

UNIVERSITY OF TARTU  
Pärnu College  
Department of Tourism Studies

Kosmas Panagiotaras

**THE SEASONAL WORKERS' WELLBEING IN GREEK  
ISLANDS HOSPITALITY INDUSTRY**

Master thesis

Supervisor: Monika Kumm, PhD

Pärnu 2020

Recommendation for permission to defend thesis    Monika Kumm  
/digitally signed/

Permission for public defence

The programme director, Pärnu College of the University of Tartu

Kai Tomasberg  
/digitally signed/

This Master thesis has been compiled independently. All works by other authors used while compiling the thesis as well as principles and data from literary and other sources have been referred to.

Kosmas Panagiotaras  
/digitally signed/

## TABLE OF CONTENTS

Introduction .....	4
1. Literature review .....	8
1.1. The concept of employee well-being.....	8
1.2. Seasonality in tourism .....	24
1.3. Seasonal workers well-being in hospitality industry .....	27
2. Seasonal workers in greek islands hospitality industry .....	37
2.1. Seasonality in Greek tourism.....	37
2.2. Research process and sampling .....	39
2.3. Results and analysis.....	43
2.4. Discussion and suggestions .....	52
Conclusion .....	56
References .....	61
Appendix. Interview questionnaire .....	70
Resüme .....	71

## INTRODUCTION

The interest of scientists on labor issues, under the influence of the human resource management has been expressed with a great deal of research concerning various issues. One of these issues is related to how employees' productivity can be enhanced, in favour of increased organizational performance. Within this framework, emphasis is given to the well-being of employees (Zhang, 2018, p. 52; Litchfield, Cooper, Hancock, & Watt, 2016, p. 9). Several researchers (e.g. Whitman, van Rooy, & Viswesvaran, 2010, p. 41; Bryson, Forth, & Stokes, 2015, p. 1; Sharma, Kong, & Kingshott, 2016, p. 773; Milka, Kerubo, & Eunicares, 2017, p. 30; Krekel, Ward, & De Neve, 2019, p. 1; Miao & Cao, 2019, p. 7) have argued that employee wellbeing affect positively their performance, and through this, the performance of the organization. Employees with high levels of well-being in fact are characterized by high levels of job satisfaction and low levels of burnout and this leads to increased productivity (Benitez, Peccei, & Medina, 2019, p. 859). Moreover, employee's well-being affects positively their intention to stay in the organization (He, Morrison, & Zhang, 2019, p. 1; Miao & Cao, 2019, p. 7). Employee commitment is again positively related to increased productivity and organizational performance (Dost, Ahmed, Shafi, & Shaheen, 2011, p. 87; Sabir, Majid, Nawal, & Majid, 2015, p. 12; Holston-Okae, 2018, p. 156).

For entrepreneurs, the interest in their staff was almost non-existent as their only interest was the profits of their business (Shen, Miao, Lehto, & Zhao, 2018, pp. 142–143). Improved living and working conditions brought the issue of job satisfaction to the forefront again. Employee satisfaction has been and is an essential prerequisite for their well-being as well as of the business in which they work, that is, how people feel at their workplace (Nart, Sututemiz, Nart, & Karatepe, 2019, pp. 47–48). According to Hakanen, Peeters and Schaufeli (2018, p. 289), employee well-being can be differentiated based on specific factors such as job involvement, job satisfaction, etc. Employee well-being improves the functioning of resources in a business.

The significance of employees' well-being in their productivity and hence in the organizational performance is even higher in the case of the service industry, due to the fact that it is a labour-intensive industry, as in the case of the hospitality industry. Employee well-being is linked positively to employee job satisfaction and therefore to customer satisfaction (Bulgarella, 2005, p. 2; Whitman et al., 2010, p. 41; Ažić, 2017, p. 105; Miao & Cao, 2019, p. 7), through the relationship that exists between employee well-being and service quality (Clarke & Hill, 2012, p. 702). Apart from the above, internal service quality has a positive effect upon employee satisfaction, commitment and employee well-being, which in turn has a positive impact upon employee performance, whereas employee well-being also strengthens the effects of employee satisfaction and commitment on employee performance (Sharma et al., 2016, p. 773). In addition, employee well-being is positively related to employee creativity (Kotera, Adhikari, & Van Gordon, 2018, p. 752; Miao & Cao, 2019, p. 1), and this creativity can lead to new ideas concerning the provision of services, or solving customers' complaints, leading to increased customer satisfaction and overall service quality.

In the tourism industry today, despite the rising unemployment and the financial crisis, the study of the working conditions and relations is one of the main points of interest for hotel companies (Kotera, Adhikari, & Gordon, 2018, pp. 751–752). The employment condition is the intermediate point between motivation and how to apply it in the workplace. Much of the hotel businesses have now realized the importance of studying the working conditions and relations (Huertas-Valdivia, Braojos, & Lloréns-Montes, 2019, pp. 240–241).

One more reason for which the employee's well-being in the hospitality industry is important in terms of service quality and customer satisfaction is the fact that many employees work only for a specific time-period. Seasonality is one of the major problems in the hospitality industry, as Krakover (2000, p. 461) argues. A large number of people are employed in hotel businesses. More than 10,000 hotels in Greece employ a huge number of employees, offering jobs with satisfactory earnings. The work offered by hotels has the advantage of decentralization, because hotels are scattered throughout the country and many of them are located in remote areas. Hotels, in addition to their contribution to reducing unemployment, play an important role in the regional

development of the economy and in the avoidance of astyphilia and migration. The employment in hotel business, however, has the disadvantage of seasonality, because most leisure hotels close during the winter months (Laloumis, 2015, p. 127).

Employees belonging to the group of ‘peripheral labor’ (Krakover, 2000, p. 462) do not receive job security. In addition, due to the seasonal nature of hotel businesses, this industry may face staff shortage, which in turn results in work overload of the current employees, causing disruption in their work-life balance (Mohanty & Mohanty, 2014, p. 65). Job security and work environment are two main factors that influence the quality of work life of hotel employees, a concept that encompasses the job-related well-being (Acharya & Siddiq, 2017, p. 589). Hence, the work conditions of seasonal hotel employees may affect negatively their well-being and therefore they may have a negative impact upon their productivity, the hotel performance, the service quality and customer satisfaction.

The aim of the present research is to examine the issue of well-being of seasonal hotel employees in the case of Greece and make suggestions to hotel managers so as to improve seasonal employees’ well-being. Greece was chosen since the vast majority of hotel employees are working during the summer season. Based on the above, the following research questions are formulated:

1. Which factors are related to the self-reported level of employees’ well-being?
2. Which is the impact of the self-reported level of employees’ well-being upon their productivity and organizational performance?

For the purposes of the present research, the author chose the qualitative method as research strategy, and the interviews as the methodological tool to collect the data. Due to the quarantine imposed in order to reduce the spread of the pandemic Covid-19 and due to the suspension of hotel businesses, the author conducted the interviews through the web and more precisely through the web platform Survey Monkey.

Tourism contributes to a significant extent to Greece’s Gross Domestic Product (GDP) and employment. However, the tourism sector in Greece is characterized by seasonality. As mentioned earlier, the working conditions of hotel employees may affect negatively their well-being, with negative outcomes in terms of hotels’ service quality and

customer satisfaction. The examination of this issue is becoming even more important today, given the fact that the hotel industry in Greece faces significant challenges, such as competition (internal and external, i.e. from other tourist destinations), economic-related issues, and an uncertain environment due to the consequences of the pandemic Covid-19 upon tourism at an international and national level. Based on the above, it is of significant importance for the hotel employers to implement initiatives that will enhance the well-being of hotel employees.

The present research consists of two main chapters. The first chapter is the literature review, where the theoretical framework of this study is designed, through the analysis of the main concepts with which this research deals, namely the concept of well-being, and the importance of well-being on behalf of the employees in the hotel industry. The second chapter presents the method followed for this research. In this chapter the methodology, the methodological instrument, the sample and the procedure of the research are presented. The findings of the primary research are presented in this chapter, as well, along with the discussion of the findings, in accordance to the literature review, namely the findings from previous studies. Finally, the last chapter summarizes the main conclusions of the research, examines its theoretical contribution and makes suggestions for practical implications. Finally, based upon the limitations of this study and the final conclusions, suggestions for further study are being made.

# **1. LITERATURE REVIEW**

## **1.1. The concept of employee well-being**

The present subchapter deals with the concept of employee well-being. More precisely, this subchapter at first discusses the definition of well-being, and then presents its constructs, based on the theoretical models that exist in the literature.

The recent economic crisis, high unemployment and neo-poverty in modern cities combined with the search for a better quality of life, a higher standard of living and less stressful daily life provide the framework for understanding the current concept of “happiness” (Liltsi, Michailidis, & Partalidou, 2014, p. 289). The concept of happiness in modern culture is understood as a category that includes a system of principles and values of the individual and society as a whole. In the linguistic consciousness of Western society, the concept of “happiness” is closely linked to the concept of “property” and “wealth”, which in turn are associated with concepts such as “health”, “wellness”, “knowledge”, and “skills”. From a cultural point of view, the term “happiness” is synonymous with “subjective well-being” and refers to the evaluations that individuals make of their lives – evaluations that are cognitive and emotional – and they concern life as a whole but also important areas, such as work.

Actions for the achievement of employees’ well-being in an industrialized society have a greater impact not only on the workforce but also on all aspects related to human resources. The well-being of employees includes such activities, which not only ensure the existential need but also guarantee the improvement of mental and emotional factors. The term ‘well-being’ expresses many ideas, concepts and associations, such as wellness, health, happiness, progress and development of human resources. It includes the social as well as the economic / organizational aspects of prosperity. The social meaning of well-being implies the well-being of an individual, one’s family and society.



These three dimensions are interconnected. The economic dimensions of prosperity cover the promotion of economic growth by increasing productivity in the company. Well-being is also called a related concept because it is related to space and time. Changes in space and time can affect its system. (OSTESA EU, 2018, p. 380) As well-being grows and strengthens its capacity changes. As a result there are changes in the content of well-being from one era to another. In addition, the characteristics of well-being, namely its meaning and elements, vary from country to country and from region to region (Ryff & Keys, 1995, p. 719; OSTESA EU, 2018, p. 380).

Since the decade of 1960 psychologists have tried to define the term ‘well-being’. The theoretical background of well-being in the workplace derives from the human relations theory, according to which well-being is related to job satisfaction, leading to organizational commitment. In addition, this background derives also from the emotion theory, according to which employees’ emotional states (mood and positive intrinsic and extrinsic motivation) have an impact upon their job performance. (Krekel et al., 2019, p. 4).

Ryff (1989, p. 1071) as well as Ryff and Keyes (1995, p. 724) have proposed a theoretical model of psychological well-being, which consists of six constructs (Ryff, 1989, p. 1071):

- Self-acceptance – positive evaluation of oneself and one’s past life.
- Positive relationships with others – through positive emotions an individual can have a genuine concern for the well-being of others.
- Autonomy –a sense of self-worth and the ability to resist social pressures to think and act in specific ways.
- Environmental mastery – the ability of an individual to effectively manage (manipulate and control) his / her lives and his / her complex environment (subjected to changes).
- Purpose of life –the belief that one’s life is purposeful and meaningful and that there are different goals for every person that serve as means of motivation.
- Personal development –the feeling of continuous development as an individual, as well as the openness to new experiences.

In a future study, Ryff and Keyes (1995, p. 724) conducted a confirmatory factor and correlation analysis in order to support the existence of correlations between the above concepts, proving that the relationship between them could be explained by a latent second-order factor. Through this analysis it was found that there are moderate to strong associations between two scales of well-being (self-acceptance and environmental mastery) and single- and multi-item scales of happiness, life satisfaction, and depression, as well as mixed or weak relationships between the remaining four scales of well-being (positive relations with others, purpose in life, personal growth, autonomy) and single- and multi-item scales of happiness, life satisfaction, and depression. Thus, although different dimensions of well-being can be distinguished empirically and theoretically, at a higher level of abstraction they seem to take advantage of the same specific phenomenon of well-being. (Ryff & Keyes, 1995, p. 725)

In a similar context, de Simone (2014, p. 118) mentions that the concept of well-being encompasses the various life / non-work satisfactions enjoyed by individuals, work/job-related satisfactions, and general health. According to another definition well-being is a broader concept, including context-free measures of life experiences (life satisfaction, happiness), and job-related experiences (job satisfaction, job attachment).

Job satisfaction is essentially an attitude of the individual, which expresses his positive or negative feelings towards his work or the environment in which he works. Therefore, according to Griffith (2001, p. 1628), job satisfaction is “a pleasant and positive emotional state of the individual which results from the appreciation of his work and work experiences”. People who have a high degree of job satisfaction also have positive attitudes towards it, while on the contrary, people who have a low level of job satisfaction usually have negative attitudes towards their work. Among the tasks of the employee are not only the formal handling of the responsibilities dictated by the position of the individual in the business-organization, but also the cooperation and interaction between his associates and superiors within a common framework of organizational rules and policies with distance in order to achieve a common corporate goal. This practically means that the satisfaction of the employee with his work is a sum of many factors and components that should be counted and taken into account when measuring the degree of job satisfaction (Griffith, 2001, pp. 1628–1629).

High-paying jobs usually require high formal and substantive qualifications, more responsibility, more challenges and more flexibility for their owner. Therefore, the highest rates of employee satisfaction in high-paying jobs could be justified by the greater degree of freedom and challenge that the latter provide compared to lower-paid jobs. In essence, satisfaction does not come from the salary itself but from the other characteristics of a high-paid position. Therefore, this logical association could possibly disprove the claim that “money brings happiness”. The connection of job satisfaction with the salaries provided in the tourism sector was found in the research of Milka et al. (2017, p. 33). The main conclusion of the research was that in order for the tourism companies to be competitive with each other, they must have capable employees and be able to maintain them. However, in order to be preferred and in order for the employees to be satisfied and loyal, among other things, they should be offered significant financial rewards. Respectively, the research of Wen et al. (2009, p. 123) link employee job satisfaction to the organizational support they receive from their employers. According to Tsaur et al. (2019) an employee who feels good and comfortable in his work environment will want to stay in it and will be more committed to performing better. Otherwise, that is, if the employee is not provided with sufficient incentives then the lack of job satisfaction can lead to significant mental health problems (Kotera et al., 2018, p. 134).

Satisfaction of a person with his or her job is a key component and variable that every company-organization should consider and take into account, as it is a variable that is related to and influenced by or influences other factors, such as employee productivity, departure from the organization and ultimately the identification of the individual with the organization. There is a belief that employees who are satisfied with their jobs are more productive. Also, job satisfaction is inversely related to the employee’s departure from the organization. In general, the prevailing view is that advanced societies should not only be interested in quantity (abundance of goods and products) but also in quality, which translates as quality in the individual’s work environment. “Happy employees are also productive employees”. This view was developed mainly in the 30s and 40s after relevant research. Based on this conclusion, business executives have since made efforts to make employees more “happy” in order to improve their productivity by adopting practices and policies that improve working conditions (Gardyn, 2001, p. 18). The

research of Hewagama et al. (2019, pp. 75–76) showed that increasing efficiency and job satisfaction can be achieved by various factors such as training and empowerment. However, the most important factor is the autonomy of employees, which significantly enhances their well-being and performance.

From the above it can be argued that employee well-being is associated with the quality of work life (Ajala, 2013, p. 47; Leitão, Pereira, & Gonçalves, 2019, p. 1). For this reason, the determinant factors of quality in the workplace can be also regarded as determinant factors of employee well-being. Acharya and Siddiq (2017, p. 584) referred to the determinant factors of quality of work life, mentioning that this concept is related to employees' feelings of security, autonomy, open communication, participation of employees in the decision-making process, and organizational justice. Ajala (2013, p. 46) and Leitão et al. (2019, p. 1) argue that quality of workplace is associated with human resource practices and motivation methods, such as promotion, personal and professional development, recognition, rewards and compensation. Leitão et al. (2019, p. 1) add that quality work life embraces the impact of the working environment upon overall life satisfaction and employees' subjective well-being.

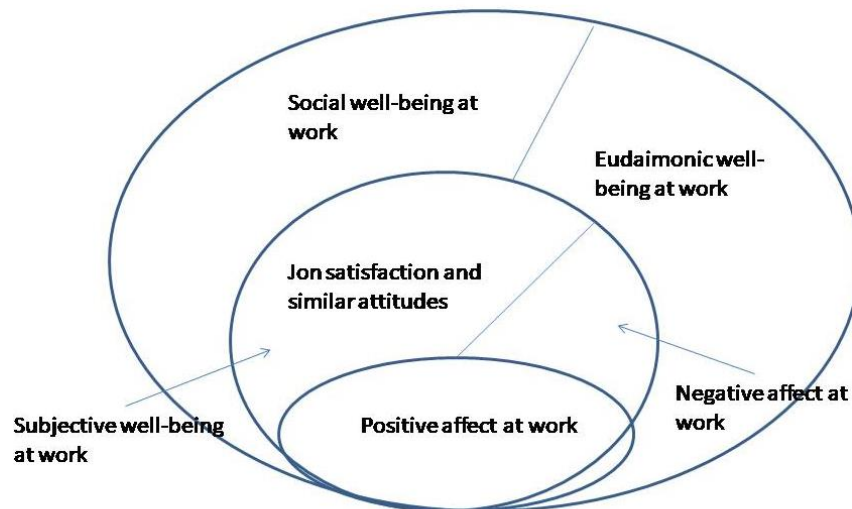
Related to the quality of workplace is the model of well-being presented by de Simone (2014, p. 119), according to which employee well-being include aspects of job satisfaction, job involvement, affective organizational commitment, work engagement, positive and negative emotions and moods at work, as well as intrinsic motivation (Figure 1).

Subjective / Hedonic and Eudaimonic well-being have been studied to a great extent from scholars in order to understand the overall construct of well-being (de Simone, 2014, p. 120; Fisher, 2014, p. 10; Bartels, Peterson, & Reina, 2019, p. 3). However, other authors (e.g. de Simone, 2014, p. 120; Fisher, 2014, p. 10) have added the social well-being as well. Based upon these, the components of employee well-being, which are depicted in Figure 2, are the following (de Simone, 2014, p. 120; Fisher, 2014, p. 10):

- a) Subjective / Hedonic well-being, which includes job satisfaction organizational commitment, positive affect (energy, excitement, enthusiasm, joy, interest,

appreciation, vigor or physical strength, and cognitive liveliness) or negative affect (anger, anxiety, depression, tiredness and fearfulness).

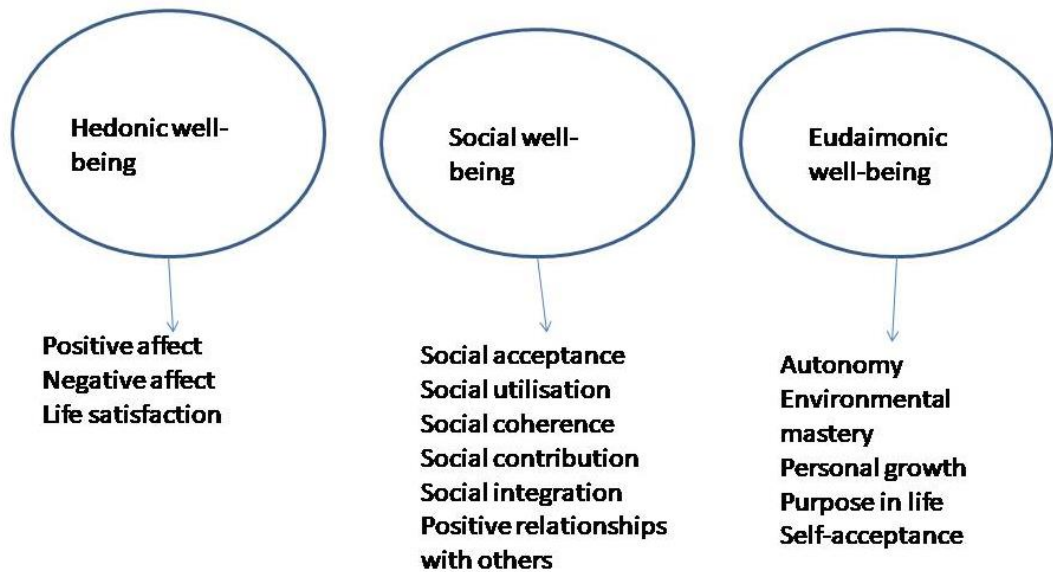
- b) Eudaimonic well-being, which includes work involvement (favourable work-related state of mind that is identified as mental strength, allegiance, and adherence), thriving (feeling of vitality and the belief that one is learning, developing, and making progress toward self-actualization), flow (when one is totally absorbed in using one's skills to progress on a challenging task), intrinsic motivation (enjoyment of an employee when take part in a task without the need of external motivation), meaning in work (doing something important and self-actualizing).
- c) Social well-being, which is related to meaningful, satisfying and positive (inter)relations in the workplace.



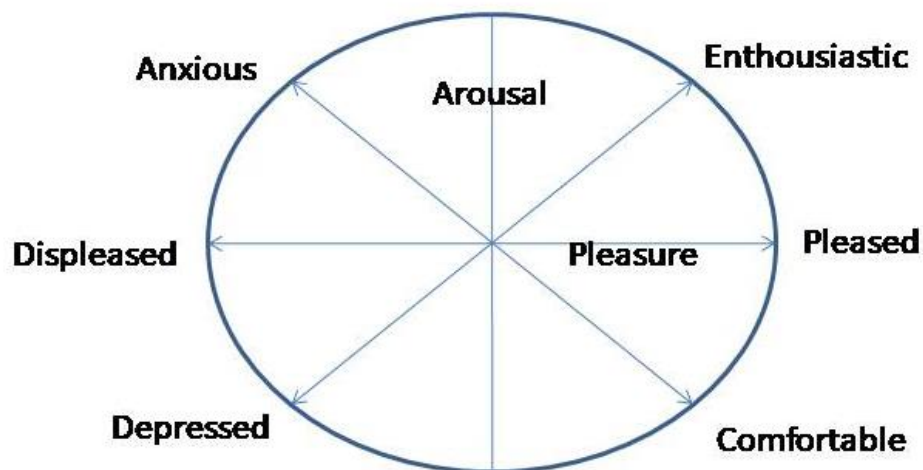
**Figure 1.** Model of overall wellbeing at work. Source: Fisher, 2014, p. 15

Warr (1994, p. 84) connected well-being to mental health, mentioning that five elements of mental health are: affective (or else emotional) well-being, competence, aspiration, autonomy, and integrated functioning. There are three principal axes for the measurement of affective well-being, as shown in Figure 3: pleasure, anxiety-to-comfort, and depression-to-enthusiasm (Warr, 1994, p. 85). Warr (1994) mentioned that: "Pleasure is shown horizontally with arousal as the vertical dimension, and two diagonal axes are indicated through contrasting quadrants. Variations in arousal,

uncorrelated with the pleasure axis, are not considered on their own to be an indicator of well-being". (p. 85)



**Figure 2.** Model of overall well-being. Source: Gallagher, Lopez, & Preacher, as cited in Fisher, 2014, p. 13



**Figure 3.** Three principal axes for the measurement of affective well-being. Source: Warr, 1994, p. 85

According to this model, there are two different levels for studying well-being. The first is the general level (concerned with life in general), the so-called ‘context-free’ well-being, where well-being is not limited to a specific setting. Constructs of this level

include among others distress, life satisfaction, anxiety, and depression. The second is the job-related affective well-being, in the context of the workplace. Constructs of this level include among others job satisfaction. Affective well-being consists of many different main categories of binary conflicting emotional experiences, such as stress-comfort, depression-pleasure, boredom-excitement, fatigue-strength and anger-calm. A number of underlying dimensions may be responsible for the relationships between these emotions, but in the context of job-related well-being the pleasure-dissatisfaction axis represents most of the coexistence between aspects of emotional well-being. (Warr, 1994, p. 85)

Many of today's tools for measuring job-related well-being (e.g. job satisfaction, organizational commitment, work intensity and fatigue) are based primarily on the emotional dimension of well-being. As for the other three dimensions of the model, they are described as follows (Warr, 1994, pp. 85–86):

- Aspiration refers to people who show interest in their environment, who are motivated by activity and who seek to expand themselves in ways that are personally important. Low ambition is reflected in apathy and acceptance of the status quo, no matter how satisfying or not. Job-related ambition refers to the degree to which a person pursues high goals at work.
- Autonomy refers to the extent to which people can resist and cope with environmental demands and follow their own views. Autonomy has upper and lower limits affecting well-being.
- Competence concerns the (psychological) ability of a person to face the problems and conditions of his / her work environment with a sufficient success rate.
- Integrated functioning is related to the relations that exist between a person and other components.

When the workplace is able to fulfill employees' values and needs, then this workplace is characterized by increased quality. Hence, the author mentions that the quality of work life is defined as the degree to which employees have the ability to shape and perform their job duties with autonomy, in line with their needs, opinions and interests (Ajala, 2013, p. 2). Under this perspective, quality of work life is related to employees' job satisfaction (i.e. positive feelings of employees towards their job), and to

employees' motivation, where employees have the opportunity to exploit their talents and capacities, to take part in meaningful activities, to be recognized for one's effort in the achievement of the organizational goals, to have positive and meaningful relations with managers and coworkers, to have organizational / supervisory support, and to have a balance between the professional and personal life (Ajala, 2013, p. 47).

Mohanty and Mohanty (2014, p. 66) place emphasis upon the work-life balance. They argue that overwork and overtime may pose threats to the balance that exist between employees' professional and family/personal life and this can lead to physical and psychological well-being. Ažić (2017, p. 106) place emphasis upon the positive organizational behavior as a determinant factor of employee well-being and of employees' job satisfaction. This positive behavior is defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed and effectively managed for performance improvement in today's workplace" (Luthans, as cited in Ažić, 2017, p. 106). The author adds that organizational behavior can be seen under the perspective of three kinds of relationships: among colleagues, between employees and customers, and between employees and management. This means that positive relations have positive effect upon job satisfaction and in turn upon employees' well-being.

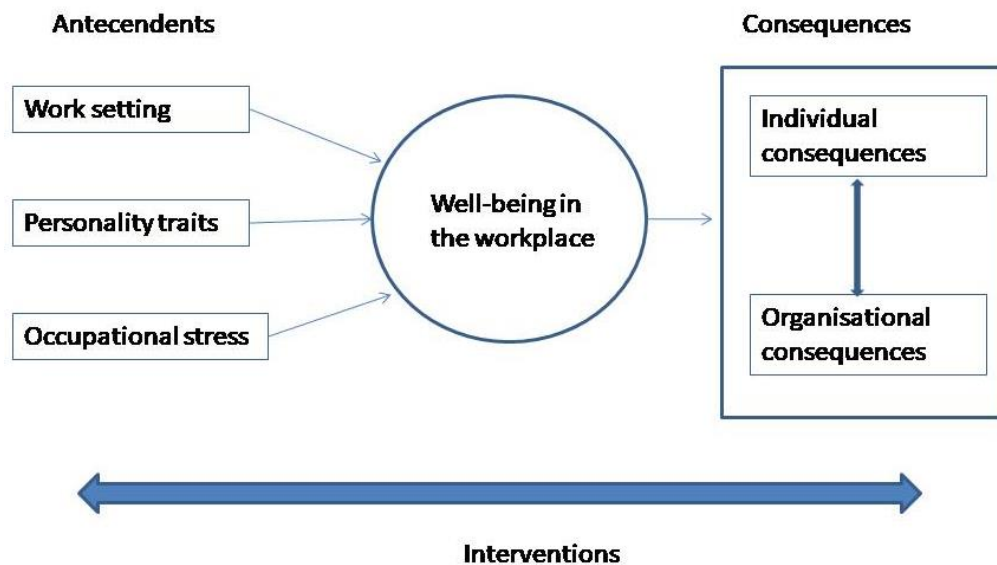
The Figure 4 depicts the factors associated to well-being in the workplace, as de Simone (2014, p. 119) argue. As it can be seen, antecedent factors of workplace well-being are the following (de Simone, 2014, p. 119):

- a) Factors related to the work setting, such as safety and hazards.
- b) Personality traits, such as types of personality and locus of control.
- c) Occupational stress, derived from factors such as organizational climate and structure, job insecurity and career development, balance between professional and personal life, nature of the job (e.g. overtime, shift work, quality of the physical working environment), relationships with colleagues and managers / supervisors, role and responsibility of the employee.

Overall, employee well-being can be defined as a broad combination of benefits and services provided by organizations, in addition to the simple salary. This is the so-called strategy of rewards: health services, time utilization, mobility, work-life balance,



counseling and psychological support. Such services usually aim to improve the quality of life of employees, both professionally and personally (work-life balance). Hence, employee well-being should be regarded as an achievement of conscious good health in the work environment and consequently in personal life. (OSTESA EU, 2018, p. 380). Kotera et al. (2018, p. 751) found in their research a positive relation between employee motivation and their mental health, and this is especially important for hotel employees, who are affected by stress and overwork, with adverse effects upon their mental health.



**Figure 4.** Components of wellbeing in the workplace. Source: Danna & Griffin as cited in de Simone, 2014, p. 122

In the study of Hsieh, Apostolopoulos and Sönmez (2015, p. 568) in hotel housekeepers it was found a low level of well-being due to their exposures to hazards. Job stressors and low levels of appraisal (or absence of appraisal) were found as negatively affecting hotel employees' well-being in the study of Haver, Olsen and Akerjordet (2019, p. 1819). Job stressors derive from various sources: demands, controls support, relationships, role and change (Litchfield et al., 2016, p. 2).

One more perspective according to which employee well-being can be understood is the concept of psychological contract. According to the theory of the psychological contract, between an employee and an employer there are three types of contracts: the formal contract, the implied contract and the psychological contract (Sverke et al., 2004,

pp. 50–51). The formal agreement is the written agreement between the parties, while the tacit agreement is basically related to the values and rules created through their interaction. On the other hand, the psychological contract consists of the perceived mutual obligations of the employee and the employer. In this light, the psychological contract defines for the employee what he owes to his employer, but also what he expects from him, in return for fulfilling his duties and the devotion he shows. In the context of the analysis of the psychological contract, as described above, the concept of happiness of the employee is determined by a series of expected rewards for the person who works, the loss of which is perceived by the employee as a violation of the psychological contract. In line with the theory of psychological contracting, the results of recent research on the factors that lead to employee well-being have concluded that there are six determinants of job happiness factors (Januwarsono, 2015, p. 9):

1. employee performance (professional, skills, responsibility, accuracy, productivity);
2. the culture of the business (harmonization in the workplace, mutual trust between superiors and subordinates, camaraderie, honesty);
3. organizational commitment (commitment, ability, cohesion of human resources);
4. job satisfaction (promotions, incentives, salary, camaraderie);
5. leadership behavior (reliable leader);
6. the personality of the employee (emotional state, self-confidence, self-esteem).

Employee well-being is a dynamic concept, and it related to specific space and time conditions, as well as to aspects that are unique to each economic sector. In order for employees to be motivated and dedicated, the organization should implement motivation and human resource practices, and should be characterized by positive organizational culture, climate and functions.

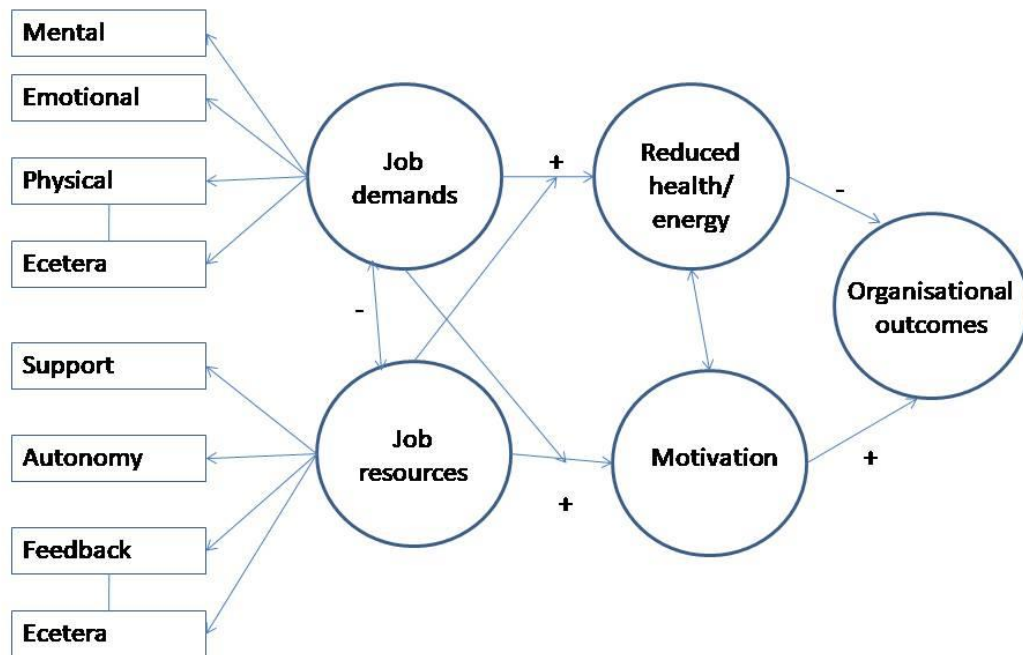
After having discussed the definition and the determinant factors of employee well-being, it is important to present the reasons for this concept is so important at the workplace. High quality of life at the workplace is linked to the ability of the organizations to attract and retain employees, and hence it is related to the recruitment and the organizational commitment of employees, as well as to job satisfaction and motivation (Acharya & Siddiq, 2017, p. 584).

In this context, the “happy-productive employee thesis” holds a prominent position in the sciences related to organizational behavior, to the point that it is called by some scholars as the Holy Grail of organizational psychology (Bryson, 2015, pp. 31–32). The theoretical relationship between performance and happiness is based on a number of characteristics that happy-unhappy people have and which can have a positive-negative effect on the performance of both themselves and their colleagues. More specifically, unhappy people are more sensitive to environmental signals that indicate that they may be at risk for the few positive emotions they have. They are also more sensitive to negative events, more introverted, more cautious and even aggressive. For example, it is argued that the tendency of unhappy people to focus more on negative events in their working life is extremely likely to be detrimental to their work performance.

Ajala (2013, p. 48) and Leitão et al. (2019, p. 4) mention that a stressful working environment, a workplace where employees have to face increased job demands, and a workplace that poses threat to employees’ physical, psychological and physiological condition, is a workplace that affects negatively the well-being of employees, which can lead towards physical and psychological problems, with adverse effects upon job performance.

The association between working conditions, job demands and the well-being of employees can be better understood through the Job Demands-Resources (JD-R) model. This model was developed in an effort to explain how two general objects of work design, which are key and organizational characteristics, could affect employee well-being and in general employee health: a) job requirements and b) the resources available for its implementation. The basic supposition of the JD-R model is that each profession has its own specific hazard elements related with work-related stress. These factors can be classified into two general categories, namely job requirements and job resources, thus constituting a general model that can be applied to different professional environments, regardless of the specific requirements and resources (Figure 5). Work requirements refer to those physical, psychological, social or organizational aspects of work that require constant physical and/or psychological (cognitive and emotional) effort or skills. Examples include high working pressure, adverse natural environment and irregular working hours, as in the case of seasonal employees in the hospitality

industry. Although work requirements are not necessarily negative, they can turn into work stress, when meeting these requirements requires a great deal of effort from which the employee fails to recover adequately. (Demerouti & Bakker, 2011, p. 2)



**Figure 5.** The JD-R Model. Source: Demerouti & Bakker, 2011, p. 3

A second requirement of the JD-R model is that two different underlying psychological processes play a role in the development of work-related motivations, as shown in the Figure 5 above. The first is a health weakening process, which suggests that demanding jobs or jobs with chronic work demands (e.g. overwork, emotional demands) deplete workers' mental and physical resources and can therefore lead to energy depletion. Individuals use performance protection strategies under the influence of environmental requirements. Such strategies are the mobilization of sympathetic activation (autonomous and endocrine) and increased subjective effort (use of active control in information processing). Although the use of these strategies may prevent reductions in the performance of the primary project, indirect degradation can be identified. This degradation can take the form of strategy adjustments (e.g. reduced attention, redefinition of work requirements) and subsequent effects on fatigue (e.g. dangerous options, high levels of subjective fatigue). The long-term effect of such compensatory

strategies may be to reduce the energy of an individual, which could potentially lead to harm. (Demerouti & Bakker, 2011, p. 2)

The second process proposed by the JD-R model is driven, assuming that labor resources are driven and lead to high work commitment, low levels of cynicism and excellent performance, as shown in the Figure 5 above. Employment resources can play a role in internal motivation because they enhance employee development, learning and development, or they can play a role in external motivation because they help achieve work goals. In the first case, labor resources meet basic human needs, such as autonomy needs. For example, proper feedback encourages learning, thus increasing professional ability, while decision-making and social support meet the need for autonomy and belonging accordingly. Work resources can also play a role in external motivation, because the work environments that offer many resources enhance the willingness of employees to make efforts to achieve the project. In such a case, it is possible that the work will be completed successfully, and the work goal will be achieved. For example, support from colleagues and proper feedback from the supervisor increase the chances of success in achieving a person's work goals. In any case, either by meeting basic needs or by achieving work goals, the presence of labor resources leads to commitment, while their absence causes a cynical attitude towards work. (Demerouti & Bakker, 2011, pp. 2–3; Chirico, 2016, p. 450)

The latest and most recent proposal from the JD-R model is that labor resources particularly affect motivation or job involvement when labor requirements are high. This represents the so-called coping hypothesis. Work resources (skills use, learning opportunities, autonomy, peer support, leader support, performance feedback, decision-making, and career opportunities) provide job enjoyment and organizational commitment, especially under conditions of high job needs. This shows that resources are becoming more important under demanding conditions. In other words, there is a need for a challenge in order for labor resources to translate into job enjoyment and job involvement. Therefore, under stressful conditions, individuals will prefer to use resources as a mechanism to deal with or reduce stress. (Demerouti & Bakker, 2011, p. 3; Chirico, 2016, p. 446)

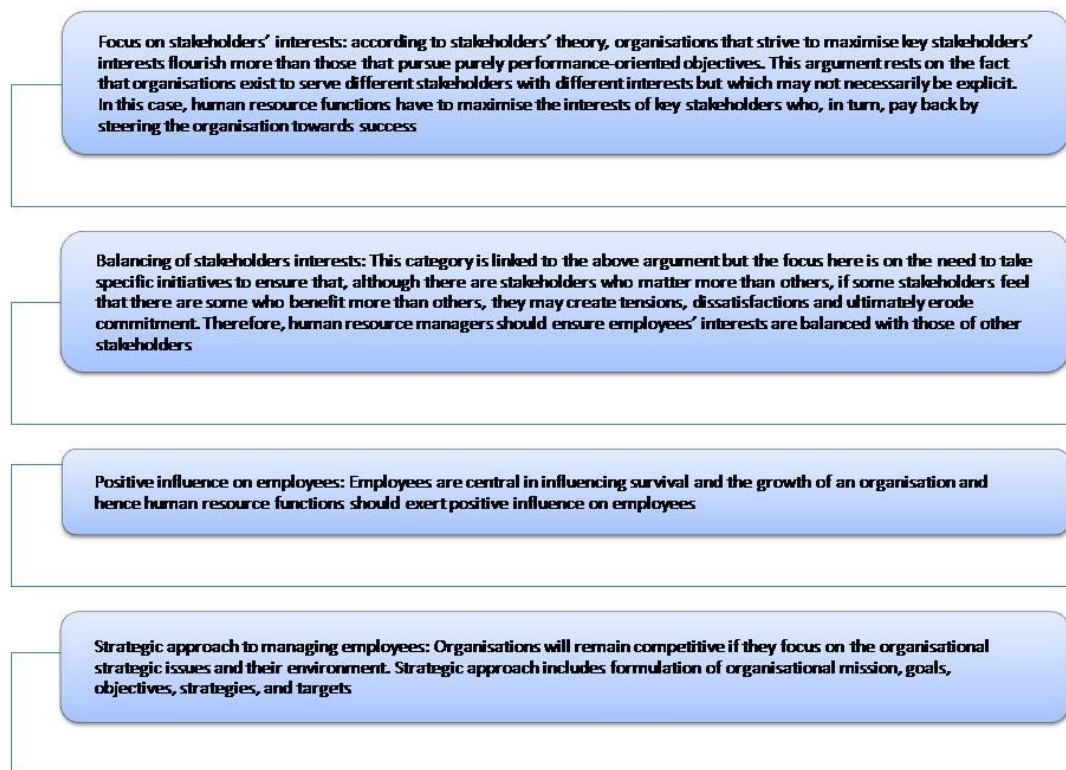
In general, the JD-R model suggests that job requirements are the main factors in declining health, which ultimately leads to negative organizational outcomes, while job resources are the most critical predictive data for creating commitment and, consequently, positive outcomes. JD-R is essentially a balance model that assumes that the relative balance of requirements and resources in the workplace can be either beneficial or harmful. That is why it is considered as a model capable of providing the necessary information for the diagnosis and prediction of working conditions, so that through their improvement (increase of well-being) the efficiency of the employees is increased.

Similarly, Leitão et al. (2019, p. 4) mention that low levels of quality of life in the workplace result in low levels of productivity. Overall, a high level of quality of work life is related to increased levels of employees' job satisfaction and productivity, through human resource and motivation practices, through a positive physical work environment, as well as employee involvement, rights and esteem needs (Ajala, 2013, p. 48). Besides, He et al. (2019, p. 1) stress the importance of human resource practices, along with responsible leadership, upon the well-being of employees, especially the millennial employees, which constitute the major labour force of the hotel industry.

The linkage between human resource practices and well-being of employees can be understood through the Harvard model. According to this model, employees are treated as important "stakeholders" in a business, company or organization, with their own needs and concerns, such as are other stakeholders, as for example shareholders and customers (Itika, 2011, p. 13). The basic organization of the Harvard model has four policy pillars which are presented in Figure 6: a) stakeholder interests, b) balance of stakeholders' interests, c) positive influence to employees, d) strategic approach for managing employees.

From this subchapter it became clear that the term 'well-being' encompasses not only aspects related to the existential needs of employees, but also their mental, social and emotional balance. It is important to mention that well-being is a concept dependable on space and time. This means that there are probably changes in this concept in different time-periods and in different cultures, which constitute this concept dependable on the existing factors of a society (e.g. tradition, values, and religion). This term became a

topic of increased academic interest, especially in the field of psychology, since the decade of 1960. Various researchers have proposed different models in an effort to determine the constructs of well-being. Gathering all these models, one can support the argument that well-being encompasses aspects of personal life (e.g. health, happiness, job involvement, purpose of life, personal growth, self-acceptance, positive relationships with others, life satisfaction) and professional life (e.g. job satisfaction, job commitment, balance between personal / family and professional life, quality of work life).



**Figure 6.** Four pillars of Harvard Business Schools' model of HRM. Source: Itika, 2011, p. 13.

Well-being in the workplace has been an interesting field for interdisciplinary research and studies, especially in recent decades. According to the proposed models, well-being can be viewed from two dimensions. On the one hand there is the psychological-emotional part, which refers exclusively to the emotions, to the emotional state of the employees, as it results from the characteristics of employment. On the other hand, there

are the non-emotional characteristics, which concern the results and aspirations in the workplace.

For this reason, a concrete model of well-being of employees is the one encompasses three aspects of well-being: Subjective / Hedonic well-being, Eudaimonic well-being, and Social well-being. Personality traits should also be taken into account, since the type of personality affects employees' attitude towards work, the factors related to the work setting, and the occupational stress. Within this framework, employee well-being can be seen as a broad combination of benefits and services provided by the organizations, apart from the salary. The well-being of employees includes what is done for the comfort and improvement of employees and is provided beyond and above wages. It helps maintain employee morale and motivation at increased levels, so as to ensure job satisfaction and organizational commitment. Employee well-being includes monitoring working conditions, creating harmony through the appropriate infrastructure, providing health and insurance benefits, and implementing the appropriate human resource practices.

## **1.2. Seasonality in tourism**

This subchapter discusses the phenomenon of seasonality in the tourism sector. The definition and the reasons leading to this phenomenon are presented. In addition, there is a synoptic references to the methods used for the measurement of seasonality.

Seasonality constitutes a major problem in the tourism sector, affecting many countries (Butler, 1998, p. 19; Jolliffe & Farnsworth, 2003, p. 312), even from the decade of 1990 (Butler, 1998, p. 19), with adverse effects upon tourist demand and revenues (Krakover, 2000, p. 461). The term seasonality of tourism indicates the phenomenon of the manifestation of tourist activity at a certain time of the year (Zacharatos, Markaki, Panousi, Soklis, & Christidou, 2014, p. 9), and thus it can be defined as cyclical variations in the tourism demand (Jolliffe & Farnsworth, 2003, p. 312), or as “a temporal imbalance in the phenomenon of tourism, [which] may be expressed in terms of dimensions of such elements as numbers of visitors, expenditure of visitors, traffic on highways and other forms of transportation, employment, and admissions to attractions” (Butler, as cited in Martin Martin & Guaita Martinez, 2019, p. 432). There are several



types of seasonality. Butler (1998, p. 19) state that there is a type of seasonality of one peak, as in the case of Greece, which is association with the concentration of tourists at one time of the year (e.g. summer). However, a tourist destination may have more than one peaks, associated with the type of tourism, or the location of the tourist destination (e.g. urban vs. rural areas).

There are two main reasons for the phenomenon of seasonality in the tourism sector: a) natural reasons, which are mainly related to the climate, and b) institutional reasons, such as, for example, the established school holiday period, the religious holidays, customs and traditions, etc. some other factors, such as fashion and the established habits of the members of a society, may play an important role in the emergence of the phenomenon of seasonality. As it has been established internationally, the above factors are of particular importance for countries that have as a tourist model the so-called “sun and sea”, such as Greece. (Zacharatos et al., 2014, p. 9) For instance, examining the case of Scotland, Butler (1998, p. 21) found that the seasonality during the summer months was linked to business reasons, school holidays and convenience, along with more specific factors (e.g. weather, daylight hours).

Last but not least, it should be mentioned that, one of the key points in the analysis of seasonality is its measurement, which is usually carried out by examining a specific variable (e.g. tourist nights), at a specific time period (mainly months of the year), regardless of a standard variable. Various methods have been developed for its measurement. The seasonality range, the seasonality ratio, and the coefficient of seasonal variation provide information about the range of seasonal factors in periods within the year or their variability in a given period. The range and the seasonality ratio are the simplest statistical measures and include only the extreme values, without calculating the remaining values of the examined period. In addition, they do not take into account skewness and focus on data for only one year. In theory, seasonality rates range from 1 – if there is a fixed number of tourists for each month – to 12 – if all tourists gather in one month. Similarly, the seasonal change factor provides information on the variability of seasonal factors in a year. Since it does not take into account the circular order of the months, it is not possible to provide information about the

seasonality pattern, with the result that very different seasonal patterns produce similar values of seasonal amplitude (Krabokoukis & Polyzos, 2019, pp. 3–4).

In the international literature, the main indicators for measuring tourist seasonality are the Gini concentration index, which measures inequality, and the Theil index, which measures inequalities (Krabokoukis & Polyzos, 2019, pp. 3; Suštar & Ažić, 2020, p. 216). The use of these indicators is done in combination with the classic measures, but they are characterized by a major weakness that is encountered in the seasonal change factor as they do not take into account the circular order of the months. The results of measuring tourist seasonality in cases where tourist arrivals concern (a) two consecutive months (e.g. June-August) and (b) non-consecutive months (e.g. August-January) are the same (Lo Magno, Ferrante, & De Cantis, 2017, p. 59; Krabokoukis & Polyzos, 2019, pp. 3). In addition, the index prices are calculated and compared only for a selected year. To reduce the weaknesses of the Gini and Theil indices, the Relative Seasonality Index, which includes the monthly layout, has been proposed. The Relative Seasonality Index treats seasonality as a transportation problem, where the solution to the problem is to minimize the cost through the transfer of the observed phenomenon (units) from the periods of high demand towards periods of low demand (Krabokoukis & Polyzos, 2019, pp. 3–4). This means that seasonality is very difficult to be measured and that perhaps the use of different methods may lead to different outcomes.

Overall, from the analysis of this subchapter one can reach to the conclusion that seasonality is a major problem in the tourism industry. In general, seasonality is defined as the tendency of concentrated tourist flows at specific times. Otherwise, it is defined as the imbalance between supply and demand in a tourist destination during the year. Increased competitiveness among tourist destinations internationally, as well also the high participation of tourism in the national GDP, especially for the Mediterranean countries, require the examination of tourist seasonality and the implementation of appropriate practices to address it. The phenomenon of tourist seasonality attracts the interest of many academics, state associations and ministries, and private tourist businesses, and is internationally one of the biggest challenges in the tourism industry. This is also reflected in the various measurement methods and models that have been

proposed for the measurement of seasonality. Several reasons lead towards this phenomenon, such as established habits in a society, climate, and institutional reasons.

### **1.3. Seasonal workers well-being in hospitality industry**

This subchapter discusses the well-being of seasonal employees working in the hospitality industry, in relation to service quality. At first, the characteristics of seasonal employment are referred. Then, the relation between employee well-being, customer satisfaction, service quality, is being presented.

As mentioned earlier, seasonality is an important feature of tourism. In the sense of seasonality in tourism, it means the difference that exists in the tourist activity per season, an element that also affects employment. More specifically, areas that have more tourist activity at certain times will need these periods more employees to meet the needs that arise (Kolomiets, 2010, p. 2). The companies that are active in the tourism sector are also the ones that have more seasonal employees with characteristics that differ from each other. For example, employees in restaurants and hotels, compared to other seasonal tourism employees, work more hours than others (European Agency for Safety and Health at Work, 2008).

Seasonality in tourism has a significant effect upon employment, shaping a labour market where seasonal jobs are common. Seasonal jobs are defined as “a non-permanent paid job that will end at a specific time or in the near future, once the seasonal peak has passed” (Marshall, as cited in Jolliffe & Farnsworth, 2003, p. 312). Seasonal employment is also included in informal forms of employment and is considered an individual expression of temporary employment, usually manifested in the form of a fixed-term contract. Its peculiarity lies in the fact that this form of employment is associated with the seasonality of business activity at specific times during the year. Many businesses turn to temporary staff for temporary employment due to a temporary increase in workload or inadequacy of their permanent staff. Seasonal staff can cover either fixed needs of purely seasonal businesses or emergency needs of companies that are particularly active at specific times and which are not covered by consistently employed staff (Gianni & Kosmidou, 2001, p. 55). Seasonal workers work for shorter periods of time on an annual basis. They are not partially employed in the usual sense of

the word, unless they work fewer hours a day during their employment. In seasonal employment there is a given alternation of working and non-working periods, but this is not done on a daily, weekly or annual basis, nor under a single contract. However, there are cases where the law provides for a relative priority of the seasonal worker for re-employment by the same company, during the next period (Gianni & Kosmidou, 2001, p. 55).

Seasonality is negatively related to the effective implementation of human resources management especially in terms of recruitment and retention of employees, to temporal variations in the capacity utilization of facilities, and employees' productivity (Karamustafa & Ulama, 2010, pp. 191–192). Apart from the above, Krakover (2000, p. 462) stress that employees in the hospitality industry belong to the group of 'peripheral labour', which consists of employees who are "less educated, semi-skilled or unskilled, full-time, part-time, temporary, or short-term contract" (Shaw & Williams, as cited in Krakover, 2000, p. 462), "numerically flexible, indicating the ease by which the group can be expanded or contracted" (Kelliher, as cited in Krakover, 2000, p. 462).

Research shows that seasonal workers have significant health and other problems. One of them is the job insecurity they have since they do not know how, when and under what conditions they will work. At the same time, they are experiencing long periods of unemployment and, consequently, a lack of income, elements that make them vulnerable to the opportunities provided by the labor market. As a result, they accept working conditions that other employments do not accept, such as reduced wages, lack of security, etc., characteristics that have serious negative psychological and physical consequences on them. (Quinlan, 2015, pp. 18–19)

Seasonal employment, in addition to insecurity, does not give workers time to experience all phases of the working cycle. Job satisfaction is a U-shaped model and the employee has to go through it all. Employees have high expectations when they go to a new job. Expectations are shattered at first, but over time, realistically experiencing the subject of work and coming into contact with professional reality, situations are balanced, become more productive, and reach professional satisfaction. The seasonal worker is unhappy, having failed to balance his/her professional expectations with

reality, is frustrated and therefore unproductive. (Kong, Jiang, Chan, & Zhou, 2018, p. 2185)

In addition, Quinlan (2015, pp. 3–4) adds that seasonal work is characterized by different employment conditions and regulatory entitlements/protections even within the same country, which are linked to poor physiological and psychological employees' conditions. Within this master thesis framework, there are some specific features of seasonal employment that have further negative impact upon employees' well-being. The application of a five-day or six-day weekly employment to hotels depends on the Collective Labor Agreements, or the terms of the individual employment contract. Collective Labor Agreements are binding only on the contracting parties, employers' and employees' trade unions (Amargiotakis, 2019). Therefore, if there is no binding obligation to comply with a Collective Labor Agreement and the terms of remuneration and employment are determined by a freelance agreement between the employee and the employer, or the National General Collective Labor Agreement is applied, then the six-day weekly employment is not prohibited, in accordance with the provisions of the statutory working hours (Amargiotakis, 2019).

Apart from the above seasonal employees in the hotel industry fall into one increasing flexible working form, the special category of temporary employment of 'rented' employees through the temporary agency working agencies. Employee "rent" has been on the rise for the past 20 years as one of the fastest growing forms of employment. At EU-28 level, according to the available data for 2016, it reached 1.7% of the total employment rate. (Romboti & Ioannidis, 2018, p. 102)

A key feature of this flexible form of employment, which is observed in other informal forms of employment (fixed-term contracts with full or part-time employment, apprenticeships, etc.), is their temporality. However, the temporary employment of the "hired" employee concerns only the employee assignment to the user company, while with the temporary agency working agencies have the possibility to sign an employment contract either for a definite or indefinite period of time. The main difference between "rented" staff and other flexible employment contracts is the creation of the tripartite labor relationship that characterizes it, which leads to the disintegration of the labor market. (Romboti & Ioannidis, 2018, p. 108) In addition, the new jobs that are created

are very likely not to be included in the quality jobs that ensure safety and attractiveness, in terms of the level of wages and working conditions of employees (Romboti & Ioannidis, 2018, p. 114). In particular, there is a large wage inequality and more unfavorable working conditions among “rented” and regular employees in the organization, thus negatively affecting employees’ productivity (Eichhorst et al., 2013, p. 19). Apart from the above, these employees are subject to total erosion of their labour rights through bypassing and low levels of participation in collective bargaining, social dialogue and union trades (Heery, 2004, p. 435).

From the above it can be seen that seasonal hotel employees are characterized by low levels of well-being, or in other words, seasonal employment may have a negative impact upon employees’ well-being. As it was mentioned, seasonal employees may have lower levels of job performance and productivity. In addition, the characteristics of job nature in the hotel industry, for instance, the extremely high employment exhaustiveness, continues human interplay, changing working environments, and dependence on other colleagues, pose increased challenges to employees’ job satisfaction (Ažić, 2017, p. 106; Zhang, 2018, p. 53). Thus, it is of great importance to examine the impact of seasonal employees’ well-being upon service quality and customer satisfaction. Before this, the terms ‘service quality’ and ‘customer satisfaction’ should be briefly defined and discussed.

According to Parasuraman, Zeithaml and Berry (1985, p. 42), the case of service quality relies on the “disconfirmation paradigm”, which means that a service is the outcome of a confrontation which occurs between what the customer expects the service to be and what it really is (perception). According to Edward, George and Sarkar (2010, p. 152), service quality can be perceived as customers’ evaluation / judgment regarding the overall superiority of a service provided. Dervitsiotis (2005, p. 63) argues that the degree of service quality is related to: a) customers’ needs and desires, b) the favorable relationship between the value and the price of a service, c) the appropriate place and time that a service needs in order to be created and offered, and d) the life cycle of the service. In addition, it is argued that, the subjective assessment of the service by customers during their relationship with the organization, and the perceived quality of the relationship, namely the perceived value, determines customer satisfaction (Verhoef,

2002, pp. 5–6). Similarly, it has been proposed by Edward et al. (2010, p. 153) that service quality has a direct positive effect on perceived value, given the fact that when there is a high cost of switching services, the effect of perceived quality on the perceived value decreases, so the perceived value is associated even less with the perceived quality. Service quality is an important ascendant of word-of-mouth communication (Kuusik, 2007, p. 7), competitive advantage (Petridou, Spathis, Glaveli, & Liassides, 2007, p. 568), customer satisfaction, customer loyalty, efficiency, corporate image (Kang & James, 2004, pp. 267–268), profitability and overall organizational performance (Coltman, Devinney, & Midgley, 2009, p. 15).

Satisfaction is a general positive attitude towards a service after its purchase and consumption and therefore falls in the case of after-sales evaluation by the consumer (Perin, Sampaio, & Brei, 2007, p. 86; Edward et al., 2010, p. 169), and is a function of customer expectations, perceived quality and perceived value (Perin et al., 2007, p. 87). High levels of service quality can lead a business to success (Parasuraman, Zeithaml, & Berry, 1988, p. 13) and higher customer satisfaction (Temesgen, Negi, & Ketema, 2010, p. 54). Customer satisfaction is important determinant factor of customer loyalty (Perin et al., 2007, p. 88; Temesgen et al., 2010, p. 54) and competitive advantage (Bardauskaite, 2014, p. 28).

After having explained the terms ‘service quality’ and ‘customer satisfaction’, the rest of this section examines the relationship between these two concepts and the employees’ well-being. Ažić (2017, p. 106) argues that employee well-being is associated with job satisfaction, which in turn affects employees’ performance and thus customer satisfaction. The author mentions that the positive organizational behavior results in positive relationship with coworkers, positive relationship with guests and positive employee – management relationship. These three kinds of relationships in the organization may affect employees’ job satisfaction and their attitude and behavior towards their job duties and hotel guests, and hence they affect customer satisfaction.

Employees in the provision of services often interact with customers. In this regard, the management of an organization that provides services should ask whether employees who come into direct and daily contact with customers are satisfied with their work environment, as employee satisfaction produces positive results for customers.

Therefore, employees who are satisfied with their work increase customer satisfaction and loyalty.

The latter stems from the fact that for business organizations that provide services, customer retention largely depends on how front-line employees deal with customers. Satisfied employees tend to be friendly with customers, are responsible to them and possess a positive spirit in communicating with each other, characteristics that customers appreciate and take into account when buying a good or service (Brown, Steven, & Lam, 2008, pp. 245–246). In addition, satisfied employees build long-term relationships with the customers as they build relationships of trust and intimacy with their regular and loyal customers. However, the customer-employee relationship works the other way around: dissatisfied customers can increase employee dissatisfaction with their work. Employees who frequently deal with customers who complain, are not polite, and make unreasonable demands, tend to be more dissatisfied with their work (Griffith, 2001, pp. 1630–1631).

Many research studies have been carried out in order to understand the interrelationship between employee satisfaction and customer satisfaction and loyalty. Customer satisfaction is a primary goal for any business, as satisfied customers improve a company's reputation and promote the so-called word-of-mouth advertising (Taghizadeh, Taghipourian, & Khazaei, 2013, p. 2569; Kiatsongchai & Choibamroong, 2014, pp. 176–177). Particularly in the field of services, the customer's perceived quality of service is a determining factor in his/her loyalty to the company. With this in mind, companies operating in the service sector place particular emphasis on employee satisfaction as well as marketing policies for their customer base. In the same context, the results of Brooks' analysis showed that 40–80% of customer satisfaction and loyalty depends on the relationship they have developed with employees. In addition, the same analysis showed that satisfied employees are more productive and creative, which positively affects customer satisfaction and loyalty.

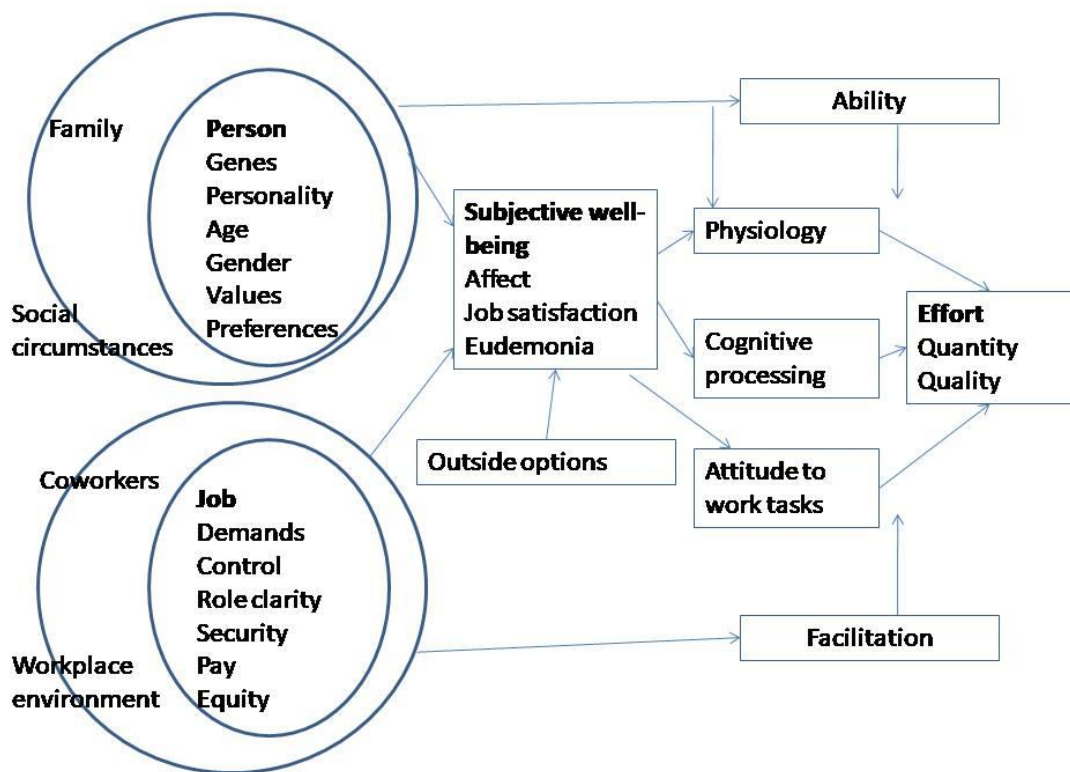
Moussoulides (2016, pp. 221–222) refers to the relationship between seasonality and the quality of services both in general and in terms of employees. Given the short duration that these businesses have to work, there is the possibility that some will downgrade the services they provide to maximize their profits. On the other hand, to meet the increased



needs, many businesses tend to hire inexperienced employees who accept to work for a lower wage. However, due to the short duration of the work, these employees do not have the necessary experience in order to be able to provide quality services.

In addition, Temesgen et al. (2010, p. 54) state that the personal interaction between employees and customers, during the provision of a service, has an effect upon the perceptions of customers concerning the quality of the provided service and thus upon customer satisfaction. In a similar context, Kotera et al. (2018, p. 752) propose that service depends upon customer and employee interaction and relation. This interaction should be based upon specific acceptable behavior and attitude on behalf of the employees and this can cause distress to employees. Adding to this the characteristics of the hotel industry (e.g. shift hours, overtime), employees may have an additional burden, the so-called ‘emotional labour’, which can affect negatively their mental health.

Further, Bryson et al. (2015, p. 5) state that there is a positive relation between subjective well-being and employee job performance, as illustrated in Figure 7 presented below. As it can be seen, subjective well-being, which is a result of personal characteristics and workplace situations, affects positively one’s attitude to the work tasks and the cognitive processes regarding these tasks and meaning in work, along with one’s physiology. The characteristics affect employee’s ability to perform a job task, influencing both the quality and the quantity of one’s effort put in the work.



**Figure 7.** Relationship between subjective well-being and employee productivity. Source: Bryson et al., 2015, p. 24

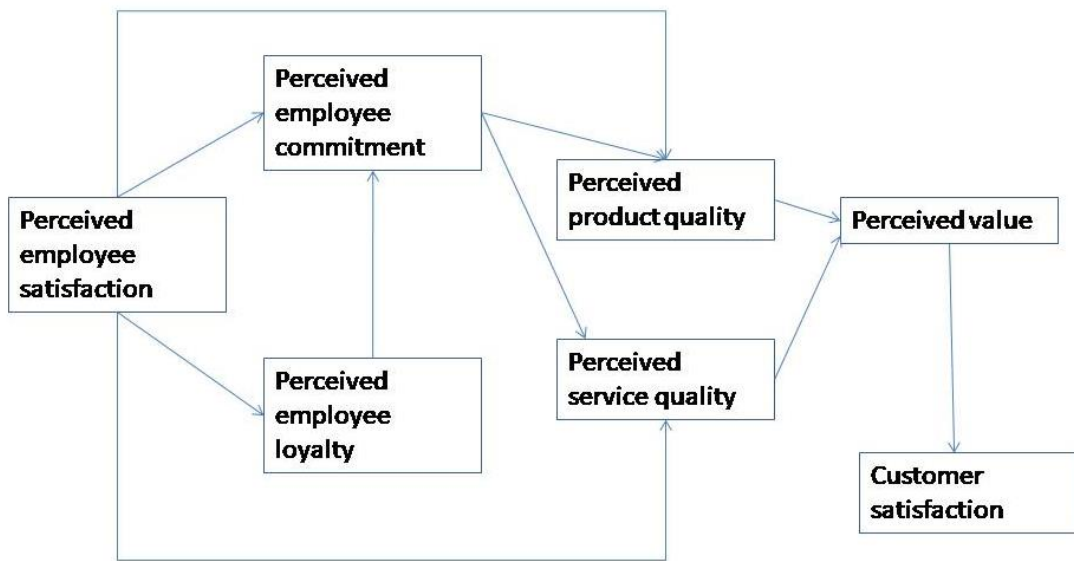
Dost et al. (2011, p. 88) focus on the relation between employee commitment and organizational performance. As stated earlier, organizational commitment is positively related to employees' well-being. In case the employees want to stay within an organization without having the intention to leave, they are more willing to put much more effort in performing their tasks and duties. These employees have positive attitudes towards the organization and for this reason they have increased productivity that affects positively the organization's performance. Moreover, Krekel et al. (2019, p. 23) and Miao and Cao (2019, p. 1) argue that well-being increases employees' creativity. This creativity improves task performance and has a positive impact upon job performance and productivity. Through this relation, well-being is positively related to customer satisfaction and loyalty (Krekel et al., 2019, p. 23).

Zhang (2018, p. 53) in their study state that increased levels of employee well-being lead towards enhanced employee engagement, which in turn results in increased quality

of service and higher customer satisfaction and loyalty. In another study in hotel employees, Benitez et al. (2019, p. 859) have found that higher levels of well-being result in higher job satisfaction and service quality. Bulgarella (2005, p. 2) also mentions the positive relation that exists between positive employees' attitudes, employees' satisfaction and customer satisfaction.

Within their work environment, employees invest time, effort and knowledge in their existing relationship with their employers. In return, they enjoy benefits in the form of rewards, such as their salaries, benefits, occupational safety, prestige and recognition. Employees who feel satisfied from their remuneration they then feel obliged to improve the quantity and quality of their work effort because of the mentality for the corresponding improvement of the product produced within the organization where they are employed. This mentality implies that the initially activated variables, such as job satisfaction, trigger prospects for further motivation. Therefore, high or low levels of job satisfaction, well-being in the broad sense, can trigger high or low levels of improved performance motivation. (Arenas et al., 2015, p. 6) The following Figure 8 summarizes the relationship that exists between employee satisfaction, service quality and customer satisfaction.

From the above analysis it can be concluded that a large number of persons are employed as seasonal employees in the hospitality industry, taking into account the phenomenon of seasonality in the tourism sector. In some cases, seasonal employees are less educated, semi-skilled or unskilled employees, working under various types of contracts (e.g. full-time, part-time, long-term, and short-term). Seasonality has a negative effect upon employees' well-being, since it is related to job insecurity, less experience in the working cycle, low levels of job satisfaction, imbalance between an employee's professional expectations with reality, as well as insecure employment conditions. More specifically, seasonal employees face increased labor demands, pressure in terms of working overtime.



**Figure 8.** Interrelation of employee satisfaction, service quality and customer satisfaction. Source: Vilares & Cohelo, as cited in Bulgarella, 2005, p. 2

The above are associated with poor physiological and psychological employees' conditions, which in turn affect negatively their job performance, organizational commitment and service quality. Service quality is related, among others, with the relationship and interaction that exists between employees and customers, the extent to which customers' needs and demands are met. Service quality affects customer satisfaction. Hence, in the case employees are not satisfied with their job, either in general or with specific aspects of their job, they are characterized by lower levels of positive organizational behavior (e.g. relationships with managers and coworkers), productivity and overall performance. These are reflected in the lower levels of service quality, affecting negatively customers' satisfaction and loyalty, word-of-mouth, and finally organizational performance (e.g. in terms of reputation, market share and profitability). Apart from the above, it was indicated from the analysis of this subchapter that there is a relation between subjective well-being (depending upon family, social circumstances, coworkers and workplace environment), employee commitment (related to low turnover intention) and employee job performance.

## **2. SEASONAL WORKERS IN GREEK ISLANDS HOSPITALITY INDUSTRY**

### **2.1. Seasonality in Greek tourism**

This subchapter examines the issue of seasonality in the Greek tourism sector. In Greece, tourism is a major factor for the socio-economic development of the country. For instance, in the year 2018 tourism's total participation in national GDP amounted to 30.9%. However, Greek tourism is characterized by strong seasonality. Since 2008, the percentage of arrivals of foreign tourists visiting the country in the quarter July-September has been steadily above 50.0% of the total number of foreign tourists per year (Kraboukis & Polyzos, 2019, p. 2).

Greece's touristic product is largely affected by the seasonality. Most of the arrivals are recorded in the time period of June–September and especially in August. For instance, in 2018 54.8% of foreign arrivals took place between July–August–September (SETE, 2019). The tourists with the highest seasonality come from the Czech Republic, Poland, Norway, Austria, Italy and Denmark, while the lowest seasonality is recorded in tourists from Cyprus, Japan, Turkey, China, Bulgaria, and the United States. It should also be noted that low-season tourist-origin countries have relatively low share of total tourism (excluding the United States). In addition, Germany, the United Kingdom, France and Italy, countries with the highest share of arrivals in accommodation in Greece (which as a whole account for 39.4% of arrivals) show seasonality higher than the average seasonality of incoming tourism (Zacharatos et al., 2014, pp. 21–22). It has also been observed that the regions with the most intense seasonality are the Ionian Islands, the South Aegean and Crete, while on the contrary the regions of Eastern Macedonia and Thrace, Epirus and Attica show significantly lower seasonality (Zacharatos et al., 2014, pp. 24–25).

Laloumis (2015, p. 41) also mentions that Greece is characterized by increased seasonality. This is mainly due to the climatic conditions of the country, because many of the tourist resources are seasonal in their nature (e.g. islands). Such resources are temperature, sunshine, etc. However, it is also due to the climatic conditions of the Greece, as well as to institutional factors, such as school holidays, the closure of most organizations in August, the Easter and Christmas holidays, which make the tourist demand concentrated during these periods. Thus, tourist demand cannot be distributed smoothly throughout the year. As a result of such fluctuations, most destinations suffer from peak tourism, low traffic and inactivity. This is detrimental to the country that receives tourism and creates huge problems for tourism businesses, unless domestic tourism is developed enough to complete idle periods. Many regions have paid close attention to developing anti-seasonal tourism policy. In several cases, measures have been taken against seasonal measures, such as: the escalation of the holiday, i.e. the fluctuation of the holiday period by region (e.g. in Central Greece June 1–15, in the Peloponnese June 15–30), the creation of special facilities, promotional prices during periods of low traffic, (i.e. low tourist prices, packages, cheap excursions to sunny areas) and the weekend extension. (Laloumis, 2015, p. 41)

Concerning the seasonality in Greece compared to other major competitors (Spain, Italy, Portugal and Cyprus) for the time period 2000–2012, all countries are characterized by seasonality. However, the seasonality in Greece is higher. Even domestic tourism, which showed relatively low seasonality in Greece in 2000 compared to the countries surveyed, in 2012 there was a significant deterioration. It is indicative that while in 2000 the arrivals of all tourists in accommodation in the months of June–September for Greece reached 54.54%, in 2012 they reached 63.72%. The corresponding results for Spain were 45.68% and 46.91%, for Italy 49.44% and 50.21%, for Portugal 46.38% and 48.38% and for Cyprus 48.80% and 54.23%, respectively. The corresponding size for domestic tourism was 44.38% in 2000 and 49.50% in 2012 in Greece, 44.40% and 44.83% in Spain, 47.72% and 48.51% in Italy, 46.21% and 48.23% in Portugal and 45.90% and 51.03% in Cyprus respectively. (Zacharatos et al., 2014, p. 16)

The Special Local Seasonal Agreements can play a key role in mitigating the seasonality of Greek tourism. These Agreements are signed agencies, companies and collectives at the level of tourist demand such as collaborations with: classic tour operators, online travel agents, Google, conference companies, cruise ships and carriers (airlines, cruises, etc.), in order to comply with the actions agreed to support the mitigation of seasonality in the designated area. Special Local Seasonal Agreements, in addition to local interventions and actions, which in effect take into account local peculiarities and peculiarities, should include a general framework of incentives, capable of attracting the interest of companies to participate in these agreements. (Zacharatos et al., 2014, p. 43)

Tourism is one of the main pillars of development for the Greek economy, but it presents severe problems of seasonality, like most coastal areas of the Mediterranean. Therefore, the challenges for Greek tourism are huge and taking appropriate measures is considered necessary. At the national level, destinations traditionally competitive with Greece, such as Turkey and Egypt, which in recent years have deteriorated due to internal political tensions, are recovering. In addition, the length of stay of tourists in the country for 2017 decreased by 1.6 days compared to 2010. At the level of regional units, traditional Greek tourist destinations, such as the regional units of Halkidiki, Heraklion and Dodecanese, tend to be characterized as saturated. Finally, the phenomenon of tourist seasonality appears more strongly in the island destinations as they are characterized by difficult accessibility (especially during the winter months), limited local market and significant dependence on major travel agents. (Kraboukis & Polyzos, 2019, p. 6)

Overall, from the analysis presented in this subchapter it was indicated that Greece depends upon tourism for its development to a great extent. However, the Greek tourism sector is characterized by seasonality (i.e. increased levels of tourist concentration during the summer months), and especially in the islands.

## **2.2. Research process and sampling**

This subchapter presents the research process. At first, the method and the methodological instrument used for the purposes of this study are presented, discussing

the reasons for which the researcher decided to employ the qualitative method using the interview for data collection. The design of the interview is also discussed, presenting the sources of each question, and the axes that form the interview guide. Finally, this subchapter presents the sample and the method of data analysis followed.

The method used for the purpose of this research is the qualitative method. Qualitative method was chosen since it gives the research the ability to explore participants' opinions, attitudes and beliefs through the meaning they attribute to the phenomenon that is examined, how they understand this phenomenon and hence formulate a specific meaning, and how this meaning is shaped through their experiences (Brown, 2008, pp. 699–700; Greener, 2008, p. 17). Instead of examining and testing a specific theory, qualitative study allows the researcher to place emphasis upon a specific issue and acquire new knowledge based upon participants own experiences, thoughts and beliefs (Dawson, 2002, p. 14; Ruona, 2005, p. 235). Last but not least, qualitative study was chosen since it can capture elements of the wider environment in which they live (e.g. economic, political) and thus the data provided are not isolated from the reality, as it is perceived and understood by the participants in the research (Dawson, 2002, pp. 16–19).

The interview (Appendix) was the research tool chosen for the purposes of this research. Interview is a well-known research tool in case the research wants to explore the participants' opinions, beliefs and attitudes based upon their experiences and constructs of reality (Cook, 2008, p. 422; Greener, 2008, p. 35). The interview allows the research to capture the meaning that the participants attribute to the concepts examined (e.g. well-being) as this meaning is formed through their personal experiences, along with their beliefs (e.g. what they suggest at the organizational level in order their well-being to be enhanced) and work behavior (e.g. how their well-being is linked to hotel's performance).

The methodological instrument is the web-based interview, namely the interview through a web survey in a web platform (Survey Monkey). The web interview was chosen due to the limitations that existed during the conduct of this research, as stated in the introductory chapter of this research (suspension of hotel businesses). This type of



research was chosen due to the fact that not all the employees were able to have a conversation through Skype or other communication technologies.

The interview consists of questions, both open-ended and close-ended. In order to achieve more validity and reliability, the questions are based on the international literature, as depicted in the following table 1. What should be mentioned is that the methodological instrument is a structured interview. This type of interview was primarily used because the research aimed at collecting data concerning a specific subject, and at comparing the answers of the employees. Hence, there was no need of flexibility, as for example provided by the unstructured interview (Dawson, 2002, p. 29). The second reason for which structured interview was used was the fact that the interview was conducted not face-to-face, but with the use of the web platform.

**Table 1.** Sources of the questions

<b>Question</b>	<b>Description</b>	<b>Source</b>
<b>1</b>	Gender	Researcher
<b>2</b>	Eudaimonic workplace well-being scale	Bartels, Peterson, & Reina, 2019
<b>3–4</b>	Job satisfaction	Ažić, 2017
<b>5</b>	Antecedent factors of workplace well-being	de Simone, 2014
<b>6–7</b>	Factors related to well-being	Krakover, 2000; Mohanty & Mohanty, 2014
<b>8–9</b>	Consequences of workplace well-being	de Simone, 2014
<b>10</b>	Suggestions at organizational level	Hsieh, Apostolopoulos, & Sönmez, 2015

The interview consists of 10 questions, which are categorized in two major axes. First axis: Factors related to the self-reported level of employees' well-being. This axis consists of the questions 2–7. These questions aim at examining the well-being of the participants in the research, as well as their level of job satisfaction, the antecedent factors of workplace well-being and the factors that are related to their well-being. The answers to these questions will give answer to the first research questions.

Second axis: Impact of the self-reported level of employees' well-being upon their productivity and organizational performance. This axis consists of the questions 8–10. These questions aim at examining the consequences of workplace well-being in terms

of productivity, organizational commitment, quality of services provided and hence hotel performance. In addition, the last question provides the participants the opportunity to express their opinions concerning how their workplace well-being can be further enhanced, through actions taken at organizational level.

The sample of the research consists of 12 seasonal employees in the hotel industry. Hence, the purposive sampling method was used (Palys, 2008, p. 697). This method is used in the case the research wants to recruit subjects for the research based upon specific criteria. In this study, two criteria applied: a) the subjects should be employed in hotel businesses; b) the subjects should be seasonal employees. No other criterion was used. Due to the restrictions imposed by the government in order to reduce the spread of Covid-19 (suspension of hotel businesses' operation and quarantine), the research addressed to friends, relatives and other acquainted so as to recruit the sample for this study. Concerning the number of the participants in a qualitative study, Guest, Bunce and Johnson (2006, p. 66) mention that there is no need to recruit a large number of subjects. More precisely, the author claims that a sample consisted of more than 12 persons could lead to data saturation. For this reason, the researcher decided to address to 12 seasonal employees. All the employees are working during the summer season (early May till early October) in hotel businesses in the Greek islands. With regard to their gender, eight respondents are females and four are males.

The researcher had an initial telephone contact with the potential participants, where he stated them the aim of the research, the reason for which he conducts such a research, and the procedure. The researcher informed all the participants in the research about the assurance of their anonymity and the fact that all answers will be analysed and presented in group. Some of the respondents hesitated to take part in the research, but the researcher assured them that no personal data or data concerning the hotel in which they are working will be asked. All this information is necessary in order the participants to be informed about the study, and in order the researcher to create a relationship based upon trusty, which will ensure the honesty on behalf of the participants and enhance their willingness to take part in the study (Dawson, 2002, p. 77). After the potential participants gave their informal consent, the researcher asked for

their e-mail addresses, so as to send them the web link of the questionnaire (in Survey Monkey). The research was conducted during the time period 03.04.2020–10.04.2020.

The results of the study were analysed using the comparative analysis method. As Dawson (2002, p. 116) argues, “Using this method, data from different people is compared and contrasted and the process continues until the researcher is satisfied that no new issues are arising”. The main advantage of this method of data analysis is that it allows the researcher to compare the answers of the participants and present them in groups.

In general, qualitative method was employed for the purposes of this research, since it is the most appropriate method for examining participants’ perceptions, beliefs, opinions and attitudes, based upon the experiences and the meaning that the participants create. In addition, qualitative method allows for capturing aspects of the wider social, economic and cultural environment, in which the participants live and work. Within the framework of qualitative study, the structured interview was chosen for data collection method, for exploring the participants’ opinions, beliefs and attitudes based upon their experiences and constructs of reality. The interview was conducted via the web platform Survey Monkey. The sample consists of 12 seasonal employees in the hotel industry selected via purposive sampling. Comparative analysis was used in order to analyze the answers of the participants, because it gives the researcher the ability to compare the answers and present them in groups.

### **2.3. Results and analysis**

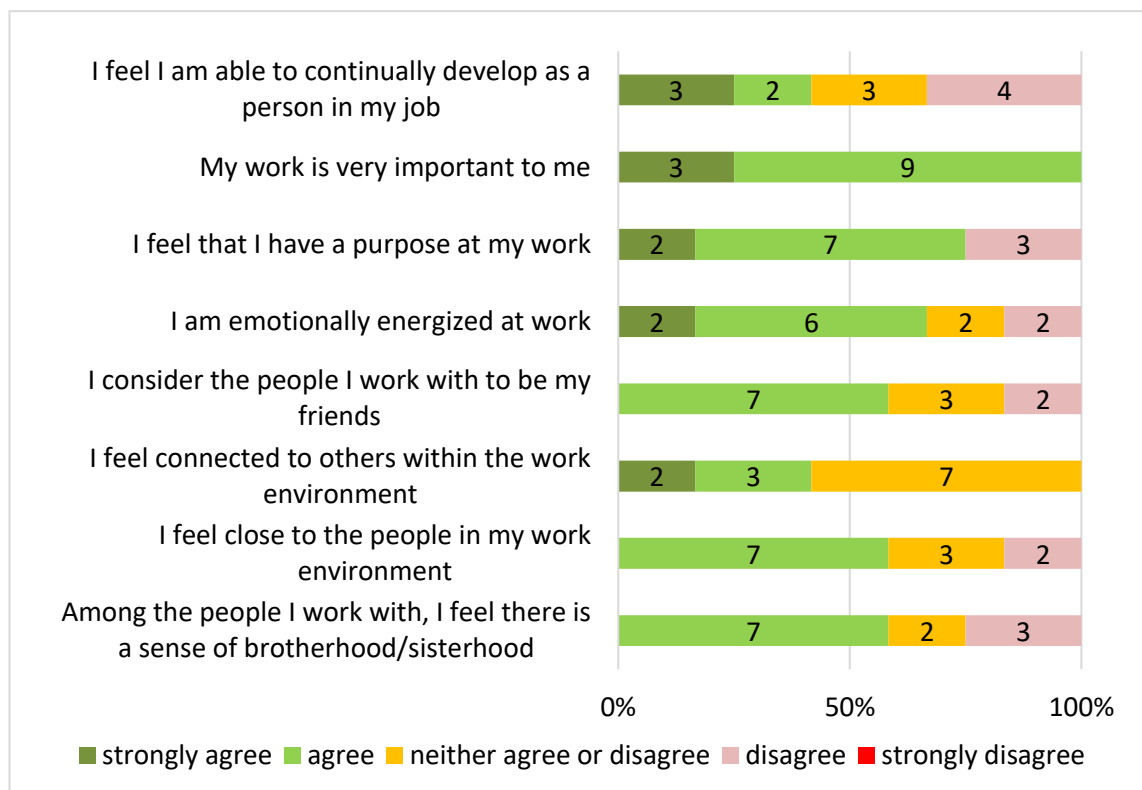
This subchapter presents the results of the primary research conducted for the purposes of this study. The results are presented based upon the two axes that form the interview guide. For each axis, each question is analysed.

First axis: Factors related to the self-reported level of employees’ well-being.

The first question aimed at examining how the participants feel within their workplace, through the eudaimonic workplace well-being scale. Most of the participants in the research (n = 9) agree with the fact that their work is very important to them. In addition, they feel that they have a purpose at their work (n = 7), they consider the

people they work with to be their friends (n = 7), they feel close to the people in their work environment (n = 7), and they feel there is a sense of brotherhood/sisterhood among the people they work with (n = 7).

However, most of the respondents (n = 7) neither agree nor disagree with the fact that they feel connected to others within the work environment. Half of the participants in the research agree with the statement that they are emotionally energized at work (n = 6). One more important finding of this question is the fact that the participants do not feel to a great extent that they are able to continually develop as a person in their job (n = 4). In fact, the answers of the respondents in this statement do not seem to follow a specific pattern, compared to the other statements. This perhaps means that the personal characteristics (e.g. personality) and the organizational culture, structure and functions vary and affect differently the employees in this dimension of the eudaimonic workplace well-being scale. The answers of the participants in the research are illustrated in Figure 9. No differences between males' and females' answers were observed.



**Figure 9.** Eudaimonic workplace well-being scale

The next question was related to whether the participants in the research feel satisfied with management relations within their workplace. Most of them (n = 6) answered that they feel satisfied in general, primarily due to the contact they have with the managers and their good collaboration with them. For instance, one of the participants in the research stated that since the hotel is of small size, the employees and the manager are in touch every day and hence they have a good collaboration (E1). Another respondent answered that there is a good cooperation with the manager, and the employees can contact with the assistant manager and the manager. However, this respondent stressed that although the organization in the hotel is effective, there are numerous managers, since there is a hierarchy of managers (E6).

Some participants (n = 4) answered that satisfaction depends on various facts considering the work and the management decision-making. This means that the root of the daily work affects the relationship between the manager and the employees. For instance, one participant stated that overall there is a good relationship between the employees and the manager, but there are some cases where the interpersonal relationships are taken into consideration on decision making, leaving some employees out of this process (E5). Another participant argues that the relationship between the employees and the manager depends upon the time-period. For instance, there are periods during the summer season of high intense, and therefore there is a difficulty in the collaboration between the employees and the manager (E10). It depends, therefore, upon various daily factors, whether there is a good relationship between the manager and the employees

Finally, two respondents answered negatively to this question, primarily because of the personality / character of the manager. One of the participants answered that working with the manager who is very egoist is a horrible feeling (E7). The second participant similarly stated that the manager of the hotel cares only for the hotel revenue and profit and for this reason this manager has only typical relations with the employees (E2).

The next question was related to whether the participants in the research feel satisfied with coworker relations within their workplace. Only four participants stated that this depends on the time period, and the synthesis of the group. As some of the participants characteristically stated, there are some coworkers who are really supportive and

uplifting, but there are others who are not (E11). But as one of the respondents claimed, there are always persons in the workplace who cannot satisfy everyone and cannot fit everyone's way of thinking and working.

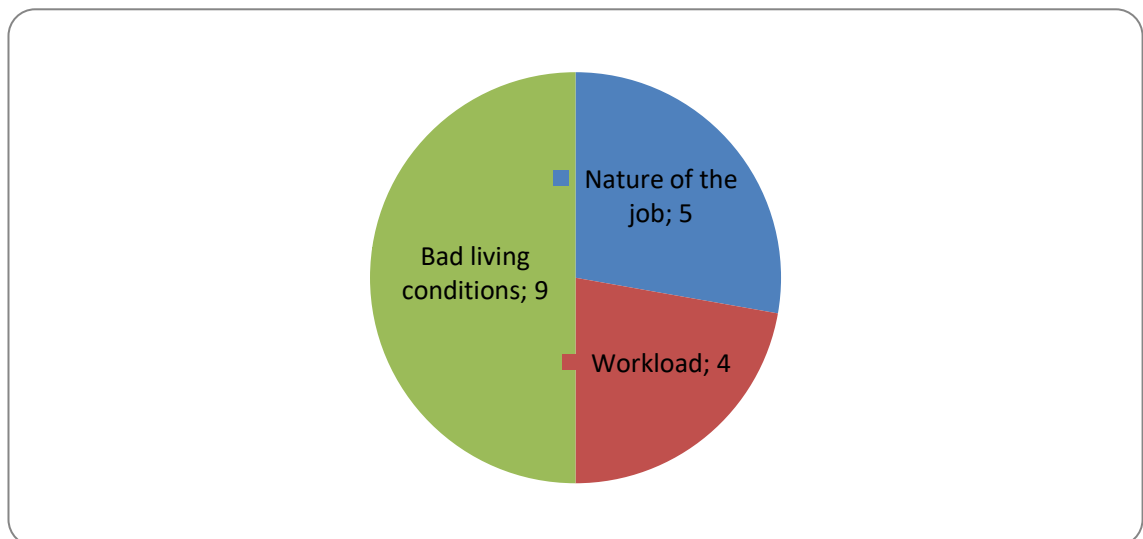
The majority of the participants though (n = 8) answered positively in this question, placing emphasis at the collaboration and the team spirit, based upon the fact that they live under the same conditions. In this case, they try to help each other, as one of the participants stated, adding that all the employees have the same feelings, living under the same circumstances, dealing with each other every day in the same island (E1). The friendliness of the staff, even though working in different departments, was also mentioned by one participant, adding that the team dynamic in the department working is so effective and great that no changes would like to occur (E8).

Further, the respondents were called to answer how the conditions at their workplace affect their well-being. All the participants in the research (n = 12) stressed that the workplace conditions affect negatively their well-being. The reasons are the pressure and stress at the work due to its nature, the workload which results in overtime, as well as the bad living conditions (Figure 10). There is a daily pressure to be always punctual, professional and to try more and more, and these create a stressful environment which affects employees' mental health (E2). In fact, one of the employees answered that there is so much stress in the work that lead towards panic attacks (E7). Another participant added that there are some physical poor conditions, for example bad housing and food as well as a lot of psychological bad condition such as stress due to seasonality (E6). In a similar context, another employee who participated in the research claimed that the stress and the pressure mostly affect employees' mood. There are sometimes after the job where employees cannot relax and sleep at their rooms. Further, there are some cases where the employees should work more than their contract agreement, and this makes them angry and also exhausted (E1). Some more indicative and interesting, at the same time, answers of the employees are given below:

Much. Especially in seasonal jobs, you are far from your family and your friends and your home. You are in a different place just for working there. So imagine if during your job you have bad relation with your coworkers, your place is awful for sleeping, you do not have free time for hobbies etc. (E3)

Well, sometimes it can be stressful, and the fact that I do not have my own room where to re-cope after work, and the house is surrounded with too many people, it is not very pleasant for me. But physical work conditions are great, so I feel happy and satisfied when going to work, most of the times. (E10)

It indeed affects. When I learn something new, laugh with some of my coworkers, share it makes my day new. But on the other hand when we are under pressure and being yelled by the crazy director everyone's mood lowers down and tend to make more mistakes and count the hours until the end of their shifts. Moreover staff food, salary and accommodation (if seasonal) plays big role. If the staff food is good we can understand they care about the staff for example. But there are ultra luxury hotels or companies whose staff food is just terrible and cheap. (E12)



**Figure 10.** Factors in the workplace affecting employees' well-being

The next two questions seek the conditions at the participants' workplace that they affect positively and negatively their well-being. Some of the participants in the research focused upon the living conditions, some of them placed emphasis upon human resource practices, whereas some others stressed the management functions.

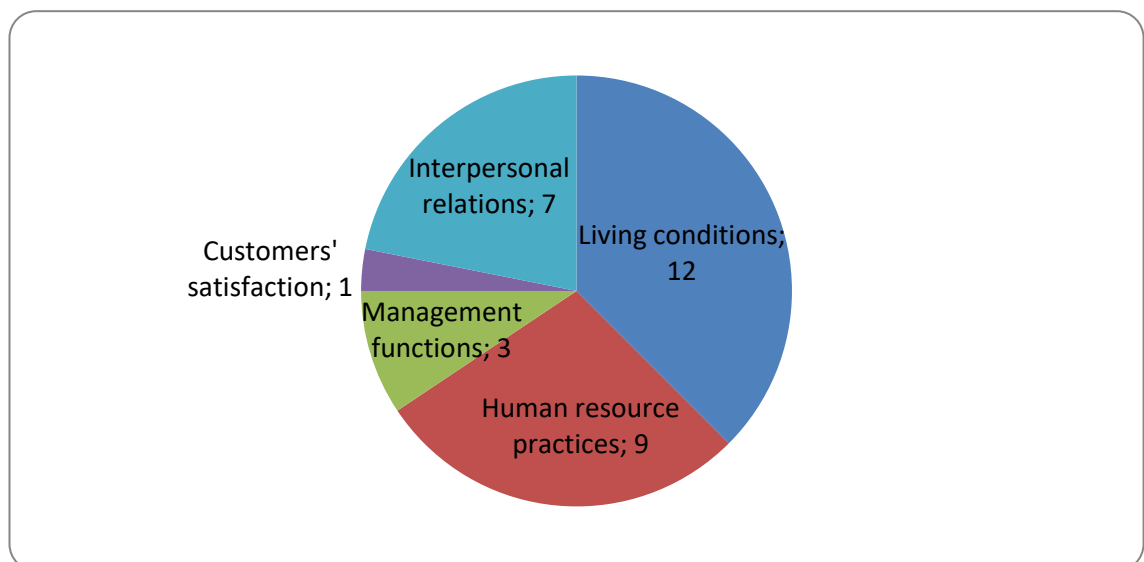
More precisely, the answers of the participants concerning the factors that affect positively their well-being are presented hereunder. These answers place emphasis upon the living conditions, the relationships in the workplace, the human resource practices,

and customers' satisfaction (Figure 11). The acknowledgement of employees' efforts, the continued training and the human behaviour of manager (E2), the accommodation's conditions and the nutrition quality (bad food) (E3), the relationships with the coworkers and the supervisor (E4, E8), the team work and responsibility (E12), the good workplace atmosphere and the good feedback from quests (E4), are some of the answers that were given. Some indicative answers are the following:

The problem is not only in the hotel during the working time. Mainly the problem is when you do not work. We have to share a small room and we are 3 persons. Seven months we have to survive together but it is hard to find a balance. Three different personalities in a small room where there is no privacy it is awful. (E1)

“Friendliness of co-workers, free catering, discounts in partner institutions, like cafes, medical needs” (E9).

“Improvement by management, being able to share concerns with the team and the management, supportive team mates, helping each other in stressful situations, salary and bonuses” (E11).



**Figure 11.** Conditions affecting positively and negatively employees' well-being

The answers of the participants concerning the factors that affect negatively their well-being are presented hereunder. These answers place emphasis upon the living



conditions, the nature of the job, the relationships in the workplace, as well as the human resource practices (Figure 11). More precisely, the respondents answered that these factors are the following:

- the bad staff meals;
- the lack of free time, which means absence of day off even for the whole season, which gives the employees the impression that they do not have a personal life, but they only live for working. Indeed, some managers seem that they do not care about whether the employees will have free time for their personal life, which is reflected upon managers' forces for overworking. The result is poor psychological state, such as stress and work pressure;
- bad accommodation for the staff, especially in terms of limited living space;
- bad relationships with management;
- bad relationships with coworkers, especially the existence of jealousy and gossiping;
- delay of payment / low salary;
- lack of employees' ability to improve themselves;
- lack of coordination;
- working overtime.

Second axis: Impact of the self-reported level of employees' well-being upon their productivity and organizational performance.

The first question of this axis aimed at examining how employees' well-being affects their productivity and organizational commitment. All the participants in the research stated that the living conditions (e.g. food), along with the management function and nature of the job (e.g. overtime, days off), affect their quality of life, the balance between their personal and professional life, their mood, and hence their energy and effort put in their work. As one employee stated, the lack of day off in the whole season cannot lead to employee performance and productivity, since the employees do not have the ability to rest, to relax and have free time for themselves; therefore there is an imbalance between personal and professional life (E5). Another respondent placed emphasis upon the lack of sleep, which limits the focus of employees upon their work (E7). Moreover, since employees' well-being affects their productivity and organizational commitment, one participant claimed that he/she tries to be happy and

balanced (E9). Similarly, one more respondent answered that happy people tend to worry less and produce more. When employees are on a good mood then they tend to put their energy at work instead of counting hours to leave (E12). Some of the most characteristic answers are provided below:

“Obviously when you do not eat well, you do not sleep well, and you do not enjoy your free time, as a consequence of them you cannot be the employee of the month” (E2).

“When you do not eat well, do not sleep enough, and you work more than your agreed contract, you want just to skip the season and go home and you don't care to be a productive employee” (E4).

It does, largely, because if I feel happy, have good rest and my space to re-cope, as well as receive good feedback, my attitude at work will be 100% productivity and I will be willing to stay/work in the company for longer period (E10).

In the next question the participants in the research called to answer how their well-being affects the quality of services provided and hence hotel performance. One of the respondents claimed that there is no direct association between these variables, due to the professionalism that should characterize hotel employees. As the respondent claimed, he/she was trained to provide the best quality possible, regardless of his/her own personal well-being condition, because nobody really cares how an employee feels at work, as long as the job gets done. However, this can lead to declined performance, as this participant claimed (E11).

However, all the other participants in the research (n = 11) answered that in case they are not happy and motivated at work they do not put so much energy and effort at the work. This lack of enthusiasm will be perceived by the customers. In the case the employee cannot live as a normal person due to the living conditions, which is the reality during the summer season in the Greek islands then they cannot have increased productivity and cannot be the best employee (E1). According to other opinions, the customers can feel and perceive employees' unhappiness (E10). In fact, customers understand if an employee is happy and enthusiastic to help. Under this perspective, the

feedback from the guest is important for the hotel (E3). Three indicative answers are the following:

We are humans and if we are not satisfied for example from our manger behavior, personally I will not do my best in order to offer high quality of service to hotel guests. I will do my job like a robot. (E4)

“If I am not feeling well that means that I cannot perform at a maximum level so that will definitely effect the overall performance” (E8).

It creates a positive environment among the team and with the other departments which can be sensed by the guests whether it's genuine smile or not for example. We as a humans are able to sense it. When someone is happy at work he/she tries their best and aim to provide better and better. Happy employees increase the positive customer reviews. (E12)

The last question asked for the participants' opinions concerning how their workplace well-being could be enhanced through actions taken at an organizational level. The answers of the participants indicate that the provision of good living conditions (n = 12), the appropriate human resource practices (n = 7) and good management functions (n = 3) are among the measures that should be taken at an organizational level. More precisely, the answers that were given indicate the following propositions:

- provision of private rooms for each employee that will result in better accommodation conditions,
- at least a day off per week,
- better nutrition circumstances (food) and quality drinking water,
- better salary and payment for working overtime,
- better conditions for the improvement of workplace wellness,
- promotion of team spirit,
- not unethical ways of promotion,
- organization of fitness trainings and exercises,
- meetings once a week.

From the above presentation of the findings, the following remarks can be concluded. The personal characteristics (e.g. personality) and the organizational culture, structure and functions vary and affect differently the employees in various dimensions of the eudaimonic workplace well-being scale. The participants do not feel to a great extent that they are able to continually develop as a person in their job. Work is important for the participants, they feel that they have a purpose at their work, and they express positive attitudes towards coworkers (they consider the people they work with to be their friends, they feel close to the people in their work environment, they feel there is a sense of brotherhood/sisterhood among the people they work with). Most of the participants in the research feel satisfied with management relations within their workplace. However, the everyday conditions may define this relationship. Most of the participants in the research feel satisfied with coworker relations within their workplace. The conditions at the workplace (work time, bad living conditions, stress and pressure), the relationships in the workplace, the human resource practices, along with the demands related to the nature of the job affect negatively employees' well-being. The living conditions, the relationships in the workplace, the human resource practices, and customers' satisfaction affect positively employees' well-being. Seasonal employees' well-being affects the quality of services provided and hence hotel performance.

## **2.4. Discussion and suggestions**

Businesses try to adjust their working conditions in the new environment created from the wider changes, which in turn affect employees' well-being. At the same time, one should bear in mind that the nature of tourist business has specific characteristics that exercise more pressure on employees' well-being.

From the above analysis it was indicated that seasonal employees' well-being is being affected by the following factors: personal traits, relations in the workplace (with managers and co-workers), the conditions at the workplace, including human resource practices, living conditions and the characteristics of the tourism sector businesses. Personality traits are significant determinant factors of employees' well-being, as mentioned by de Simone (2014, p. 122). Further, relations in the workplace with colleagues and managers have been mentioned as an important construct of well-being

and thus they are determinant factors of employee well-being as well, according to various researchers (Ryff, 1989, p. 1071; Ryff & Keyes, 1995, p. 724; Ajala, 2013, p. 47; Fisher, 2014, p. 10).

Apart from the above, the working conditions, which are related to the quality of work life, have been found significant factors affecting seasonal employees' well-being. Previous studies (Ajala, 2013, p. 47; de Simone, 2014, p. 119; Leitão et al., 2019, p. 1) have also pointed out that the quality of the working life may affect positively or negatively the well-being of employees. For instance, employees' participation in the decision-making process affects their well-being as indicated in the research and has been mentioned by Acharya and Siddiq (2017, p. 584). Ajala (2013, p. 46) and Leitão et al. (2019, p. 1) claimed that human resource practices are equally important, as it was also found in this research. The work-life balance was also found an important aspect of employees' well-being both in this research and from previous studies (Ajala, 2013, p. 47; Mohanty & Mohanty, 2014, p. 66). One interesting finding of this research is the fact that the living conditions of seasonal employees, such as the bad nutrition and accommodation, were found to affect significantly their well-being.

Finally, the characteristics of the jobs in the tourism sector (e.g. constant human interaction, dependence on other colleagues/managers, long working hours) pose increased challenges to employees' job satisfaction and thus to their well-being (Ažić, 2017, p. 106; Zhang, 2018, p. 53).

Another important finding of this research is the fact that the state of employees' well-being affects their productivity and performance and hence service quality and customer satisfaction. Again this finding does not contradict the findings from previous studies (Bulgarella, 2005, p. 2; Temesgen et al., 2010, p. 54; Ažić, 2017, p. 106; Kotera et al., 2018, p. 752; Benitez et al., 2019, p. 859; Krekel et al., 2019, p. 23) according to which there is a direct relation between employees' performance, service quality and hence customer satisfaction and loyalty. Employees' performance, commitment and engagement is largely affected by their feelings about their job and in general their well-being (Bryson et al., 2015, p. 5; Arenas et al., 2015, p. 6; Zhang, 2018, p. 53; Benitez et al., 2019, p. 859).

Hence, the factors that were found from the research affecting employees' well-being are more or less related to the human resource practices. For this reason, perhaps the implementation of the appropriate human resource practices is the most effective way to anticipate the problems that exist in the low levels of seasonal employees' well-being. For this reason, employees should be considered as important stakeholders, as it is proposed by the Harvard Business School. Harvard Business School has created one of the most significant Human Resource Management (HRM) models based on its interpretation of employees as a category of resources, as mentioned earlier (Itika, 2011). Further, there is a need for elaborating more upon the working conditions and the correspondence that exists between job demands and available resources, based upon the job demands-resources model mentioned above (Demerouti & Bakker, 2011, p. 2)

Based on the importance of human resource practices upon seasonal employees' well-being, the following suggestions are being made. Human resource management practices are based on a set of beliefs and assumptions. The basic principle is that human resources is the factor that differentiates a business, leading to customer satisfaction and organizational performance. Successful organizations are distinguished from others by the capabilities and commitment of the people who employ. It is therefore imperative employees to be treated as valuable assets, based upon the existence of work-life balance, the creation of positive workplace conditions, and the cultivation of labor relations on the basis of commitment and not compliance.

A human resource management system is a strategic element and therefore requires the attention of management. This is because, as mentioned above, human resources are considered the most valuable resources of an organization. Because HRM policies refer to these valuable resources, they must be tailored to the needs and aspirations of the staff. For this reason, there is the need for: a) the recruitment of the appropriate staff in senior jobs related to management and human resource. Human resource managers need to follow the model's philosophy and these tasks should not be given to operational staff that do not understand this role and do not have the necessary qualifications; b) continuous surveys to the employees concerning their satisfaction and evaluation of the general workplace environment and the working conditions that do not satisfy them and affect negatively their well-being; c) the cultivation of the appropriate work culture,

which may be even more important than the management of processes, since work culture brings about inter-organizational consensus regarding the values of the organization.

## **CONCLUSION**

The aim of the present research was to examine the well-being of seasonal employees working in the hospitality industry in Greece. This research resulted in some interesting outcomes, as stated above. This research is considered quite important, given the fact that even more employees tend to have negative feelings during their work as seasonal employees in the hospitality industry in Greece. These negative emotions affect their productivity, their relations with managers, coworkers and customers, having adverse effects upon service quality, customer satisfaction and business performance.

The first research question tried to determine the factors that are related to the self-reported level of employees' well-being. Both from theory and the results of the primary research it was indicated that the well-being of seasonal employees is affected by the following factors: characteristics of their personality, relations in the workplace both with managers and colleagues, the conditions at the working environment, the human resource practices implemented by the organization, the living conditions of employees, as well as the characteristics of the tourism sector businesses. All these factors affect the well-being of seasonal employees who took part in the present study.

The second research question tried to examine the impact of the self-reported level of employees' well-being upon their productivity and organizational performance. The theoretical analysis and the data analysis from the primary research provided evidence that employees' well-being affect their job satisfaction, their physical competencies, their relationships with customers, their attitude towards their tasks and responsibilities, and thus their performance and customer satisfaction.

Overall it was found that the job demands in the hospitality industry within the concept of seasonality, the conditions at the working environment (high levels of work time, bad living conditions, increased stress and pressure), and the human resource practices, affect most of the participants' well-being negatively. This in turn may affect negatively



the quality of services provided, since employees are physically and psychologically tired.

Hotel managers can create the conditions for the well-being of employees if it provides opportunities to them express their opinions, to exhibit and further develop their talents and skills, and to meet their own needs for autonomy, relationships and utilization of their strengths. Thus, internal motivation increases, which contributes to job satisfaction, effectiveness and increased performance. In order this to be achieved there should be a match between job demands and job resources, namely the resources provided by the human capital, and an understanding of the vision of the organization and the organizational goals. Hotel managers can support employees to use their strengths and to further develop their skills through educational programs and through job design based upon flexibility (i.e. job rotation, assignment of more difficult and various tasks). These techniques will allow employees to identify, cultivate and exploit their strengths, highlight their uniqueness and meet requirements and challenges effectively. These will contribute to the well-being of employees by creating benefits for themselves and the hotel organization: they have increased performance as they do what they are good at and achieve the desired results, while at the same time they have a positive mood as they draw energy from a meaningful job, and are more focused upon their tasks, more creative, more committed, and are engaged less in conflicts and bad relations with managers, colleagues and customers.

However, it should be mentioned that the achievement of seasonal employees' well-being is not a process consisting of fragmented activities. Instead it is a dynamic, holistic and ongoing procedure, taking into account the changes in the working environment, along with the personality traits of the employees. For this reason, the techniques implemented from hotel managers should be often reviewed and improved, if necessary. Primary researchers to the employees themselves and the examination of the internal and external environment of the hotel may provide the appropriate and the required information through the feedback received.

Last but not least, the implementation of total quality management can contribute towards this direction. Total quality management is a philosophy that leads to a specific business policy. Behind the general reasoning and business logic lies a respect for the

human factor, which in the hotel business has three dimensions: entrepreneurs, employees and customers. The focal point of all the company's efforts is quality, but it is given a complete meaning, which includes the capacity (timelessness) of quality and, in addition to the product, extends to work issues. Management must stimulate the interest of all employees in the future of the business and the continuous improvement of quality, something that should be done systematically and uninterrupted. Total quality management is the philosophy of change and proposes that continuous improvement measures be taken in all areas, while supporting all types of innovations. The management style should range between advisory and participatory, and employees should always have a channel of communication available with managers and take part in the decision-making process. Also, management must have an innovation-friendly mentality and look for new proposals to improve product quality and production processes. This means that employees' ideas about change should be seriously considered and rewarded according to their value.

In addition, it should be mentioned that total quality management requires the existence of friendly and positive relations among the members of the organization. Employees working under stress, insecurity and bad living conditions often leads to deliberately poor performance. Thus, the implementation of total quality management may result in the creation of positive relations between employees and managers and between colleagues, resulting in better working environment, with positive impact upon their well-being, as stated above.

Based on the above, the ongoing examination of the well-being of seasonal employees on behalf of the hotel managers is rather necessary. Such surveys would provide a useful insight into the feelings, state of mind and well-being of employees, providing information to the tourist businesses about the domains that should be improved. The factors that affect the well-being of employees in the workplace should be constantly examined, since they are constantly changing.

In addition, from the answers of the participants much emphasis was placed upon the improvement of their living conditions, and the human resource management practices that are implemented. For this reason, hotel managers should take initiatives in order to improve the working conditions of the seasonal employees, placing much emphasis

upon their nutrition and day offs. The balance between private / family and working life of employees is necessary in order to achieve high levels of job satisfaction, positive attitudes towards their responsibilities and tasks, positive relations with customers and finally increased productivity and performance. Hotel managers need also to conduct weekly meetings with the employees where their problems will be stated, and where employees will make their suggestions for increased well-being. After all, personality traits affect their perception of well-being. This means that a 'one-size-fits-all' model cannot be so effective and personalized measures perhaps are more effective.

However, the sample employed in this research is quite small and therefore the results from this study cannot be generalized. In addition, as it was already mentioned earlier, one should take into account the fact that tourist business operates in a constantly changing and rather unstable environment, which create new working conditions. Apart from this, a further research should be conducted to a larger sample of seasonal employees, working not only in hotels, but also in other type of seasonal tourist businesses. For this reason, quantitative research method could be employed, using the questionnaire as the methodological instrument for data collection. The quantitative research has the advantage of collecting data from a large number of participants, presenting the data in groups and examining possible correlations between the variables (e.g. effect of demographic profile upon participants' opinions). Further, this study could also employ the mixed-method approach, where both qualitative and quantitative research methods are used at the same time. There are two advantages of the mixed-method approach: a) there are specific disadvantages of each method and therefore the simultaneous use of both of them may decrease the limitations imposed by these methods; b) it allows for the triangulation of data, which means that the data collected are more reliable and valid.

Another interesting study that could be conducted in the future is the comparison between seasonal employees during different time-periods, and comparison between seasonal employees from different countries. The first proposed research would allow the examination of whether there are differences between the summer and winter seasonal employees, leading to results associated to the differences that exist based on the geographical conditions. The second proposed research would allow the

examination of similarities and differences between various countries concerning seasonal employees' well-being based on factors such as the labour legislation. Through this research perhaps best practices could emerge that will allow the suggestion of more specific practical implications for enhancing the well-being of seasonal employees.

Finally, some other thoughts for future research include the following: a) a research in the tourists themselves, which would result in examining their opinions about service quality, satisfaction and loyalty in relation to employees' performance, and which would lead to suggestions for practical implication; b) a research in the managers of tourist businesses operating during summer / winter season, concerning the actions that take in order to enhance employees' well-being.

## REFERENCES

- Acharya, G., & Siddiq, A. (2017). A study on Quality of Work Life in the Hospitality Industry Employees with special reference to D K District of Karnataka. *AGU International Journal of Management Studies & Research*, 5, 584–592.
- Ajala, E. M. (2013). Quality of work life and workers wellbeing: The industrial social workers approach. *Ife Psychologia*, 21(2), 46–56.
- Arenas, A., Giorgi, G., Montani, F., Mancuso, S., Perez, J. F., Mucci, N., & Arcangeli, G. (2015). Workplace bullying in a sample of Italian and Spanish employees and its relationship with job satisfaction, and psychological well-being. *Frontiers in Psychology*, 6, 1912. doi:10.3389/fpsyg.2015.01912
- Ažić, M. L. (2017). The impact of hotel employee satisfaction on hospitality performance. *Tourism and Hospitality Management*, 23(1), 105–117. <https://doi.org/10.20867/thm.23.1.8>
- Bardauskaite, I. (2014). Loyalty in the Business-to-Business Service Context: A Literature Review and Proposed Framework. *Journal of Relationship Marketing*, 13(1), 28–69. <https://doi.org/10.1080/15332667.2014.882628>
- Bartels, A. L., Peterson S. J., & Reina, C. S. (2019). Understanding well-being at work: Development and validation of the eudaimonic workplace well-being scale. *PLoS One*, 14(4), e0215957. doi:10.1371/journal.pone.0215957
- Benitez, M., Peccei, R., & Medina, F. J. (2019). Employee well-being profiles and service quality: A unit-level analysis using a multilevel latent profile approach. *European Journal of Work and Organizational Psychology*, 28(6), 859–872. <https://doi.org/10.1080/1359432X.2019.1678587>
- Brown, S. P., & Lam, S. K. (2008). A meta-analysis of relationships linking employee satisfaction to customer responses. *Journal of Retailing*, 84(3), 243–255.
- Brown, S. R. (2008). Q methodology. In L. M. Given (Ed.), *The SAGE encyclopedia of qualitative research methods* (pp. 699–702). California: Sage Publications.

- Bryson, A., Forth, J., & Stokes, L. (2015). *Does Worker Wellbeing Affect Workplace Performance?*. Retrieved from <http://ftp.iza.org/dp9096.pdf>
- Bulgarella, C. C. (2005). *Employee Satisfaction & Customer Satisfaction: Is There a Relationship?*. Retrieved from [http://meetingmetrics.com/research\\_papers/whitpaper\\_cs\\_es\\_relationships.pdf](http://meetingmetrics.com/research_papers/whitpaper_cs_es_relationships.pdf)
- Butler, R. (1998). Seasonality in tourism: Issues and implications. *The Tourist Review*, 53(3), 18–24. <https://doi.org/10.1108/eb058278>
- Chirico, F. (2016). Job stress models for predicting burnout syndrome: a review. *Annali dell' Istituto Superiore di Sanità*, 52(3), 443–456. doi:10.4415/ANN\_16\_03\_17
- Clarke, M. A., & Hill, S. R. (2012). Promoting employee wellbeing and quality service outcomes: The role of HRM practices. *Journal of Management & Organization*, 18(5), 702–713. <https://doi.org/10.1017/S1833367200000626>
- Coltman, T., Devinney, T. M., & Midgley, D. F. (2009). *Customer Relationship Management and Firm Performance*. Retrieved from [https://flora.insead.edu/fichiersti\\_wp/inseadwp2009/2009-18.pdf](https://flora.insead.edu/fichiersti_wp/inseadwp2009/2009-18.pdf)
- Cook, K. E. (2008). In-depth interview. In L. M. Given (Ed.), *The SAGE encyclopedia of qualitative research methods* (pp. 422–423). California: Sage Publications.
- Dawson, C. (2002). *Practical research methods: A user-friendly guide to mastering research techniques and projects*. Oxford: How to Books.
- de Simone, S. (2014). Conceptualizing Wellbeing in the Workplace. *International Journal of Business and Social Science*, 5(12), 118–122.
- Demerouti, E., & Baker, A. B. (2011). The Job Demands–Resources model: Challenges for future research. *SA Journal of Industrial Psychology*, 37(2), 1–9. <https://doi.org/10.4102/sajip.v37i2.974>
- Dervitsiotis, K. (2005). *Total quality management*. Athens: Economic Library.
- Dost, K. B., Ahmed, Z., Shafi, N., & Shaheen, W. A. (2011). Impact of employee commitment on organizational performance. *Arabian Journal of Business and Management Review*, 1(3), 87–98.
- Edward, M., George, B. P., & Sarkar, S. K. (2010). The Impact of Switching Costs Upon the Service Quality–Perceived Value–Customer Satisfaction–Service Loyalty Chain: A Study in the Context of Cellular Services in India. *Services*

- Marketing Quarterly*, 31(2), 151–173.  
<https://doi.org/10.1080/15332961003604329>
- Eichhorst, W., Braga M., Broughton, A., de Coen, A., Culot, H., Dorssemont, F., ... Slezak, E. (2013). *The role and activities of Employment Agencies*. Retrieved from [http://ftp.iza.org/report\\_pdfs/iza\\_report\\_57.pdf](http://ftp.iza.org/report_pdfs/iza_report_57.pdf)
- European Agency for Safety and Health at Work (2008). *Protecting workers in hotels, restaurants and catering*. Luxembourg: Office for Official Publications of the European Communities.
- Fisher, C. D. (2014). Conceptualizing and Measuring Wellbeing at Work. In P. Y. Chen & C. L. Cooper (Eds.), *Well-being, a complete reference guide: Work and Wellbeing*, Volume 3 (pp. 9–33).  
<https://doi.org/10.1002/9781118539415.wbwell018>
- Gardyn, R. (2001). Happiness Grows on Trees. *American Demographics*, 23, 18–21.
- Gianni, E., & Kosmidou A. (2001). *Flexible Forms of Work & Their Application in the Sindos Industrial Area*. (Thesis). Thessaloniki: Alexandreio Technological Educational Institution Thessaloniki School of Management & Economics Department of Accounting.
- Greener, S. (2008). *Business research methods*. London: Dr. Sue Greener & Ventus Publishing.
- Griffith, J. (2001). Do Satisfied Employees Satisfy Customers? Support-Services Staff Morale and Satisfaction among Public School Administrators, Students and Parents. *Journal of Applied Social Psychology*, 31(8), 1627–1658.  
<https://doi.org/10.1111/j.1559-1816.2001.tb02744.x>
- Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field methods*, 18(1), 59–82.  
<https://doi.org/10.1177/1525822X05279903>
- Hakanen, J. J., Peeters, M. C., & Schaufeli, W. B. (2018). Different types of employee well-being across time and their relationships with job crafting. *Journal of Occupational Health Psychology*, 23(2), 289–301.  
<https://doi.org/10.1037/ocp0000081>
- Haver, A., Olsen, E., & Akerjordet, K. (2019). Well-being among hotel managers: A study on the influence of job stressors and cognitive reappraisal. *International*

- Journal of Contemporary Hospitality Management*, 31(4), 1819–1835.  
<https://doi.org/10.1108/IJCHM-11-2017-0737>
- He, J., Morrison, A. M., & Zhang, H. (2019). Improving Millennial Employee Well-Being and Task Performance in the Hospitality Industry: The Interactive Effects of HRM and Responsible Leadership. *Sustainability*, 11(16), 4410. doi:10.3390/su11164410
- Heery, E. (2004). The trade union response to agency labour in Britain. *Industrial Relations Journal*, 35(5), 434–450.
- Hewagama, G., Boxall, P., Cheung, G., & Hutchison, A. (2019). Service recovery through empowerment? HRM, employee performance and job satisfaction in hotels. *International Journal of Hospitality Management*, 81, 73–82. <https://doi.org/10.1016/j.ijhm.2019.03.006>
- Holston-Okae, B. L. (2018). The Effect of Employee Turnover in the Hospitality Industry: Quantitative Correlational Study. *International Journal of Learning and Development*, 8(1), 156–183. <https://doi.org/10.5296/ijld.v8i1.12513>
- Hsieh, Y.-C., Apostolopoulos, Y., & Sönmez, S. (2015). Work Conditions and Health and Well-Being of Latina Hotel Housekeepers. *Journal of Immigrant Minority Health*, 18(3), 568–581. doi: 10.1007/s10903-015-0224-y
- Huertas-Valdivia, I., Braojos, J., & Lloréns-Montes, F. J. (2019). Counteracting workplace ostracism in hospitality with psychological empowerment. *International Journal of Hospitality Management*, 76(A), 240–251. <http://dx.doi.org/10.1016/j.ijhm.2018.05.013>
- Itika, J. S. (2011). *Fundamentals of human resource management*. Leiden: African Studies Centre.
- Januwarsono, S. (2015). Analytical of Factors Determinants of Happiness at Work Case Study on PT. PLN (Persero) Region Suluttenggo, Sulawesi, Indonesia. *European Journal of Business and Management*, 7(8), 9–18.
- Jolliffe, L., & Farnsworth, R. (2003). Seasonality in tourism employment: human resource challenges. *International Journal of Contemporary Hospitality Management*, 15(6), 312–316. <https://doi.org/10.1108/09596110310488140>



- Kang, G.-D., & James, J. (2004). Service quality dimensions: an examination of Grönroos's service quality model. *Managing Service Quality*, 14(4), 266–277. doi: 10.1108/09604520410546806
- Karamustafa, K., & Ulama, S. (2010). Measuring the seasonality in tourism with the comparison of different methods. *EuroMed Journal of Business*, 5(2), 191–214. <https://doi.org/10.1108/14502191011065509>
- Kiatsongchai, S., & Choibamroong, T. (2014). An analysis of marketing strategies of boutique hotels in Thailand. *Journal of Language, Religion and Culture*, 3(2), 171–194.
- Kolomiets, A. (2010). *Seasonality in Tourism Employment: Case: Grecotel Kos Imperial Thalasso*. (Bachelor thesis). Retrieved from <https://pdfs.semanticscholar.org/455a/c2603ae5cdddb0f91d4193138306e01b9e4.pdf>
- Kong, H., Jiang, X., Chan, W., & Zhou, X. (2018). Job satisfaction research in the field of hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 30(5), 2178–2194. <https://doi.org/10.1108/IJCHM-09-2016-0525>
- Kotera, Y., Adhikari, P., & Van Gordon, W. (2018). Motivation Types and Mental Health of UK Hospitality Workers. *International Journal of Mental Health and Addiction*, 16, 751–763. <https://dx.doi.org/10.1007%2Fs11469-018-9874-z>
- Krabokoukis, T., & Polyzos, S. (2019). Ανάλυση και εκτίμηση της τουριστικής εποχικότητας στην Ελλάδα [Analysis and assessment of tourist seasonality in Greece]. In *Proceedings 17th Ordinary National Scientific Conference "Research, Innovation, Competitiveness and Local and Regional Development"*. Panteion University, Athens. Retrieved from [https://www.researchgate.net/publication/334064658\\_Analyse\\_kai\\_ektimese\\_tes\\_touristikes\\_epochikotetas\\_sten\\_Ellada](https://www.researchgate.net/publication/334064658_Analyse_kai_ektimese_tes_touristikes_epochikotetas_sten_Ellada)
- Krakover, S. (2000). Partitioning seasonal employment in the hospitality industry. *Tourism Management*, 21(5), 461–471. [https://doi.org/10.1016/S0261-5177\(99\)00101-6](https://doi.org/10.1016/S0261-5177(99)00101-6)
- Krekel, C., Ward, G., & De Neve, J.-E. (2019). *Employee Wellbeing, Productivity, and Firm Performance*. Retrieved from <http://eureka.sbs.ox.ac.uk/7348/1/2019-04.pdf>

- Kuusik, A. (2007). Affecting customer loyalty: Do different factors have various influences in different loyalty levels?. *The University of Tartu Faculty of Economics and Business Administration Working Paper No. 58-2007*. <https://dx.doi.org/10.2139/ssrn.1025989>
- Leitão, J., Pereira, D., & Gonçalves, A. (2019). Quality of Work Life and Organizational Performance: Workers' Feelings of Contributing, or Not, to the Organization's Productivity. *International Journal of Environmental Research and Public Health*, *16*(3803), 1–18. doi:10.3390/ijerph16203803
- Liltsi P., Michailidis A., & Partalidou M. (2014). Mapping Perceived Happiness alongside the Rural-Urban Continuum. *Procedia Economics and Finance*, *9*, 288–301. [https://doi.org/10.1016/S2212-5671\(14\)00030-6](https://doi.org/10.1016/S2212-5671(14)00030-6)
- Litchfield, P., Cooper, C., Hancock, C., & Watt P. (2016). Work and Wellbeing in the 21st Century. *International Journal of Environmental Research and Public Health*, *13*(11), 1065. doi:10.3390/ijerph13111065.
- Lo Magno, G. L., Ferrante, M., & De Cantis, S. (2017). A new index for measuring seasonality: A transportation cost approach. *Mathematical Social Sciences*, *88*, 55–65. <https://doi.org/10.1016/j.mathsocsci.2017.05.002>
- Martin Martin, J. M., & Guaita Martinez, J. M. (2019). Entrepreneurs' attitudes toward seasonality in the tourism sector. *International Journal of Entrepreneurial Behavior & Research*, *26*(3), 432–448. <https://doi.org/10.1108/IJEER-06-2019-0393>
- Miao, R., & Cao, Y. (2019). High-Performance Work System, Work Well-Being, and Employee Creativity: Cross-Level Moderating Role of Transformational Leadership. *International Journal of Environmental Research and Public Health*, *16*(9), 1640. doi:10.3390/ijerph16091640
- Milka, W., Kerubo, O. J., & Eunicares, L. (2017). Factors affecting employee turnover in hospitality establishments in Kisii Town, Kenya. *Merit Research Journal of Business & Management*, *5*(1), 30–40.
- Mohanty, K., & Mohanty, S. (2014). An Empirical Study on the Employee Perception on Work-Life Balance in Hotel Industry with Special Reference to Odisha. *Journal of Tourism and Hospitality Management*, *2*(2), 65–81. <http://dx.doi.org/10.15640/jthm.v2n2a5>

- Moussoulides, A. (2016). *The impact of seasonality on service quality in beach hotels: the case of the Palm Beach Hotel and Bungalows*. (DProf thesis). Retrieved from <https://eprints.mdx.ac.uk/18825/1/AMoussoulidesProject.pdf>
- Nart, S., Sututemiz, N., Nart, S., & Karatepe, O. M. (2019). Internal marketing practices, genuine emotions and their effects on hotel employees' customer-oriented behaviors. *Journal of Human Resources in Hospitality & Tourism, 18*(1), 47–70. <https://doi.org/10.1080/15332845.2019.1526509>
- OSTESA EU. (2018). Εργαλειοθήκη με προγράμματα εκπαίδευσης [Toolbox with educational programs]. Retrieved from [https://ec.europa.eu/programmes/erasmus-plus/project-result-content/7d3db201-5a10-414a-b835-7f6e32431b40/OSTESA%20EU\\_PROGRAMME%20TOOLKIT\\_GR.pdf](https://ec.europa.eu/programmes/erasmus-plus/project-result-content/7d3db201-5a10-414a-b835-7f6e32431b40/OSTESA%20EU_PROGRAMME%20TOOLKIT_GR.pdf)
- Palys, T. (2008). Purposive sampling. In L. M. Given (Ed.) *The Sage Encyclopedia of Qualitative Research Methods* (pp. 697–698). Los Angeles: Sage Publications.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing, 49*(4), 41–50. doi:10.2307/1251430
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple item scale for measuring consumer perceptions of service quality. *Journal of Retailing, 64*(1), 12–43.
- Perin, M. G., Sampaio, C. H., & Brei, V. A. (2007). Loyalty's Antecedents: A Cross-Sector Study. *Latin American Business Review, 8*(1), 83–102. [https://doi.org/10.1300/J140v08n01\\_04](https://doi.org/10.1300/J140v08n01_04)
- Petridou, E., Spathis, C., Glaveli, N., & Liassides, C. (2007). Bank service quality: empirical evidence from Greek and Bulgarian retail customers. *International Journal of Quality & Reliability Management, 24*(6), 568–585. doi:10.1108/02656710710757772
- Quinlan, M. (2015). *The effects of non-standard forms of employment on worker health and safety*. Geneva: International Labour Organization.
- Romboti, E., & Ioannidis, A. (2018). «Ενοικίαση» εργαζομένων και οικονομική κρίση στην Ευρωπαϊκή Ένωση και στην Ελλάδα [Employee “rent” and economic crisis in the European Union and in Greece]. *Social Research Review, 151*, 99–135.

- Ruona, W. E. A. (2005). Analyzing qualitative data. In R. A. Swanson & E. F. Holton III (Eds.), *Research in organizations: Foundations and methods of inquiry* (pp. 233–263). San Francisco: Berrett-Koehler Publishers.
- Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology*, 57(6), 1069–1081. <https://doi.org/10.1037/0022-3514.57.6.1069>
- Ryff, C., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of Personality and Social Psychology*, 69(4), 719–727. <https://doi.org/10.1037/0022-3514.69.4.719>
- Sabir, R. I., Majid, M. B., Nawal, A., & Majid, A. (2015). Impact of employee commitment on organizational performance (A Survey Based Study on Education Sector of Sahiwal & Okara Pakistan). *Scholedge International Journal of Business Policy & Governance*, 2(3), 12–16.
- SETE. (2019). *Βασικά μεγέθη του Ελληνικού τουρισμού* [Basic indices of the Greek tourism]. Retrieved from <https://sete.gr/el/stratigiki-gia-ton-tourismo/vasika-megethi-tou-ellinikoy-tourismoy/>
- Sharma, P., Kong, T., & Kingshott, R. (2016). Internal service quality as a driver of employee satisfaction, commitment and performance: Exploring the focal role of employee well-being. *Journal of Service Management*, 27(5), 773–797. <https://doi.org/10.1108/JOSM-10-2015-0294>.
- Shen, R., Miao, L., Lehto, X., & Zhao, X. (2018). Work or/and life? an exploratory study of respite experience of bed and breakfast innkeepers. *Journal of Hospitality & Tourism Research*, 42(1), 142–165. <https://doi.org/10.1177/1096348015597028>
- Suštar, N., & Ažić, M. L. (2020). Measuring Tourism Seasonality Across Selected Mediterranean Countries. *KnE Social Sciences*, 4(1), 216–229. <http://dx.doi.org/10.18502/kss.v4i1.5990>
- Sverke, M., Hellgren, J., Näswall, K., Chirumbolo, A., de Witte, H., & Goslinga, S. (2004). *Job Insecurity and Union Membership: European Unions in the Wake of Flexible Production*. Brussels: Peter Lang.
- Taghizadeh, M., Taghipourian, J., & Khazaei, A. (2013). The Effect of Customer Satisfaction on Word of Mouth Communication. *Research Journal of Applied Sciences, Engineering and Technology*, 5(7), 2569–2575.

- Temesgen, Z., Negi, R., & Ketema, E. (2010). An Assessment of the Marketing Strategy for Mobile Services of Ethiopian Telecommunication Corporation. *Services Marketing Quarterly*, 31(1), 50–71. <https://doi.org/10.1080/15332960903408443>
- Tsaur, S. H., Hsu, F. S., & Lin, H. (2019). Workplace fun and work engagement in tourism and hospitality: The role of psychological capital. *International Journal of Hospitality Management*, 81, 131–140.
- Verhoef, P. C. (2002). The joint effect of relationship perceptions, loyalty program and direct mailings on consumer share development. *ERIM Report Series Reference No. ERS-2002-27-MKT*. Retrieved from <http://repub.eur.nl/res/pub/174/>
- Warr, P. (1994). A conceptual framework for the study of work and mental health. *Work & Stress*, 8(2), 84–97. <https://doi.org/10.1080/02678379408259982>
- Wen, J., Huang, S. S., & Hou, P. (2019). Emotional intelligence, emotional labor, perceived organizational support, and job satisfaction: a moderated mediation model. *International Journal of Hospitality Management*, 81, 120–130. <https://doi.org/10.1016/j.ijhm.2019.01.009>
- Whitman, D. S., van Rooy, D. L., & Viswesvaran, C. (2010). Satisfaction, citizenship behaviors, and performance in work units: a meta-analysis of collective construct relations. *Personnel Psychology*, 63(1), 41–81. <https://doi.org/10.1111/j.1744-6570.2009.01162.x>
- Zacharatos, G., Markaki, M., Panousi, S., Soklis, G., & Christidou, A. (2014). *Η εποχικότητα του τουρισμού στην Ελλάδα* [The seasonality of tourism in Greece]. Kallithea: Research Institute for Tourism.
- Zhang, T. (2018). Employee Wellness Innovations in Hospitality Workplaces: Learning From High-Tech Corporations. *Journal of Global Business Insights*, 3(2), 52–66. <https://www.doi.org/10.5038/2640-6489.3.2.1003>

**Appendix. Interview questionnaire**

1. Gender

Male	
Female	

2. Please indicate your agreement with the following statements concerning how you feel within your workplace ((1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree):

	1	2	3	4	5
Among the people I work with, I feel there is a sense of brotherhood/sisterhood					
I feel close to the people in my work environment					
I feel connected to others within the work environment					
I consider the people I work with to be my friends					
I am emotionally energized at work					
I feel that I have a purpose at my work					
My work is very important to me					
I feel I am able to continually develop as a person in my job					

3. Do you feel satisfied with management relations within your workplace?
4. Do you feel satisfied with coworker relations within your workplace?
5. How the conditions at your workplace affect your well-being?
6. Which conditions at your workplace affect positively your well-being?
7. Which conditions at your workplace affect negatively your well-being?
8. How do you think your well-being affects your productivity and organizational commitment?
9. How do you think your well-being affects the quality of services provided and hence hotel performance?
10. What would you suggest at the organizational level in order your well-being to be enhanced?

# RESÜMEE

## HOOAJATÖÖTAJATE HEAOLU KREEKA SAARTE TURISMISEKTORIS

Kosmas Panagiotaras

Hooajalisus on turismisektorile iseloomulik nähtus paljudes riikides, eriti Kreekas. Teenindustöötajate heaolu on teenuse kvaliteedi, klientide rahulolu ja lojaalsuse kontekstis väga oluline, kuid hooajalisus mõjub nendele aspektidele negatiivselt. Selle teadustöö eesmärk on uurida hooajatöötajate heaolu Kreeka näitel ning teha ettepanekuid hotellijuhtidele hooajatöötajate heaolu parandamiseks. Uurimisel kasutati kvalitatiivseid meetodeid, nimelt korraldati struktureeritud intervjuud kaheteistkümne hooajalise hotellindustöötajaga. Tulemused näitasid, et hooajatöötajate heaolu mõjutavad järgmised tegurid: isikuomadused, tööalased suhted (juhtide ja kaastöötajatega), töötingimused töökohal, sealhulgas personalipoliitika, elamistingimused ja turismisektori ettevõtetele iseloomulikud omadused. Töötajate heaolu mõjutab nende produktiivsust ning seega ka teenuste kvaliteeti ja klientide rahulolu. Ülaltoodu põhjal peaksid hotellijuhid üle vaatama oma personalipoliitika. Rohkem tähelepanu tuleks pöörata töötajate toitumisele ja puhkepäevadele ning era- ja tööelu vahelisele tasakaalule. Samuti võiksid juhid korraldada iganädalasi kohtumisi oma töötajatega, et nende probleemide üle arutleda, ning töötajad võiksid teha ettepanekuid probleemide lahendamiseks. Hotellijuhid võiksid ka ise oma töötajate seas uuringuid korraldada, et pakkuda töötajatele rohkem võimalusi oma mõtteid väljendada. Hotelli sise- ja väliskeskkonna uurimine saadud tagasiside kaudu võib samuti olulist teavet anda. Kokkuvõttes võib öelda, et juhtimise parandamine võib kaasa aidata positiivsete muutuste loomisele juhtide ja töötajate vahelistes ning töötajate omavahelistes suhetes, mis omakorda loob meeldivama töökeskkonna ning mõjub hästi töötajate heaolule. Siiski oleks teemaga seoses vaja teha rohkem uurimistööd suurema valimiga ning uurida ka juhtide seisukohti, et juhtide ja töötajate arvamusi võrrelda ning saada veelgi rohkem vajalikku teavet.

## **Non-exclusive licence to reproduce thesis and make the thesis public**

I, Kosmas Panagiotaras,

1. herewith grant the University of Tartu a free permit (non-exclusive licence) to: reproduce, for the purpose of preservation, including for addition to the DSpace digital archives until expiry of the term of copyright, THE SEASONAL WORKERS' WELLBEING IN GREEK ISLANDS HOSPITALITY INDUSTRY, supervised by Monika Kumm.
2. I grant the University of Tartu a permit to make the work specified in p. 1 available to the public via the web environment of the University of Tartu, including via the DSpace digital archives, under the Creative Commons licence CC BY NC ND 3.0, which allows, by giving appropriate credit to the author, to reproduce, distribute the work and communicate it to the public, and prohibits the creation of derivative works and any commercial use of the work until the expiry of the term of copyright.
3. I am aware of the fact that the author retains these rights specified in p. 1 and 2.
4. I certify that granting the non-exclusive licence does not infringe other persons' intellectual property rights or rights arising from the personal data protection legislation.

Kosmas Panagiotaras

20/05/2020