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# Employee motivation in the tourist industry in Cyprus in Crisis

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# Employee Motivation in the Tourist Industry in Cyprus in Crisis



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***In memory to my father who passed on a long  
journey without return on 25.09.2014 after a two-year-  
battle against cancer***

*Come father in my dream  
your companionship to have  
and to see you and tell me  
don't worry my child I exist!*

## Acknowledgement & Preface

This MBA dissertation is dedicated to my father who has lost the battle with cancer one year ago. My father supported me very much to the end of his life and he guided me to see everything in life in a positive spirit including my studies at Cyprus Technical University of Limassol as well as my studies at the Neapolis University of Paphos. I have also to express many thanks to my mother who helps me a lot throughout my life. She has taught me to talk, to read, and she has been helping me with my lessons in school. I have wonderful parents and I would like to thank them for their infinite patience.

I also thank my husband for his patience and support for these difficult two years with my father, studies and pregnancy. He is a wonderful man and accepts me the way I am and of course my speech impairment and my hearing aids.

I need to acknowledge our small, unborn son that he stands strong through his own difficult time to survive. I also would like to acknowledge my uncle, brother of my father, who made me laugh and supported me in my difficulties.

Thanks also are due to my supervisor, Kyriakos E. Georgiou who helped and encouraged me after the death of my father and also his help academic and editorial in completing this dissertation. Without his support and devotion, I would probably not have completed my dissertation.

I would also like to thank my friends Spyroulla, Koulla and Christos for their help and support in my difficulties.

## Executive Summary – Abstract

Employee motivation is perceived as a critical success factor in business. This research focuses in the tourist sector in Cyprus under crisis and aims to study the levels of motivation, motivation factors and job satisfaction of people working in the hospitality industry.

The purpose of this research was to explore the employee's motivation factors in the tourist sector under crisis periods in the Cyprus.

The present study is a case study research, which involves both quantitative and qualitative data. This study collected data from employees structured Questionnaire. There were 30 employees in this study from three (3) hotels and two (2) restaurants in Limassol and Paphos.

The main findings from this research provide evidence that the employees working in the tourist sector of Cyprus feel safety with their work and believe that the working environment is friendly. Another finding of this research provides evidence that employees have good relationships and share their thoughts and opinions with their workmates. Also, this study provide evidence that the economic crisis leads the managers of the tourist sector in Cyprus to cut off the employee's compensation, increase the working hours for the employees.

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## Chapter 1: Introduction

### 1.1. Introduction

Cyprus is the third – largest island in the Mediterranean area located in the south east. Cyprus has a rich treasure of cultural heritage including prehistoric settlements, churches, monasteries, castles, mythology etc. Its geographic position in the crossroads of Asia, Africa and Europe has played an important role in the history of the island. Most of the powerful nations of the day concurred the island including the Assyrians and Egyptians (750-480 BC), Persians (480-310 BC), Romans (30 BC-330 AD), Franks (1192 – 1489 AD), Venetians (1489 – 1571 AD), Ottomans (1571 – 1878 AD), British (1878 – 1960 AD). All of them came and left leaving behind their marks in cities, buildings, forts churches and mosques etc. (Cyprus Tourism Organisation, 2007).

In addition, Cyprus was invaded in July 1974 by Turkey, and as a result, the island was divided into two parts, the north and south Cyprus. Turkey used as an excuse to invade the coup by the Greek Junta overthrow the Government of president of Cyprus, Makarios.

In 2013, the population of Cyprus was 858.000 thousand citizens in relation to 865.900 thousand in 2012 (Statistical service of Cyprus, 2015). The accession of Cyprus to the EU in 2004, helped the workers and entrepreneurs to move to Europe as well as the European workers to move to Cyprus. In addition, the accession facilitated the European tourists to travel to Cyprus in order to spend their holidays.

The accession to the EU has provided both benefits and challenges to the people of Cyprus. It provided incentives to workers to acquire more knowledge and spend more time in education as well as increased competition. Also, the participation of employees increases the benefits of the relationship between workers and their employers, increases competitiveness, affects working conditions, productivity and quality of work.

It is important to provide appropriate training to employees to meet customer's expectations. These days tourists/customers have experiences from frequent traveling in other countries and can be demanding in meeting their needs. Employees should be properly trained to meet the diversified needs by giving value to them in the same company gaining the reputation as ideal product of Cyprus. According to Drousiotis (2004),

“The Cypriot businessman agrees that high achievers in Cyprus is satisfied with their work and highly motivated to work. Based on the perception of managers, factor analysis shows that high performance especially appreciate esteem and their ability, are good communicators, prefer to work in groups, they have an internal source control, and have low organizational commitment”.

Cypriot employees have the will and are able to work hard to achieve the organizational objectives taking advantage of their skills and appropriate training. The employers by setting the appropriate work incentives can enhance employee performance and productivity. The increase in productivity and competitiveness should lead to increased compensation for employees.

The Cyprus Tourist Organisation (2015) developed a tourism strategy of 2011-2015 with main objectives to:

- increase total tourism receipts
- tourism arrivals
- deal with the phenomenon of seasonality
- improve the viability of tourism enterprises
- upgrade the overall tourism experience offered by Cyprus
- Enhance tourist product with significant value added.

The achievement of the above objectives will improve significantly the competitiveness of the tourist industry in Cyprus in comparison to other destinations. It is noted that, for years Cyprus's national strategy was to promote the island as an international business centre, while held more than half of domestic deposits (Iordanidou & Athanassios, 2014). Alongside the significant growth of the banking sector, the public debt accumulation and the major losses the Cypriot banks suffered due to the Greek government bond haircut (as two of Cyprus's biggest banks were among the largest holders of Greek bonds in Europe) led Cyprus into the "crisis zone" (Iordanidou & Athanassios, 2014).

Eventually, on March 25th 2013, the Eurogroup, the IMF and the ECB reached an agreement with the government of Cyprus on "€10 billion bailout assistance to the sovereign and a €5.8 billion bail-in for trouble Cyprus banks" (Zenios, 2013; p.41). Kyriakos E. Georgiou, in class lectures, disputes these figures and notes

that Cyprus will not need more than €7 billion in loans but its own contribution is closer to €13 billion. The aid package that was provided to Cyprus averted the complete meltdown of the banking sector via the process of directly taxing the bank depositors and a series of legal steps and capital controls to restructure and downsize the Cypriot banks (Iordanidou & Athanassios, 2014; Pegasiou, 2013; Osborne & Moulds, 2013).

As a result of the above, the general economy as well as the tourist sector were affected and the managers of the tourist sector enterprises started to reconsider their strategy in an effort to lower costs such as operational costs, staff costs etc.

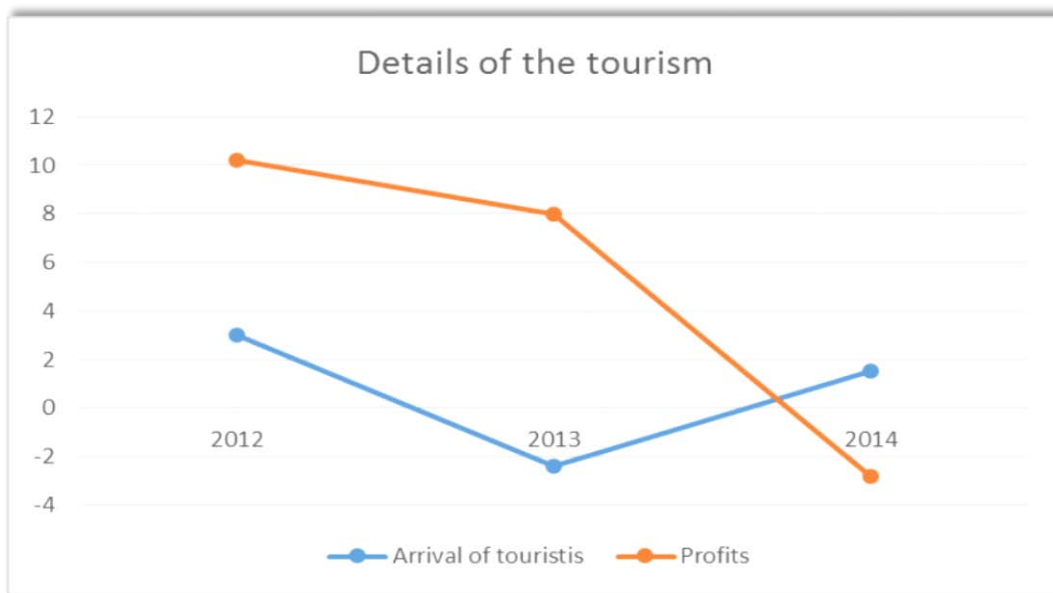
With reference to the tourist sector in Cyprus, it is important to note that the direct contribution of travel and tourism to revenue was 2.1 million or 12% of GDP an increase over the previous years (Cystat, 2015). This is considerable contribution of travel and underlines the contribution of tourism to the growth rate of the Cyprus economy especially in these years of economic crisis.

The official data shows that the arrival of tourists in the year 2013 compared with the preceding year decreased by 2.4%. The year 2014 compared with the preceding year showed an increase of 1.5% (Statistical Service of Cyprus, 2015). As a consequence profits have increased by 8% in 2013 and decreased by 2.8% in 2014, despite the increase on the number of tourists arriving and the money they spent. This table below show in analytically and graphically the arrivals of tourists and the profits in years 2012, 2013, 2014.

Table 1.1.: Details of tourism with arrivals and profits

	2012	2013	2014
Arrival of tourists	3	-2.4	1.5
Profits	10.2	8	-2.8

Figure 1.1: Arrival of Tourists and profits for the period 2012 – 2014.



This table provides information on the countries of origin show the number of the countries for two years 2013 and 2014.

Table 1.2: Arrivals of tourists by country

<b>Top arrivals of tourists by country</b>	<b>2014</b>	<b>2013</b>
<b>UK</b>	<b>871.523</b>	<b>891.233</b>
<b>Russia</b>	<b>636.766</b>	<b>608.581</b>
<b>Sweden</b>	<b>106.666</b>	<b>117.961</b>
<b>Greece</b>	<b>100.955</b>	<b>104.955</b>
<b>Germany</b>	<b>86.397</b>	<b>98.933</b>

According to the statistical service of Cyprus the number of persons employed in accommodation and catering services in 2014 was 38,928 and the year 2013 was 38.360, an increase of 1,5%. The number of unemployed people in the sector in 2014 was 6.410 compared 5.711 for the year 2013, an increase of 12%. These numbers are crucial for Cyprus with unemployment of around 16% (Statistical service of Cyprus, 2015)

Maybe these have an impact on the tourism of Cyprus and this play big role the tourist sector because of the economic crisis by the demotivation and inexperience of employees.



Regarding the tourist areas of Cyprus, it is noted that these are Famagusta, Paphos (including Polis Chrysochous), Limassol and Larnaca. The market is primarily driven by tourist arrivals during the summer months at the seaside resorts in these areas. It is noted that the markets of Protaras and Ayia Napa, comprising the Famagusta area, mostly shut down during the winter months while Paphos and Limassol remain open to tourism all year-round and offer cultural events, history and archaeology, as well as specialised sports, such as golf.

Most tourists visit Cyprus for leisure, whilst sun and sea are the most important incentives for choosing the island as a destination. Cyprus' main advantages as a destination for cultural tourism are its culture and heritage, its clean archaeological sites, easy access to these and valued guide services. Religious tourism is growing, primarily because of the easy access and civility of churches. The demand for religious tourism is mainly driven by north-eastern European countries such as Russia.

## 1.2. Research Objectives

The purpose of the study is to explore the employee's motivation factors in the tourist sector under crisis periods in the Cyprus. Employee's motivation is very important for the company because on the one hand it keeps customers happy and satisfied and on the other it helps to increase productivity, revenues, profits and the salaries of workers.

The value of this study is very high since it will help the management of the enterprises to learn about the employee's motivation factors. This is very important since motivated employees are more productive employees. What does this mean for the organisation? This means that when the employees are productive they are more profitable.

On the other hand, when the employees are not motivated, they become less productive, less creative, less of an asset to the company. This can be explained as an extra cost for the company and a reduction of the profit margin. So, it is very important for the management to know about the employee's motivation factors in order to achieve its goals and improve its reputation to its customers.

For the purposes of this study, the researcher will try to answer the following research questions:

- What are the motivation factors in the tourist sector?
- To what extent the motivation factors in the tourist sector are affected by the economic crisis?
- What are the factors that affect employee motivation?

### 1.3. Structure of the Dissertation

Following the first chapter, namely introduction, in the second chapter the researcher presents the literature review regarding employee motivation and critical success factors as well as the different definitions of the terms that are used for the purposes of this study.

The third chapter is on the methodology of the research while in the fourth chapter the results of the survey are presented. The next chapter is on the conclusions.

Finally on the last chapter the conclusions on the findings and recommendations are presented along with the limitations of the research and potential future work.

#### 1.4. Conclusions

In this chapter the researcher presented some introductory remarks concerning the history and characteristics of Cyprus, some statistical data about the tourism in Cyprus. Also, the researcher presented the research objectives of the study and described the structure of this study.

## Chapter 2: Literature Review

### 2.1. Introduction

According to Johnson (2005), (as defined by Ramlall, 2004) the definition of motivation is “the willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need”.

The motivation of employees is important for the organization because is the first step for the success of the company. The employer should find the appropriate ways to motivate employees in an attempt to achieve the targets of the company. When the employees are motivated and satisfied with their jobs their productivity increases and hopefully their compensation as well. It is noted that the motivation factors for each employee depends on individual needs.

In this chapter, the researcher will describe the definition of the terms, the important of the motivation and the theories of the motivation such as the Maslow’s hierarchy of needs, Theory X and Theory Y, Two Factor Theory, McClelland’s theory of Needs, Alderfer’s ERG theory, The Adam’s equity and the Vroom’s Expectancy Theory which analyzed. Also, the researcher will describe related researches to this study as well as the market, industry and organization background and finally the conclusions of this chapter.

## 2.2. Definition of terms

### **Productivity**

“An organization is productive if it achieves its goals by transforming inputs into outputs at the lower costs. Thus productivity requires both effectiveness and efficiency”(Robbins & Judge, 2011, p.58).

### **Job satisfaction**

“A positive feeling about your job resulting from an evaluation for an evaluation of its characteristics” (Robbins& Judge, 2011, p.61)

### **Motivation**

“The processes that account for an individual’s intensity, direction and persistence of effort toward attaining a goal” (Robbins & Judge, 2011, p.238)

## 2.3. Importance of motivation

In this section, the researcher describes the importance of motivation both for employees as well as for employers. Having answered the question of what motivation is, the next question is why motivation is so important for the management.

The main reason why motivation is so important for the management is the performance. In order to perform well employees need first to have the knowledge and skills which are required for the job. Furthermore, the employees have to understand what they are required to do and have the motivation to

expand effort to do so. And last, employees need to work in an appropriate environment that allows them to carry out their task.

As described before, the motivation is affected by other factors and therefore the management have to take into account all these factors in an attempt to motivate appropriately the employees and achieve the company targets. The motivation of employees in Cyprus is very important to built the fame of the tourist product of Cyprus although the profits and the vision of Cyprus started to loose.

## 2.4. The motivation Theories

In this section, the researcher describes the theoretical framework that is related to the motivation theories. Since it is impossible to cover all of theories relating to motivation, the researcher decided to present below the most important of them.

### Maslow's hierarchy of needs

The Maslow hierarchy is the theory of Abraham Maslow (Robbins.S &Judge.T, 2011, p.239). It includes five categories of needs: the physiological, safety, social, esteem and self-actualization. The description of the pyramid of the Maslow is presented as below.

Figure2.1: The Maslow's Hierarchy of Needs



**Based on the above motivation theory, the analysis of the five categories of needs is presented below.**

1. **Physiological or Biological:** It refers to the basic needs that someone need to survive such as the food, drink, sleep, shelter, warmth etc.
2. **Safety:** It refers to the second step of the pyramid that people need to feeling safety without fear and stress such as the security, stability, protection etc.
3. **Social:** It refers to the third step of pyramid which describe the feeling of people which share with others or to feel belong somewhere such as the affection, family, belongingness, relationship, friendship etc.

4. **Esteem:** It is the fourth step that the people feel has the self-respect and esteem from others people. This include two factors such as the:

a. *Internal* which are the self-respect, autonomy, responsibility and achievement and the

5. *External* which are the status, recognition, attention, reputation.

**Self – actualization:** is the development of ourselves what we want to be and what we want to achieve. Include growth, achieving our potential and self – fulfillment etc.

This theory of motivation explains motivation in terms of the satisfaction of basic human needs which means that the motivation of the employees is connected with the satisfaction of their needs. According to the above theory, high order need will become main/dominant only after lower level of needs are satisfied.

### Theory X and Theory Y

Douglas McGregor proposed a dual theory to describe motivation the Theory X and Theory Y.

1. **Theory X:** the assumption that employees dislike work, are lazy, dislike responsibility and must be coerced to perform.
2. **Theory Y:** the assumption that employees like work, are creative, seek responsibility and can exercise self-direction.



## Two Factor Theory

Like McGregor, Frederick Herzberg developed a two factor theory which suggests that there are only two basic sets of needs instead of five which suggested in the Maslow theory. According to this theory, needs/factors are differentiated into two needs and asserted that one set promotes “job satisfaction (and motivation)”, thus named motivator factors, whereas the other only prevents job dissatisfaction, thus named hygiene factors.

This theory “relates intrinsic factors (such as advancement, recognition, responsibility and achievement seem related to job satisfaction) to job satisfaction and associates extrinsic factors (such as the supervision, pay, company policies and working conditions) with dissatisfaction”.

Also the hygiene factors are important for the people when are indispensably for them such as quality of supervision, pay, company policies, administration, salary, physical working conditions, relationships with other and job security.

## McClelland's theory of Needs

The McClelland's theory of Needs specifies three needs: (a) the need of achievement, (b) the need for the power and (c) the need for affiliation. “A theory that states achievement, power and affiliation are three important needs that help explain motivation” (Robbins and Judge, 2011, p.243).

1. **Need of achievement:** is the drive to excel, to achieve in relation to a set of standards to strive to succeed.

2. **Need for the power:** is the need to make other behave in a way in which they would not have behave otherwise.
3. **Need for affiliation:** is the desire for friendly and close interpersonal relationships.

It is noted that McClelland focused on the need of achievement. He said that high achievers are strongly motivated by interpersonal relationships, responsibility, feedback, and goal setting (Robbins and Judge, 2008, p.215).

### Alderfer's ERG theory

The Clayton P. Alderfer's ERG theory from 1969 includes three needs with five human needs of the Maslow such as the: (Ball, 2012)

1. **Existence Needs:** include the Maslow's first two levels such as the Physiological and safety (e.g., food, drink, sleep, safety, physical love and affection).
2. **Relatedness Needs:** include the Maslow's third and fourth levels such as the social and external esteem (feeling of people, belongingness, relationships, friendship, and relation with the co-workers and employers recognition etc).
3. **Growth Needs:** include the Maslow's fourth and fifth levels of Maslow such as the internal esteem and self-actualization (self-respect, achievement, growth, creative and productive etc).

Table 2.1: Description of the motivation theories

Maslow	Alderfer	McClelland
Physiological	Existence	-
Safety		-
Social and Esteem (external)	Relatedness	Affiliation
Esteem (Internal)	Growth	Power
Self-actualization		Achievement

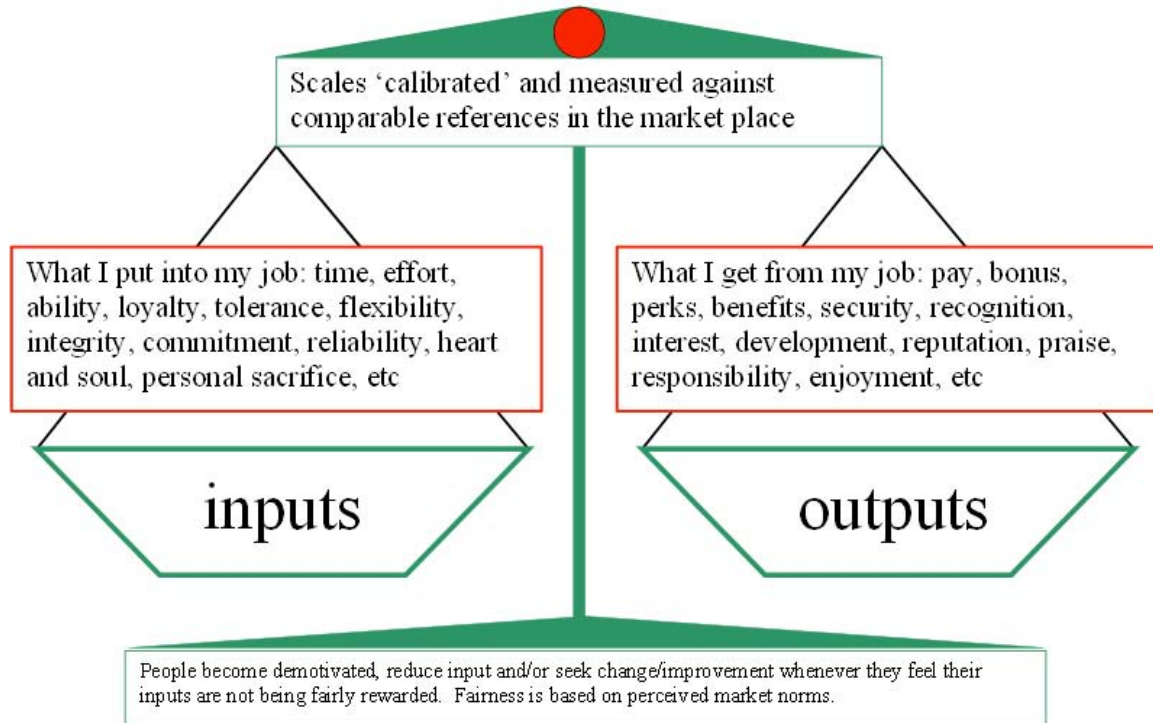
### The Adam's equity

Ball (2012) “helps explain why pay and conditions alone do not determine motivation. Explains why giving one person a promotion or pay-rise can have a demotivating effect on others.” Also people feel good for the promotions and the pay rise this has effect to others to feel dissatisfaction for these people with promotions.

“Employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outputs of others” (Ball, 2012). According to Ball (2012), the inputs are what employees give or put into their work and include time, effort, loyalty, hard work, commitment, ability, adaptability, flexibility, enthusiasm, trust in superiors, skills etc. The outputs are everything what take out in return and include the job security, esteem, salary, employee benefits, expenses, recognition, achievement etc. Figure 2.1 below, refers to Adams' Equity Theory Diagram.

Figure 2.2.: Adams' Equity Theory Diagram – Job Motivation provides an illustration of the theory.

### Adams' Equity Theory diagram - job motivation



© design alan chapman 2001-4 based on J S Adams' Equity Theory, 1963. More free online learning materials are at [www.businessballs.com](http://www.businessballs.com).

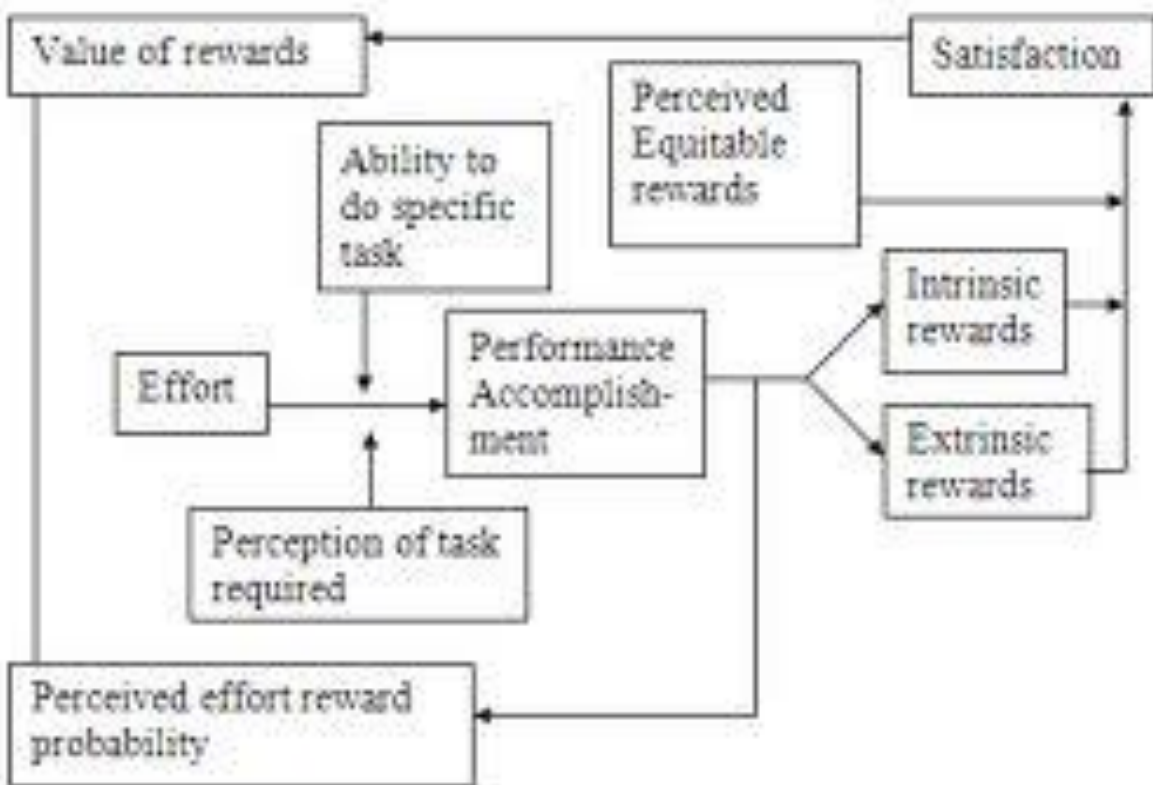
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### Vroom's Expectancy Theory

Instead of focusing merely on individual needs, VIE (Valence, Instrumentality, Expectancy) theory which was specified by Victor Vroom, looks at the role of motivation in the overall work environment. This theory argues that people are motivated to work when they believe that their efforts in the workplace will result in a desired outcome. Vroom assumed this belief is threefold (Robbins/Judge, 2008, p.231):

1. **Expectancy**: one's expectation that exerting a given amount of effort will lead to good performance;
2. **Instrumentality**: individual's confidence that good performance will be rewarded; and
3. **Valence**: the belief that the offered reward/outcome will satisfy a desirable need or wish of the individual.

Figure 2.3 Vroom's Expectancy Theory



The formula of the Vroom's Expectancy Theory is presented in figure 2.3 below.

Figure 2.4: Force of motivation in an employee (Chaudhary, 2014)

$$\text{Motivation} = \text{Valence} \times \text{Expectancy} \times \text{Instrumentality}$$

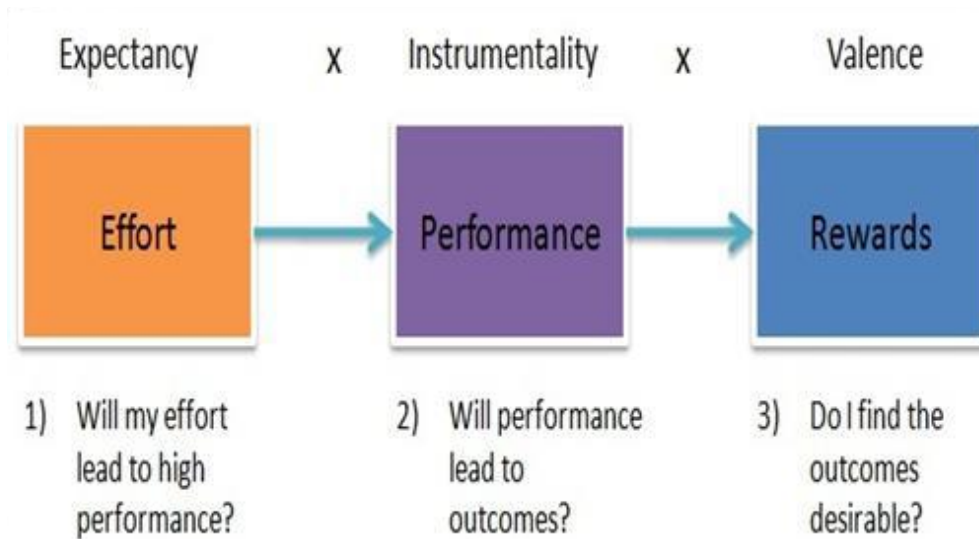
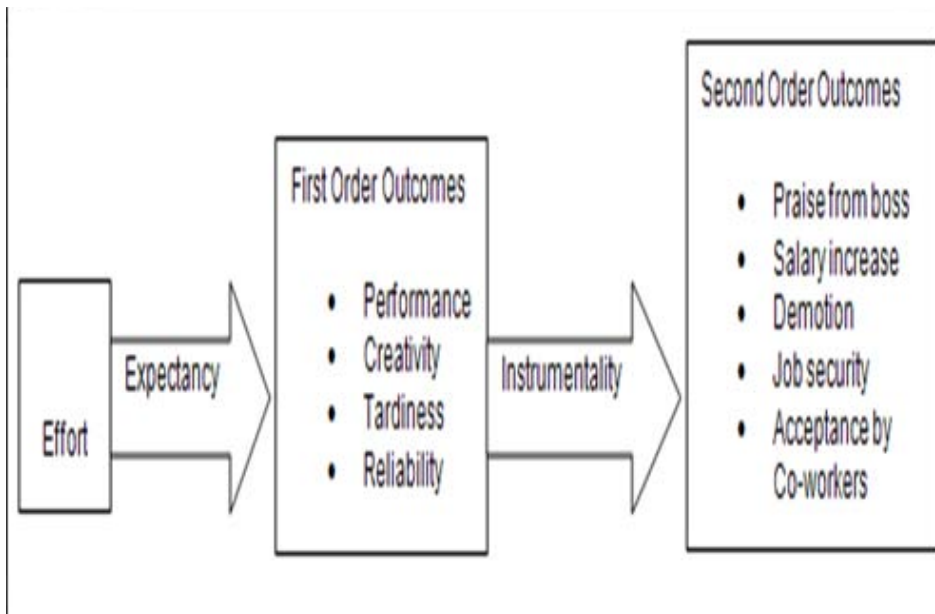


Figure 2.5: In the workplace, a view the order in this way (Chaudhary, 2014).



Further to the description of theories about motivation factors, the researcher presents other relevant to the topic being studied surveys in order to make clearer the issue of motivation of workers in the workplace.

### **Related Researches**

According to Handy (in Patrinos, 2005) in a survey conducted in the US to the question "what primarily motivates you to do your work properly," recorded the following answers:

- 38% said the need for success,
- 15% said the competition at work,
- 11% said the nature of work
- 10% said the non-material recognition
- 9% said responsibility,
- 7% said the cash,
- 7% said the relationship with superiors,
- The 2.4% said the image of the company,
- The 0.5% said relations with colleagues,
- The 0.1% working conditions.

The Kingir and Mesci (2010) in a survey of employees in the hotel sector regarding their motivation factors in the hotel sector the following findings were recorded:

- 93% said it is "very important" to "important" to provide social facilities like home, transport etc to the highest standards,
- 92% said that "very important" to "important" appreciation and fair payment for motivational purposes of workers,
- 92% said the amount of the payment effect from "very important" to "important" positively to the motivation,
- 89% said that the best working time in the company influences from "very important" to "important" motivation,
- 85% said that teamwork is "very important" to "important" in the motivation,
- 85% said it is "very important" to "significant" rewards to motivate employees to higher levels,
- 83% said it is "very important" to "important" success workers be assessed at all times,
- 82% said it is positive "very important" to "important" perception of the level of significance of the work done for motivational purposes,
- 83% said it is "very important" to "important" employee involvement in decision making as an incentive to work.



In another research conducted in-hotel employees 64 hotels in Hong Kong, the Wong et al (1999) concluded that the five main factors related to work are the opportunities for advancement and progress, loyalty to employees, good wages, job security and good working conditions. In the same survey, the reporting authors concluded that gender plays a role in the choice of motivational factors of staff. Specifically, Wong et al (1999), conclude that women have higher preferences on the three following factors: a) how interesting the work, b) feel involved and c) the evaluation and praise for work running.

The importance of investigating motivation of human resources in the hotel sector is something that concerns all countries and particularly the tourist countries, among which is Greece.

According to Marouda et al (2008), a survey of multinational chain of luxury hotels in Athens attended by 124 individuals were recorded below motivational factors related to work:

- 61% said the importance of the seminars and the existence of a bonus,
- The 59.5% said the importance of brand-carte,
- The 58.5% said the importance of the gift allocation to employees,
- 56% said the importance of the safety of workers.

It is noted that the investigation conducted by the researcher was not able to locate relevant to the subject matter of published surveys on Cyprus which increases the importance of the conduct of that investigation.

According to Bojana et al (2012), in a survey for the Job satisfaction among the employees in Novi Sad's tourist agencies the following findings were recorded:

- 53.3% said it is "very satisfied" to "satisfied" to the quality of relationships with associates
- 78.5% said it is "very satisfied" to "satisfied" to the available working hours
- 57.0 % said it is "very satisfied" to "satisfied" to the relationship between employees and their direct superior.
- 66.4 % said it is "very satisfied" to "satisfied" to the safety at work.
- 46.8 % said it is "very satisfied" to "satisfied" to the employee earn.
- 60.7 % said it is "very satisfied" to "satisfied" to the support from superiors.
- 56.1% said it is "very satisfied" to "satisfied" to the expressing ability.
- 58.0 % said it is "very satisfied" to "satisfied" to the stimulation of the organization.
- Also in the question if are they proud of their work? They answer YES with the 75.7%.

Also according to the Petcharak (2002) for the survey in the assessment of motivation in the Saint Paul Hotel employees the following factors were recorded:

- 3.75 Mean Ranking to the salary
- 3.74 Mean Ranking to the job security

- 3.71 Mean Ranking to the Interesting job
- 3.70 Mean Ranking to the Working environment
- 3.67 Mean Ranking to the Co-workers
- 3.63 Mean Ranking to the Loyalty to employees
- 3.39 Mean Ranking to the Flexible hours
- 3.17 Mean Ranking to the Empowerment
- 3.16 Mean Ranking to the Opportunity for advancement
- 3.14 Mean Ranking to the Training

According to the Johnson C, 2005 to the employee motivation to the restaurant employees had recorded these in the mean:

- 4.57 mean to the management/Supervisor Loyalty to Employees
- 4.56 mean to the good Working Conditions
- 4.50 mean to the job Security
- 4.46 mean to the good wages
- 4.37 mean to the gratitude for a Job Well Done
- 4.35 mean to the feeling of Being Involved
- 4.27 mean to the promotion or Career Development
- 4.25 mean to the interesting Work
- 4.17 mean to the tactful discipline
- 3.92 mean to the monetary Incentives for a Job Well Done
- 3.65 mean to the Supervisor's Help with Personal Problems
- 3.31 mean to the Public Celebration for a Job Well Done

According to the Lukomskaya (September, 2014) for the survey The Impact of Employee Ownership on Job Satisfaction the following factors were recorded as mean:

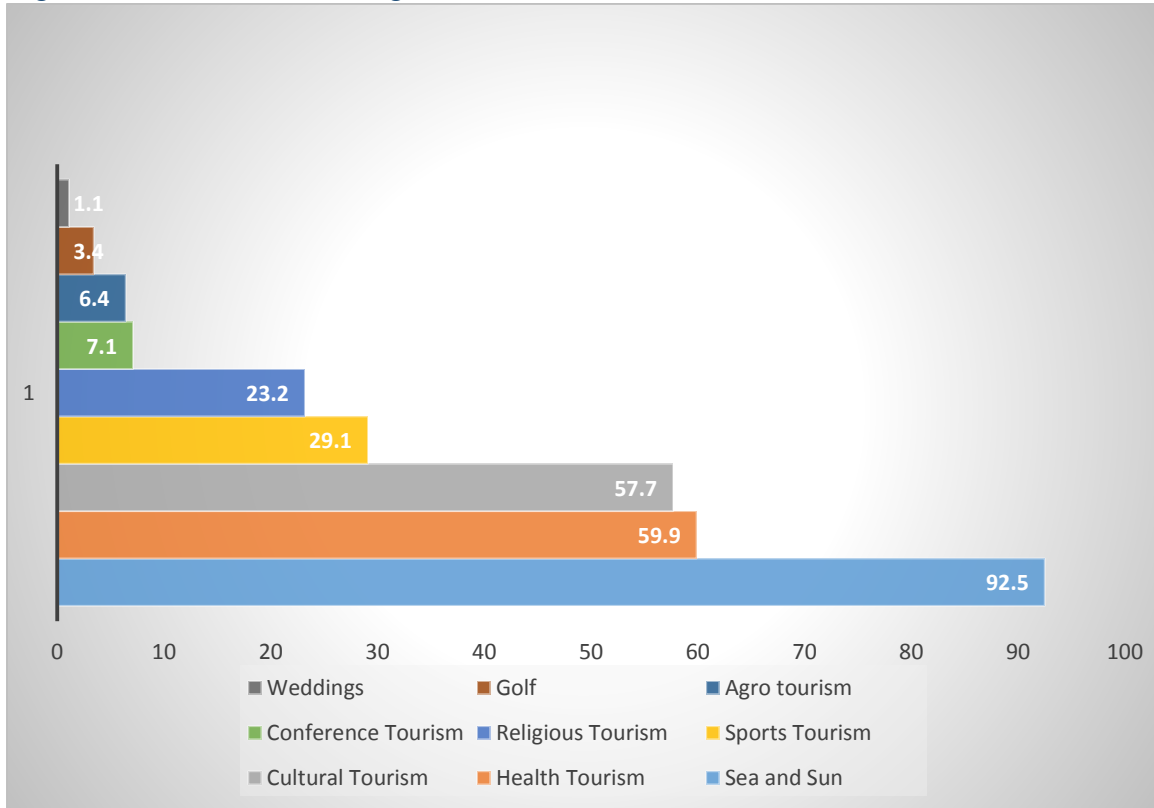
- 4.304 mean to The feeling of accomplishment I get from the job
- 4.116 mean to the I believe there is a spirit of cooperation at Dome Hotel
- 4.058 mean to the way my boss handles his/her Workers
- 4.000 mean to the working conditions
- 4.000 mean to the praise I get for doing a good job
- 3.870 mean to the chances for advancement on this job
- 3.841 mean to the overall how satisfied are you working in Dome hotel?
- 3.812 mean to the job provides me with an opportunity of flexible working hours
- 3.783 mean to supported in my decision making and not micro-managed
- 3.725 mean to the pay and amount of work

## 2.5. Market, Industry, or Organizational Background

The island Cyprus attracts many tourists from different areas of the World mainly for the sun and the sea. But it also offers more special form of tourism such as the Tourism conferences and incentives, Sports tourism, Cycling tourism, Tourism Course, Weddings and honeymoons, Trekking tourism, Cultural and religious tourism, Religious tourism, Health tourism, Rural Tourism, learning and

education Tourism, Cruise Tourism, Gastronomic tourism and wine tourism and Diving Tourism.( tourism strategy of 2011 2015). More details are presented in below.

Figure 2.6: Factors affecting the choice of destination of tourists



From the article: Opening the vault of Tourism in Cyprus (The graph is constructed by the researcher)

Table 2.2: Type of tourism

Form of tourism	Percentage %
Sea and Sun	92.5
Health Tourism	59.9
Cultural Tourism	57.7
Sports Tourism	29.1

<b>Religious Tourism</b>	<b>23.2</b>
<b>Conference Tourism</b>	<b>7.1</b>
<b>Agro tourism</b>	<b>6.4</b>
<b>Golf</b>	<b>3.4</b>
<b>Weddings</b>	<b>1.1</b>

The Cyprus economy is heavily dependent on the services sector and more specifically on the tourism industry. As mentioned before, the contribution of the tourism sector in the economy of Cyprus is significant and as a result measures have to be taken to enhance this sector.

**Table 2.3: Economic indexes for years 2012-2016**

	2012	2013	2014	2015 (projected)	2016 (proj.)
Growth rate of GDP at constant prices	-2.4	-5.4	-2.3	0.2	1.4
Growth rate of unemployment	11.9	15.9	16.2	15.9	14.9
Fiscal Debt as a % of GDP	79.5	102.2	107.5	104.8	99.8

Fiscal Deficit as a % of GDP	-5.8	-4.9	-0.2	-1.2	-0.2
Harmonized index of consumer prices	3.10	0.40	-0.3	-0.8	0.9

Source: Statistical service of Cyprus

The table below presents the tourist arrivals by country of origin for the years 2012-2015. As you can see, the total tourist arrivals is close to 2.4 million per year during the last 3 years with the majority of the tourists in 2014 come from the UK, Russian, Sweden and Greece.

Table 2.4: Tourist Arrivals by country, 000's

	2012	2013	2014	2015
				Jan-May
UK	959	891	872	278.4
Germany	144	99	86	36.5
Switzerland	47	42	49	9.7

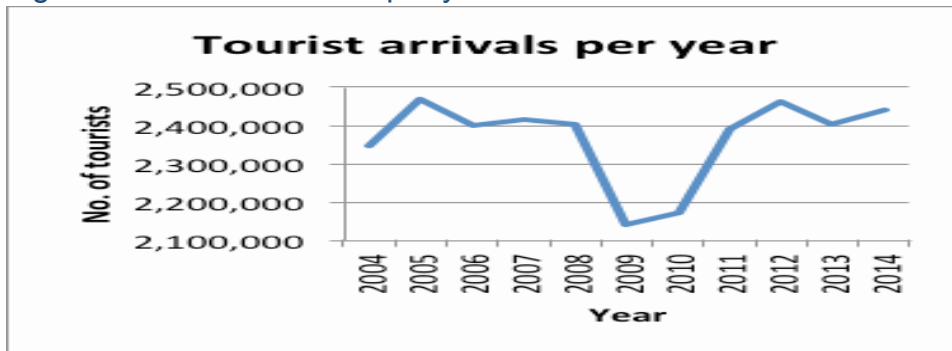
France	36	27	29	13.7
Netherlands	33	20	22	8.0
Belgium/ Luxembourg	29	29	27	6.8
Austria	23	17	24	9.2
Italy	34	23	14	5.6
Ireland	8	6	3	0.7
Greece	133	105	101	55.1
Israel	39	44	69	25.0
Russia	474	609	637	112.6
Sweden	117	118	107	27.2
Denmark	32	30	31	5.4
Norway	69	66	57	11.6
Finland	29	28	24	4.7
Czech Republic	15	11	10	1.4
<b>Total Tourist arrivals</b>	<b>2465</b>	<b>2405</b>	<b>2441</b>	<b>698.9</b>

Source: Ministry of Finance



The graph below shows the tourist arrivals per year. The tourist arrival has experienced substantial growth during the last four years.

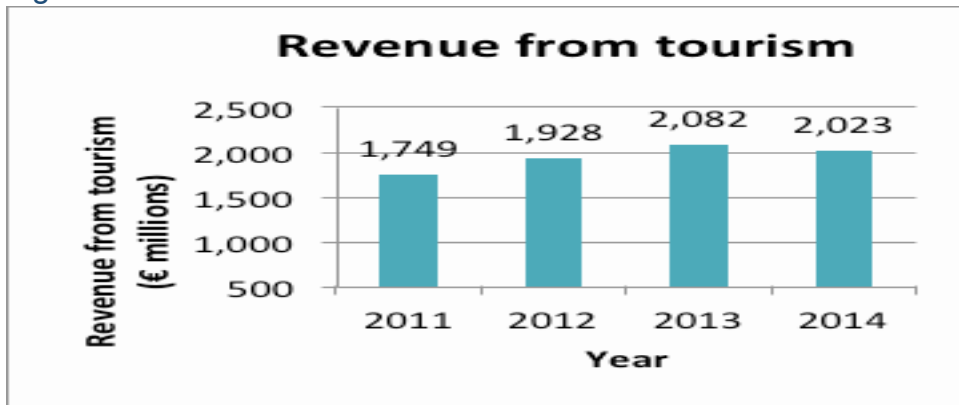
Figure 2.7: Tourist arrivals per year



Source: CySTAT (2015) (The graph is Constructed by the researcher)

The next graph shows the revenue from tourism during the year 2011-2014. According to CySTAT, revenue from tourism reached €2.023 million during 2014, compared to €2.082 in 2013 (a fall of 2,83%). Tourism revenue in 2013 however was 8% higher than the previous year, reaching €2.082 million, despite of the 2,4% fall in tourist arrivals.

Figure 2.8: Revenue from tourism



Source: CySTAT (2015) (The graph is constructed by the researcher)

The tables below show the tourist expenditure per capital for the year 2014 and 2015.

Tourist Expenditure per capital (£ and €) 2014-2015

Table 2.5: Tourist expenditure in Cyprus

	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC
Amount in Accommodation	...	10.5	-4.6	16.2	2.8	6.6	-13.5	-15.5	-16.9	-13.5	0.8	-12.7
Extra out Accommodation	...	-0.9	6.9	3.0	8.2	5.7	-5.3	-6.3	-5.6	8.4	19.5	28.2
<b>Total Expenditure</b>	<b>3.5</b>	<b>3.4</b>	<b>2.2</b>	<b>8.0</b>	<b>4.4</b>	<b>5.1</b>	<b>-10.2</b>	<b>-12.4</b>	<b>-12.6</b>	<b>-4.2</b>	<b>10.1</b>	<b>11.9</b>
Per Day Expenditure	...	0.7	2.8	3.2	-2.9	-2.0	-12.5	-9.3	-13.7	-15.2	-4.0	4.1
% change 2015/2014												
	JAN	FEB	MAR	APR								
Amount in Accommodation	-7.0	-13.8	12.9	-3.8								
Extra out Accommodation	-10.4	-9.4	-20.6	-17.0								
<b>Total Expenditure</b>	<b>-10.1</b>	<b>-11.9</b>	<b>-8.4</b>	<b>-11.8</b>								
Per Day Expenditure	-11.0	-2.5	0.1	-2.9								

Source: Ministry of Finance

Table below shows the distribution of accommodation units. Accommodation offered in Cyprus mainly consists of hotels, hotel apartments, tourist villages and traditional buildings. There were a total of 798 accommodation units in Cyprus as at 30 June 2014, with an overall bed capacity of 87.218. The majority of accommodation units excluding the category of other categories are the hotels and then the hotel apartments.

**Table 2.6: Distribution of accommodation units in Cyprus**

Accommodation units	Total
Hotels	225
Hotel Apartments	163
Tourist Villages	21
Traditional Buildings	158
Other Categories	231

Total	798
-------	-----

Source: Cyprus Tourism Organization

The greatest number of accommodation units are found in Paphos (273), which is also the District with the greatest number of tourist villages. On the other hand, Famagusta, has the greatest number of hotels (72) and hotel apartments (97). Furthermore, Famagusta has the highest bed capacity of all tourist districts in Cyprus.

## 2.6. Conclusions

From the analysis of this chapter, the researcher concluded that there is a large number of motivation theories which describe many motivating factors that can be used by the management of the companies in an attempt to motivate their employees who work in the tourist sector. Motivation theories follow need approaches and cognitive approaches. There is no gold rule which motivation is the best but according to the researcher a combination of them could be a good practice in order to find the appropriate theory or theories. In order to find the appropriate motivation theory, you have to learn in detail the personal characteristics of the employees. The question is not each of the above approaches to motivation works, but where and when they work best.

For example, for some employees the satisfaction of needs relating to food and shelter is first priority but for some other employees maybe not. The difficult with

the motivation theories is that employees of the same company with same job activities may need different approach to motivate them.

Finally, the researcher described the market industry of Cyprus and underlined the importance of tourism in the economy of Cyprus.

## Chapter 3: Methodology

### 3.1. Introduction

Research can be defined as the search for knowledge or any systematic investigation to establish facts and seek truth. It is a gradual process, that may last for years and or generations, that ideally leads to discoveries that improve the lives of people and offer to society. “Methodology is the analysis of, and rationale for, the particular method or methods used in a given study. It consists of the ideas underlying data collections and analysis” (Mador, 1997, p.5.1). The issue of “Glass ceiling” or gender and minorities discriminations has been covered extensively in the academic literature. Nevertheless when observe the composition of higher-level management teams it can be seen that not much has changed the last 20 to 30 years.

Based on my experience of the courses at university CUT lesson in business ethics, the glass ceiling is usually seen in women where there are some barriers that women can't working in the business sector as:

- Choose to leave
- Lack linear experience
- Insufficient opportunities careers
- Gender differences in language style and socializing
- Stereotypes based on gender
- Devotion to family
- Prejudices,
- Distinction

The ultimate purpose of this research is to identify the critical success factors that lead to job satisfaction and motivation in the hospitality industry in Cyprus in an era of high economic and social crisis and uncertainty. The research strategy and questionnaire were structured to enable participants to bring to the surface underlying thoughts and perceptions that address the issue of what motivates the hospitality workers in Cyprus in 2015.

### 3.2. Research Strategy

Phenomenology (Hair et al., 2007) is the method used in the literature for a qualitative research that is to examine in-depth a phenomenon and elicit underlying dominant thoughts that sustain it. The qualitative research (Mador, 1997, p.5.3; Hair et al., 2007) may elicit opinions, views and internal worlds of people. The qualitative research penetrates an issue in depth whereas a quantitative research seeks to count and measure objective data (Mador, 1997, p.5.4).

### 3.3. Research Paradigm

The main research paradigms used for scientific research are positivism and interpretivism. Positivism paradigm according to Mador (1997, p.5.1) is based on the idea that world characteristics are measured by objective means. Positivism is based on the research methods used in the hard sciences and engineering. Whereas interpretivism (Mador, 1997, p.5.2) is based on the idea that reality is socially constructed and is necessary to consider different constructions that exists in the world as well as the meaning people place on their experiences. Interpretivism is used extensively in the social sciences where there might different narratives and “truths”.

Studies in motivation can be carried out in either research paradigm or even better in combined triangulated way. For the purpose of this exercise it was thought to be more efficient to adhere to a quantitative frame through a survey with closed and open ended questions.

### 3.4. Research Hypothesis

For the purpose of this research, the two hypotheses to be tested were:

H1. The employee motivation factors in the hospitality industry in Cyprus provide job satisfaction'

Ho. 'the employee motivation factors in hospitality industry in Cyprus don't provide job satisfaction'.

### 3.5. Necessity of Research

In this part of the research, the researcher specifies the necessity of the research. Specifically, the research carried out on the subject has localized the relative bibliographic citations which examine the motivational factors of human resources in the hotel and tourism sector of Cyprus under the conditions of economic crisis. So, this research is important in an effort to enrich the bibliographic references for the subject under study and reports from the Cypriot reality.

The researcher believes that through this research, it would be possible to determine whether the motivation factors used in the hotel and tourism sector of Cyprus under the conditions of economic crisis are satisfactory and whether there is a need to take any necessary measures to improve the motivation of staff in this sector. Furthermore, the research is expected to record the determining factors motivating the staff in the hotel and tourism sector of Cyprus under the conditions of economic crisis.

### 3.6. Significance of Research

The researcher believes that the realization of this research is important considering that Cyprus is a host country of a large number of tourists from different countries with different cultures, traditions and customs. So, this makes it important to meet the personnel employed in the hotel and tourism sector to offer the best possible services to customers.

The importance of research stems from the fact that the role of managers and supervisors in the hotel and tourism sector is becoming increasingly complicated and difficult as the one they have to handle a diversified staff, such as the staff from different countries on the other. They face an intense competition due to globalization and higher demand of customers to meet the ever changing needs.



Also, this research is important for those who run the companies / organizations of the hotel and tourism sector to evaluate the existing situation as regards motivating staff and implement specific policies. In conclusion, taking into account changing conditions observed in Cyprus due to the existence of tourist flows in different countries, it is important to record the current situation to identify the personnel motivation factors with all the positive consequences that will have on the hotel sector.

### 3.7. Process of Research

The research was carried out using a survey questionnaire which was administered to hotel employees and restaurant employees in different restaurants of Paphos and Limassol to specify work factors motivating human resources in the hotel and tourism sector of Cyprus.

Along with the questionnaire the researcher considered it useful to distribute a cover letter to the participants in the research to explain the rationale of the research and to answer any questions they may have. Specifically, the cover letter included information about the study topic of research, purpose and select the sample, issues relating to the confidentiality of the information collected and information about the participants had the concession not to participate in this research. The cover letter with the questionnaire attached in the **Appendix I**.

### 3.8. Data Collection

The embodiment of an investigation could not be completed without the option of collecting the technical data. Researchers / behaviour shows have available a number of tools for data collection purposes such as questionnaire, interview, observation, discussion, etc.

The researchers in the survey chose this questionnaire as a data collection technique. The approaches that are used in empirical social research are both quantitative and qualitative research. The researchers through the questionnaire

attempts to collect the appropriate data. The questionnaire includes both closed questions and one open-ended question that there was a combination of quantitative and qualitative approach. The advantages of the close-ended questions include the possibility of completing and coding faster and more easily in comparison to open-ended questions.

According the Popping (2008), "It should be a full expression of an opinion, containing nuances, rather instead of merely having to select an answer from a predetermined set of response categories. This allows investigators to better access the respondents' true feelings on an issue." In other words, the advantages of the open-ended questions include the possibility of expressing without limitations and noting the responses of individuals that give spontaneously. As a result the researcher selects information by avoiding the bias that may result in the case of close-ended questions. The disadvantages of this type of questions is firstly that more time is needed to answer a second coding is more difficult compared to closed questions.

The advantages of the close-ended questions include the possibility of completing and coding faster and more easily in comparison to open-ended questions. But, closed questions do enable participants to freely express their views since they have to choose between specific answers. The structure of the questionnaire is divided into four parts.

In the first part the respondents were asked to answer to what extent do you think each of the following statements apply in the case, circling a number on a five-point scale with 1 =Very Disagree, 2 = Disagree, 3 = Neither Disagree / Neither agree, 4 = Agree and 5 = Very Agree.

In the second part the participants of research were asked to answer to what extent the economic crisis has affected, circling a number on a five-point scale with 1 = Very Negative, 2 = Negative, 3 = Neither Negative / Neither Positive 4 = Positive 5 = Very Positive.

In the third part the participants of research were asked to complete their demographics such as gender, age, community of residence, education level,

occupation, job, and years of service. In the fourth part the participants of research were asked to answer freely their opinions concerning how it affected their work by the economic crisis and what changes that they observation to motivation issues.

### 3.9. Sample

For purposes of implementation of research, the researcher chooses to give questionnaires to hotel staff in the hotel industry and officials of the tourism industry of Paphos and Limassol. The sample was selected for purposes of the survey was 30 hotel employees in the hotel industry and tourism industry of Paphos and Limassol. The selection of participants of the survey was the method of selective sampling. The researcher did selective choice of hotels and number of restaurants of Paphos and Limassol, while for survey participants were randomly sampled. Note that along with the questionnaire was a cover letter, which fully explaining the purpose of the investigation, the selection of the sample and the reference population, issues concerning the protection of personal data, reference that the survey results will be used for sole purpose of research. The right of hotel employees and officials of restaurants not to participate in research as well as the completion of the questionnaire also strongly emphasized.

### 3.10. Data Analysis

The completion of questionnaires by survey participants helps in collecting the data and analysing them in order to record the findings. Data analysis was carried out using the statistical package SPSS. Initially the data was encoded and after registration in that statistical package. Note that the analysis was based on type of questions included in the questionnaire. In other words, the closed questions were evaluated using statistical criteria such as percentage frequencies in the form of tables and diagrams. For particular questions open-ended thematic analysis that was sought to be broken down by topics. Also used

the technique for any correlation between different variables as compared personal characteristics of gender, age, etc.

### 3.11. Research & Business Ethics

*“Trust is an overriding issue in business ethics”* (Hair et al., 2007, p.60). Researching an issue that explores the internal world of people requires the researcher to gain interviewees’ trust in order to obtain unbiased and unimpaired information. The ethical obligation (Hair et al., 2007) of the researcher in this study is to communicate exactly the subject in concern, the desired outcome and the process that is followed. Further to this the researcher must honor the confidentiality of the interviewees.

Business ethics that touch moral principles and ethical standards to human actions (Hair et al., 2007) require by the researcher social, market, legal and ethical responsibility. Especially when dealing with discrimination issues that can be claimed that are highly related to humans’ perceptions, beliefs and opinions, responsibility and integrity is critical along the whole process of the research.

In the case of this research care was taken to protect the identity of the respondents and the questions asked did not include confidential information but rather the perceptions of the respondents on the pertinent issues.

### 3.12. Conclusion

In this chapter, the researcher attempted to explore the two hypotheses of the research by constructing one questionnaire, which was completed by 30 employees. Specifically, through the questionnaire the researcher tried to investigate whether the employee motivation factors in hospitality industry in Cyprus provide job satisfaction. In order to enhance the results of the research, the researcher tried to combine quantitative and qualitative data.

## Chapter 4: Results – Data Analysis

### 4.1. Introduction

The purpose of this chapter is to describe the results of the research based on the analysis of data collected from the respondents of this research. Firstly, the researcher will present a descriptive analysis of the above data and secondly will present the outcome from the ANOVA analysis.

### 4.2. Descriptive analysis

**Part A: In what degree do you think each of the following statements apply in your case.**

In this part, the respondents were asked to answer to what degree they think each of the following statements apply in their case, circling a number on a five-point scale with 1 =Very Disagree, 2 = disagree, 3 = Neither Disagree / Neither agree, 4 = agree and 5 = Very agree.

According to the statement ‘whether their salary is satisfactory’, 57.0% of the respondents stated ‘agree’ to ‘very agree’ that their salary they receive is satisfactory. This finding indicated that the level of salary in the tourism sector in Cyprus is satisfactory.

In the statement relating to the security of the work, 64.0% of the respondents stated ‘agree’ to ‘very agree’ that their work give them security. This showed that they feel safety with their work.

About 74.0% of the respondents, in statement regarding the work relationships in their work, “agree” to “very agree” that their work allows them to develop good

working relationships. The finding indicates that the working environment in the tourist sector is very good since it enables the employees to develop relationships.

According to the statement 'whether there is appreciation-respect for the work they perform', 57.0% of the respondents stated that they agree to very agree that there is appreciation-respect for the work they perform. The finding indicates that the employees receive positive feedback and appreciation from their managers.

In the statement "you provide the possibility to using the skills", 66.0% of the respondents stated that they can use their skills in their work. This finding indicates that management is open minded and not concentrated since it gives the possibility to the employees to use their skills.

The 64.0% of the respondents stated that they agree to very agree that the environment of their work is satisfactory. This indicates that the managers are interesting about the conditions of employee's work and takes all the measures in order to satisfy their employees.

In the statement "whether the work they perform creates responsibilities", 73% of the respondents stated that they agree to very agree with the above statement. This indicates that managers are not concentrated and do their employees to feel responsible about their work.

The respondents stated at 40% that they very disagree to disagree that they remunerated fairly for their work which they offer in the workplace working while only 36% agree with the above statement.

In the statement whether the respondents in trying to their work become more efficient, they stated at 74% that they agree to very agree with this statement. This indicates that the management of the company passes the messages to its employees that more work means more efficiency.

The opinions of the respondents relating to the reward were interesting. The 30% of the respondents stated that they very disagree to disagree that they expect that if they perform their work will be rewarded.

The next three statements (11, 12 and 13) are relating to the goals. The respondents stated at 53% that they agree to very agree that the goals that they assign are specific and difficult. But, in this statement there is a high percentage which is close to 40% that neither agree and neither disagree with the above statement. The outcome relating to whether the respondents have feedback on the goals that they assign is very interesting. Specifically, only 50% agree to very agree with the above statement while the 43% neither agree and neither disagree. The last statement relating to the goals is about the acceptable of the goals by the respondents. Taking into account that this is very important both for the managers as well as for the employees in the achievement of the goals, the outcome is very interesting. The respondents stated at 90% that they agree to very agree with this statement. This indicates that before the managers set goals to their employees, they discuss with them about the goals and there is an oral agreement between them and as a result the goals are acceptable by the employees.

In the statement whether they can rely on their head in difficult situations, the respondents stated that they agree to very agree with this statement (47%). This indicates that half of the managers keep distance from their employees so an improvement needs to be done.

The results relating to the statement whether the head guide and provide to the employees feedback indicated that this is valid since 50% of the respondents believe that their head guide and provide them feedback. This also indicates that an improvement is needed in order to increase the feedback to the employees.

In the statement whether the employees can easily talk to their head and ask him/her for help, 50% of the respondents agree to very agree with this statement. This also indicates that an improvement is needed in order to facilitate the communication between managers and employees.

The above information in detail, is shown in table 4.1 below.

**Table 4.1: What degree do you think each of the following statements apply in your case**

	<b>Statements of participants</b>	<b>Population</b>	<b>Very Disagree</b>	<b>Disagree</b>	<b>Neither Disagree / Neither agree</b>	<b>Agree</b>	<b>Very Agree</b>
			%	%	%	%	%
1.	The salary you receive is satisfactory	30	10.0	20.0	13.0	57.0	0.0
2.	The work you do give you security	30	3.0	20.0	13.0	57.0	7.0



3.	The work you do allows you to develop good working relationships	29	0.0	0.0	24.0	59.0	17.0
4.	There is appreciation-respect for the work they perform	30	13.0	10.0	20.0	30.0	27.0
5.	You provide the possibility to using your skills	30	7.0	7.0	20.0	53.0	13.0
6.	The environment of your work is satisfactory	29	3.0	10.0	20.0	57.0	7.0
7.	The work that you perform your responsibilities creates	30	0.0	3.0	13.0	43.0	40.0
8.	Fairly remunerated for the work which you offer in the workplace working where you work	30	13.0	23.0	23.0	40.0	0.0
9.	Do you believe in trying to your work become more efficient	30	0.0	3.0	23.0	57.0	17.0
10.	You expect that if you perform your work will be rewarded	30	3.0	27.0	40.0	17.0	13.0
11.	The goals that they assign you are specific and difficult	30	3.0	7.0	37.0	43.0	10.0
12.	Do you have feedback on the goals that you assign	30	0.0	7.0	43.0	47.0	3.0
13.	The goals that they assign you			0.0	7.0	90.0	3.0

	are accepted from you.	29	0.0				
14.	You can rely on your head in difficult situations.	30	10.0	10.0	33.0	37.0	10.0
15.	Your head guide and provide you feedback	30	10.0	13.0	27.0	40.0	10.0
16.	You can easily talk to your head and ask to him for help	30	10.0	13.0	27.0	40.0	10.0

## **Part B: The Extend that the economic crisis has affected Motivation and Job Satisfaction**

In the second part of this chapter, the respondents of this research were asked to rate the degree the economic crisis has affected motivation and job satisfaction, by circling a number on a five-point scale with 1 = very negative, 2 = negative, 3 = Neither Negative / Neither positive 4 = Positive 5 = very positive.

The first two statements are relating to the relationships with the respondent's manager and respondent's peers. In the first statement, the results do not give a clear picture since 80% of the respondents stated that neither negative and neither positive about the relationships with their managers. Similar picture is in the statement about the relationship with their peers since 80% of the respondents have neither negative and neither positive about the relationships with their peers. This means that the relationship with their managers and peers are not affected by the economic crisis.

The next statement is on the competitiveness at the work. Based on the results, the picture is not clear since 63% of the respondents stated that have neither negative and neither positive. In the statement relating to the improvement of the productivity, although a high percent of the respondents (50%) select that have neither negative and neither positive, 26% of the respondents have very negative to negative opinion about the improvement of the productivity.

The respondents of this research stated negatively about the amount of the compensation in relation to the previous year since 60% of the respondents

stated very negative to negative that the economic crisis affects their compensation in relation to the previous year. This result was expected since many employers cut off the employee's salaries in an attempt to continue their operations.

The same picture is valid for the working hours and the requirements of the work since 53% and 50% of the respondents stated that the economic crisis affects very negative and negative the working hours and the requirements of the work respectively. This result is explained by the behavior of the managers who wish to perform more activities with fewer employees.

An interesting result relates to the statement whether the pleasure of enjoying their work is affected by economic crisis since 46% of the respondents said that the pleasure of enjoying their work is very negative to negative. This results indicates that employees feel more stress after the economic crisis since the conditions were changed, there are less employees, the competition is higher etc. The above information in detail, is shown in table 4.2 below.

Table 4.2: What degree the economic crisis has affected?

	Statements of participants	Population	Very Negative	Negative	Neither Negative / Neither Positive	Positive	Very Positive
			%	%	%	%	%
1.	The relationship with your manager	30	0.0	7.0	80.0	7.0	7.0
2.	The relationship with your peers	30	0.0	7.0	80.0	7.0	7.0
3.	The competitiveness at the work	30	10.0	13.0	63.0	13.0	0.0
4.	The improvement of the productivity	30	3.0	23.0	50.0	23.0	0.0
5.	The amount of the compensation in relation to the previous year	30	30.0	30.0	37.0	3.0	0.0
6.	The working hours	30	20.0	33.0	40.0	3.0	3.0
7.	The requirements of the work	30	13.0	37.0	43.0	7.0	0.0

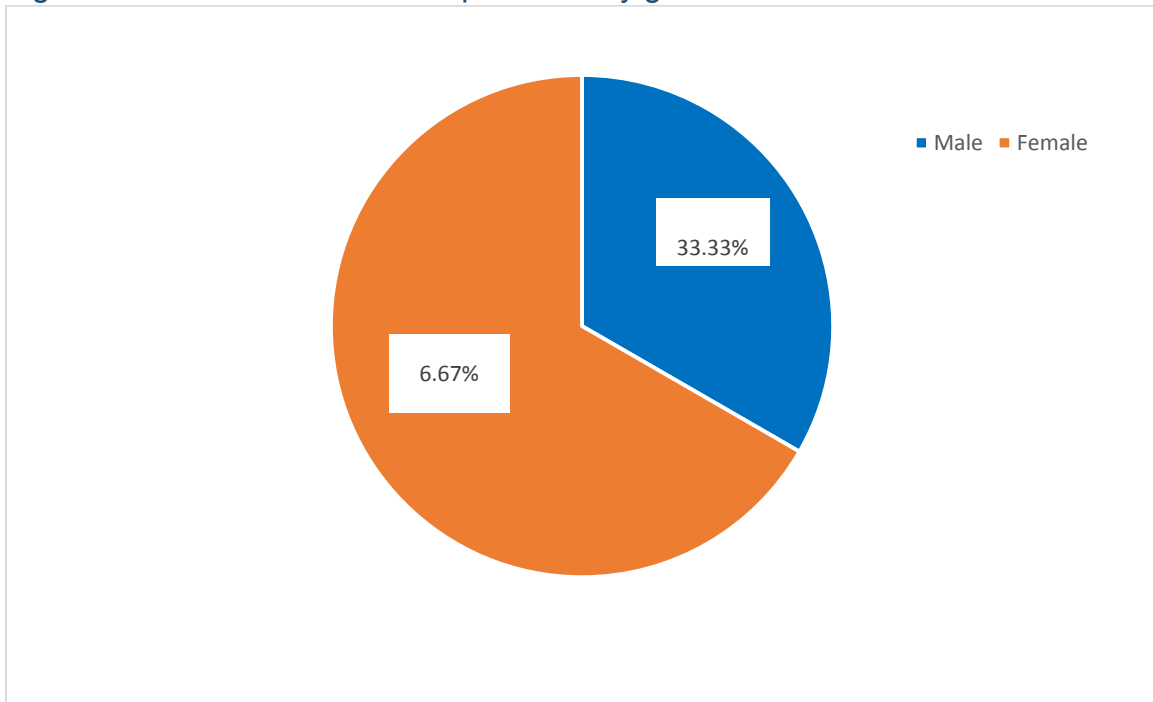
## Part C: Demographics

In this part of the questionnaire, the respondents were asked to write their demographic information relating to the sex, age, community of residence, education level, occupation, job, and years of service.

Table 4.3 below presents the demographic information were given from the respondents of this research.

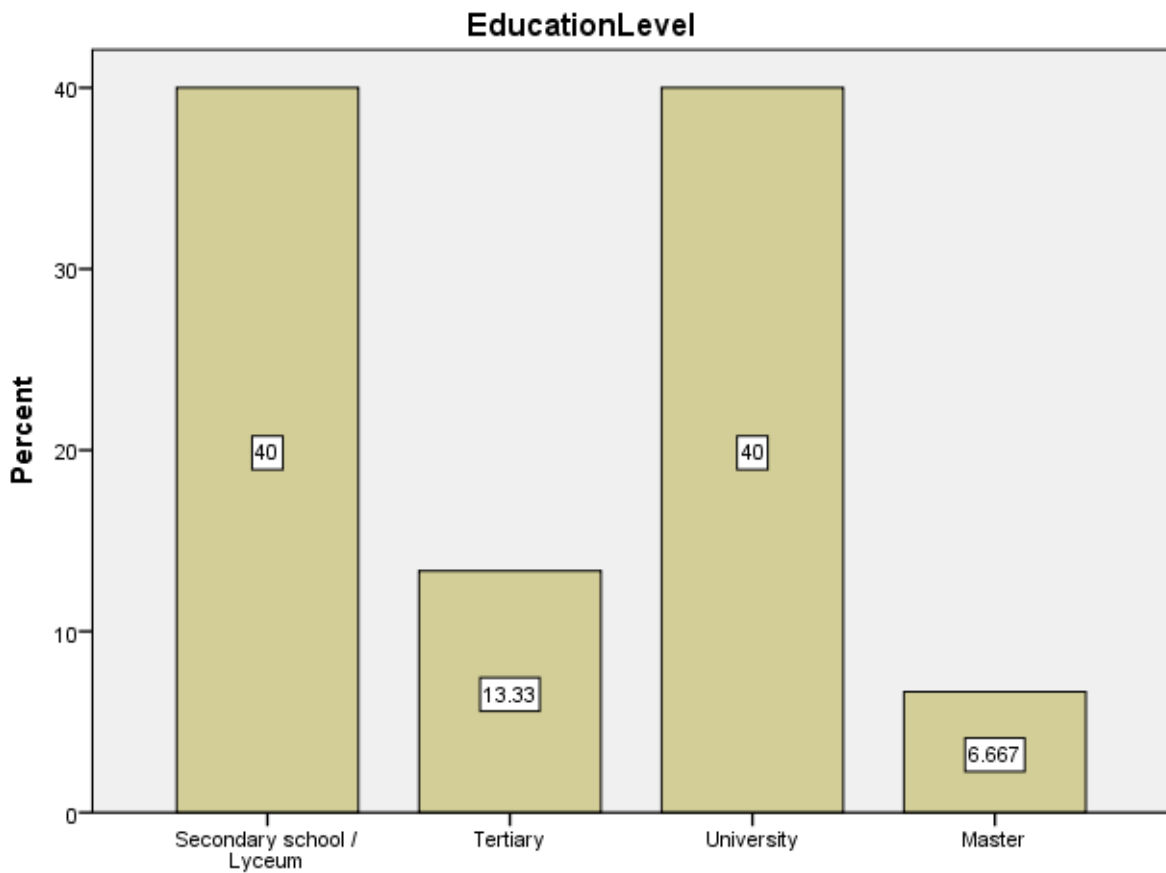
Out of 30 respondents who participated in the research 20 (67%) were females and 10 (33%) were males while according to the age criterion, 6 (20%) were between 20-29 years old, 7 (23%) were between 30-39 years old, 3 (10%) were between 40-49 years old and 8 (27%) were between 50-59 years old and missing 6 (20%).

Figure4.1: Distribution of the respondents by gender



According to the education criterion, out of 30 respondents 12 (40%) had received a high a secondary school certificate, 4 (13%) had completed tertiary school, 12 (40%) had completed an undergraduate degree in the university, 2 (7%) had completed a postgraduate degree (master).

Figure4.2: Bar chart for education level



The results of the analysis of the years of employment to the organization indicated that out of 30 respondents 11 (37%) had less than 10 years of employment in the organization, 5(17%) had between 10-19 years and 7 (20%) had between 20-30 years and 1 (3%) had between 31-40 years.

Figure 4.3: Box Plot for the number of the year within the organization and age by gender

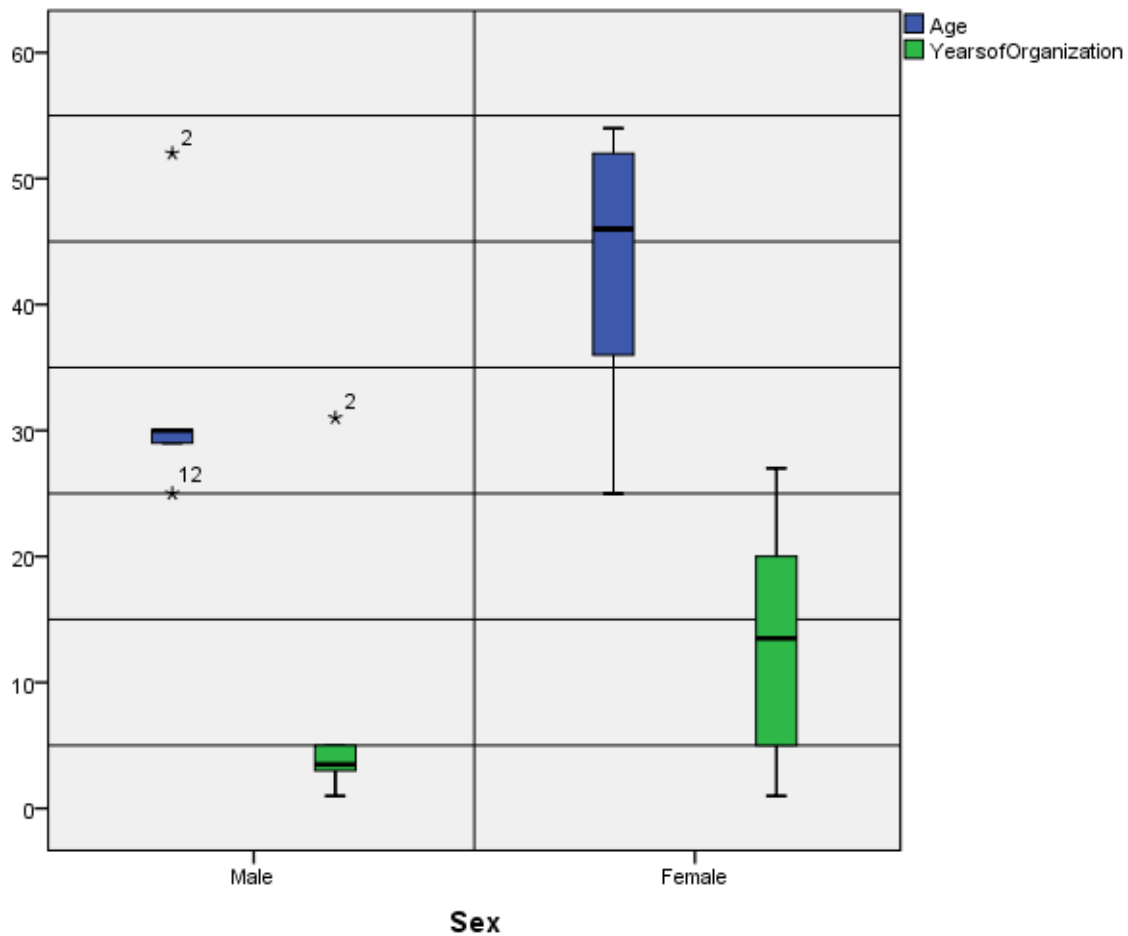


Figure 3 above shows the number of the years for each respondent and age by gender. There is a high concentration of number of years within the organisation between 5-20 and years of the respondents between 35-50.



This demographic information is summarized in table 4.3.

Table 4.3: Demographic information

Sex	Male	Female	Total		Frequency	
	Frequency	%	Frequency	%Frequency	30	
		10	33,3	20	66,7	50-59
Age		20-29	30-39	40-49	8	6
	Frequency	6	7	3	26,7	20,0
	%	19,9	23,3	10,0	Master	
Level of education		Secondary	Tertiary	University	2	
	Frequency	10	4	12	6,7	
	%	40,0	13,3	40,0	31-40	Missing
Years of employment in organisation years	Frequency				years	g
		Less than	10-19	20-30	1	7
	Missing				3,3	23,3

**Part D:**

The participants were asked to express their opinions concerning how the economic crisis has affected their work and what changes they have noticed relating to motivation issues. Their comments relating to job and motivation issues are presented in table in table 4.4 below.

Based on table 4.4 below, the majority of the respondents stated that due to economic crisis the working hours were increased and there is more pressure, effort and stress (33%). This result indicates that due to economic crisis, managers increase the working hours and employees feel more pressure, effort and stress since the market conditions were changed and the competition is increased very much.

Table 4.4: Employment changes due to economic crisis

	Statements of participants	Frequency	% Frequency
	Working hours were increased	4	33
	More pressure and effort and stress	4	33
	Wages remain good	1	8
	Salaries were cut	2	17
	Overtime was cut	1	8
	Total	12	100,0

Based on table 4.5 below, the majority of the respondents stated at 50% that there is bad cooperation due to economic crisis. In addition, rewards as a factor of motivation was reduced as supported by 25% of the respondents.

**Table 4.5: Motivation factors due to economic crisis**

	Statements of participants	Frequency	% Frequency
	Rewards were reduced	1	25
	Bad cooperation	2	50
	Competitiveness	1	25
	Total	4	100,0

### **Anova Analysis**

At this section, the researcher run a one –way ANOVA analysis in order to investigate whether overall job satisfaction is related to the sex, the age and the education of the respondents to this research. The results are presented in appendix II

Based on the results of the one-way ANOVA in case of the sex, the means of the statements relating job satisfaction for the majority of the respondents (males and females) are above 3.0. The results of the ANOVA table provide that there are no significant differences between male and females since the significance value is more that  $\alpha=0.05$ . On the other hand, the results of the ANOVA table indicated that in case of the statements “You can rely on your head in difficult situations”, “Your head guide and provide you feedback” and “You can easily talk to your head and ask to him for help”, there were significant differences between

males and females since the significance value is less than  $\alpha=0.05$ . One explanation of this is due to the fact that the most of the management positions are held from males and as a result males feel more convenient to talk to their managers while on the other hand females feel less convenient to talk to their managers.

The results of the descriptive analysis in the case of the one-way ANOVA analysis by age, were presented in appendix II. The means for the majority of the respondents is higher than 3.0 for the statements 1 to 16 of the questionnaire.

The results of the ANOVA table provided that there are no significant differences between ages for the majority of the statements since the significance value is more than  $\alpha=0.05$ . On the other hand, the results of the ANOVA table indicated that in case of the statement "You expect that if you perform your work will be rewarded" there are significant differences between ages since the significance value is less than  $\alpha=0.05$ . One explanation of this results is due to the fact that younger employees have more working years ahead and therefore they believe that in the long run if they perform their work will be awarded.

The results of the descriptive analysis in the case of the one-way ANOVA analysis by education level, were presented in appendix II. The means for the majority of the respondents is higher than 3.0 for the statements 1 to 16 of the questionnaire.

The results of the ANOVA table provided that there are no significant differences between education levels for the majority of the statements since the significance value is more than  $\alpha=0.05$ . On the other hand, the results of the ANOVA table indicated that in case of the statements "The work you do give you security", " there are significant differences between education levels since the significance value is less than  $\alpha=0.05$ . One explanation of this results is due to the fact that employees who held a university degree feel more comfortable in their work since they held more significant positions.

### 4.3. Conclusions

Based on the analysis of the results, the respondents of the research expressed for the majority of the questions that they agree to very agree and they feel positive to very positive.

Running an Anova analysis, the researcher concluded that for the majority of the questions in the questionnaire there were no significant differences between males and females. But, in the questions “You can rely on your head in difficult situations”, “Your head guide and provide you feedback” and “You can easily talk to your head and ask to him for help”, there were significant differences between males and females.

The analysis by age, indicated that there were no significant differences by age except for the question “You expect that if you perform your work will be rewarded” where there were significant differences.

In the case of education levels, the results provided no significant differences for the majority of the questions except for the question ‘The work you do give you security’ where the differences were statistically difference.

## Chapter 5 Conclusions & Recommendation

### 5.1. Introduction

In this chapter the researcher will refer to the purpose and objectives of this research, and to the evaluation of the research findings together with the purpose and the objectives originally set in the survey.

Also, the researcher will formulate its own recommendations on the issue of exploitation of research results. Finally, the researcher cites the limitations of this research and recommendations for conducting future research.

### 5.2. Purpose and Objectives

The purpose of this study was to identify the factors that may affect employee motivation to work in the hotels and tourism sector of Cyprus. The aims of this study were to describe the motivation theories developed over time for employees and identify the key determinants of motivation of employees to work in the hotels and tourism sector of Cyprus.

Also, this research in conjunction with the above objectives dealt with whether the motivational factors currently used in the hotel and tourism of Cyprus are satisfactory to make Cyprus as an attractive tourist destination.

### 5.3. Conclusions

Based on the results presented in the previous section, the researcher will seek to present below the main conclusions, which are derived from the results of this research.

Based on the results presented in the previous chapter, the researcher concludes that the employees working in the tourist sector of Cyprus feel safe with their work and believe that the working environment is friendly since

they have the opportunity to develop good working relationships. This conclusion is in line with the theory of Abraham Maslow who underlines the importance of the safety as a basic need in the working environment as well as with other motivation theories. Furthermore, the employees in this sector have good relationships and share their thoughts and opinions with their workmates. This conclusion is in line with the above theory and specifically with the need “social” as a motivation factor to the employees.

Another conclusion of this research is that the education of the respondents is very useful in this sector since they have the opportunity to use their skills in their work. Besides this, the results of this research indicated that the employees of the tourist sector in Cyprus undertake serious responsibilities in their work and therefore this indicated that the managers are not concentrated in the work.

Also, the researcher can conclude that the employees in the tourist sector in Cyprus understand that their contribution to work is very important to become more efficient. In the question relating to whether the goals are acceptable by the employees, the researcher concluded that the employees in the tourist sector in Cyprus work in a democratic work environment since it gives the chance to the employees to participate to the determination of their goals.

In the question relating to what degree the economic crisis has affected the respondent’s relationships with their manager, peers and other factors, the researcher can conclude the following:

Based on the relevant results, the researcher concludes that both the relationships of the employees in the tourist sector in Cyprus with their managers as well as the relationships with their peers are not affected by the economic crisis.

Another conclusion of this research is that the economic crisis leads the managers of the tourist sector in Cyprus to cut off the employee’s compensation in an attempt to continue their companies’ operations. Also, another conclusion of this research is that the employers add new working hours to the employees

who remain to their companies in order to continue their companies' operations and enhance their profitability.

In the open question, the researcher can conclude that due to the fact that the employers attempt to be more competitive, they add new working hours to the employees who remain to their companies. Furthermore and taking into account that after the economic crisis many companies are closed, the competition increases and therefore the employees have more work, pressure and stress than before the crisis.

Although for the majority of the questions there are no significant differences between males and females, ages and education levels, in a small number of questions there are significant differences.

#### 5.4. Limitations-Suggestions

The survey was carried out among a limited number of respondents due to time and financial constraints. The researcher would have preferred to have access to more potential respondents and more time to gather a more meaningful dataset.

Another limiting factor is that the economy at large and the tourist sector in particular have undergone a major crisis since March 2013 and is only now that the economy is returning to an anemic growth. This means that the overriding aim of business and people alike is to survive hoping for better days ahead. For employees in particular the major concern is to retain their jobs. These changes in attitude affect people in a negative way and influence their responses in the questionnaire.

The researcher suggests an increase the dataset by participation of more employees working in the tourist sector in order to increase the reliability of the results. The use of an additional mean of collecting information such as interview



will be very useful for future research since it enable the researches to collect more significant information about factors that motivate in their work.

### 5.5. Future research

Taking into account that this research was focused only on three (3) hotels and two (2) restaurants in Limassol and Paphos, one suggestion for future research is to increase the sample of the respondents including more hotels and more restaurants. Although, the sample refers to 30 employees, these employees are working in three hotels and two restaurants.

Taking into account that the questionnaire is based only on close and open ended questions, one suggestion for future research is to use an interview as a tool of collecting statistical information in an attempt to increase the reliability and validity of the results.

Furthermore, considering that a large number of tourists visit Agia Napa and Protaras, it will be useful to include for future research employees who work in the tourist sector in this area.

## 5.6. Suggestions to improve motivation and pleasure of employees

As mentioned previous, the needs of employees are different so as a manager you have to apply different approach for each employee. The need to analyse the personal characteristics of each employee as well as their preferences and needs are very important in order to find the appropriate motivating factors.

In addition, if you want to increase the motivation and pleasure of employees, as a manager, you have to create a strong linkage between the organisation and the work. When an employee feel the above linkage, he/she is more likely to stay within the organisation and feel pleasure.

It is important to reduce the gap between the management and the employees and try to persuade the managers to give feedback to their employees for their work. When you give a feedback to an employee either positive or negative then this employee can be improved the quality of his/her work and feel better since he/she receives an appreciation of the work who performs.

Also, in order to improve motivation and pleasure in the work environment you have to focus on offering help both to employees as well as to administrators about the demands of the position and the importance of it.

Managers can use the most common motivating factor of employees which is the compensation. Taking into account the due to economic crisis the employee's compensation were reduced, as a manager can link the employee's salary with some other factors such as individual, team and organisational performance in order to give them more money.

But if you cannot increase the wages due to the deterioration of profitability of the organisation, you can help the employees find affordable health care to their family, work around elder responsibilities.

Another important thing is to focus on the use of the power of positive reinforcement. The main idea there is to enhance positive attitudes using positive reinforcement and avoid penalise negative behaviour of the employees.

Furthermore, compensation fairness is a very important thing for the employees. Since the employees are likely to compare each other, you have to compensate them on a fair way. Compensation of employees will be the same for the same production within the organisation and outside of the organisation, otherwise they feel unhappy and they are not motivated.

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## **Appendixes**

### **Appendix I**



#### **Questionnaire on**

#### **“Employee Motivation in the Tourist Industry in Cyprus in Crisis”**

Within preparation of my graduate work for the MBA section of Neapolis University in Pafos, conduct research on «Employee Motivation in the Tourist Industry in Cyprus in Crisis». The supervisor of the work is Mr. Kyriakos Georgiou.

The purpose of this research is to investigate the factors that may affect employee motivation to work in the hotels and tourism sector of Cyprus under the conditions of economic crisis.

The sample selection was made by the method of selective sampling and the reference population of this study includes employees of hotels and tourism sector of Cyprus.

Note that the content of your responses will be fully considered as confidential and anonymous, so please do not write your name or whatever on the

questionnaire is likely to indicate your identity. The survey results will be used solely for the purpose of this investigation.

You are notified that you have the right not to participate in this study if you wish. It noted that the completion of the questionnaire that follows is very important to be able to implement this research.

Thank you for your cooperation and help.

Rafaella Constantinides

[rafaellac09@hotmail.com](mailto:rafaellac09@hotmail.com)

	Question	Answer
	<p><b>Self-evaluation: What degree you think each of the following statements apply in your case</b></p> <p>1 =Very Disagree, 2 = disagree, 3 = Neither Disagree / Neither agree, 4 = agree and 5 = Very agree.</p>	
1	The salary you receive is satisfactory	1 2 3 4 5
2	The work you do give you security	1 2 3 4 5
3	The work you do allows you to develop good working relationships	1 2 3 4 5
4	There is appreciation-respect for the work they perform	1 2 3 4 5
5	You provide the possibility to using your skills	1 2 3 4 5
6	The environment of your work is satisfactory	1 2 3 4 5
7	The work that you perform your responsibilities creates	1 2 3 4 5
8	Fairly remunerated for the work which you offer in the workplace working where you work	1 2 3 4 5
9	Do you believe in trying to your work become more efficient	1 2 3 4 5
10	You expect that if you perform your work will be rewarded	1 2 3 4 5
11	The goals that they assign you are specific and difficult	1 2 3 4 5
12	Do you have feedback on the goals that you assign	1 2 3 4 5
13	The goals that they assign you are accepted from you.	1 2 3 4 5
14	You can rely on your head in difficult situations.	1 2 3 4 5

15	Your head guide and provide you feedback	1 2 3 4 5
16	You can easily talk to your head and ask to him for help	1 2 3 4 5
	<p><b>Economic Crisis</b></p> <p>What degree the economic crisis has affected</p> <p>1 = very negative, 2 = negative, 3 = Neither Negative / Neither positive 4 = Positive 5 = very positive.</p>	
017	The relationship with your manager	1 2 3 4 5
18	The relationship with your peers	1 2 3 4 5
19	The competitiveness at the work	1 2 3 4 5
20	The improvement of the productivity	1 2 3 4 5
21	The amount of the compensation in relation to the previous year	1 2 3 4 5
22	The working hours	1 2 3 4 5
23	The requirements of the work	1 2 3 4 5
24	The pleasure of enjoying your work.	1 2 3 4 5

### Demographics

25. Sex 1. Male \_\_\_\_, 2. Woman \_\_\_\_ 26. Age \_\_\_\_

27. Community of residence \_\_\_\_\_

28. Education level:

1. Primary School \_\_ 2. Secondary school / Lyceum \_\_ 3. Tertiary \_\_

4. University \_\_ 5. Master \_\_



## Appendix II

**Table 1: Respondent's analysis on question1-16 by gender (means-standard deviations)**

Questions		N	Mean	Std. Deviation
The salary you receive is satisfactory	Male	10	3,30	1,059
	Female	20	3,10	1,119
	Total	30	3,17	1,085
The work you do give you security	Male	10	3,40	,966
	Female	20	3,45	1,050
	Total	30	3,43	1,006
The work you do allows you to develop good working relationships	Male	10	4,10	,738
	Female	19	3,84	,602
	Total	29	3,93	,651
There is appreciation-respect for the work they perform	Male	10	4,10	1,287
	Female	20	3,15	1,309
	Total	30	3,47	1,358
You provide the possibility to using your skills	Male	10	3,40	1,430
	Female	20	3,70	,801
	Total	30	3,60	1,037
The environment of your work is satisfactory	Male	10	3,90	,568
	Female	19	3,37	1,012
	Total	29	3,55	,910
The work that you perform your responsibilities creates	Male	10	4,30	,675
	Female	20	4,15	,875
	Total	30	4,20	,805
Fairly remunerated for the work which you offer in the workplace working where you work	Male	10	3,20	1,033
	Female	20	2,75	1,118
	Total	30	2,90	1,094
Do you believe in trying to your work become more efficient	Male	10	3,90	,738
	Female	20	3,85	,745
	Total	30	3,87	,730
You expect that if you perform your work will be rewarded	Male	10	3,60	,966
	Female	20	2,85	1,040
	Total	30	3,10	1,062
The goals that they assign you	Male	10	3,10	1,101

are specific and difficult	Female	20	3,70	,733
	Total	30	3,50	,900
Do you have feedback on the goals that you assign	Male	10	3,60	,699
	Female	20	3,40	,681
	Total	30	3,47	,681
The goals that they assign you are accepted from you.	Male	10	3,90	,568
	Female	19	4,00	,000
	Total	29	3,97	,325
You can rely on your head in difficult situations.	Male	10	3,90	1,197
	Female	20	2,95	,945
	Total	30	3,27	1,112
Your head guide and provide you feedback	Male	10	3,90	,994
	Female	20	2,95	1,099
	Total	30	3,27	1,143
You can easily talk to your head and ask to him for help	Male	10	3,90	1,197
	Female	20	2,95	,999
	Total	30	3,27	1,143

**Table 2: Respondent's Anova analysis on question 1-16 by gender**

ANOVA						
Sex		Sum of Squares	df	Mean Square	F	Sig.
The salary you receive is satisfactory	Between Groups	,267	1	,267	,220	,642
	Within Groups	33,900	28	1,211		
	Total	34,167	29			
The work you do give you security	Between Groups	,017	1	,017	,016	,901
	Within Groups	29,350	28	1,048		
	Total	29,367	29			
The work you do allows you to develop good working relationships	Between Groups	,436	1	,436	1,030	,319
	Within Groups	11,426	27	,423		
	Total	11,862	28			
There is appreciation-respect for the work they perform	Between Groups	6,017	1	6,017	3,550	,070
	Within Groups	47,450	28	1,695		
	Total	53,467	29			
You provide the possibility to using your skills	Between Groups	,600	1	,600	,549	,465
	Within Groups	30,600	28	1,093		

	Total	31,200	29			
The environment of your work is satisfactory	Between Groups	1,851	1	1,851	2,344	,137
	Within Groups	21,321	27	,790		
	Total	23,172	28			
The work that you perform your responsibilities creates	Between Groups	,150	1	,150	,225	,639
	Within Groups	18,650	28	,666		
	Total	18,800	29			
Fairly remunerated for the work which you offer in the workplace working where you work	Between Groups	1,350	1	1,350	1,133	,296
	Within Groups	33,350	28	1,191		
	Total	34,700	29			
Do you believe in trying to your work become more efficient	Between Groups	,017	1	,017	,030	,863
	Within Groups	15,450	28	,552		
	Total	15,467	29			
You expect that if you perform your work will be rewarded	Between Groups	3,750	1	3,750	3,627	,067
	Within Groups	28,950	28	1,034		
	Total	32,700	29			
The goals that they assign you are specific and difficult	Between Groups	2,400	1	2,400	3,185	,085
	Within Groups	21,100	28	,754		
	Total	23,500	29			
Do you have feedback on the goals that you assign	Between Groups	,267	1	,267	,566	,458
	Within Groups	13,200	28	,471		
	Total	13,467	29			
The goals that they assign you are accepted from you.	Between Groups	,066	1	,066	,610	,442
	Within Groups	2,900	27	,107		
	Total	2,966	28			
You can rely on your head in difficult situations.	Between Groups	6,017	1	6,017	5,644	,025
	Within Groups	29,850	28	1,066		
	Total	35,867	29			
Your head guide and provide you feedback	Between Groups	6,017	1	6,017	5,289	,029
	Within Groups	31,850	28	1,138		
	Total	37,867	29			
You can easily talk to your head and ask to him for help	Between Groups	6,017	1	6,017	5,289	,029
	Within Groups	31,850	28	1,138		
	Total	37,867	29			



**Table 3: Respondent's analysis on question1-16 by age (means-standard deviations)**

Questions		N	Mean	Std. Deviation
The salary you receive is satisfactory	22	1	4,00	.
	25	2	2,00	,000
	26	1	4,00	.
	28	1	4,00	.
	29	1	3,00	.
	30	2	4,00	,000
	32	1	4,00	.
	35	2	3,50	,707
	36	1	2,00	.
	39	1	4,00	.
	40	1	4,00	.
	46	2	4,00	,000
	50	2	4,00	,000
	52	3	2,00	1,732
	53	2	3,00	1,414
	54	1	2,00	.
	Total	24	3,25	1,073
The work you do give you security	22	1	4,00	.
	25	2	4,00	,000
	26	1	4,00	.
	28	1	5,00	.
	29	1	3,00	.
	30	2	3,00	1,414
	32	1	2,00	.
	35	2	3,00	1,414
	36	1	4,00	.
	39	1	4,00	.
	40	1	4,00	.
	46	2	3,50	,707
	50	2	3,50	,707
	52	3	2,00	,000
	53	2	4,00	,000
	54	1	4,00	.
	Total	24	3,42	,929

The work you do allows you to develop good working relationships	22	1	4,00	.
	25	2	4,50	,707
	26	1	4,00	.
	28	1	5,00	.
	29	1	4,00	.
	30	2	4,50	,707
	32	1	3,00	.
	35	2	3,50	,707
	36	1	4,00	.
	39	1	4,00	.
	40	1	4,00	.
	46	2	4,50	,707
	50	2	3,50	,707
	52	3	3,67	,577
	53	2	4,50	,707
	54	1	3,00	.
	Total	24	4,00	,659
There is appreciation-respect for the work they perform	22	1	5,00	.
	25	2	4,50	,707
	26	1	3,00	.
	28	1	5,00	.
	29	1	5,00	.
	30	2	3,50	,707
	32	1	3,00	.
	35	2	3,00	1,414
	36	1	4,00	.
	39	1	3,00	.
	40	1	1,00	.
	46	2	3,00	2,828
	50	2	4,50	,707
	52	3	1,67	,577
	53	2	4,50	,707
	54	1	4,00	.
	Total	24	3,50	1,383
You provide the possibility to using your skills	22	1	1,00	.
	25	2	4,00	,000
	26	1	3,00	.
	28	1	5,00	.
	29	1	3,00	.

	30	2	3,50	,707
	32	1	3,00	.
	35	2	3,00	1,414
	36	1	4,00	.
	39	1	3,00	.
	40	1	5,00	.
	46	2	4,50	,707
	50	2	4,50	,707
	52	3	2,33	1,528
	53	2	4,00	,000
	54	1	4,00	.
	Total	24	3,54	1,141
	The environment of your work is satisfactory	22	1	4,00
25		2	4,00	,000
26		0	.	.
28		1	5,00	.
29		1	3,00	.
30		2	4,00	,000
32		1	2,00	.
35		2	3,00	1,414
36		1	4,00	.
39		1	4,00	.
40		1	3,00	.
46		2	3,00	2,828
50		2	4,00	,000
52		3	3,00	,000
53		2	4,00	,000
54		1	4,00	.
Total	23	3,57	,945	
The work that you perform your responsibilities creates	22	1	3,00	.
	25	2	3,50	,707
	26	1	3,00	.
	28	1	4,00	.
	29	1	4,00	.
	30	2	5,00	,000
	32	1	4,00	.
	35	2	4,00	1,414
	36	1	4,00	.
	39	1	4,00	.

	40	1	5,00	.
	46	2	5,00	,000
	50	2	4,50	,707
	52	3	5,00	,000
	53	2	5,00	,000
	54	1	4,00	.
	Total	24	4,33	,761
Fairly remunerated for the work which you offer in the workplace working where you work	22	1	2,00	.
	25	2	3,00	1,414
	26	1	4,00	.
	28	1	4,00	.
	29	1	3,00	.
	30	2	3,50	,707
	32	1	3,00	.
	35	2	2,00	,000
	36	1	3,00	.
	39	1	4,00	.
	40	1	4,00	.
	46	2	4,00	,000
	50	2	4,00	,000
	52	3	2,00	1,732
	53	2	1,50	,707
	54	1	2,00	.
	Total	24	2,96	1,122
Do you believe in trying to your work become more efficient	22	1	3,00	.
	25	2	4,00	,000
	26	1	4,00	.
	28	1	5,00	.
	29	1	3,00	.
	30	2	3,50	,707
	32	1	4,00	.
	35	2	2,50	,707
	36	1	4,00	.
	39	1	5,00	.
	40	1	4,00	.
	46	2	4,00	,000
	50	2	4,00	,000
	52	3	4,33	1,155
	53	2	3,50	,707

	54	1	4,00	.
	Total	24	3,83	,761
You expect that if you perform your work will be rewarded	22	1	3,00	.
	25	2	4,00	,000
	26	1	1,00	.
	28	1	5,00	.
	29	1	3,00	.
	30	2	3,50	,707
	32	1	3,00	.
	35	2	2,00	,000
	36	1	2,00	.
	39	1	3,00	.
	40	1	5,00	.
	46	2	3,00	,000
	50	2	4,00	1,414
	52	3	2,33	,577
	53	2	2,00	,000
	54	1	3,00	.
	Total	24	3,00	1,063
The goals that they assign you are specific and difficult	22	1	1,00	.
	25	2	3,00	,000
	26	1	3,00	.
	28	1	3,00	.
	29	1	2,00	.
	30	2	3,00	,000
	32	1	4,00	.
	35	2	4,00	,000
	36	1	4,00	.
	39	1	3,00	.
	40	1	5,00	.
	46	2	4,50	,707
	50	2	4,00	,000
	52	3	4,33	,577
	53	2	3,00	1,414
	54	1	4,00	.
	Total	24	3,54	,977
Do you have feedback on the goals that you assign	22	1	4,00	.
	25	2	3,00	,000
	26	1	2,00	.

	28	1	5,00	.
	29	1	3,00	.
	30	2	3,00	,000
	32	1	3,00	.
	35	2	3,50	,707
	36	1	3,00	.
	39	1	4,00	.
	40	1	4,00	.
	46	2	4,00	,000
	50	2	4,00	,000
	52	3	3,67	,577
	53	2	3,00	1,414
	54	1	3,00	.
	Total	24	3,46	,721
The goals that they assign you are accepted from you.	22	1	3,00	.
	25	2	4,00	,000
	26	1	4,00	.
	28	1	5,00	.
	29	1	3,00	.
	30	2	4,00	,000
	32	1	4,00	.
	35	2	4,00	,000
	36	1	4,00	.
	39	1	4,00	.
	40	1	4,00	.
	46	2	4,00	,000
	50	2	4,00	,000
	52	3	4,00	,000
	53	1	4,00	.
	54	1	4,00	.
	Total	23	3,96	,367
You can rely on your head in difficult situations.	22	1	5,00	.
	25	2	3,50	,707
	26	1	3,00	.
	28	1	5,00	.
	29	1	5,00	.
	30	2	4,00	,000
	32	1	3,00	.
	35	2	2,50	,707

	36	1	4,00	.
	39	1	3,00	.
	40	1	1,00	.
	46	2	2,00	1,414
	50	2	3,00	1,414
	52	3	2,00	1,000
	53	2	3,50	,707
	54	1	4,00	.
	Total	24	3,17	1,204
Your head guide and provide you feedback	22	1	4,00	.
	25	2	4,00	,000
	26	1	1,00	.
	28	1	5,00	.
	29	1	5,00	.
	30	2	3,50	,707
	32	1	3,00	.
	35	2	2,50	,707
	36	1	4,00	.
	39	1	3,00	.
	40	1	1,00	.
	46	2	2,00	1,414
	50	2	3,50	2,121
	52	3	2,33	,577
	53	2	3,50	,707
	54	1	4,00	.
	Total	24	3,13	1,227
You can easily talk to your head and ask to him for help	22	1	5,00	.
	25	2	3,50	,707
	26	1	3,00	.
	28	1	5,00	.
	29	1	5,00	.
	30	2	4,00	,000
	32	1	3,00	.
	35	2	2,50	,707
	36	1	4,00	.
	39	1	3,00	.
	40	1	1,00	.
	46	2	2,00	1,414
	50	2	3,00	1,414

	52	3	2,33	1,528
	53	2	3,50	,707
	54	1	4,00	.
	Total	24	3,21	1,215
The work that you perform your responsibilities creates	Between Groups		,150	1 ,639
	Within Groups		18,650	28
	Total		18,800	29
Fairly remunerated for the work which you offer in the workplace working where you work	Between Groups		1,350	1 ,296
	Within Groups		33,350	28
	Total		34,700	29
Do you believe in trying to your work become more efficient	Between Groups		,017	1 ,863
	Within Groups		15,450	28
	Total		15,467	29
You expect that if you perform your work will be rewarded	Between Groups		3,750	1 ,067
	Within Groups		28,950	28
	Total		32,700	29
The goals that they assign you are specific and difficult	Between Groups		2,400	1 ,085
	Within Groups		21,100	28
	Total		23,500	29
Do you have feedback on the goals that you assign	Between Groups		,267	1 ,458
	Within Groups		13,200	28
	Total		13,467	29
The goals that they assign you are accepted from you.	Between Groups		,066	1 ,442
	Within Groups		2,900	27
	Total		2,966	28
You can rely on your head in difficult situations.	Between Groups		6,017	1 ,025
	Within Groups		29,850	28
	Total		35,867	29
Your head guide and provide you feedback	Between Groups		6,017	1 ,029
	Within Groups		31,850	28
	Total		37,867	29
You can easily talk to your head and ask to him for help	Between Groups		6,017	1 ,029
	Within Groups		31,850	28
	Total		37,867	29



**Table 4: Respondent's Anova analysis on question 1-16 by age**

<b>Age</b>						
		Sum of Squares	df	Mean Square	F	Sig.
The salary you receive is satisfactory	Between Groups	18,000	15	1,200	1,129	,449
	Within Groups	8,500	8	1,063		
	Total	26,500	23			
The work you do give you security	Between Groups	14,833	15	,989	1,582	,260
	Within Groups	5,000	8	,625		
	Total	19,833	23			
The work you do allows you to develop good working relationships	Between Groups	6,333	15	,422	,921	,577
	Within Groups	3,667	8	,458		
	Total	10,000	23			
There is appreciation-respect for the work they perform	Between Groups	31,333	15	2,089	1,319	,357
	Within Groups	12,667	8	1,583		
	Total	44,000	23			
You provide the possibility to using your skills	Between Groups	21,792	15	1,453	1,423	,315
	Within Groups	8,167	8	1,021		
	Total	29,958	23			
The environment of your work is satisfactory	Between Groups	9,652	14	,689	,552	,842
	Within Groups	10,000	8	1,250		
	Total	19,652	22			
The work that you perform your responsibilities creates	Between Groups	10,333	15	,689	1,837	,194
	Within Groups	3,000	8	,375		
	Total	13,333	23			
Fairly remunerated for the work which you offer in the workplace working where you work	Between Groups	19,958	15	1,331	1,183	,421
	Within Groups	9,000	8	1,125		
	Total	28,958	23			
Do you believe in trying to your work become more efficient	Between Groups	9,167	15	,611	1,173	,426
	Within Groups	4,167	8	,521		
	Total	13,333	23			
You expect that if you perform your work will be rewarded	Between Groups	22,833	15	1,522	3,846	,030
	Within Groups	3,167	8	,396		
	Total	26,000	23			
The goals that they assign you are specific and difficult	Between Groups	18,792	15	1,253	3,165	,052
	Within Groups	3,167	8	,396		
	Total	21,958	23			

Do you have feedback on the goals that you assign	Between Groups	8,792	15	,586	1,481	,294
	Within Groups	3,167	8	,396		
	Total	11,958	23			
The goals that they assign you are accepted from you.	Between Groups	2,957	15	,197	.	.
	Within Groups	,000	7	,000		
	Total	2,957	22			
You can rely on your head in difficult situations.	Between Groups	25,833	15	1,722	1,837	,194
	Within Groups	7,500	8	,938		
	Total	33,333	23			
Your head guide and provide you feedback	Between Groups	25,958	15	1,731	1,597	,256
	Within Groups	8,667	8	1,083		
	Total	34,625	23			
You can easily talk to your head and ask to him for help	Between Groups	23,792	15	1,586	1,248	,389
	Within Groups	10,167	8	1,271		
	Total	33,958	23			

**Table 5: Respondent's analysis on question1-16 by education (means-  
standard deviations)**

Questions		N	Mean	Std. Deviation
The salary you receive is satisfactory	Secondary school / Lyceum	12	3,50	,798
	Tertiary	4	2,00	1,414
	University	12	3,33	1,073
	Master	2	2,50	,707
	Total	30	3,17	1,085
The work you do give you security	Secondary school / Lyceum	12	3,42	,793
	Tertiary	4	2,25	1,258
	University	12	3,67	,888
	Master	2	4,50	,707
	Total	30	3,43	1,006
The work you do allows you to develop good working relationships	Secondary school / Lyceum	12	3,58	,669
	Tertiary	4	4,00	,816
	University	11	4,27	,467
	Master	2	4,00	,000
	Total	29	3,93	,651
There is appreciation-respect for the work they perform	Secondary school / Lyceum	12	3,17	1,403
	Tertiary	4	3,25	1,258
	University	12	3,67	1,435
	Master	2	4,50	,707
	Total	30	3,47	1,358
You provide the possibility to using your skills	Secondary school / Lyceum	12	3,92	,900
	Tertiary	4	3,25	,957
	University	12	3,33	1,231
	Master	2	4,00	,000
	Total	30	3,60	1,037
The environment of your work is satisfactory	Secondary school / Lyceum	12	3,42	1,084
	Tertiary	4	3,25	,957
	University	11	3,73	,786
	Master	2	4,00	,000
	Total	29	3,55	,910
The work that you perform your responsibilities creates	Secondary school / Lyceum	12	4,42	,669
	Tertiary	4	4,50	,577
	University	12	4,00	,953
	Master	2	3,50	,707

	Total	30	4,20	,805
Fairly remunerated for the work which you offer in the workplace working where you work	Secondary school / Lyceum	12	3,25	,866
	Tertiary	4	2,00	1,155
	University	12	3,00	1,206
	Master	2	2,00	,000
	Total	30	2,90	1,094
Do you believe in trying to your work become more efficient	Secondary school / Lyceum	12	3,75	,754
	Tertiary	4	4,00	,816
	University	12	3,83	,718
	Master	2	4,50	,707
	Total	30	3,87	,730
You expect that if you perform your work will be rewarded	Secondary school / Lyceum	12	3,08	,996
	Tertiary	4	2,75	,957
	University	12	3,00	1,128
	Master	2	4,50	,707
	Total	30	3,10	1,062
The goals that they assign you are specific and difficult	Secondary school / Lyceum	12	3,75	,866
	Tertiary	4	3,75	,500
	University	12	3,17	1,030
	Master	2	3,50	,707
	Total	30	3,50	,900
Do you have feedback on the goals that you assign	Secondary school / Lyceum	12	3,33	,651
	Tertiary	4	3,75	,500
	University	12	3,50	,798
	Master	2	3,50	,707
	Total	30	3,47	,681
The goals that they assign you are accepted from you.	Secondary school / Lyceum	12	4,00	,000
	Tertiary	3	4,00	,000
	University	12	3,92	,515
	Master	2	4,00	,000
	Total	29	3,97	,325
You can rely on your head in difficult situations.	Secondary school / Lyceum	12	3,00	1,128
	Tertiary	4	3,50	,577
	University	12	3,42	1,311
	Master	2	3,50	,707
	Total	30	3,27	1,112
Your head guide and provide you feedback	Secondary school / Lyceum	12	3,08	1,240
	Tertiary	4	3,50	,577
	University	12	3,25	1,288

	Master	2	4,00	,000
	Total	30	3,27	1,143
You can easily talk to your head and ask to him for help	Secondary school / Lyceum	12	3,00	1,128
	Tertiary	4	3,75	,500
	University	12	3,33	1,371
	Master	2	3,50	,707
	Total	30	3,27	1,143

**Table 6: Respondent's Anova analysis on question 1-16 by education**

**ANOVA**

**Education**

		Sum of Squares	df	Mean Square	F	Sig.
The salary you receive is satisfactory	Between Groups	8,000	3	2,667	2,650	,070
	Within Groups	26,167	26	1,006		
	Total	34,167	29			
The work you do give you security	Between Groups	8,533	3	2,844	3,550	,028
	Within Groups	20,833	26	,801		
	Total	29,367	29			
The work you do allows you to develop good working relationships	Between Groups	2,764	3	,921	2,531	,080
	Within Groups	9,098	25	,364		
	Total	11,862	28			
There is appreciation-respect for the work they perform	Between Groups	3,883	3	1,294	,679	,573
	Within Groups	49,583	26	1,907		
	Total	53,467	29			
You provide the possibility to using your skills	Between Groups	2,867	3	,956	,877	,466
	Within Groups	28,333	26	1,090		
	Total	31,200	29			
The environment of your work is satisfactory	Between Groups	1,324	3	,441	,505	,682
	Within Groups	21,848	25	,874		
	Total	23,172	28			
The work that you perform your responsibilities creates	Between Groups	2,383	3	,794	1,258	,309
	Within Groups	16,417	26	,631		
	Total	18,800	29			
Fairly remunerated for the work which you offer in the workplace working where you work	Between Groups	6,450	3	2,150	1,979	,142
	Within Groups	28,250	26	1,087		
	Total	34,700	29			
Do you believe in trying to your work become more efficient	Between Groups	1,050	3	,350	,631	,601
	Within Groups	14,417	26	,554		
	Total	15,467	29			
You expect that if you perform your work will be rewarded	Between Groups	4,533	3	1,511	1,395	,267
	Within Groups	28,167	26	1,083		
	Total	32,700	29			
The goals that they assign you are specific and difficult	Between Groups	2,333	3	,778	,955	,428
	Within Groups	21,167	26	,814		

	Total	23,500	29			
Do you have feedback on the goals that you assign	Between Groups	,550	3	,183	,369	,776
	Within Groups	12,917	26	,497		
	Total	13,467	29			
The goals that they assign you are accepted from you.	Between Groups	,049	3	,016	,140	,935
	Within Groups	2,917	25	,117		
	Total	2,966	28			
You can rely on your head in difficult situations.	Between Groups	1,450	3	,483	,365	,779
	Within Groups	34,417	26	1,324		
	Total	35,867	29			
Your head guide and provide you feedback	Between Groups	1,700	3	,567	,407	,749
	Within Groups	36,167	26	1,391		
	Total	37,867	29			
You can easily talk to your head and ask to him for help	Between Groups	1,950	3	,650	,471	,705
	Within Groups	35,917	26	1,381		
	Total	37,867	29			