

2015

# Employee motivation in the tourist industry in Cyprus in Crisis

Constantinides, Rafaella

Business Administration Program, School of Economics Sciences and Business, Neapolis University Paphos

---

<http://hdl.handle.net/11728/6987>

*Downloaded from HEPHAESTUS Repository, Neapolis University institutional repository*

# Employee Motivation in the Tourist Industry in Cyprus in Crisis



Rafaella Constantinides

Student card: 1133103856

Tutor: Kyriakos E. Georgiou

September 2015

***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.

## Contents

Executive Summary – Abstract .....	4
<b>List of Tables</b> .....	8
<b>List of figures</b> .....	9
<b>Chapter 1: Introduction</b> .....	10
1.1. Introduction .....	10
Table 1.1.: Details of tourism with arrivals and profits .....	14
Figure 1.1: Arrival of Tourists and profits for the period 2012 – 2014. ....	14
Table 1.2: Arrivals of tourists by country .....	15
1.2. Research Objectives .....	16
1.3. Structure of the Dissertation.....	17
1.4. Conclusions .....	18
<b>Chapter 2: Literature Review</b> .....	19
2.1. Introduction .....	19
2.2. Definition of terms .....	20
2.3. Importance of motivation.....	20
2.4. The motivation Theories .....	21
Maslow’s hierarchy of needs.....	21
Figure2.1: The Maslow’s Hierarchy of Needs .....	22
Theory X and Theory Y.....	23
Two Factor Theory.....	24
McClelland’s theory of Needs .....	24
Alderfer’s ERG theory .....	25
Table2.1: Description of the motivation theories.....	26
The Adam’s equity .....	26
Figure 2.2.: Adams’ Equity Theory Diagram – Job Motivation provides an illustration of the theory.....	27
Vroom’s Expectancy Theory .....	27
Figure 2.3 Vroom’s Expectancy Theory .....	28
Figure 2.4: Force of motivation in an employee.....	29
Figure 2.5: In the workplace, a view the order in this way .....	29
2.5. Market, Industry, or Organizational Background.....	35
Figure 2.6: Factors affecting the choice of destination of tourists .....	36

Table 2.2: Type of tourism.....	36
Table 2.3: Economic indexes for years 2012-2016.....	37
Table 2.4: Tourist Arrivals by country, 000's .....	38
Figure 2.7: Tourist arrivals per year .....	40
Figure 2.8: Revenue from tourism.....	41
Table 2.5: Tourist expenditure in Cyprus .....	41
Table 2.6: Distribution of accommodation units in Cyprus .....	42
2.6. Conclusions .....	43
<b>Chapter 3: Methodology .....</b>	<b>45</b>
3.1. Introduction .....	45
3.2. Research Strategy .....	46
3.3. Research Paradigm.....	46
3.4. Research Hypothesis .....	46
3.5. Necessity of Research .....	47
3.6. Significance of Research .....	47
3.7. Process of Research .....	48
3.8. Data Collection .....	48
3.9. Sample.....	50
3.10. Data Analysis.....	50
3.11. Research & Business Ethics.....	51
3.12. Conclusion .....	51
<b>Chapter 4: Results – Data Analysis .....</b>	<b>52</b>
4.1. Introduction .....	52
4.2. Descriptive analysis.....	52
Table 4.1: What degree do you think each of the following statements apply in your case.....	55
Table 4.2: What degree the economic crisis has affected? .....	60
Figure4.1: Distribution of the respondents by gender .....	61
Figure4.2: Bar chart for education level .....	62
Figure 4.3: Box Plot for the number of the year within the organization and age by gender.....	63
Table 4.3: Demographic information.....	64
Table 4.4: Employment changes due to economic crisis .....	65
Table 4.5: Motivation factors due to economic crisis .....	66

4.3. Conclusions .....	68
<b>Chapter 5 Conclusions &amp; Recommendation .....</b>	<b>69</b>
5.1. Introduction .....	69
5.2. Purpose and Objectives .....	69
5.3. Conclusions .....	69
5.4. Limitations-Suggestions .....	71
5.5. Future research .....	72
5.6. Suggestions to improve motivation and pleasure of employees .....	73