Motivation of Generation Y employees in resort hotels during the summer season in Greece.

Anna Maria Vlachou

Author(s) Anna Maria Vlachou	
Degree programme Degree programme in Tourism. Haaga-Helia University of Applied Sciences, Porvoo Finland	
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In the near future the majority of the workforce globally will be covered by Generation Y employees. The unique characteristics of this generation's working values and the differences that appear compared to other generations, have led researchers to investigate this generational cohort for many purposes.

This thesis examines the ways in which Generation Y employees in resort hotels are motivated in Greece. The research aimed at providing the commissioning company, Lindian Village, with valuable insights that may have allowed it to use this information as guidance in the pursuance of improving the practices that lead in increased motivation.

With regard to the aim of the thesis and the importance it may hold as guidance for the commissioner, a theoretical framework was put together to understand the three subjects, which composed are shaping the research question. Furthermore, the design and execution of a qualitative research through semi-structured interviews added a valuable amount of personal insights that justify the theory analysed in the thesis and the aim of the research.

The key findings of the study showed that the employees' motivation is increased by several intrinsic and extrinsic factors such as the personal advancement, the recognition of one's effort, the competitive salary and the status derived from the position.

Keywords
Motivation, Generation Y , Seasonality

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1   Introduction

The thesis process started in the end of May 2017, when the author was looking for a thesis topic in order to submit the subject analysis. Due to her hectic working schedule and a small holiday period, the actual writing process started in the middle of September. Her goal was to finish and submit the report by the end of October, as it did happen.

The aim of the Thesis is to examine what motivates Greek millennials (generation Y) as employees during the summer season in resort hotels. The research problem is based on studying and gathering data that could provide the commissioner and stakeholders in the hospitality industry with a suggestive guideline that aim at improving practices at work that can influence the employees' motivation.

According to studies conducted recently, by 2020 fifty percent of the global workforce will be accounted by the generation Y (PWC, 2017). Due to that estimation, together with other forces that are driven by this generation, many researchers have focused on understanding the working behaviour and values Millennials have in common.

The primary reason this topic was chosen, is due to the fact that millennials are nowadays considered important stakeholders in the tourism industry, since they are travelling frequently which results into shaping the industry by focusing on the creation of valuable experiences rather than services. In order to be able to optimize the performance of employees towards the aim of an organization to create and offer memorable experiences, motivation is key into achieving this objective.

The secondary reason is that, though there has been enough research previously made regarding millennials of different ethnicities, the research pool based on Greek millennials is small.

Finally, the inspiration of the topic was also derived through the author's personal experience as a Receptionist in a resort hotel the past two summers in a Greek island, where she encountered for the first time the hectic routine of this position. The front office customer service is a crucial part of the whole image a resort hotel holds, and motivation has an important role in maintaining high standards in the quality of serving the guests.

The commissioner of this thesis is a well-known five star, luxury resort hotel in Rhodos, called Lindian Village. The hotel has received Trip Advisor's certificate of excellence as well as other important recognitions in the Hospitality industry. The author of this thesis

came in contact with the owner of the hotel through their common network and after explaining the aim of the research, he was immediately interested.

The thesis consists of eight chapters in total. The first chapter, the Introduction allows the reader to know what follows in the next chapters. The next three chapters consist of the theoretical background based on the topic of the thesis, motivation, seasonality and generation Y. Methodology follows the theoretical background to establish the means the author followed to research this topic. The research method she found most appropriate to approach a topic such as motivation was through conducting semi-structured interviews. The four interviewees she came in contact with, were all receptionist as she aimed at getting a more precise perspective on the topic and also due to her personal interest for this work position. By analyzing the methodology used, the next chapter, number six, consists of the analysis of the results. Finally, the report closes with chapter seven, the conclusion, where the author summarizes the main findings of the report and the last two chapters are the Appendix with the interview questions and the list of References.

2 Employees' motivation

Over the years, there have been many theories developed that investigate the source of motivation in the working life. Today, these theories have been divided into three different categories as in each category there are different aspects on what influences employees' motivation. This chapter presents a small overview of the motivation theory classifications and an extended analysis of F. Herzberg Two factor model theory.

2.1 Motivation theory classifications

Instrumentality theory, which was developed during the nineteenth century, is the first classified category that serves the belief that employees will perform in desired ways through the influence of existing rewards or punishments. This classification is rooted by F W Taylor's theory (Taylorism), and is influenced by Skinner's concept of conditioning, who stated that people can be 'conditioned' to perform in a certain level if they are rewarded for their correct behaviour. Instrumentality theory has been successfully used in certain cases, however it has been criticised as it does not identify other human needs that influence motivation, but rather focuses on external controls (Armstrong, 2007, ss. 255-265).

Content theory is the second classification that states that motivation is driven by needs that people aim to satisfy. The root of this theory is based on Maslow's Hierarchy of needs theory (1954), which investigates motivation through the human needs, as it states that there is a hierarchy of five needs (physiological, safety, social, esteem, self-fulfilment) and based on that hierarchy the higher level of needs are coming to importance for a human, only when a previous lower level of needs has been satisfied, as a satisfied need does not serve anymore as a motivator. Herzberg et al's two factor theory (1957), is also included in this classification as it recognises several fundamental human needs, however other than this basis, it does not share more similarities with Maslow's theory (Armstrong, 2007, ss. 255-265).

The last classification is called the Process or Cognitive theory which examines motivation based on the psychological processes that influence motivation. Vroom's Expectancy theory together with Latham and Locke's Goal theory and lastly Adams Equity theory are included in this classification as all three have in common the hypothesis that motivation is affected by a cognitive process (Armstrong, 2007, ss. 255-265).

It would be rather difficult and time consuming to emphasize in more than one motivational theories for this research, therefore the researcher decided to focus and learn more about one theory. The theory she selected was the Two Factor model by F. Herzberg. The reason she chose that theory as the basis of this research was because by studying the different motivational theories she grew more interested into that one and she believed it would be more applicable in this topic.

2.2 Herzberg's two factor model

The two factor model theory was composed by Frederick Herzberg in 1957, by examining what affects satisfaction and dissatisfaction of accountants and engineers in their offices. The aim of his research was to find the core of what causes motivation in employees to perform in certain ways and what dissatisfies them, in order to improve the performance of an organisation (Armstrong, 2007, ss. 255-265).

During that research, employees were able to report good and bad instances at work. Through the employees' testimonials, Herzberg concluded that the good instances at work are triggered by several factors that were named motivators or satisfiers and the bad instances were affected by different factors that are known as dissatisfiers or hygiene factors (Armstrong, 2007, ss. 255-265).

According to Herzberg, the motivator factors are the job content factors that include achievement, recognition, work itself, responsibility, advancement and possibility of growth. The second set of factors, known as hygiene factors are the 'job context' factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security (Herzberg's Two-Factor Theory, 2017).

The two sets of factors, hygiene and motivators, or otherwise known as extrinsic and intrinsic respectively, have a reverted relationship. The intrinsic motivators include the intangible emotional needs that when they exist, they are generating motivation that leads to satisfaction as they are related to what and how employees are doing at work, for example as in what responsibilities they have and what are their goals that they aim to achieve. Extrinsic factors on the other hand, include more tangible, basic needs that employees have less control over as they are related more to the environment of the work rather than the work itself and are able to create the feeling of dissatisfaction when they do not exist (Riley, 2005, ss. 5-6).

However, the study showed that the two set of factors are not connected in other means, since when the extrinsic factors are satisfied they do not motivate or bring satisfaction to an employee, they prevent the feeling of dissatisfaction and equally, when the intrinsic factors are not satisfied they do not cause dissatisfaction, they eliminate motivation and ultimately the feeling of satisfaction. In other words, as satisfaction and dissatisfaction are controlled by different factors the opposite of satisfaction is no satisfaction, while the opposite of dissatisfaction is the absence of dissatisfaction (Herzberg's Two-Factor Theory, 2017).

2.2.1 Motivators and Hygiene factors' analysis

In order to understand the distinction of the two categories, motivators and hygiene factors, it is wise to analyse what each of them represent. As previously mentioned, motivators are consisted of job content factors that present an intrinsic value which can affect the satisfaction an employee gains from work. The table below aims to represent a short explanation of each motivator.

Table 1. Motivators according to F. Herzberg (Riley, 2005, ss. 8-9)

Achievement	An example of how achievement increases motivation and therefore brings the feeling of satisfaction to an employee is when a task is completed in time. In contrary, when an employee is not able to fulfil a set goal, the level of motivation and consequently satisfaction is decreased.
Recognition	These factor refers to the increased motivation an employee has when a task successfully completed is acknowledged and praised by the leadership.
The work itself	This factor is related to how an employee feels in total about the work itself, whether it is challenging and thus motivating or the opposite.
Responsibility	This factors concerns the level of freedom an employee has in decision making and in the level his or her ideas may be accountable at work.
Advancement	It refers to the possibility an employee has to be promoted or advanced within an organization.
Growth	The factor refers to the possibility of growth by learning and implementing new projects or tasks in an advanced position and how it increases the feeling of motivation to an employee.

By having analysed the first set of factors that consists of motivators which may affect the levels of satisfaction or no satisfaction an employee feels derived from work, it is appropriate to analyse the set of 'dissatisfiers' which include job context factors, a sum of determinants an employee does not have control over and which concentrate mainly on the external working environment. The table below represents the factors and a brief explanation to each of them.

Table 2. Hygiene factors according to F. Herzberg (Riley, 2005, ss. 9-10)

Company Policy or Administration	The level of dissatisfaction is influenced by this factor depending on how the employee perceives the administration (fair or unfair).
Personal or Working Relationships	This factor contributes to the level of dissatisfaction or its absence an employee has in relevance to the relationships he or she has engaged in the working environment with the leadership, the colleagues and the subordinates.
Working conditions	This factors refers to the physical surroundings of the work itself, such as the location.
Salary	This factor is correlated to the level of dissatisfaction one has, since when the salary increases or is at the right level the amount of dissatisfaction one feels is lower or absent and vice versa.
Personal Life	As the personal and the working life are inevitable to separate they affect one another.
Feeling a Job Security	Similarly to the correlation between the salary and the level of dissatisfaction, the higher the level of security in an organization, the less an employee is dissatisfied.
Status	This factor refers to the familiarity and the retention of the status an employee has within an organization.

2.3   Critique over the Two Factor Theory

 Although the theory has been applied in many cases which has resulted in improving the overall performance of the organizations, it does present certain limitations and implications that are important to consider.

In regards to the limitations that occur in this motivational theory, it is considered that it overlooks situational variables and that the reliability of the results is uncertain since the research method has been criticized as being biased. Furthermore, the theory has received criticisms from other academics due to the lack of proof that the productivity of the employees is improved with higher levels of satisfaction and lower levels of dissatisfaction (Herzberg's Theory , 2017).

Lastly, the implications that rise from Herzberg's Two Factor theory is that the management of an organization should focus on the competency to keep the hygiene factors of an employee fulfilled in the aim of avoiding an increase of dissatisfaction, plus it sure reassure the intrinsic factors by creating such rewarding systems and challenges to the employees to keep them motivated (Herzberg's Theory , 2017).

3 Generation Y

In respect to this research topic it is important to analyze the characteristics and the attitudes that people of generation Y are having in common and what differentiate it from the rest of generations. This chapter examines the characteristics of this generational cohort in general as well as in the workplace, the differences that appear between generations and finally presents a small overview of the Greek Generation Y traits.

3.1 Generational features

Generation Y consists of people that were born between 1982 and 2002. This demographical group known mostly as Millenials is divided into three subgroups: Generation Why (born 1982-1985); Millenials or MilGens (born 1985-1999); and iGeneration (born 1999-2002). The first subgroup share some common characteristical traits with the last subgroup of the previous generation (Generation X) and consequently the last subgroup share common traits with the following generation (Generation Z). Millenials, the central subgroup is likely to represent the traits of Generation Y in a more distinct manner (Benckendorfff, 2009, s. 3)

Generation Y emerged at the same time as the Age of Information and the development of digitalization, creating a gap with the previous generations on several behavioural attributes. As the first generation born in an age of technological capability to communicate globally, Generation Y is considering itself as a participant of a global community (Benckendorfff, 2009, s. 9).

According to Howe and Strauss (2006), there are seven typical traits that characterize Generation Y. The table below is portraying these traits.

Table 3. Millennial generation traits (Rocky, 2017)

Millennial Generation Traits	
Special	Sense of entitlement; here to solve world's problems.
Sheltered	Parents advocated for and spared them from unpleasant experiences.
Confident	Motivated, goal-oriented, optimistic.
Team-oriented	Tight-knit, group-oriented rather than individualists. Egalitarian not hierarchical.
Pressured	Tightly scheduled as children; struggle with own time management. Pressure to succeed.
Conventional	Respectful, civic-minded, fear non-conforming. Support social rules; connected to parents.
Source: Millennials Go To College (2003) by Neil Howe and William Strauss; www.lifecourse.com	

3.2   Generation Y as workforce

As previously mentioned, a main characteristic that defines this generation and differentiates it from the previous ones, is the fact that it is familiar and very adaptable to new technologies since it is the demographic population that grew parallel to the vast development of innovative technologies and digitalization. It is therefore, the first generation to enter working life with confidence on adapting to key business tools but also their familiarity with technology has impacted their skills as they seem to be better and more efficient multitaskers than previous generational employees (PWC, 2017).

Generation Y has indeed emerged on the same time as the technological era, however another major factor, that has shaped certain values and behaviors they have in the workplace, is the global crisis. It has impacted Millennials to have different behavioral patterns with previous generations and an example of these would be that they do not put heavy weight on being loyal employees. Deloitte conducts annually a global survey to a large pool of millennial employees. A key result of the 2016 survey showed that 66% of the respondents expect to leave their current position in the upcoming years in order to do something different (Millennial survey 2016, 2017).

Furthermore, a main characteristic that is seen to be common in this generational cohort is that they share the attitude 'the more the merrier'. In other words, typically, Millennials are highly optimistic into getting work done in a positive attitude and are in favor of teamwork in the workplace. This might be explained due to their participation in team sports and team school projects in a younger age. However, Millennials are also considered very independent and self-expressive (Dogan;Thomas;& Christina, 2017).

One of the most valuable practices at work that is critical for the motivation of generation Y employees is recognition. Millennials are also known as the 'trophy kids' generation, which might explain why it is imperative to receive feedback and recognition for the effort has been put to their work. In addition, they incline towards challenging the strict norms and rules at work, such as not following the dress code or by questioning the rules and being in favor of not following a typical employee-supervisor relationship with the hierarchy of an organization (Dogan;Thomas;& Christina, 2017).
Unlike previous generations such as the Baby Boomers (born 1943-1960), Millennials focus on different priorities than work. They value their friends and family more and the experiences gained with them and they do not sacrifice their free time to work. This pattern is followed also by the increasing preference to work remotely or on a flexible schedule (Dogan;Thomas;& Christina, 2017).

3.3 Differences between generational cohorts as workforce

In pursuance of maximizing the efforts of motivating employees in order to improve an organization's overall employee performance, it is imperative to understand not only the main behavioral patterns that millennials share but also the difference that appears in working attitudes and practices with other generations. By analyzing the distinctions that have emerged between the generational cohorts, an organization can use that information as guidance on how to make a diverse pool of employees cooperate in more efficient ways (Dogan;Thomas;& Christina, 2017).

As reported by the International Journal of Hospitality Management in 2008, the table below contains certain contrasting perspectives of three different generations that are currently the main stakeholders in the working life.

Table 4. Characteristics of the three generations at work

	Baby Boomers (1943-1960)	Generation X (1960-1980)	Generation Y (1980-2000)
Work values	Respect authority and hierarchy	Want structure and direction	Question authority, challenge the working norms
Interactions at work	Team player	Individuality	Team-work oriented
Preferred communication	In person	Direct - Immediate	E-mail
Working / Free time	Work to live	Live to work	Here today and gone tomorrow
Career Goals	Going up the ladder	Building a portable career	Follow many career paths
Rewards	Title, recognition, money	Freedom as a reward	Meaningful work

3.4 Characteristics of Greek generation Y

In pursuance of answering the objective of this thesis topic, it is wise to examine and analyse the characteristics of the Greek generation Y. Although it has been argued that Millennials are the first 'global generation', meaning that they present globally common characteristics and behavioural patterns, due to the connectivity technology has enabled us to

have around the world, in reality matters that happen in a national scale may have a great influential impact on them that stimulate aspects and characteristics dissimilar to millennials of other national backgrounds (Dimitriou & Blum, 2015).

Despite the fact that there has been a great amount of research regarding Millennials globally, a big percentage of the literature written today on this topic is based on American Millennials. Currently, there is a small number of studies that have been exclusively focusing on understanding Greek Millennials, especially their needs and motivators as employees, it is yet possible to distinguish several variations on working values and qualities through the existing amount of literature written based on them and also through global surveys where Greek Millennials have participated in (Dimitriou & Blum, 2015).

The study performed by Dimitriou and Blum in 2015 based on Greek Millennials in the hospitality industry, showed one important variable that comes in contrary to Millennials of other generations. That variable is loyalty. As previously mentioned above, in the literature written on Generation Y as workforce, Millennials do not favour loyalty, they prefer to seek opportunities continuously and they are keen on expanding their career paths even on alternative industries than the one they are currently employed in. In contrary, Greek Millennials seek promotional advancement within the company they are employed in and they value highly job security and loyalty (Dimitriou & Blum, 2015).

In addition, in a survey designed by Manpower Group, where Greek Millennials participated in, it is observed that they have different variables on working life. As it is reported, Greek Millennials work longer than people of the same generational cohort in different countries. Specifically, in an average Greeks are working 47 hours per week, which locates them in the top of the list with the countries working longer, where India scored the longest average of 50 hours followed by China, Mexico, Singapore, and Switzerland for 48 hours in average. These figures may be evident of having alternate working life motivators and values in comparison to the Generation Y of the countries that scored lower averages of working hours, such as Australia, Canada and the UK (ManpowerGroup, 2017).

Moreover, Greek Millennials scored highly on the expectancy they have regarding the duration of their working life. They are in the top three countries that expect to work until the day they die, where Japanese millennials came first on the list as more than one third of the respondents answered positively on this question, followed by China and Greece. These figures are also suggestive of having dissimilar levels of optimism regarding their future compared to Millennials of countries that presented lower averages of the expectancy they have regarding the length of their working life (ManpowerGroup, 2017).

Apart from the differences that may appear on a national level among Generation Y employees, Greeks do share common qualities with other nationalities of the same generational frame. In particular, they enjoy working in teams, they are motivated by given the freedom to take initiatives and by given increased responsibilities. Finally, regardless the current economic crisis that threatens their future career aspirations, and though they may appear to have longer working life expectancy and working hours, these do not prevent them from being optimistic (Dimitriou & Blum, 2015).

4 Seasonality

It has been recognized that the tourism industry in a global scale relies heavily on seasonal changes which occur, as they have a great impact on the places where tourism flows are seen to change together with the climatic changes and other factors that influence the phenomenon. In this chapter the topic is being examined initially by understanding the phenomenon based on its' definition and then by seeing what causes it, what are the implications of seasonality and how seasonality shapes in Greece.

4.1 Definition of seasonality

While seasonality is a concept that is difficult to describe fully through one definition, S. Hylleberg (1992), proposed the following definition regarding the seasonality of Economics in his work Modelling Seasonality:

Seasonality is the systematic, although not necessarily regular, intra-year movement caused by the changes of the weather, the calendar, and timing of decisions, directly or indirectly through the production and consumption decisions made by the agents of the economy. These decisions are influenced by endowments, the expectations and preferences of the agents, and the production techniques available in the economy (Corluka, 2017)*.*

Butler (1994), however, has given a definition to the phenomenon that is applicable specifically to the tourism industry:

'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 form of transportation, employment and admissions to attractions' (Baum & Lundtorp, 2001, s. 5)*.*

According to G. Corluka, there are three types of seasonal classification:

Table 5. Classifications of seasonality (Corluka, 2017)

Classification 1	Classification 2	Classification 3
o One peak season o Two peak season o Non peak season	o Off season o Shoulder season o Peak season	o Low season o Mid season o High season

4.2 Causes of seasonality

Although the definition has implied, it is necessary to understand how the phenomenon originates. Butler, has proposed two origins of seasonality, natural and institutional. Natural seasonality as it may appear self-explanatory, is covering the cases where seasonality has occurred due to climatic variations such as the increase or decrease of the temperature, rainfall, snowfall and daylight. These conditions, are an important element that define how the tourism flows are behaving (Baum & Lundtorp, 2001, s. 1).

Institutional seasonality, in contrary is covering the impact that human decisions have on the movement of the tourism flows which are not as predictable as natural conditions that influence and shape seasonal tourism. To further explain this type of seasonality, according to Butler, it is the outcome of a combination of religious, cultural, ethnic and social factors. Some examples that are considered influencers of the creation of certain seasonal phenomena are religious, school and working holidays as well as sociological and economic factors (Baum & Lundtorp, 2001, s. 1).

However, in addition to the two previous causes of seasonality, the following are also considered events that have an effect on the phenomenon:

- Hosting of sport events (Olympic Games, Winter Olympic Games, Formula 1 etc.)
- Sporting season (hunting, skiing, surfing, etc.)
- Inertia, tradition and travel habits
- Following certain trends (fashionable destinations, spa weekends, city breaks)
- Calendar effects

(Corluka, 2017).

By combining the previously mentioned factors that cause seasonality in one destination, the picture of a destination is built with its' push and pull factors (Corluka, 2017).
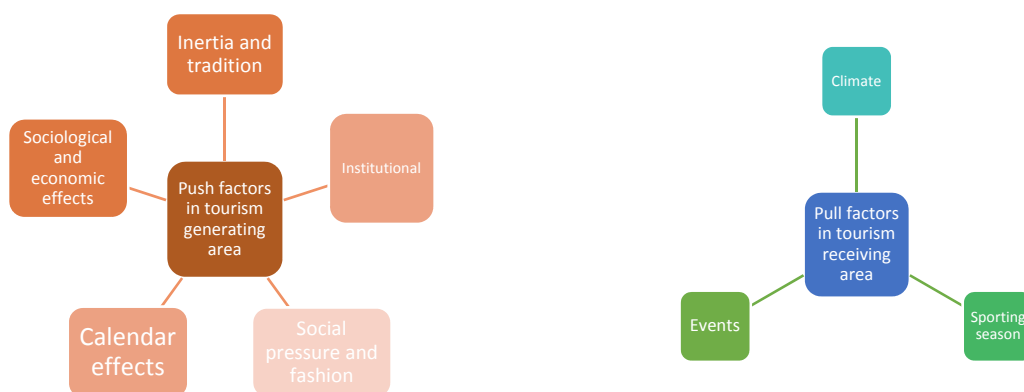

Figure 1. Push and pull factors (Corluka, 2017)

4.3 Implications of seasonality

The concentration of tourist flows in a specific area for a relatively small period of time is why seasonality has mainly been seen as a challenge and a problem to be solved, around the world by stakeholders inside the industry. The basis on which seasonality is perceived negatively is that it results in occurring imbalances within the industry and also because it has a big significance on the physical and social resources of the destination area (Corluka, 2017).

The impacts of seasonality are not the same to all destinations as they are related to the location's physical and natural condition and to the effect they have on the destination's tourism enterprises (Corluka, 2017).

Most of the literature that has been developed regarding seasonality over the past years, has a negative perception over the impacts and implications of this phenomenon. The main impacts however are seen to affect the following three categories: economic situation of the destination, the environment of the destination and the seasonal employment in the destination (Chung, 2009, ss. 86-88).

The economic impact in a destination concerns mainly the inconsistency of the demand that occurs due to seasonality and is often challenging for businesses during the off season period when they have issues such as over-capacity, non-utilization or underutilization of infrastructure and facilities, attaining seasonal revenues and the decrease of investment opportunities (Pegg;Patterson;& Gariddo, 2012, s. 660).

The impacts of seasonality to the environment of the destination are caused during the high season mainly and are influencing the future of the destination. Some of the main issues that influence the environment of the destination are the air pollution due to the higher demand of transportation means, the erosion of natural resources, the increased waste disposal problem, the disturbance of the destination's wildlife, and the congestion of natural areas (Corluka, 2017).

Finally, seasonality has a great impact on both perspectives of employers and employees. For employers, seasonal employment implies challenges in retaining staff and high costs on training and recruitment as the employee turnover remains usually high due to the unstable nature of the seasonal market. Regarding employees, the negative impact of seasonality is seen in the lack of working opportunities during off season and the uncertainty seasonality brings on career goals (Corluka, 2017).

4.4 Greek seasonal tourism in statistical figures

Tourism is considered a vital contributor to the national GDP of Greece. According to WTTC, the total contribution of Travel & Tourism to the national GDP represented the 18.6% of total in 2016 and was forecasted to rise by 6, 9% in 2017 (WTTC, 2017).

By these figures, it is clear that tourism has a major impact on a national level as the industry provides also an important amount of employment opportunities. Travel and tourism generated 423,000 jobs directly in 2016 which represents the 11.5 of the total national employment and it had been forecasted to increase to 448,000 in 2017. These figures are related to job vacancies that are considered a part of the tourism industry, such as positions in restaurants, hotels and leisure industries that are mainly providing services to tourists (WTTC, 2017). The figure presented below, depicts the contribution of tourism in employment so far as well as a future forecast of the expected increase it will have in ten years.
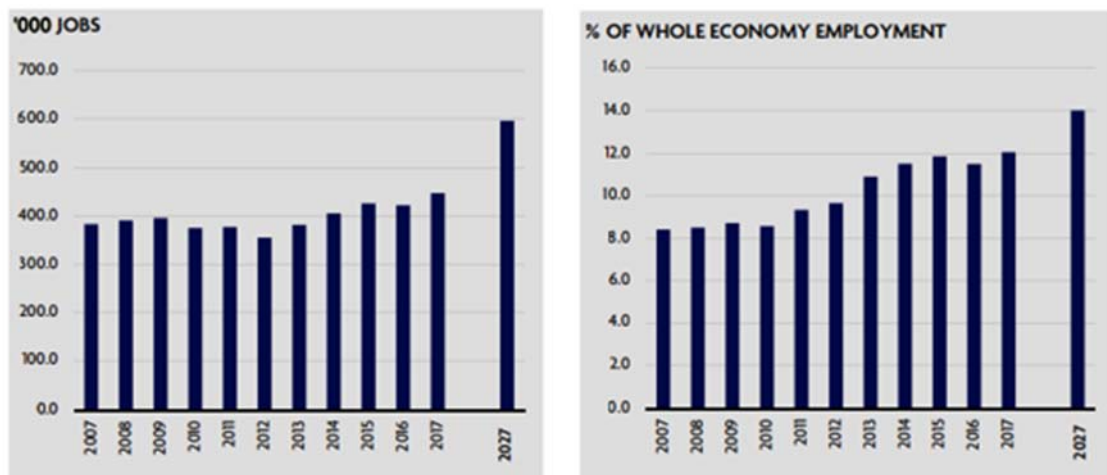

Figure 2. Direct contribution of Travel & Tourism to employment (WTTC, 2017).

One of the main goals set by the Greek national tourism organization for the period 2017-2020 is to establish Greece as a full year destination, as it was reported by the minister of Tourism during the International tourism day this year (gnto.gov.gr, 2017).

However, as the current statistics show, summer remains the main touristic season of the year for the country. The figures below, derived by Eurostat, depict the distribution of tourism throughout the year, for several European destinations which are highly dependent on seasonality.
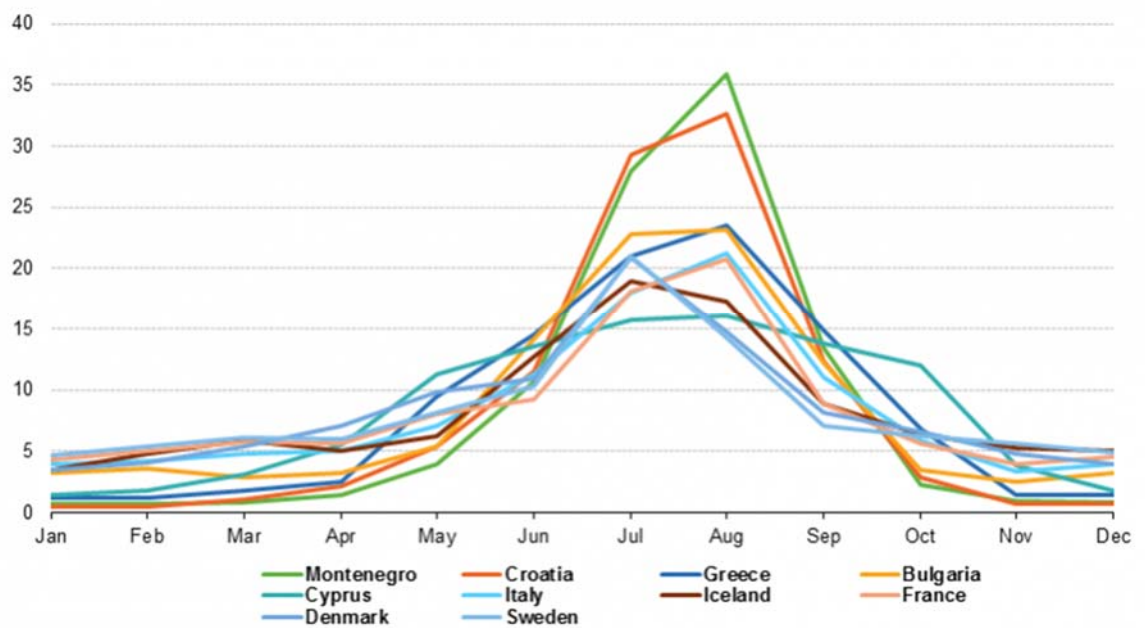
Figure 3. Monthly distribution of nights spent in tourist accommodation establishments, 2016 (Eurostat, Statistics explained, 2017).

As shown, in Greece the flow of tourists begins to rise already by the end of March, increases highly during July and August and lasts approximately until November.

Figure 4. Peak month for trips of EU residents, 2015 (Eurostat, Statistics explained, 2017).

The figure above confirms that the peak of the High season in Greece is August, as the domestic tourism increases at that time as well.

5 Methodology

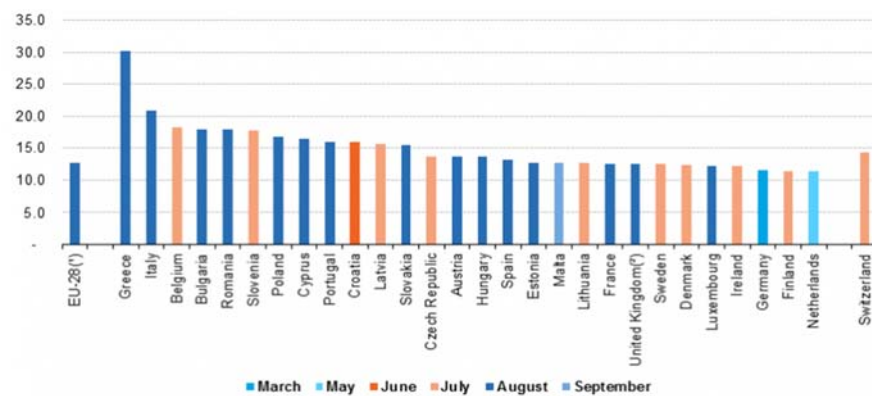For this thesis topic the method that was used is qualitative research. For this method there have been several attempts of defining it, either by focusing on its main characteristics or by offering working definitions, and in many cases the definitions of different writers are contrasted to each other (Ritchie & Lewis, 2003, ss. 2-3). In the 'Handbook of Qualitative research', the authors, Denzin and Lincoln have defined the term as follows:

'Qualitative research is a situated activity that locates the observer in the world. It consists of a set of interpretive, material practices that makes the world visible. These practices ... turn the world into a series of representations including field notes, interviews, conversations, photographs, recordings and memos to the self. At this level, qualitative research involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them.' (Denzin & Lincolc, 2000, s. 3)

Since the definition above is rather general and vague, it is suggestive to analyze the main characteristics of qualitative research in order to emphasize the reason this method was chosen for the purpose of this research. The table below contain key features of qualitative research based on the book Qualitative research practice.

Table 6. Key Features of qualitative research (Ritchie & Lewis, 2003)

Perspective	Adopting the perspective of the participants in the research
Goal	To provide an in-depth and interpreted understanding of the phenomena in the research by analyzing the experiences of the participants
Sampling/ Participants	Small-scale samples by a specific pool of potential participants that are relevant to the topic
Data collection	Interactive and developmental contact between the researcher and the participants
Analysis	Open to emergent concepts and ideas which may produce detailed description and classification, identify patterns of association, or develop typologies and explanations

5.1 Theme interview

For the purpose of this thesis research, the method of collecting data was through theme interviews. The reason this method was chosen is due to the flexibility it has since the interviews can be conducted in distance. In addition, it is believed by the author that this method of collecting data is more suitable than other as theme interviews seek understanding on a specific phenomenon by adapting and explaining the experiences of the interviewees.

In theme interviews, the interviewer should have the ability to conduct an interview in such a way that all the opinions and thoughts that are brought up by the interviewees are treated equally and every person has the opportunity to give the amount of information that desires (Kananen, 2013, s. 111).

The interviewees chosen in a theme interview are selected based on either the fact that they are associated with the phenomenon that is to be studied or by their close interest or concern regarding the phenomenon. Consequently, the nature of the interviewee's interest regarding the interview tends to be cooperative as the topic is highly relevant to their experiences. The total amount of interviewees is usually hard to predetermine at the beginning of a research and is highly dependent on the phenomenon that is studied (Kananen, 2013, ss. 111-112).

5.2 Implementation of research

This chapter is focusing on the analysis of the qualitative research process that took place regarding the thesis. It is divided into four sub-chapters that follow a linear structure. Starting with the beginning of the process or in other words the planning of the research, to the implementation of the interviews, followed by the data collection phase and finishing with the data analysis derived from the interviews.

5.2.1 Planning process

The initial phase regarding the interviews was to select four candidates that are corresponding to the following criteria that apply to this research:

- Greek citizenship
- Generation Y
- Summer season employees
- Employed in resort hotels

Since there are many different departments in resort hotel that work in totally different conditions, it was decided that it would be wiser to choose employees from a specific department in different resort hotels. The reason behind this decision is that by choosing different departments (Housekeeping, Reception, F&B, Maintenance etc.) that are phasing dissimilar challenges on their tasks the objective of this thesis, which is to find out what motivates millennial employees in resort hotels during the summer season, would be harder to study since in every case the position of each interviewee should be taken under consideration in order to understand their motives.

As the author of the thesis has had personal experience in the Front office department as a receptionist, it seemed natural to aim at interviewing Front office employees. Consequently, all four candidates that were selected as interviewees have been working during the summer season in Greece as resort hotel Receptionist, but in different departments.

5.2.2 Implementation

All interviews were anonymously conducted in Greek since it provides a natural fluency as a mother tongue. In means of respecting the anonymity of all the respondents, they are represented in this thesis by a code, which was also used as a guide for the analysis of the data collected. The table below consists of the codes for each interviewee, the date and the length of each interview.

Table 7. Interview coding

Code	Title	Date	Minutes
A1	Receptionist	2.10.2017	33:05
A2	Receptionist	2.10.2017	32:34
A3	Receptionist	3.10.2017	31:45
A4	Receptionist	4.10.2017	28:10

5.2.3 Data collection

The data collection in this thesis was done through qualitative theme interviews. The four interviewees were employees in different resort hotels but had in common their position as receptionists. All interviews were conducted in distance using Facebook and Skype for their video calling services, they were recorded and later transcribed.

The questions were created beforehand by the author of the thesis based on the literature review that was written in the thesis. However, the questions were not to be followed strictly as in theme interviews the interviewer is allowed to take the conversation out of the fixed questions if needed and emphasize on a specific topic or ask further details. The aim was to answer the objective of the thesis and to get an understanding of how seasonality is perceived from their point of view. The table below shows the main platform of questions that were used in all interviews equally.

5.2.4 Data analysis

In means of seeking a full understanding of the data analysis process, L. Neuman has stated what follows below:

'To analyze data means systematically to organize, integrate, and examine; as we do this, we search for patterns and relationships among the specific details. To analyze, we connect particular data to concepts, advance generalizations, and identify broad trends or themes. Analysis allows us to improve understanding, expand theory, and advance knowledge' (Neuman, 2014, s. 477).

Prior to analyzing the collected data, the author transcribed fully each interview recording and ensured the anonymity of the interviewees. For the purpose of the data analysis, since the qualitative research was planned based on the existing theoretical framework of the thesis, the most suitable approach to follow came to be the deductive analysis (Saunders;Lewis;& Thornhill, 2009, ss. 488-489).

A deductive approach allows the researcher to link the research into the existing theory of the subject area, and it provides an initial analytical framework. In order to follow this approach the data were grouped by categorizing meanings derived from the interviews and the theoretical framework (Saunders;Lewis;& Thornhill, 2009, ss. 488-489).

Categorizing data allowed the author to organize and analyze the data through an emergent structure that is consequent of the categories (Saunders;Lewis;& Thornhill, 2009, ss. 488-489).

5.3 Reliability and validity

Validity in research is concerned with the accuracy and truthfulness of scientific findings. A valid research should demonstrate what actually exists and a valid instrument or measure should actually measure what it is supposed to measure. Reliability is concerned with the consistency, stability and repeatability of the informant's accounts and with the skills the researcher needs to collect and record information accurately (Brink, 1993, s. 35)

Assumptions, extraneous comments and a temptation to summarize should all be turned into questions. An empathetic but neutral stance is required, and sharing personal information during the interview can hinder the in-depth interview process (Ritchie & Lewis, 2003, s. 168).

 A key component in the process of conducting a qualitative research is transparency for both the presentation and dissemination of findings. The role of the researcher should remain explicit, clear and open in the role of collecting, analyzing and presenting the data from the interviews (Hiles & Cermak, 2007).

This research results are reliable as a large combination of sources have been used. The process of data collection, the methods used and the creation of the interview questions have been revised multiple times by the researcher and the thesis supervisor.

Moreover, regarding the interviews, all the participants were equally treated, they all have had experience in the subject matter and they did not have a personal connection or interest to the thesis that would influence the objectiveness of their responses. The researcher did not in any case present a personal opinion to influence the results. All the interviews had a common duration with a small difference in minutes, they were audio recorded and transcribed. Finally, the analysis was transparent and the structure of the analysis was based on the key themes presented in the theoretical framework of the thesis.

6   Results

This chapter consists of the results of the interviews, which are demonstrated through actual quotes from the interviewees and an analysis for each category of the research topics. The questions of the interview that are enclosed in the appendix, were asked equally to all four interviewees, but every interview followed each own line and rhythm with extra questions were it seemed necessary in order to get a full personal image from each respondent.

The first part of the interview consists of general background questions of each interviewee and therefore it is not analyzed further. For the following parts of the interview the quotes derived from the respondents are portrayed below with the codes that were created on the previous chapter to ensure their anonymity together with the analysis.

6.1   Seasonality

The second part of the interview consists of questions that are modified around the subject of seasonality. The author of the thesis, was seeking to understand what are the criteria based on which Greek millennials seek employment opportunities in seasonal positions and also what are the perceived advantages and disadvantages of seasonal employment from their point of view.

6.1.1   Reasons behind choosing a seasonal employment

The first question that was asked, had to do with the reasons of choosing a seasonal employment. A1, who is a university student, brought up a main reason that has been acknowledged by the author from many other seasonal employees on their mid-twenties.

> The reason I first started seeking a summer seasonal employment in a resort hotel is that I study in the university at the same time, during the winter, which does not allow me to have enough time for a full time employment (A1, 2017)

At this point, the author wanted to emphasize the reason of choosing specifically a position in a resort hotel, since A1 does not study Hospitality, in order to understand whether it was randomly chosen or aimed. A1 confirms with the below quote.

> The reason I ended up working as receptionist in the hotel is that my second mother tongue is Russian and I have previously been influenced in this decision by close relatives that work in the hospitality industry (A1, 2017).

A2, who has studied Hospitality, gave different reasons behind the motive to seek a seasonal position.

> The first reason that comes in mind is the experience you get from such a job. It is rather valuable. Then off course, a big part of deciding to seek a seasonal job is the difference in salaries that appear compared to a hotel position in Athens (A2, 2017).

A3, who has also been studying Hospitality in the past, made a similar statement to the A2 interviewee.

> During my studies we had a career day, where many companies were present seeking new interns for the upcoming summer season. I thought it would be a valuable experience not only work wise but also for the opportunity I had, to be for four months in an island I have never visited before (A3, 2017)

Finally, regarding the first question the answer that was derived from the interviewee A4 highlighted a different aspect. A4 is the only interviewee that lives permanently on the same island as the resort hotel. The island A4 is living and working in is a very popular summer destination for both domestic and international tourists.

> I ended up working in a resort hotel because it almost seemed natural to do so. I have always been surrounded by people that own or work in hotels in the island, and for the specific hotel I had heard very good compliments from people that either work or were working there. My previous work experience as a front office employee in a big company and my strong connections allowed me to get this position although I have completed my studies in a totally different subject (A4, 2017).

6.1.2 Duration of seasonal employment and loyalty

The next question's aim was to see how many seasons the respondents have been working and to investigate whether there is an attribution of loyalty and why. The reason the author chose to ask whether the respondents have been working in the same hotel was to confirm or false what is commonly thought of millennials as in not being very loyal employees.

A1 has been working in the same hotel for the past five years, but has not been all this time on the same position. She started as a receptionist, changed into the Spa receptionist the following year, remained in the Spa reception for two years and was moved back in the main reception last year. When asked why she has chosen to remain in the same hotel all this time A1 responded with the quote below.

> I am satisfied with the hotel management all these years and my relationship with my colleagues is now very close, but the main reason I have stayed in this hotel is because I can start working there right after I complete the semester's final exams which timewise is long after the opening of the season. It is not easy to find another hotel that would accept this condition (A1, 2017).

A2 has been working during the summer season for four years. In these four years he has been working in two different hotels in different destinations, two years in each place. He emphasized that the reason he decided to pursue a working opportunity in a different hotel than the initial he was working in, was mainly the excitement for the new destination and the increased salary.

A3 has worked for two seasons in the same hotel, and when asked why and if it is wished to continue working on the same hotel she stated the following:

> I really enjoy the work itself as it has always been something that I wanted to do, but I believe I will try to find a different hotel for the upcoming season, mainly because I have learnt more or less all I could as a receptionist in the specific hotel and I want to have new challenging tasks, so that I can develop my skills (A3, 2017).

A4 stated that he has been working in two different hotels for the past 5 years, although the hotels belonged in the same company and the reason of change was a promotion to a busier resort hotel from the previous one. When asked about the reason of staying in the same hotel and whether he has thought of seeking a working opportunity from a different company, he stated the following:

> As I said before, for the hotel I am currently working in I have always heard very good compliments from my network. In the island we all know more or less each other and so I can say I am good at where I am right now. Plus, I have been promoted in the position I am working in at the moment, and from discussions I have had with my supervisor, the management thinks highly of me. I kind of see this as promising for a potential promotion in a higher position in the company, so I do not wish to go and try to find something else (A4, 2017).

6.1.3 Advantages of seasonal employment

Next, the author, asked the interviewees what is in their opinion the advantages of working in a summer resort hotel.

A1 and A2, who are both living permanently in Athens during the winter, brought up a common aspect of seasonal employment in a summer destination and that is the opportunity it offers to combine work and holidays. In further detail, A1 stated:

> Compared to the option of working in Athens during the summer, the seasonal work in this destination allows me to experience also the summer as if I was on holidays and that is because I usually treat my days off as a mini excursion by visiting some really nice places in the destination or going to the beach. Even when I am working in the evening or night shift, I usually go to the beach in the morning if I feel like it, as the apartments we live in are walking distance from the sea (A1, 2017).

A2 made a similar statement referring to having the opportunity to go to the beach and do other activities like a tourist, and he also added that another advantage of working in a seasonal position is that it allows him to save money, as the accommodation and the food are covered by the hotel expenses.

Interviewee A3 added a different perspective to the advantages this type of work offers.

> I think the main advantage is that I get a very good salary compared to a full time job, and with that salary and the unemployment benefit I am eligible of receiving during the winter I can relax and use my free time as I wish (A3, 2017).

Finally, interviewee A4 referred to some of the previous points that the other interviewees made, such as the competitive salary and added that:

> I think the main advantage for me personally is that I get to go home after work instead of living in a common room with other hotel employees in the accommodation provided by the hotel (A4, 2017).

6.1.4 Disadvantages of seasonal employment

It was thought that it would be important to examine also whether the interviewees see any disadvantages in working seasonally in a resort hotel. Interestingly, all the respondents came up with different opinions regarding that matter.

A1 commented that the main disadvantage is that even though it may allow her to feel like being in a holiday destination during days off, it is quite tiring at times, especially after a difficult winter when she is studying. It takes away the opportunity of having a proper holiday.

In the answer of interviewee A2, there is a different aspect that is seen commonly as a disadvantage of seasonal employment in a summer destination for many employees that do not live permanently in the destination they are working in. He stated:

> For me, the biggest disadvantage is that I am far away from people I care about and that I do not have the comforts I have at home. Because we are living in a common room with one or two roommates, it also brings you sometimes in the difficult position of having to share the same space with people you do not get along with (A2, 2017).

Together with interviewee A2, A3 also agreed that the distance from home is sometimes the most difficult part of her seasonal work and added:

> It is a very hectic job, because this destination has a lot of tourist traffic for more than three months and so I would say one of the main disadvantages is that it gets very exhausting at times (A3, 2017).

Finally, as a local, interviewee A4 commented the following:

> I live here all year around, and I can say with confidence that this place is unrecognisable between summer and winter. In the summer it is full of people and in the winter we are a very small community. For me the hardest thing as a seasonal employee is the change of rhythms I need to adapt to every summer and every winter (A4, 2017).

6.2 Motivation – Intrinsic

By establishing the motives every respondent has in pursuing a summer seasonal employment in a resort hotel, the next step was to examine their motivators. As seen in the Interview table that is found in the previous chapter, motivation is examined in two parts, the first part consists of intrinsic motivation. The theory of the thesis covers the difference between intrinsic and extrinsic motivators, therefore it is not repeated here.

Since the aim of the interview was to give the opportunity to the interviewees to bring up different motivators, the questions followed a general line instead of asking specifically which intrinsic motivators were considered important by the interviewees.

6.2.1 Motivation at work

The main goal of the first question in this part was to open the discussion regarding motivation. By asking that general question to the interviewees, it was noted that all of them had a unique initial thought, which acts as a basis to the variety of personal needs that were later discussed. The first interviewee answered as follows:

> First of all the salary, but on a personal level, the fact that my self-esteem or confidence arise from completing my tasks in the best way possible as I always want to do my best. Also, it motivates me to see my customers happy (A1, 2017).

As seen in the quote above, A1's initial thought when asked what gives her motivation at work cannot be considered an intrinsic factor of motivation. However, by making an open question like that, the personal needs that are intrinsic, such as the feeling of making an achievement or the recognition of work were brought up right after the initial thought.

A2 gave a different perspective in his answer by pointing out intrinsic factors such as the Growth and the personal advancement.

> My main motivator is to always reach higher and higher, that is why I have big goals as in for example to get a promotion from being a receptionist to becoming a front office manager. In other words, I care mostly about my personal development at work (A2, 2017).

In A3's response, the initial thought highlights the importance of the work itself as an intrinsic factor, which led the discussion to external factors such as the relationship with the supervisors and the co-workers as well.

> I think what makes me motivated the most is to get new challenges. In this work, I have so far gone through enough challenges in the everyday routine, but I really like what I do and that keeps me motivated. Another thing that influences how I feel about work is my relationship with the management. I always do my best, but what matters the most is that the management recognizes it and helps me whenever I need it (A3, 2017).

Finally, the fourth interviewee added the following:

> What motivates me the most is the customer satisfaction and the challenge I have to make them satisfied every day and see it from their feedback and reactions (A4, 2017) .

6.2.2 Inspiration at work

The second question on this subject may seem similar to the first one, but the intention of the interviewer was to let the interviewees bring up more factors that enable them to give their best at work, by replacing motivation with inspiration.

A1 response when asked what inspires her to do her best at work, involved a mixture of both an intrinsic and an extrinsic factor.

> I get inspired to do my best by my colleagues, especially the people that have been working in the hotel a long time and are professional at what they do. It is important for me to have role models (A1, 2017).

The rest of the interviewees answers were all similar as they all brought up that they get inspired to do their best by seeing and receiving feedback by satisfied customer.

6.2.3 Demotivators

Following the opening of the conversation regarding motivation, the interviewer decided at this point to ask if there is anything that unmotivates the interviewees at work. The reason the question was put at this point of the interview and not later was to because the interviewer believed that the answers would be different if it would come after a long conversation that is build up around the positive aspects of their workplace.

A1 replied that there is nothing specific that unmotivates her at work, only occasionally she is impacted by difficult or demanding customers, but it does not influence her long enough to see it as a demotivator.

The second respondent also did not consider something that would be characterised as unmotivating, however he said the following:

> I do not think there is something to say, I would rather express that there are certain challenges or difficulties that come with this work, for example the fact that you always need to have a polite and positive appearance towards your customers, even though you may be facing a tough situation in your personal life. I do not have anything else to add (A2, 2017).

Interviewee A3 added a different aspect to that.

> What bothers me mostly and I still have not get used to, is the unstable schedule that comes
> with this work. I do not want to say it unmotivates me, but it is the main difficulty I see from
> this profession (A3, 2017).

Finally the last respondent A4, said that there is nothing specific that comes in his mind at that moment that is considered a demotivator.

The last question in this part was seeking an answer on whether the respondents were motivated on that moment of the interview. As the interviews were conducted in the beginning of October, interviewees A1 and A3 had already had their contract terminated for that year's summer season for personal reasons, so their answers were not taken into a further analysis since they do not apply on the subject matter. Interviewees A2 and A4 both answered positively, and A4 specified that he was motivated at that moment because the season would soon be over.

6.3   Motivation – Extrinsic

So far the conversation with all the interviewees had a natural flow, and due to the fact that the opening of the discussion regarding motivation had a general essence, the researcher decided to create the following questions based on the factors that are characterising the extrinsic motivators. An additional reason to making the questions more specified in that part, was because it was considered by the researcher to be more difficult to ask a general question aiming to uncover extrinsic motivators that have not been brought up already from the first part of the interview regarding motivation.

6.3.1   Reason for applying in the current hotel

The researcher aimed at understanding the motives the interviewees had for applying in the specific company, because as a question it may reveal attributes of extrinsic motivators that are important to the interviewees.

The answers received, did not meet fully the expectation the researcher had by asking that question, as all three A1, A3 and A4 had applied in this company due to knowing someone working there at that time. However, A2 revealed an extrinsic factor through his answer.

> I applied in this hotel because it belongs to one of the biggest and well known Resort hotel companies, with many branches in all the popular destinations in the country. Because it is a strong brand, I felt like I knew what to expect and I believed that I would have a lot to learn (A2, 2017).

Through his answer, the researcher identified that the company policy and the status were two extrinsic factors highlighted.

6.3.2 Working environment – Relationship with the co-workers

Although the researcher had created two separate questions regarding the working environment, to which she did not specify more as in what is meant by that, and the relationship with the co-workers, the first question was answered by all the respondents in the context of the relationship with their colleagues. In avoidance of influencing their thought or flow of conversation, the researched did not separate the questions.

When A1 was asked how she feels about her working environment in the hotel she has been working the last five summer seasons, her response was the following.

> I was lucky to have good colleagues that helped me learn and accomplish the tasks in the reception. It is of course difficult at times to work with many people, but in the end we manage to complete what should be completed as a team (A1, 2017).

A2 also answered the question on the same mode, by taking the discussion to the relationship he has with his colleagues, but had a different input than interviewee A1.

> To be honest, I felt that everyone was interested only on their own benefit, that they focused on themselves instead of working as a team, so that was a bit unfortunate, especially because I believe tourism is dependent on team working. However, even though I did not like this at the hotel, I was not thinking a lot about it since I had to co-operate in a way or another with them to achieve the most essential part of being a receptionist, and that is to provide great customer service (A2, 2017).

The next interviewee, A3 said that she really likes how the reception is organised and that her colleagues always helped her and were friendly to her. In addition, she said that:

> In my previous working experience I had to abide with co-workers that did not show a professional attitude, and brought a lot of stress and negativity at work. By having beared such unpleasant working situations, I feel really happy to have colleagues that have strong team-working values (A3, 2017).

The last interviewee, followed the same line by answering the question in the same contexts as the previous interviewees regarding the working environment, and commented the following.

> In the hotel, most of the staff members are locals who many of them I knew already. I do not have anything that troubles me at the working environment, especially after being in this position for that long (A4, 2017).

6.3.3 Relationship with supervisors

This topic is considered essential in the influence of employees' motivation as the role of supervisor's is crucial in shaping the employees' attitude towards work. To that question, A1 interviewee had the following to say.

> Our relationship is very good, although he is very busy at all times, but when I need help he is there for me (A1, 2017).

It was expected by the researcher to receive rather mild and general answers to that question since it is a sensitive topic, even if the interviewees' anonymity is guaranteed. That expectation was surprisingly not met by all the respondents, as A2 and A3 did not hesitate to give more details regarding that topic, both for the positive and the negative facets of their relationship with their supervisors. A2 commented the following.

> Our relationship was not bad, in the beginning of the first season in the hotel I always received my supervisor's help when I needed it, and she would always ask me if I have any further questions, how I see the working routine in the hotel etc. Unfortunately though, during the second season I believe I have not treated fairly and equally with my colleagues. I mainly receive feedback for something that she is not satisfied with and I do not get any appraisals or comments regarding tasks or the service I have done successfully. That, together with the difficult co-operation with my colleagues, have led me to consider seriously the option of finding another hotel for the upcoming summer season (A2, 2017).

Similarly to A2, interviewee A3 was willing to give a more informative insight to that topic.

> I am not sure how I feel about our relationship. In the beginning I received all the guidance I needed, we had frequent meetings all together as a front office team to discuss the customer feedback and to come up with solutions in occasional problematic situations. I was very happy to contribute and to know that my opinion is heard, especially when my ideas would be put in practice. I do not know what happened later, but the meetings got decreased a lot, the supervisor was indifferent, and she would call us, the receptionists, in her office mainly to

> complain about something. A big disappointment I can say, it really influenced my behaviour as well, because it felt like I had a role model which was taken away from me (A3, 2017).

Lastly, A4 did not have a lot to say regarding that topic, his supervisor is at the same time his friend which makes their relationship work well.

6.3.4   Relation between personal and working life

This question does not have a detailed analysis accompanied by the interviewees' quotes, due to the fact that all of them answered shortly and similarly that they keep them totally separated.

6.4   Future goals and suggestions

The last part of the interview consisted of two questions. The first one concerns the aspect the interviewees have as in being willing to continue working in a seasonal resort hotel in the future. The second and last formed question aimed at letting the interviewees propose their personal suggestions focusing on developing the practices of their positions in the hotel.

6.4.1   Future goals

The researcher formed that question in the interview aiming to examine how the interviewees feel towards their seasonal employment in a resort hotel. If it is an employment they would like to sustain and what is the reason they would do so, or if they have different aspirations in pursuing another career path. A1 commented the following regarding that matter.

> Yes, I would like to have a seasonal employment in a hotel in the future, but I want to do something different. I would like to have the possibility to give more informative and detailed insight to the guests regarding the destination. Mostly, I want to have a more creative position, and to work with people that are open minded instead of being conservative and following strictly the existing line of work (A1, 2017).

When A2 was asked that question, he made a remark on whether he should answer necessarily regarding resort hotels or if the type of hotel could be different. He then continued with the quote below.

> I would like to continue working in a seasonal hotel in the future, but this time, I would aim at seeking a better position in the front office, such as being a manager, not a receptionist. Also, my priority into looking for an opportunity would not be focused on resort hotels. I am interested mostly into seeing myself in the future working in boutique, luxury or exclusive hotels, where the clientele is of very high standards. The reason is that I more or less have gained enough experience in resort hotels and I want to have new challenges (A2, 2017).

A3 had already mentioned previously that she would like to work in a different company in the future to face new challenges and to that she added the following.

> I like resort hotels because the clients are in most occasions happy and positive since they are in holiday. For the near future, like the next two years, I would not mind working in a resort hotel again as a receptionist or in guest relations. I want to go in another brand though to expand my existing experience in this type of hotels. In the long run I do not think I want to do this for the rest of my career because I find it a bit tiring to have such tense summers every year. My aim is to build up my working experience in this type of employment a bit further and then look for opportunities in big brands that are mainly city hotels for business clientele, either in the Front office or in the back office or why not , in the administration (A3, 2017).

Finally, A4 who has been promoted internally in the same brand in the past, and is also a local in the destination he is employed in, said the comment below.

> I want to remain in the same hotel or the brand in the upcoming years, as I believe I have established a good relationship with the administration and I will go after the opportunity to advance my career here in different positions. The ideal situation, would be to become the front office supervisor in the future (A4, 2017).

6.4.2 Development suggestions

The closing of the formed interview questions consisted of development suggestions the interviewees would make regarding the practices in their current position. After discussing motivators, the researcher wanted to close the interview by asking that to examine whether in the answers received there could be elements of motivational factors that the interviewees would bring up. A1 said the following.

> Well, what comes in mind as to be fixed in the future, is to understand the importance of placing the right people to a specific position. I say that because this year our manager, who is otherwise a very lovely person and we have a friendly relationship, did not have the right skills needed in this position as a leader and as an authority figure, she was very soft. In cases where she needed to face demanding or difficult clients, she would make me deal with the situation (A1, 2017).

A2 answered shortly that he believes the administration should focus on establishing a strong basis in team working.

When A3 was asked that question, she laughed and said that she has a big list of things that she has noticed through the season at work which she wishes to change if it was up to her. Her comment follows below.

> The most important aspect I would change is that leaders in such positions, like the supervisor I mentioned earlier, should have a positive attitude and not look indifferent. We are all human and we all get tired and have troubles in our personal life but at work I think this should not be reflected because it immediately influences the behaviour of the people you are leading. Moreover, I think the administration should focus on giving constructive feedback and recognise a job well done instead of complaining only when something did not go as they wish. For the work itself, I would like to see it becoming more technologically updated, since the most crucial part of the reception is communication. For example, I would suggest to create an internal system through an application to communicate with the other departments instead of using the phone (A3, 2017).

The last respondent said that he was satisfied with the current conditions at work and that there is nothing specific that came to his mind that needs to be done in a better way.

To summarize the findings, the figure below acts as a suggestive guideline as to what practices the hotel can follow and what to avoid in order to increase the employees' motivation.

Figure 5. Suggestions on motivation based on the results of the study.

7   Conclusion

Based on the theoretical background and the data collected from the personal experiences of the interviewees, it is noticeable that indeed motivation is a crucial ingredient in maintaining a high standard quality in the service of seasonal resort hotels. Holding accountable that it is a key factor in recruiting and retaining successfully seasonal employees, and acknowledging the challenges that come with it, may allow an organization to improve in many ways.

The aim of the thesis was to investigate which are the most important factors that influence the motivation of seasonal employees in resort hotels. Seasonality was a part that was thoroughly analyzed in the theoretical background of the research due to the uniqueness of the nature of these types of employments hold. Learning more about the causes of seasonality and the consequence it holds for the destination and the employees, the author decided to gain insights about this topic from the interviewees, as in what are the advantages and disadvantages of a seasonal employment.

The main findings regarding seasonality showed that the respondents initially applied in a resort hotel to gain valuable working experience, to explore the destination and combine work and holidays, and to have the opportunity to make financial savings since the salaries are higher compared to similar full-year positions. The disadvantages brought up in the interviews consisted mainly of the distance from the permanent residence of the employees and the lack of having the opportunity to have summer holidays.

Motivation was the central topic of the research and the main subject of the interviews. The key findings showed that employees are feeling motivated by several intrinsic and extrinsic factors. The most brought up intrinsic factors derived from the interviews that motivate employees consisted of the personal advancement, the challenging nature of the tasks the employees need to fulfill in a daily basis and the recognition of one's efforts internally and through the customers' satisfaction. The key extrinsic factors that motivate employees were also brought up through the interviews and those were the relationship with the colleagues and the supervisors, the competitive salary and status.

The research process offered a lot to the author of the research since it expanded significantly her knowledge regarding that topic and consequently her interest towards it. For future research in that subject, the author's suggestion would be to add different methods of receiving insights from seasonal employees, such as by making a quantitative research based on surveys.

Based on the literature review covered in this thesis together with the results of the inter-views that were conducted for the research, the commissioning party may benefit by fo-cusing on key practices that will increase the hotel's employees' motivation. Conse-quently, the service the guests receive may turn into experiences that will lead the hotel into having a competitive advantage in a market where competition is really high due to the popularity of the destination.

8 References

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9 Appendix: Interview questions

General Information about the interviewees	• Age • Location • Residence • Educational background
Seasonality	• Why did you choose a seasonal work in a resort hotel? • How many seasons have you worked? If more than one, have you been working in the same hotel? • What are the advantages of working in a seasonal resort hotel? • What are the disadvantages of working in a seasonal resort hotel?
Motivation Intrinsic	• What makes you motivated in your work? • What inspires you to give your best at work? • Is there anything that unmotivates you in your work? What? • Do you feel motivated at the moment?
Hygiene factors Extrinsic	• Why did you apply for the specific company you are working in? • How do you feel about the working environment? • How is your relationship with your co-workers? • How is your relationship with your supervisors?

	• How would you describe the relation between your working life and your personal life?
Future goals and suggestions	• Do you see yourself working in a seasonal resort hotel in the future? If yes, how? • Do you have any future suggestions in order to develop the position you are in?