiological and safety needs into the “existence”, the social belonging needs and external esteem needs with “relatedness” and finally the internal self-esteem and self-actualisation are represented by “growth”.

![Figure 1-7: Alderfer’s ERG Theory (Source Kieu Oanh, 2016)](image)

What distinguishes Alderfer’s perspective from Maslow’s, are (1) the possibility of simultaneous influence on motivation from needs of different categories, (2) the existence of progression and regression to a need when another lower or upper need has not been satisfied and different order of priority in needs among individuals (Yang, Hwang and Chen, 2011). The issue with ERG theory and managing employees is that, managers and supervisors must be able to acknowledge that employee may pursue different types of
needs at the same time and the frustration-regression principle when aiming to contribute towards the fulfillment of a particular need.
iii. McClelland’s Theory of Needs: Need for Achievement, Affiliation and Power

McClelland (1961) introduced another theory known as achievement motivation theory, which incorporates three basic principles the Need for Achievement, affiliation and Power, and each individual may belong in one of these categories. Employees having a higher need for achievement seek for challenging yet acquireable goals so as to develop their skills and knowledge; they mainly pursue individual success and acknowledgement, while the provision of feedback regarding their performance is a major driver (Brevis and Vrba, 2014). On the other hand, people having a higher inclination for need of affiliation, seek for friendships, to belong in a group and avoid situations characterised by uncertainty (Brevis and Vrba, 2014). Resultantly, what may motivate this category is an organisational environment that fosters teamwork spirit and probably a supervisor applying emotional intelligence leadership (Issah, 2018). Last but not least, the need for power is dominant in personalities that seek power, authority and control over others and they are driven by conditions like status and prestige. It is argued by Royle and Hall (2012) that people belonging in this category should be cautious concerning their interrelationships with their co-workers and subordinates, because their authoritarian nature may result counterproductively to their perceived image and lead into losing of respect and maybe control of others.

A somewhat contemporary research conducted specifically on the hospitality sector, divulged that employees may belong and have characteristics in more than one of these categories, which contradicts with the McClelland’s initial view that each person belongs in one of the aforementioned types of need (Curtis and Upchurch, 2010). Therefore, the managers in the hotel industry should be aware and classify their employees’ needs so as to achieve effective motivation.
iv. **Herzberg’s Two Factor Theory**

Herzberg (1969) developed a theory trying to relate job satisfaction and motivation, which is called Herzberg’s “Two Factor Theory” and it’s one of the most researched and used content theories due to its direct relatedness in job context. The main argument in this case is that job satisfaction and dissatisfaction are driven from different factors, as illustrated in Figure 1-8, and the absence or presence of the content of either the Hygiene or Motivator Factors cannot result to the “extremes” (S. Lalwani and S.J. Lalwani, 2017). That is, hygiene factors like job security, salaries and company policy may lead to no job dissatisfaction if present in the employee-company exchange relationship; whereas to achieve job satisfaction and higher motivation this relationship has to be prevailed by motivation factors like growth, recognition and status among other (Brevis and Vrba, 2014). Furthermore, is considered significant to mention the perceived extrinsic and intrinsic nature attributed to hygiene and motivation factors respectively, while the latter ostensibly belong to the last two levels of Maslow’s Hierarchy of Needs and there is a whatsoever omission of the basic needs’ levels (Alshemri, Shahwan-Akl and Maude, 2017).

![Figure 1-8: Herzberg’s Two Factor Theory (A. Chytiri, 2018)](image-url)
As far as the applicability of this theory in the hotel industry of Greece is concerned, Chitiris (1988) conducted a research having yield controversial results, given that mainly the hygiene factors were the ones contributing to higher productivity and performance. Thus, managers aiming to use this practice in employee motivation schemes should be cautious and aware that a great many, work in the hospitality industry as a means to make ends meet and they do not have any aspiration for growth and development, resultantly the effectiveness of motivators are questionable in this case.

Null Hypotheses: Herzberg’s Theory is valid in Greek Hotel sector as it is elaborated by Herzberg.
Hypothesis 1: The theory is not valid in full and deviations are evidenced by the Greek sample of employees.
v. **Skinner’s Reinforcement Theory**

Skinner (1953) developed the Reinforcement Theory of motivation that is included in the process theories. Bauer and Erdogan (2012) mentioned that given Skinner’s theory, behaviour is something that can be influenced and directed from the results and consequences that arise from a specific behaviour. That is, reinforcement has versatile forms, as illustrated in Figure 1-9, so as to empower the repetitiveness of desired behaviour and reduce frequency of occurrence for undesirable ones.

![Reinforcement Theory Diagram](image-url)

**Figure 1-9: Skinner’s Types and Results of Reinforcement (Source: Bauer, T. and Erdogan, B. (2012). An introduction to Organisational Behavior. 1st ed. n.d.: n.d., pp.198-235.**

Desired behaviors have to be positively reinforced with means like praise and rewards, due to the desirable outcomes linked with this behaviour and in order to motivate employees’ to repeat it in the future (Gordan, 2014). On the other hand, the case of negative reinforcement may have the same objective with the positive one, increase the use of a preferred behaviour, but through the removal of negative consequences to an employee as a kind of reward for approaching the desired behaviour, also called as avoidance rein-
forcement (Brevis and Vrba, 2014). In the vicinity of decreasing the frequency of undesirable behaviour, lie two other types of reinforcement, punishment and extinction. The former entails the negative consequences bestowed upon an individual for deviating from the accepted behaviour, whereas the latter incorporates the removal of rewards due to negative behaviour (Mcleod, 2018). Concerning its application on job settings and in hotels, the reinforcement method has been widely used. However, contemporary criticism stress caution in their use especially of the component of punishment which may result in anger and in general raise negative emotions to individuals (MBA Knowledge Base, n.d.). Thus, managers should communicate the standards and consequences of desired behavior to their employees effectively, conduct scheduled appraisals and monitor behaviors, if they are to use this type of motivation theory in their organisation.
vi.  Vroom’s Expectancy Theory

Vroom (1964) introduced the expectancy-valence theory of motivation, which has nothing to do with the identification of the motivation drivers for employees but is concerned about the process of motivation. This particular process is depicted on Figure 1-10 and incorporates relationships among effort, performance and reward.

![Vroom’s Expectancy-Valence Theory](image)

Figure 1-10: Vroom’s Expectancy-Valence Theory (A. Chytiri, 2018)

Lunenburg (2011) states the three following subsequent expectancies derived from the theory; (1) effort to performance, (2) performance to reward and the (3) reward’s valence. In the first case, employees put their effort towards the achievement of a desirable performance, but their effort will be influenced by their belief and certainty level of a successful result. Concerning performance to reward expectancy, an individual links his performance with the potential of receiving a reward by the organisation for meeting this goal. While the rewards valence means that an individual attributes value to the reward received in conjunction with his own needs and objectives.

However, as argued by Lawler and Porter (1967), job satisfaction is not that connected with productivity as previously thought and hence they have developed an extended model of the expectancy theory, shown in Figure 1-11. To be more precise, this
model acknowledges that the tree steps of expectancy theory are not a complete view. To pass successfully from the personnel effort to performance, skills and competences are required. While, the rewards types distinguished in this model can be either extrinsic, intrinsic or both, which will result to the ultimate satisfaction of the employee (Oahn Ho, 2016).

It is argued by Furlich (2016) that effective managerial use of the expectancy-valence theory can be achieved through proper communication between employee and supervisor; that includes communication of organisational goals, desired performance, the system of performance appraisal and the linkage of them with potential rewards. Unequivocally, managers not only should encourage and assist their subordinates towards achievement of the appropriate performance, but also be aware of their personal needs and goals so as to delegate the desired rewards; otherwise the employee will not feel motivated due to the fact that the reward received is not perceived of value, despite the successful completion of the two previous levels (Lunenburg, 2011).

![Figure 1-11: Porter’s and Lawler’s extended model of expectancy theory](image)

vii. **Adam’s Equity Theory**

Adam (1965) introduced the equity theory of motivation, which belongs in the process theories and is concerned about employees’ job performance and motivation in an organisational framework. Equity theory stretches the issue that employees’ motivation and job performance is influenced by the perceived fair and equal treatment they receive, in comparison with another person or situation. To be more precise, the components of comparison are the perceived inputs and outputs, an individual attributes to the work relationship; where inputs are effort, skills, knowledge and meeting organisational objectives, while outputs are all types of compensation and rewards for the inputs offered (Sahito and Vaisanen, 2017). Furthermore, among others also Robbins and Judge (2013) mentioned that, the referent of comparison not only can be a person from the same organisation or another, but also oneself in the same position in a past employment. Therefore, individuals compare if there is equity of their own input-output ratio with one of the aforementioned referents and proceed with an action in order to restore equity; inequity can have two forms, underrewarded or overrewarded, in either case individuals will be motivated to proceed with a course of action such as increase/decrease input, demand more outputs, change referent, justification of inequity or even quit their job (Bekal and Warrier, 2017). As far as the managerial application of this theory in the workplace is concerned, has to been mentioned that the feeling of equity is a rather a subjective issue and may exist with no justified rational; that is, managers’ should monitor the inputs of employees and delegate rewards according to performance, needs and perceptions, effective communication could be considered key contributor towards successful application (Brevi is and Vrba, 2014).
Locke’s Goal Setting Theory

Locke’s and Latham’s (1990) goal setting theory is one of the most used and researched process theories, as relates to job performance, organisational and individuals goals. This theory was developed in order to test the reason for performance deviations in tasks among individuals and the goals have been proved to be a rather influencing driver of motivation (Tosi, Locke and Latham, 1991). The theory states that goals have to be Specific, Measureable, Attainable, Relevant and Time bounded (SMART) (Locke and Latham, 2006); when goals are specific and not vague tend to exert higher effort in meeting them, while if the employee considers the goal to reach challenging but simultaneously possible to attain with higher effort he will be motivated enough towards it. Moreover, the employees need to feel that these goals do not lead them astray from their own goals and values.

Lunenburg (2011) states that manager’s when applying this theory on the work environment should keep the goals SMART; management has to help individuals into the acceptance of goals, as for instance with participation in the goal-setting process, and should be aware that scientific intelligence shows that learning by attaining goals exerts higher performance than solely perform well so as not generate negative impacts. Moreover, provision of feedback is also considered crucial for employees, since they can monitor their progress and make any potential adjustments for improving performance and strategies towards the attainment of organisational and individual goals (Tondello, Premsukh and Nacke, 2018). Last but not least, managers should try to fit and align the individual goals with group’s-team goals, due to the fact that when individuals perceive their objectives are hindered by the focus on achieving team based goals their performance will have very negative influence on the overall performance.
Chapter 2: Methodology

Research Methodology

The world is a place shaped by the perceptions and the ways people act, these perceptions are to change according to some influential underlying powers as circumstances and people actions (Saunders, Lewis and Thornhill, 2015). Interaction among people plays a role and may create some sharing perspectives and needs in social matters, there is a subjectivism in this matter. Thus, when trying to understand why some specific employee behaviour or a high turnover rate occurs, has to be investigated the underlying mechanisms and reasons causing such issues. Moreover, the same topic can be interpreted in versatile ways and perceptions deviate for different groups of people, as in the case between top/line managers and employees. When interpreting social behavior and perceptions, the interpretation will be always influenced by previous experiences, the culture and origin of an individual. Subjectivism, interpretivism and critical realism, as characteristics of these concepts are mentioned above, are the factors creating the ontology, epistemology of this research (Saunders, Lewis and Thornhill, 2015). The reason for analysing so many theories in the literature review is to stir knowledge on the subject of motivation in broad range of perceptions. Therefore employee motivation is such a concept; an HRM concept rather complex and intriguing. From the literature review in chapters 1, derives the conclusion that motivation may be found in multiple dimensions and influenced by an abundance of means. HRM practices like reward management, performance appraisals, training and development may contribute to employee motivation when used properly. Employee motivation is something that aids towards individual and organisational goals; motivation is triggered by needs, values and expectations. Motivation is pure interest in a task, is the interest in an outcome for engaging in an activity, being motivated is a driver for exceptional performance, development and commitment. Motivation is “everything” or it will be present in everything. Satisfied and Motivated employees are the key to a
long-term success for organisations especially in the hotel industry. The motivation for conducting a research of this subject is the importance given to it from the author and as a final project towards the acquisition of master’s degree studies.

**Research Design**

Given the importance attributed to motivation, the author wants to identify the characteristics of hotel employees and their motivation drivers. Despite the fact that, the research design has been influenced by costs and time constraints, at this level of research the nature of it is considered as descriptive. Thus, is thought most appropriate to proceed with a quantitative research design so as to provide the scientific and relevant organisational community a description of the present situation (Kothari, 2013). Moreover, as it has already been mentioned motivation is something that may lead to organisational commitment, hence the research is considered of the applied type since seeks to explore a business problem of the industry, that being the employee turnover rate. By identifying their views on what motivates them, could be used and applied by hotels’ so as to achieve higher levels of motivation and increase the possibility of sustaining their personnel. However, further research by the hotels’ experts is strongly advised by the researcher in order to tailor the findings to their organisational objectives and needs.

**Sample**

The population of the research is the employees’ of 5&4 star hotels and the sample frame is within Greece and Thessaloniki to be precise. Tourism is considered as one of the most important industries for income generation in Greece, as also stands for approximately 20% of the country’s GDP (GTP, 2018). Thessaloniki is the second largest, in both population and size, city of the country and the last decades has received increase in tourism flows and relevant activities (Visitgreece.gr, 2019). Thessaloniki is a city with multicultural roots and with many prestigious upscale hotel enterprises and an increase of MICE tourism (Thessalonikiconventionbureau.gr, 2019). Thus, the development and the infra-
structure of Thessaloniki make it an interesting case for research. Moreover, the reason for choosing the upscale hotels of the market was made in order to identify to what extent the best of the industry have an HR department and make systematic use of employee management techniques as motivation.

**Questionnaire**

As far as the specific research technique or tool for data collection is concerned, a cross-longitudinal survey questionnaire was chosen as the most convenient tool. Because we want at one point in time check attitudes and practices, thus we proceed with groups’ comparison of perspectives. A structured questionnaire was distributed in order to ensure that participants answer the same questions in the same order (Kothari, 2013). The questionnaire was chosen as data collection method for reasons of convenience as it can be easily distributed and with minimal costs. Moreover, survey questionnaire is to be answered by employees and managers/ HR Specialist/owners. The questionnaire will differ for the two groups, as the former will be asked to indicate personal views and the latter about their knowledge on this matter and if and how they apply motivation. The fact that managers’ were to state their views and awareness on the topic, was considered wise the use of questionnaire since this segment of people is difficult to approach. Last but not least, the confidentiality and anonymity of the information provided and the no time constraint to answer a questionnaire allows respondents’ give as honest and well thought responses as possible (Walliman, 2011). The questionnaire was divided in two parts; the first part was common for both employees and managers, whereas according to the answer given on the last question the two groups were driven to a separate set of questions. Even in the second part the questions were actually the same for both groups, with employees answering their personal views on how they get motivated, while the managers on the same premises have to state what they think are the motivation drivers for their employees. Managers also had to answer some questions related to their own and their organisations’ awareness on the subject of employee motivation and to what extend the make use of relevant techniques.
Chapter 3: Results and Discussion

Sample

The questionnaire was delegated in 30 hotels of Thessaloniki belonging in 5 and 4 star categories. Out of the 30 hotels, 12 answered back. Therefore, the response rate is considered to be at 40%, and the responses gathered after the delegation of the questionnaire were 102 in number. To be precise, the research conducted raised 102 responses in total comprising by both managers and employees, the former be counted 32 (31.4%) in number and the latter 70 (68.6%). Moreover, the total sample is comprised by something more than 65% of people being of female gender and 85% of the respondents stated that they are single and the remaining amount are married, data that can be shown on Figure 0-2 & Figure 0-3 of the Appendix. As far as the as the age of the 102 participants in our survey is concerned, is interesting to mention that the great majority (95.1%) belong within the young age groups 18-24 years and 25-39, with the former approximate a percentage of 18% and the latter exceed 76%. The age distribution of the sample is illustrated in Figure 0-1 of the appendix. Is obvious that the main group in our survey is between 25-39 years old, whereas none were found to be older than 60 years old and only less than 5% were identified to belong within the age group of 40-59. The results concerning the age and gender distribution are not surprisingly witnessed, since the majority of employees in the hospitality industry are women and people of young age due to the nature of the job and the characteristic of seasonal employment, given insight from various researches across the globe and Greece (Drakopoulos, 2003).

Furthermore, the sample of the survey seems to acquire high educational level as a whole as it is illustrated in Figure 3-1, since more than 55% of the respondents hold a master’s degree and as a whole more than 90% of the sample acquire an educational level in tertiary education, from a range of college to doctorate. Master’s and Bachelor’s degrees are the predominant in our case.
As far as the professional experience of the respondents of the survey is concerned, we have to mention that a great majority (more than 60%) have been working in the sector from 1 to 5 years, till the year that the survey was conducted in 2019, which is shown in detail in Figure 3-2. The fact that most of our sample possesses few years of experience can be justified; since it is largely composed by individuals of young age whom also have a bachelor’s or master’s degree, with a minimum year for studying in Greece being 4 years for a bachelor’s degree is rational to expect few years of job experience.

Figure 3-2: Years of professional experience of the sample
The participants in the questionnaire were asked to state their monthly salary, in a range of pay levels as are depicted in Figure 3-3. The distribution of salaries seem more variant compared to previous data, with the predominant case be the range 751-1000 euros per month occupying almost 40% of the sample. However, is interesting to mention that the largest percentage of employees given the responses in this survey, are low paid individuals, since the 75% of respondents receive less than 1000 euros per month in Greece in the hotel sector and have one of the lower indications compared to the rest of the world (Traveldailynews.gr, 2019). As a whole, the accommodation and hospitality industry seems to be the second in place sector of Greece with the lowest salaries and due to economic crisis of the last decade that country faces the results were not derived with a surprising negative anticipation (Labour Institute GSEE 2018).

Moreover, a more precise overview of the sample is shown in Table 3-1 indicating that more than 76% of the sample belongs within the age group of 25-39 years old from which almost half are of female gender. Thus, is being observed that the main group belongs in the generation Y- Millennials and are women born during the years 1981-1996.
(Pew Research Center, 2019), known as the most tech-savvy generation that has entered the labour market. The Millennials given recent survey conducted by Deloitte (2018) are more eager to change jobs and organisations, they deem organisations care only for making profit and perceive them to an extend not ethical, Millennials prefer to meet with their supervisors and perceive diversity in the work environment and hierarchy highly positive attribute.

Table 3-1: Age* Gender Cross tabulation of the sample

<table>
<thead>
<tr>
<th>Age * Gender Crosstabulation</th>
<th>Gender</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>18-24</td>
<td>Count</td>
<td>4</td>
</tr>
<tr>
<td>% of Total</td>
<td>3,9%</td>
<td>14,7%</td>
</tr>
<tr>
<td>25-39</td>
<td>Count</td>
<td>29</td>
</tr>
<tr>
<td>% of Total</td>
<td>28,4%</td>
<td>48,0%</td>
</tr>
<tr>
<td>40-60</td>
<td>Count</td>
<td>2</td>
</tr>
<tr>
<td>% of Total</td>
<td>2,0%</td>
<td>2,9%</td>
</tr>
<tr>
<td>Total</td>
<td>Count</td>
<td>35</td>
</tr>
<tr>
<td>% of Total</td>
<td>34,3%</td>
<td>65,7%</td>
</tr>
</tbody>
</table>

Therefore, managers should be aware of their characteristics, needs and goals in order to align those with the company’s objectives and apply a more tailor made system for employee motivation.

As a whole the participants were asked some general questions, as for instance what the current situation is concerning the existence of HR component in organisations, the results may be shown precisely in Figure 3-4. More than 55% of the organisations examined have an HR department and approximately 5% have an external associate for this issue. Despite the fact that, more than half of the sample seems to make use of HR in their
companies the result is not considered as positive by observing the bigger picture. Here, has to be mentioned that all findings are based only in the upscale labour market, that being 5&4 star hotels. Hence, the percentage is considered not to be sufficient for this category of companies, since they were expected be the ones to drive the market in Greece and innovate especially in terms of their personnel management.

Moreover, while more than 93% of the total sample stated that their motivation will affect their performance in the workplace, only 33% perceived that their current or past employment made use of motivation techniques. As depicted in Figure 3-5, more than 45% of the participants deem that no motivation technique was applied by their employer’s and some stated not sure about it. In the last case, cannot be assumed that the organisations made no use of motivation schemes, however can be argued that even if they used, their employees were not aware and did not feel sure like being motivated, therefore the results indicate the least not effective application of a potential existing system.
Last but not least, the survey statistics indicate a positive tendency in employee involvement in decision-making and consideration of the personnel ideas, since the result exceed the average mean as shown in Table 3-2. The mean by the scale question exceeds 2.7 that approximates the “quite often” option if taking into consideration the employees perception and ideas. This is a positive figure in employee management, since as it has already been mentioned employee engagement and participation in decision making are major drivers in employee satisfaction and motivation (Yoerger, Crowe and Allen, 2015).

Table 3-2: Mean on employee involvement in decision making

<table>
<thead>
<tr>
<th>Decision Making Consideration</th>
<th>Mean</th>
<th>N</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.7255</td>
<td>102</td>
<td>.77276</td>
</tr>
</tbody>
</table>
Motivation drivers of employees

In the second part of the questionnaire, hotel employees’, excluding line and top management, had to state their motivation drivers. This was achieved through one likert scale question in which respondents had to rank the importance given by them to 9 different variables. Descriptive data is provided in Table 3-3 with details on percentages for all categories but also the number of responses for each variable in nominal figures. The most important drivers of motivation for the employees of the sample are two; the first is job satisfaction by accumulating approximately 43% and the second most frequent is professional development with 32.9%, while salary and pay rise were ranked fourth by a significant difference of 10%. The third most significant motivation driver for the sample is job promotion.

Moreover, most of the variables seem to be very important components in the motivation of employees that including the salary and Pay rise. However, really high indications were shown in job security as is considered to be very important by employees (57%), training and development and organisational culture. Thus, it derives the conclusion that when managers want to motivate their employees should consider that the segment is highly sensitive and try to provide the feeling of job security and training and development opportunities. These two are perceived to have a rather positive influence in the motivation of the personnel, which may lead to increased job performance and organisational commitment. As far as the organisational culture is concerned, the best alternative to an already set environment is good interrelationships, the consideration of employees’ ideas and perspectives on the way the organisation do business. Change in organisational culture is not an easy project, though if the management is characterised by flexibility may be able to identify characteristics and types of employees that match their profile. This could lead to a more effective recruitment and selection process (Watson and D’Annunzio-Green, 1996).
On the other hand, public praise is the variable with the lowest rating compared to others, but that does not mean it is not given a mediocre importance. Public praise can be used as a means for recognition and good job performance, in order to manage behaviour by reinforcing a positive and desirable behavior to repeat in the future (Kingir and Mesci, 2010). Given these results, we reject the null hypotheses in our literature review in the subchapter or rewards management and we are positively inclined towards the Hypothesis 1. That is, motivation drivers for the employees in the hotel sector are not only of fi-

Table 3-3: Motivation drivers for hotel employees, excluding top & line management

<table>
<thead>
<tr>
<th>Not important at all</th>
<th>Less important</th>
<th>Important</th>
<th>Very important</th>
<th>The most important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary/ Payrise</td>
<td>0,0% 1</td>
<td>1,4% 1</td>
<td>25,7% 18</td>
<td>50,0% 35</td>
</tr>
<tr>
<td>Job Promotion</td>
<td>0,0% 1</td>
<td>10,0% 7</td>
<td>21,4% 15</td>
<td>40,0% 28</td>
</tr>
<tr>
<td>Job Security</td>
<td>0,0% 0</td>
<td>2,9% 2</td>
<td>28,6% 20</td>
<td>57,1% 40</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0,0% 0</td>
<td>0,0% 0</td>
<td>24,3% 17</td>
<td>32,9% 23</td>
</tr>
<tr>
<td>Public Praise</td>
<td>4,3% 3</td>
<td>30,0% 21</td>
<td>37,1% 26</td>
<td>25,7% 18</td>
</tr>
<tr>
<td>Professional development</td>
<td>1,4% 1</td>
<td>2,9% 2</td>
<td>21,4% 15</td>
<td>41,4% 29</td>
</tr>
<tr>
<td>Education &amp; Training (Simulation, Seminars)</td>
<td>0,0% 0</td>
<td>5,7% 4</td>
<td>34,3% 24</td>
<td>40,0% 28</td>
</tr>
<tr>
<td>Organisational Culture</td>
<td>0,0% 0</td>
<td>14,3% 10</td>
<td>32,9% 23</td>
<td>42,9% 30</td>
</tr>
<tr>
<td>Physical Surroundings</td>
<td>2,9% 2</td>
<td>12,9% 9</td>
<td>35,7% 25</td>
<td>34,3% 24</td>
</tr>
<tr>
<td>Increased Responsibilities</td>
<td>1,4% 1</td>
<td>12,9% 9</td>
<td>40,0% 28</td>
<td>35,7% 25</td>
</tr>
</tbody>
</table>
nancial nature. On the contrary, drivers like job security, job satisfaction and professional development are perceived highly by the sample.

Afterwards, took place a test of Herzberg’s two factory theory, whom distinguished the hygiene factors and motivators, the former may prevent dissatisfaction and the latter will provide high motivation and commitment (Kwasi, 2011). In Figure 3-6 it is observed that hygiene factors like salary, working conditions and job security are highly perceived as contributors towards general satisfaction, especially the first two, and this importance on these variables is partially decreased when individuals were asked to identify their motivators. However, in most cases no worth mentioning differences are identified, except for the promotion which seems to be the most major motivator of the survey sample and also challenging-stimulating work was found partially preferred as a motivator. Recognition and opportunity for advancement are recognised of same importance as motivator but also prerequisite for job satisfaction, thus the theory of Herzberg in these two cases cannot be verified and the null hypotheses is rejected of a valid application in the hotel sector of Greece as it is. However, they are of importance for the employees. In Greece, Thessaloniki seems that some of the hygiene factors are perceived of importance as both drivers that can lead in no dissatisfaction and motivation. On the other hand, Challenging- stimulating work and status are the two variables with the lowest relevance for the sample in both general satisfaction and motivation, therefore is suggested that managers focus on different variables when motivating their employees and proceed with these two in case they make a tailor-made inquiry to their personnel and identify them as important for their particular segment.
Figure 3-6: Web comparison for Herzberg's two factor theory
Managers’ perspective on employee motivation

In the second part of the questionnaire for the manager’s perspective, is aimed to identify some general information as to the extend they use motivation techniques and their awareness of the concept as a whole. Managers are 32 in number out of 102 respondents in total, a 31,4% of the sample. This distribution is considered to be of good proportion towards the total sample. In Figure 3-7 is observed a rather positive figure of good awareness of the motivation concept by managers. The great majority believes that are at least highly if not fully aware, the former reaches a 40% and the latter approximate 28% of the total responses.

![Figure 3-7: Managers’ level of awareness in the motivation concept](image)

Despite the fact that, managers seem to be adequately aware of the motivation concept the application of appropriate systems are not in hand, given the survey’s results. Managers were asked whether Top Management or an HR specialist (where exists) have given specific goals and directions to them towards employee motivation. Unfortunately, more than 53% of the respondents stated that there were not provided with such information by the top management. The difference in percentages might not be so exorbitant, since
approximately 47% do have such goals and directions; however a negative connotation is attributed to the findings due to the restraint of investigating the HR issue of motivation, supposedly in the best of the hotel industry.

A discouraging result, especially for the upscale market investigated from whom was anticipated a more innovative and up-to-date application of the personnel management. Moreover, managers were asked to evaluate the motivation programme applied by their organisations. It seems that managers do not consider the applied motivation systems as appropriate so as to bring the desire results on employees’ behaviour, as evidenced in Figure 3-8 and Table 3-4. More than 56% of the 32 managers deem that motivation applied in their companies range from bad to neutral, while more than 12% stated that in their organisations such a system does not exist. The average of this descriptive statistic has a mean=2.8, which means is below average by exceeding the bad systems and approximating neutral importance.

Table 3-4 Descriptive statistics on evaluation of motivation programmes in organisations

<table>
<thead>
<tr>
<th>Statistics</th>
<th>Motivation programme</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>N</strong></td>
<td>32</td>
</tr>
<tr>
<td><strong>Valid</strong></td>
<td>32</td>
</tr>
<tr>
<td><strong>Missing</strong></td>
<td>70</td>
</tr>
<tr>
<td><strong>Mean</strong></td>
<td>2.8125</td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td>3.0000</td>
</tr>
<tr>
<td><strong>Std. Deviation</strong></td>
<td>1.14828</td>
</tr>
</tbody>
</table>
As has already been mentioned, one of the objectives of this research is the discovery of potential gaps between the actual motivation drivers of employees and the perception of the managers in the industry. In Table 3-5 are illustrated the results accumulated from top and line management responses, stating their views on which are the motivation drivers for their employees. As a whole, are been evidenced sharing views to an extent between the two groups, among some of the different proposed drivers. Notwithstanding, have been figured out some existing gaps in the importance attributed to some variables especially training and education. Training and education has been specified within the questionnaire with examples such as seminars, simulations and workshops. Managers perceive it as a tool for motivation of neutral importance more than 40%, whereas the 40% of the employees consider education and training by the company as a very important motivation driver. Thus, given also the literature review training is considered as motivation from the employees’ perspective. The null hypotheses, stating that no role
whatsoever training and development plays in employee motivation is rejected. While the results tend towards the hypotheses that training and education consist a motivator for the personnel.

Moreover, employees and managers ranked as most important drivers almost the same variables, though in different ranking. Managers correctly believe that the most important is job satisfaction, though is significant to mention that professional development as motivation driver is ranked higher than salary and pay rise by the personnel. Moreover, employees ranked higher than salary and pay rise also job promotion. Thus, it seems that

Table 3-5: Managers’ perspective for their employees’ motivation drivers

<table>
<thead>
<tr>
<th>Not important at all</th>
<th>Less important</th>
<th>Important</th>
<th>Very important</th>
<th>The most important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary Payrise</td>
<td>0 (0.0%)</td>
<td>1 (3.1%)</td>
<td>6 (18.8%)</td>
<td>13 (40.6%)</td>
</tr>
<tr>
<td>Job promotion</td>
<td>0 (0.0%)</td>
<td>1 (3.1%)</td>
<td>8 (25.0%)</td>
<td>17 (53.1%)</td>
</tr>
<tr>
<td>Job Security</td>
<td>0 (0.0%)</td>
<td>4 (12.5%)</td>
<td>9 (28.1%)</td>
<td>10 (31.3%)</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>1 (3.1%)</td>
<td>1 (3.1%)</td>
<td>6 (18.8%)</td>
<td>9 (28.1%)</td>
</tr>
<tr>
<td>Public Praise</td>
<td>1 (3.1%)</td>
<td>7 (21.9%)</td>
<td>10 (31.3%)</td>
<td>8 (25.0%)</td>
</tr>
<tr>
<td>Job Security</td>
<td>0 (0.0%)</td>
<td>3 (9.4%)</td>
<td>8 (25.0%)</td>
<td>12 (37.5%)</td>
</tr>
<tr>
<td>Public Praise</td>
<td>1 (3.1%)</td>
<td>4 (12.5%)</td>
<td>13 (40.6%)</td>
<td>9 (28.1%)</td>
</tr>
<tr>
<td>Professional Development</td>
<td>1 (3.1%)</td>
<td>5 (15.6%)</td>
<td>8 (25.0%)</td>
<td>16 (50.0%)</td>
</tr>
<tr>
<td>Education Training(Seminars)</td>
<td>2 (6.3%)</td>
<td>3 (9.4%)</td>
<td>11 (34.4%)</td>
<td>14 (43.8%)</td>
</tr>
<tr>
<td>Organisational Culture</td>
<td>1 (3.1%)</td>
<td>5 (15.6%)</td>
<td>8 (25.0%)</td>
<td>16 (50.0%)</td>
</tr>
<tr>
<td>Physical Surroundings</td>
<td>1 (3.1%)</td>
<td>5 (15.6%)</td>
<td>8 (25.0%)</td>
<td>16 (50.0%)</td>
</tr>
<tr>
<td>Increased Responsibilities</td>
<td>1 (3.1%)</td>
<td>5 (15.6%)</td>
<td>8 (25.0%)</td>
<td>16 (50.0%)</td>
</tr>
</tbody>
</table>
employees value some non-monetary incentives greater than monetary ones, leading to the rejection of the null hypotheses that only financial means are perceived as employee’s motivation drivers. Therefore, when trying to motivate people, awareness of their needs and goals is rather beneficial for the application of proper reward systems, since as it has been argued by the survey’s results money are very important but not always the best motivation tool. The three most important drivers for personnel, that be professional development, job promotion and job satisfaction in conjunction with the high importance given to education and training can be assumed that a majority of our sample belongs to a group of high achievers. Training and education has already been mentioned, as a major tool for development and acquisition for skills and knowledge that increase job performance and the achievement of individual and organisational objectives (Acquaful, Dedume and Appiah, 2016). Thus, the fact that employees’ goals and motivators are linked with their professional development justifies that the same people perceive training and education of great significance to them. Thus, the results of the research reject the null hypothesis that training and education play no role whatsoever as motivators for the employees in the hotel sector of Greece, Thessaloniki. Quite the opposite really, since is one of the most frequent drivers mentioned by the sample.

As has been aforementioned, it took place a trial of testing Herzberg’s two factor theory, by asking employees what would make them feel not dissatisfied with their job preventing them from resignation and what will motivate them to go the extra mile in organisational commitment and job performance. Manager’s had to state their perceptions on the same matter by speculating their subordinates needs and wants. However, in this part is aimed to discover any potential gaps and differences between the two groups as illustrated in Figure 3-9 and not justify if the theory mentioned is been evidenced in practice in Greece.
Drivers of job satisfaction for employees, comparison of perspectives

Figure 3-9: Differences in perceptions on employees’ job satisfaction drivers

The two majors drivers of satisfaction for the employees in this case are salary (82,9%) and working conditions (72,9%), opportunity for advancement is the third option with 47%. Managers speculated correctly the two first variables in terms of significance, but they stated job security as the third major driver. In general manager’s perceived that company policy, job security and challenging stimulating work as more important towards employee job satisfaction, than the employees. On the other hand, Figure 3-10 is a web chart indicating differences concerning the motivation drivers for employees. Salary, working conditions and opportunity for advancement are considered also high motivators form both employees and managers.
Challenging-stimulating work, company policy and promotion seem to have an increase and play a more motivating role for the employees and not for their overall satisfaction. In this particular case we have compatibility of employees’ and managers’ views, which is a rather encouraging indication that managers are to a good degree aware about the motivators of their employees, always based on the framework Herzberg provided as motivator factors also given in Figure 1-8. Therefore, we reject the hypotheses that Herzberg’s theory is applied in full, stated in the literature review and deviations from the original theory are evidenced in the research’s results.

Managers perceive in general Pay rise as one of the most important drivers of employee motivation. Therefore, in order to check the importance of salary and Pay rise as a motivation driver for the employees, took place chi-square test of the specific variable towards a correlation with their demographic characteristics. The results indicate that among the
demographic variables only monthly salary was found to be statistically significant with a p=0.04 as illustrated in Table 3-6. Intriguing in this case is that only the employees belonging in the middle groups of salary perceived as the most important, whereas those earning less than 550 euros per month and more than 1200 euros perceive it important motivation driver thought not that highly enough.

Table 3-6: Monthly Salary * Motivation driver Salary-Pay rise

<table>
<thead>
<tr>
<th>Test</th>
<th>Value</th>
<th>df</th>
<th>Asymptotic Significance (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>21.374a</td>
<td>12</td>
<td>.045</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>20.376</td>
<td>12</td>
<td>.060</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>.454</td>
<td>1</td>
<td>.501</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>70</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. 15 cells (75.0%) have expected count less than 5. The minimum expected count is .10.

As far as the Pay rise is concerned from the managers’ perspective, the only demographic variable having a significant statistical correlation is that of manager’s years of experience, illustrated also in Table 3-7. Given the results, the more years of experience managers possess the less importance was attributed of Pay Rise as a motivation factor. Certainly is considered important as a whole; however managers having professional experience from 1 to 5 years largely believe in Pay rise as motivation factor. This may be one of the reasons why pay rise was that highly perceived of significance for managers outperforming other drivers, while employees rated job promotion and professional development as more preferred ways to get motivated.
On the first part of the questionnaire there was an open non required question asking for insight by the entire sample (102 respondents), on what they feel organisations lack most in employee management given their overall professional experience and not necessarily their current employment. The question raised 44 answers in total and gave some interesting insights towards employees’ thoughts, with further investigation to be recommended. The majority of the responses included three main subjects from which most frequently mentioned the following; top and line managers’ lack in skills and knowledge, whereas there is an excess of authoritative behaviour. As has been mentioned, the majority of our sample belongs in the Generation Y-Millennials and has greater access to knowledge, different opinions and greater opportunities. Country barriers have been weakened and paradigms of the ideal work environment are illustrated in the social media daily. Thus, is not peculiar that employees seek for leaders and not managers, they seek for people with charisma that can inspire and create a sense of belongingness (Changing-minds.org, 2019). Here, is worth mentioning the fact that Greece is considered as a collectivist and uncertainty avoidance country (Hofstede Insights, 2019), which means that people highly need strong relation- ships with family and colleagues and they seek for team working and belongingness.
Motivation is an important and complex concept of Human Resources Management. The dimensions and different approaches for successfully motivating the workforce, as the ones mentioned in the literature review, are not to be taken lightly in the shaping of a prominent motivation strategy by organisations and managers. An abundance of possible theories have been developed pursuing different things, as for instance identification of people needs and investigation of the reasons for acting in a certain way. The research main findings recognise; 1) training and development as a desirable tool of motivation from the employees’ perspective, 2) Herzberg’s two factor theory not so evident in the case of Greece and Thessaloniki, though some of the characteristic factors of both categories correspond also in the reality of this research sample. 3) Last but not least, gaps between the perceptions of managers and employees do exist, as per what are the motivation drivers of hotel employees in the luxury market. Moreover, the results of the research shed light to the question if employees in the hotel industry are getting motivated only by rewards with a direct financial outcome. Salary and financial incentives are considered of importance but not held as highly as previously thought by employees. On the contrary, job satisfaction, promotion and professional development scored more than the pay rise variable. This indicates that the employees do not seek only financial earnings; they pursue professional development in the sector and do not engage in hotel industry only as a means to make ends meet.
Limitations and Suggestions for future research

Thessaloniki was chosen as research location, since the hotels in this city operate all year round and the holds a great number of the hotels in Greece. Moreover, the selection of 4&5 star hotels are due to the fact that the written HRM practices and motivation methods are most usually found in these hotel categories. Therefore, hotel premises not belonging in these categories would be wise to further investigate the issue particularly for their employees and managers, since their needs and wants might differ substantially from the other categories. Moreover, the data was gathered from employees in all possible departments a hotel enterprise might have. Therefore, for more personalised results and for organisations willing to be innovative concerning motivation of their employees is suggested; to conduct a research that will separate all departments and will allow for group comparisons and identification of patterns between these groups. In this vein, organisations and managers may distinguish differences on preferred motivation tools even among those working in the front desk, in the Food and Beverage and so on. Last but not least, a major limitation was the time constraint for gathering responses that counts only one month in duration, that being January 2019. The fact that motivation has so many dimensions, not all possible variables and theories were tested, thus this constraint is considered one other limitation for this research.
Implications for managers

The results of the research have provided useful insights that may be used by managers and HR practitioners. First of all, it has been proven the existence of gaps between managers and employees' perspective on what motivates the workforce. Thus, is stressed the issue of cautious implementation of reward systems and the versatile means for employee motivation. Managers and practitioners should be aware of the needs and desires of their employees in order to apply more tailor-made and specific motivation tools. Otherwise the motivation strategy will not yield the desired motivation levels or may even bring negative results and employee frustration.

Moreover, the fact that results indicate a positive employee inclination towards intrinsic and some non-monetary types of rewards and motivation tools does not mean that the other types should be dropped, whatsoever. The financial types of motivation tools are still very important, while failing satisfy this particle will lead to the dissatisfaction of employees in their work environment even if the rest of tools are in use. However, it seems that in order to achieve high satisfaction and motivation of employees can be pursued by training and development, job promotion and satisfaction. The use of such tools may increase the probability of retaining the employees in the organisation, while simply the direct monetary rewards might not be so effective in the long-term. Herzberg's two factor theory is not valid in full for employees in the hotel industry of Greece. Therefore, managers and practitioners if in trial to apply this theory of motivation need to be aware if in their hotel as well some of the variables of the hygiene factors like job security are perceived by employees as a motivator as well and vice versa.
To conclude, employees are a very important part for the effective operation of an organisation and keeping them satisfied and motivated will bring the desired job behaviour and performance. The proper tools to motivate employees differ, from country to country and even among different organisations of the same region. Managers should be aware of their employees needs and wants in order to achieve the best possible results by motivation their employees.
References


Web References


Appendix

Questionnaire Cover Letter

Employee motivation in the Hospitality Industry of Greece (5 and 4 star hotels)

Dear Participant,

My name is Iordanis Kalousis and I am a student at the MSc in Hospitality and Tourism Management of International Hellenic University, Thessaloniki, Greece. As part of my dissertation, I am examining employee motivation in the hospitality industry.

The data collected will provide useful information regarding the HRM concept of employee motivation by comparing the perspectives of top management and employees, which may lead to potential gaps between the two. The main objective is to analyse the level of awareness and implementation of the concept from managers and organisations. We aim to achieve that by analyzing the motivation drivers for employees and the perspective of managers on this matter. Motivation seems to be relevant and mentioned in all HR practices, thus we deem important to further investigate this issue in 5 and 4 star hotels of Greece. Participation to the survey is strictly voluntary. All data provided will remain confidential and personal data or data indicating your hotel will be coded before the analysis. Please answer all questions as honestly. The following questionnaire will require approximately 8 minutes completing it.

I would like to thank you in advance for taking the time to take the survey and assist me in my final dissertation project. If you would like a summary copy of this study please you may ask for in a separate email.

I remain at your disposal for any queries you might have. Please feel free to contact me. Sincerely,

Student: Iordanis Kalousis (i.kalousis@ihu.edu.gr)
Instructor: Dr. Alexandra-Paraskevi Chytiri (alexandra.chytiri@dmu.ac.uk)
1. Age? *
   Να επισημαίνεται μόνο μία έλλειψη.
   □ 18-24
   □ 25-39
   □ 40-60
   □ >60

2. Gender? *
   Να επισημαίνεται μόνο μία έλλειψη.
   □ Female
   □ Male N/A
   □ Άλλο:

3. Marital Status? *
   Να επισημαίνεται μόνο μία έλλειψη.
   □ Single
   □ Married
   □ Divorced
   □ Widowed

4. Monthly Salary? *
   Να επισημαίνεται μόνο μία έλλειψη.
   □ <550
   □ 551-750
   □ 751-1000
   □ 1001-1200
   □ Above 1201

5. How many years of professional experience do you possess? *
   Να επισημαίνεται μόνο μία έλλειψη.
   □ 1-5
   □ 5-10
   □ 10-15
   □ >15
6. What is your current educational level? *
   Να επισημαίνεται μόνο μία έλλειψη.
   - Secondary Education
   - College
   - Bachelor's Degree
   - Master's Degree
   - Doctorate
   - Άλλο:

7. Does your current or most recent employment company, have an HR Department or at least an HR Specialist? *
   Να επισημαίνεται μόνο μία έλλειψη.
   - Yes
   - No
   - External Associate for HR
   - I don't know
   - Άλλο:

8. Do you feel like your current or past employment, makes/made use of motivation techniques? *
   Να επισημαίνεται μόνο μία έλλειψη.
   - Yes
   - No
   - May be
   - Άλλο:

9. Do you believe that your motivation has an effect on your work performance? *
   Να επισημαίνεται μόνο μία έλλειψη.
   - Yes
   - No
10. Do you consider being sufficiently motivated by your superior/supervisor? *

Yes

No

Maybe

Άλλο: ____________________________________________

11. In decision making, to what extent were your ideas taken into consideration by the management team?

1 2 3 4

Never

Always

12. In what do you feel that most companies you have worked with, lack in employee management and motivation?


13. Do you belong to the Management team of your organisation? *

Yes  Παράβλεψη και μετάβαση στην ερώτηση 17.

No
Figure 0-1: Age Distribution of the survey sample

Figure 0-2: Gender Distribution of the survey sample
Figure 0-3: Marital Status of the survey sample