

Determining the Factors of Leadership Behavior in Hotel Enterprises: The Case of Greece

MARIA LAGOU^{1,*}, CHARA KOTTARA^{2,*}, ANTHI GOUSIOU³,
GRIGORIOS L. KYRIAKOPOULOS⁴

¹Department of Accounting and Finance,
University of West Attica,
250 Thivon & P. Ralli Str, Egaleo, Postal Code 12241, Athens,
GREECE

²Department of Business Administration,
University of West Attica,
250 Thivon & P. Ralli Str, Egaleo, Postal Code 12241, Athens,
GREECE

³Department of Business Administration,
University of the Aegean,
8 Michalon Str, Postal Code 82100, Chios,
GREECE

⁴Photometry Laboratory, Electric Power Division,
School of Electrical and Computer Engineering,
National Technical University of Athens,
Heroon Polytechniou Str, Postal Code 15780, Athens,
GREECE

**Corresponding Authors*

Abstract: - This article investigates the factors of leadership behaviour among administrative executives that influence the operation of hotel businesses in Greece. The methodological framework is based on Exploratory Factor Analysis, utilizing primary field research data collected from 142 managers of luxury hotels in Greece. Statistical hypothesis testing was used to verify the research variables. Specifically, a non-parametric analysis was performed using the Wilcoxon signed-rank test. The research highlights critical factors such as management style, job performance, employee benefits, care for staff, and leadership behaviour. The study concludes that managers must invest in human capital. This can be achieved by guiding employees through training programs, fostering corporate culture and organizational identification, and implementing employer branding, diversity management, talent management, and organizational development. Furthermore, strategic succession planning, sound labour relations, and a robust rewards and benefits system are essential to incentivize staff and retain capable executives. Ultimately, these practices drive excellent performance, which is vital for achieving the strategic goals of each hotel business.

Key-Words: - leadership behavior, human capital, hotel industry, exploratory factor analysis, statistical hypothesis test, Greece.

Received: June 23, 2026. Revised: July 26, 2026. Accepted: August 16, 2026. Published: September 30, 2026.

1 Introduction

People have always been interested in leadership, introducing different leadership theories that explain how and why some people become leaders [1], [2], [3], [4]. It is argued that we are all born with genetic

"baggage" therefore, for some, genetic predispositions for leadership qualities are more favourable. Consequently, the combination of both genetic predisposition and environmental influences affects human behaviour, leading individuals to be

more or less inclined to possess the appropriate leadership abilities in a specific context [5].

Leadership presupposes the ability of managers to influence subordinates through their practices, altering the existing situation with the aim of fulfilling the group's goals, [2], [6], [7]. Furthermore, leadership is the process of influencing staff to accomplish the long-term objectives of the organization [8]. Leadership style is characterized as the pattern of behaviours that leaders display when working with and guiding others [9], [10].

Leaders are able to identify employees who possess the skills required to successfully execute tasks and achieve strategic goals. Consequently, decisions and actions related to the staffing of business departments and human resource management are oriented towards attracting, selecting, and training the appropriate workforce that is compatible with the business culture and contributes to the fulfillment of business goals.

It is important to know which leadership behaviour motivates employees to make an effort to increase the profitability of businesses. Leaders of hotel enterprises follow practices that lead to the empowerment of human resources [11], [12]. It is essential to determine the factors that characterize effective leadership behaviour and empower employees to achieve corporate goals [13].

The present study focuses on the factors that determine leadership behaviour and aims to investigate the importance of each factor in shaping this behaviour. Specifically, the objective of this research is to identify the most significant factors that influence the leadership behaviours of management executives in luxury hotels in Greece.

Furthermore, the research contributes to the academic discourse regarding leadership practices and behaviours in the hospitality industry, focusing on how executives can effectively empower and motivate human resources to maximize performance and achieve organizational objectives.

Additionally, the research enhances the capacity of both private and public sectors to make decisions based on a documented assessment of the factors determining leadership behaviour. The optimal utilization of human resources serves as a competitive advantage for hotel businesses [14], [15]. Therefore, it is important for managers to understand which factors, and to what extent, influence work behaviour, in order to strategically invest in these areas.

This original research aims to explore the factors that affect leadership behaviour in the Greek tourism industry, focusing on luxury hotels operating throughout Greece. Previous studies related to

leadership behaviour and management practices in Greece [16], [17] were limited to specific geographical units (regions and prefectures). Consequently, their conclusions concerned leadership behaviour at a local level and do not reflect the behaviour of the entire hotel industry at a national level. In a tourism-dependent country like Greece, it is necessary to represent the behavioural patterns of leaders and their characteristics, regardless of local influences, and to present the overall practices of hotel business leaders.

The contribution of this research to the study of leadership is that its conclusions are largely representative of the population, highlighting a series of factors that leaders should take into account when shaping human resource management policy.

The research adopts a multidimensional approach to explore the interaction of factors influencing leadership behaviour. It concludes that management style, work performance, job benefits, and concern for employees are key determinants that motivate personnel to invest greater cognitive and physical effort, effectively manage human reactions, and achieve a high degree of job satisfaction. Ultimately, job satisfaction and effective human resource management practices contribute to the attainment of short-term and long-term business goals [18], [19].

Effective leadership within hotel businesses aims to achieve high returns; consequently, organizations invest in human resource development and seek to revise their strategies by adopting flexible forms of collaboration and networking. This adaptation is essential to counter competition and globalization, where organizational success depends heavily on swift responses to change and a strong willingness to innovate.

2 Problem Formulation

The hotel industry has become increasingly intricate, presenting hotel managers with unprecedented job-related challenges [20]. The hospitality sector is constantly evolving, facing pressures ranging from shifting customer and employee preferences to rapid technological advancements. Future leaders must, therefore, equip themselves with essential competencies in strategic and technological development while adeptly managing these evolving guest and employee expectations [21].

Determining the characteristics of leadership behaviour and the leadership style adopted by each executive constitutes an important field of study, within which diverse perspectives persist regarding which leadership model is considered more effective

and which leadership practices empower and motivate employees to achieve organizational goals.

A leader inspires, motivates, encourages and empowers individuals to actively participate in efforts aimed at improving the organization's operations and processes. Consequently, to perform this role effectively, leaders must evaluate their own leadership style and undertake the necessary actions to facilitate organizational transformation [5].

There are three classic approaches to the study of leadership, [2], [3], [4], [7]:

- The Trait Approach: This focuses on the personal characteristics of leaders, such as subject knowledge, intelligence, dynamism, extroversion, self-confidence, and motivation for leadership.

- The Behavioural Approach: This attempts to understand what effective leaders do to influence people's behaviour and performance, focusing particularly on decision-making methods.

- The Contingency-Situational Approach: This argues that there is no universally accepted model of leadership (in terms of traits and behaviours); instead, leadership patterns are shaped, differentiated and adapted according to the environment and specific circumstances.

The classic approaches fail to capture the full complexity of leadership behaviour. However, the dual nature of leaders' behaviours (namely the focus on both the task at hand and the employees) constitutes a significant element that has been analyzed through a series of studies [22], [23], [24], [25], [26], [27], [28].

The proliferation of leadership models can create ambiguity regarding which framework to utilize when guiding leadership development initiatives. In this context, charismatic leaders employ their charm, persuasiveness, and emotional appeal to inspire and motivate followers. Furthermore, the concept of an "employee creative climate" describes the specific work environment that either encourages or inhibits employees' ability to be creative, innovative, and generate novel ideas [29], [30].

Today, leaders occupy a significant position, exerting a substantial impact on both society at large and the workforce within their organizations. In the hospitality sector, managers possessing strong leadership skills directly enhance the quality of services offered while ensuring that employees align with organizational goals and objectives. Beyond these foundational characteristics, managers who display self-confidence, maintain a communication-oriented approach, value societal and individual principles, establish a shared vision, and possess high persuasive power are defined as charismatic leaders [30].

Employee productivity is influenced not only by leadership style but also by a range of additional factors, including adequate remuneration, engaging and meaningful work, fair and discreet discipline, job security, a sense of belonging, opportunities for personal and professional development, favourable working conditions, organizational loyalty towards employees, recognition of contributions, and support in addressing work-related problems [30].

Among the factors that motivate employees, those that appear particularly significant include satisfactory financial remuneration, job security and a positive working environment, as these elements strengthen employees' commitment to the organization [31], [32], [33], [34], [35], [36].

In this context, ambidextrous leadership can generate more positive and creative outcomes for the organization when accompanied by employee voice. Furthermore, it is noteworthy that employees with a stronger moral identity are more likely to engage in voice behaviour when they perceive the presence of ambidextrous leadership practices within their organization [37].

Through ambidextrous leadership practices, leaders can stimulate employee voice behaviour, thereby fostering the development of innovative work behaviour. Furthermore, it is essential for leadership motives to align with ethical standards, nurturing a moral work environment that promotes both employee engagement and innovation. At the organizational level, a culture of openness, trust, and recognition should be cultivated, complemented by the implementation of systems that reward innovative contributions. In this context, the hotel industry can provide opportunities for skill development, participatory decision-making, and a sense of ownership.

Moreover, providing necessary resources, such as leadership programs that embrace experimentation and learning from failure, is fundamental to fostering innovation [37].

Another perspective linking leadership to innovation within the hospitality sector focuses on the moderating role of entrepreneurial leadership in the nexus between work-family enrichment and innovative work behaviour. Research conducted among employees of small and medium-sized hotels (SMEs) indicates that both work-family enrichment and entrepreneurial leadership are positively and significantly correlated with innovative work behaviour. Furthermore, this style of leadership was found to exert a notable moderating effect on this relationship, reinforcing the importance of supportive managerial practices in driving creativity.

In addition to the operational improvements associated with the application of appropriate leadership styles in the hotel industry, integrated actions are required to address environmental issues highlighted in the literature on leadership behaviour in this sector. Among these, the influence of green inclusive leadership on employees' environmentally responsible behaviours has been examined, drawing on theories of social exchange, social identity, social learning and organizational support.

Environmental issues require prioritized actions that merit significant attention from both scholars and practitioners, revealing important findings and corresponding implications. In this context, it is essential to examine the relationship between environmentally specific servant leadership and workplace pro-environmental behaviours, considering the mediating roles of organizational support and environmental commitment. The study indicated that this specific leadership style can positively influence environmental commitment, organizational support, and workplace pro-environmental behaviours among employees.

The leader who holds administrative authority influences team members to achieve operational objectives within the framework of Strategic Human Resource Management. Theoretical perspectives on leadership focus on the characteristics and behaviours exhibited by managers, positing that leader behaviour revolves around the dichotomy between task orientation and human relations.

Contingency theories, or situational perspectives, focus on identifying the most appropriate leadership style for each specific case. These models primarily examine the interactions between leaders and the work groups that inspire and support them. In this context, Fiedler's Contingency Theory [38] posits that leadership effectiveness depends on both the leader's personal style and the degree to which the situation affords them power, control and influence.

The functioning of management and the actions that impose leadership are so intricate that no single model or theory can claim to provide satisfactory explanations covering all the circumstances of modern economic reality. Research on leadership within the hospitality and tourism sectors remains limited, leaving several critical research gaps to be filled. In this context, it is crucial to recognize that leadership behaviour is not standardized but rather adapts to the work environment and specific circumstances. Leveraging this premise, the present study attempts to identify the factors that motivate employees, in order to enable the adaptation of leadership behaviour and the development of an effective leadership style.

Specifically, this research aims to bridge these gaps by examining the following objectives:

- Determining the leadership roles and the specific characteristics of leadership behaviour that drive business profitability.

- Determining the characteristics of managers' leadership behaviour that directly influence employee motivation.

3 Methodology Research

3.1 The Purpose of the Research

The purpose of this research is to identify and evaluate the factors influencing the leadership behaviour of executives in luxury hotels in Greece, and to formulate policy recommendations aimed at strengthening these practices

3.2 Target Population, Timeline, and Location of the Research

This study is based on primary research conducted between 1 September 2022 and 31 January 2023. The target population consists of senior executives working in luxury hotels operating throughout Greece.

3.3 Sampling Method

The statistical method employed for sample selection is non-probability quota sampling. This approach was chosen because it yields reliable results within a large sampling frame (2.467 hotels). Furthermore, the distribution of hotel units across the Greek territory is highly unbalanced, with certain island destinations concentrating the bulk of the industry. Therefore, to derive a reliable conclusion for the general population, it is essential to secure a sufficient sample of hotels from each geographical region, thereby eliminating the risk of over-representing specific areas. This issue is effectively mitigated by utilizing quota sampling, ensuring that enterprises from all regions, including both island and mountainous destinations, are adequately represented in the final sample.

3.4 Data Collection and Research Instrument

The questionnaire was developed following an extensive review of the relevant literature and comprises 14 distinct variables that determine the leadership behaviour of hotel management executives.

The distinct variables included in the questionnaire are the following:

E1: Financial benefits.

- E2: Employee–management relations.
- E3: Workplace safety.
- E4: Recognition of staff efforts.
- E5: Expectations for high performance.
- E6: Employee participation in decision-making.
- E7: Employee performance evaluation.
- E8: Leadership behaviour.
- E9: Flexible work.
- E10: Employee support.
- E11: Management style.
- E12: Sensitivity towards employees.
- E13: Corporate decision-making.
- E14: Employee contribution to the attainment of organizational goals.

Managers were asked to evaluate the variables and indicate their responses using a five-point Likert scale. In each hotel unit, only one executive participated in the survey, either the General Manager or the Human Resource Manager.

3.5 Research Population and Data Sources

The research was initiated by defining the population of luxury hotels operating in Greece, which amounted to 2.467 establishments based on 2021 data. Subsequently, the Hellenic Chamber of Hotels provided comprehensive lists detailing the distribution of these hotels by administrative region, along with their official contact information.

Given the substantial size of the research population, obtaining responses from all potential participants was unfeasible; therefore, a representative sample was selected to reflect the overall population. The conclusions derived from this sample are considered indicative of the attitudes and behaviour of the broader population, thereby providing comprehensive answers to the research questions addressed in this study.

3.6 Selection of the Final Sample

According to the relevant methodological literature, in non-probability sampling the researcher's knowledge and judgment play a key role in determining which elements of the population will be included in the sample [39].

In this context, Cochran's formula [40] was selected to calculate the ideal sample size, as it is uniquely suitable for large populations. The equation is structured as follows:

$$n^* = \frac{Z^2 * p * q}{e^2} \quad (1)$$

where:

n^* : the sample shape

Z : is a z -value that corresponds to a chosen confidence level

p : the standard deviation

e : the acceptable limit for sampling error

q : is equal to $1-p$

$p*q$: measure of sample dispersion

To determine the required sample size, the individual parameters of the equation must be established. The values for the parameters Z and e are selected based on recognized methodological standards rather than arbitrary criteria. The Z parameter represents the critical value corresponding to the desired confidence level. For this study, a 95% confidence level was selected, yielding a Z score of 1.96. This value constitutes the international scientific standard in quantitative research, offering high statistical certainty that the results are reliable while maintaining a sufficiently narrow margin of error to ensure practical utility.

The parameter e represents the margin of error, which reflects the maximum acceptable difference between the sample estimate and the true population value. This margin depends primarily on the sample size and the total population. Based on the final sample size achieved, the margin of error was calculated at 8% for a 95% confidence level. This specific sample is sufficient for exploratory research, particularly since the hotel industry typically exhibits low response rates to scientific surveys. Consequently, the sample is considered adequate as it captures, with satisfactory accuracy, the prevailing trends and attitudes within the hospitality sector, thereby offering a robust foundation for future research.

Furthermore, the parameter p estimates the population proportion possessing the characteristics of interest, while q represents the proportion of the population without these characteristics. Researchers frequently adopt a value of $p = 0.5$. This conservative estimate produces the maximum possible sample size, thereby ensuring that the sample is sufficiently large to yield reliable estimates.

Applying the specified parameters to Cochran's equation, the ideal sample size is calculated as follows:

$$n^* = \frac{Z^2 * p * q}{e^2} = \frac{1.96 * 1.96 * 0.5 * (1 - 0.5)}{0.08 * 0.08} = 0.9604 / 0.0064 = 150.06 \quad (2)$$

This figure constitutes the required sample size to ensure the statistical validity of the research.

Cochran's formula was originally developed for scenarios where the population is exceptionally large or effectively infinite. In such cases, the initial sample size provides a reliable estimate of the required number of respondents. However, when the population size is finite and known, this initial calculation may yield a sample size larger than necessary.

Consequently, based on the aforementioned results, Cochran's correction for a finite population was applied [41], utilizing the following formula:

$$n = \frac{n^*}{1 + \frac{n^*-1}{N}} = \frac{150,06}{1 + \frac{150,06-1}{2467}} = \frac{150,06}{1,06085} = 141,45 \quad (3)$$

Therefore, the target research sample is established at 142 hotels. An alternative approach to determining the sample size is the utilization of Raosoft software [42]. Applying the same assumptions as outlined above, this digital method yields an identical sample size. This calculation, validated by both the Cochran formula and Raosoft software, establishes a representative total of 142 hotel businesses.

Based on this finalized sample size, a proportional stratified sampling approach was conducted. Under this method, the ratio of the sample size within each stratum to the total sample size is strictly equal to the ratio of the population size of that stratum to the total population.

Therefore, the research sample should approach at 142 hotels.

3.7 Scale Reliability

The reliability of the research instrument was evaluated using Cronbach's alpha coefficient [43]. The calculated values for each variable are presented in Table 1.

Table 1. Values of Cronbach's Alpha coefficient

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: created by the authors

Subsequently, Cronbach's alpha reliability coefficients were calculated for the variables as follows (Table 2):

Table 2. Cronbach's Alpha Leadership

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.833	0.833	14

Source: created by the authors

The overall Cronbach's alpha reliability coefficient for the variables is 0.833, indicating that the scale possesses high internal consistency and is sufficiently reliable to proceed with Exploratory Factor Analysis (EFA).

3.8 Methodology of Exploratory Factor Analysis

The research was conducted by distributing a structured questionnaire, in compliance with data protection regulations, to the managers of luxury hotel businesses operating throughout Greece. The managers were requested to complete the questionnaires, which were subsequently gathered for analysis.

The collected data were organized for further analysis. Following coding, the responses were entered into IBM SPSS Statistics software (Version 28), which was utilized for the statistical analysis. The methodological framework employed in this study is Exploratory Factor Analysis (EFA). This method was selected because the underlying theoretical structure of the data was previously unknown.

Kaiser-Meyer-Olkin (KMO) sampling adequacy index and Bartlett's Test of Sphericity were used to determine whether the sample size and the correlation of the variables justify factor analysis.

Exploratory Factor Analysis (EFA) consists of many techniques, which are applied on a case-by-case basis to determine the total dispersion of the main factors. For the needs of the research, we preferred, from the factor extraction techniques, to use the Principal Components Analysis and from the rotation techniques, the Varimax with Kaiser Normalization, (instead of Quartimax and Oblimin), to increase the large loadings and, respectively, to reduce the small ones for the interpretation of the results.

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity were utilized to determine whether the sample size and the inter-correlations among the variables justified the application of factor analysis.

Exploratory Factor Analysis (EFA) encompasses various techniques that are applied on a case-by-case basis to account for the total variance of the extracted factors. For the purposes of this study, Principal Component Analysis (PCA) was selected as the

factor extraction method, while Varimax rotation with Kaiser normalization was employed instead of alternative techniques such as Quartimax or Oblimin. This approach was implemented to maximize higher factor loadings and minimize lower ones, thereby enhancing the interpretability of the statistical results.

The Principal Component Analysis (PCA) identifies 4 main components explaining 60% of the total variance, with factor rotation facilitating the grouping of primary dimensions. The Rotated Component Matrix is examined to reveal distinct factors and their corresponding variable loadings, ensuring precise interpretation.

3.9 Statistical Hypothesis Testing of Variables

To evaluate the leadership behaviour of hotel management executives and draw conclusions regarding their human resource management practices, a statistical hypothesis test was conducted for each variable within the questionnaire.

The research hypotheses are formulated as follows:

H0: The variables do not constitute characteristic elements that can influence the actions of hotel business executives.

H1: The variables constitute characteristic elements that can influence the actions of hotel business executives.

The analytical procedure for the variables is structured as follows:

-First, a parametric test is conducted to examine the presence or absence of normality for all variables using the Kolmogorov–Smirnov test, incorporating the Lilliefors significance correction.

- Subsequently, if a lack of normality is determined, a non-parametric test is applied to all variables within the questionnaire, utilizing the Wilcoxon signed-rank test.

The statistical test proposed by Wilcoxon was developed to assess the hypothesis that a given sample originates from a population with a specified median, evaluating whether the values in the distribution are clustered around its central point [44].

Drawing conclusions from reasons. First, in the case of a skewed distribution, the median of a population is critical for two primary reasons: the median is closer to the center than the mean, thereby serving as a more meaningful measure of central tendency. Second, in a symmetrical distribution, the median and the mean coincide, making both parameters equally useful as measures of position.

Notably, in non-parametric methodology, the null hypothesis H0 does not involve comparing the mean values of the populations from which the samples are drawn, but rather focuses on the comparison of their medians. The median of a dataset represents the value that, when the observations are arranged in ascending order, lies exactly at the midpoint, leaving 50% of the total observations to its left and the remaining 50% to its right. Specifically, the median occupies the $(n+1)/2$ position within the ordered sequence of values [44].

4 Results

4.1 The Methodological Framework of Exploratory Factor Analysis

The results of the Exploratory Factor Analysis (EFA) for each variable are presented below. Table 3 displays the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity regarding the leadership behaviour of managers in hotel businesses in Greece.

Table 3. Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity on the leadership behaviour of managers in hotel businesses in Greece

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.965
Bartlett's Test of Sphericity Approx. Chi-Square	2198.456
df	46
Sig.	0.000

Source: created by the authors

The Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy is 0.965, well above the recommended threshold of 0.500, indicating an excellent pattern of correlation among the variables and justifying the extraction of reliable factors. Additionally, Bartlett's test of sphericity yields a significance level of $p < 0.000$, demonstrating statistically significant inter-correlations between the variables and confirming the appropriateness of applying Exploratory Factor Analysis (EFA). Table 4 presents the communalities, which express the percentage of variance in each variable explained by the extracted factors that influence the leadership behaviour of hotel managers.

The analysis of the communalities highlights the proportion of variance accounted for in each variable by the extracted factors. For instance, the initial communality value of 1.000 for variable E1

decreased to an extraction value of 0.389, whereas for variable E2, it decreased to 0.633. Since all 14 variables exhibit extraction communalities well above the widely accepted methodological threshold of 0.30, they are all retained for further statistical analysis.

Table 4. Communalities of the variables influencing the leadership behaviour of managers in hotel businesses in Greece

Communalities		
	Initial	Extraction
E1: Financial benefits	1.000	0.389
E2: Employee–management relations	1.000	0.633
E3: Workplace safety.	1.000	0.466
E4: Recognition of staff efforts	1.000	0.606
E5: Expectations for high performance	1.000	0.592
E6: Employee participation in decision-making	1.000	0.365
E7: Employee performance evaluation	1.000	0.795
E8: Leadership behaviour	1.000	0.777
E9: Flexible work	1.000	0.642
E10: Employee support	1.000	0.669
E11: Management style	1.000	0.707
E12: Sensitivity towards employees	1.000	0.639
E13 Corporate decision-making	1.000	0.269
E14: Employee contribution to the attainment of organizational goals	1.000	0.778
Extraction Method: Principal Component Analysis		

Source: created by the authors

Accordingly, the five variables with the highest communalities are employee performance evaluation (E7), employee contribution to the attainment of organizational goals (E14), leadership behaviour (E8), management style (E11) and flexible work (E9).

The analysis proceeded utilizing the Principal Component Analysis (PCA) method to determine the total variance of the primary factors extracted from the 14 questionnaire variables based on their eigenvalues is presented in Table 5.

As observed in Table 5, four main factors account for the total variance. These factors include the evaluation of employee performance (E7) explaining 23.782% of the variance, the contribution of employees to goal implementation (E14) at 14.019%, leadership behavior (E8) at 12.607%, and management style (E11) at 8.924%. Based on the respondents' answers, these four factors collectively account for nearly 60% of the total variance among the 14 questionnaire variables related to the leadership behavior of administrative executives.

This structure was determined using the Principal Components Analysis (PCA) method, considering eigenvalues ≥ 1 .

Table 5. Total Variance Explained of the extracted factors

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.650	26.068	26.068	3.650	26.068	26.068	3.329	23.782	23.782
2	2.203	15.734	41.802	2.203	15.734	41.802	1.963	14.019	37.801
3	1.309	9.347	51.149	1.309	9.347	51.149	1.765	12.607	50.408
4	1.146	8.184	59.332	1.146	8.184	59.332	1.249	8.924	59.332
5	.959	6.849	66.182						
6	.921	6.579	72.760						
7	.832	5.942	78.702						
8	.681	4.883	83.585						
9	.660	4.711	88.276						
10	.473	3.377	91.653						
11	.423	3.021	94.674						
12	.341	2.436	97.111						
13	.213	1.523	98.634						
14	.191	1.366	100.000						

Extraction Method: Principal Component Analysis.

Source: created by the authors

Figure 1 illustrates the scree plot of eigenvalues, highlighting those ≥ 1 . The point where the curve begins to level off indicates the optimal number of factors to retain. In this study, a four-factor solution was determined to be optimal. The most significant factors identified are employee performance evaluation (E7), employee contribution to goal achievement (E14), leadership behaviour (E8), and management style (E11).

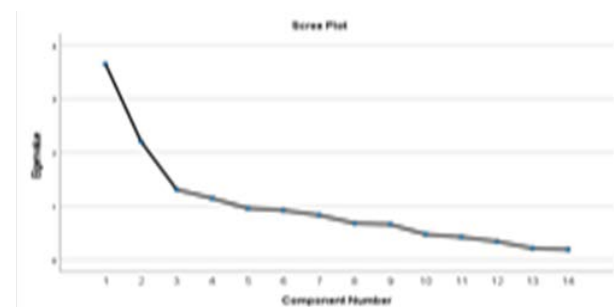


Fig. 1: Scree plot of eigenvalues for the 14 leadership behavior variables

Source: created by the authors

Table 6 presents the Component Matrix, illustrating the four extracted factors alongside the factor loadings of the remaining variables that influence the leadership behavior of hotel managers in Greece. The factor loading values range from -1 to 1. For further statistical interpretation and analysis, consult relevant academic literature on hotel management

Table 6. Component Matrix on the factors of leadership behavior of managers in hotel businesses in Greece

Component Matrix				
	1	2	3	4
E11: The management style	0.807		- 0.186	- 0.137
E7: Employee performance evaluation	0.784	- 0.304	0.121	0.271
E14: The employees' contribution to the implementation of the company's goals	0.770	- 0.410		- 0.111
E2: The relations of employees with management	0.718	- 0.248		- 0.235
E9: Flexible work	0.660	- 0.383	- 0.123	0.210
E10: Employee support	0.158	0.743	- 0.296	
E1: The financial benefits	0.207	0.549	0.212	
E3: The safety of employees in the workplace	0.369	0.531	0.162	
E4: Recognition of staff efforts	0.457		0.522	- 0.340
E12: Sensitivity to employees	0.329	0.415	- 0.521	- 0.296
E5: Expectations for high performance	0.380	0.461	0.475	
E13: Making business decisions	0.201	0.267	- 0.396	
E8: Leadership behavior	0.350	0.263	- 0.183	0.743
E6: Employee participation in decision-making		0.251	0.348	0.414
Extraction Method: Principal Component Analysis				

Source: created by the authors

Table 7 presents the Rotated Component Matrix, illustrating the four factors alongside the corresponding factor loadings of the variables after orthogonal rotation. The primary objective of this rotation is to maximize higher loadings and minimize lower ones, thereby facilitating a clearer and more meaningful interpretation of the results.

As observed in Table 7, variables E14 (employee contribution to goal implementation), E7 (employee performance evaluation), E9 (flexible work), E2 (employee-management relations), and E11 (management style) exhibit high loadings (loadings > 0.5) on Factor 1. Furthermore, variables E5 (high-performance expectations), E4 (recognition of staff effort), E3 (workplace safety), and E1 (financial rewards) show significant loadings (loadings > 0.5) on Factor 2. Variables E12 (sensitivity toward

employees) and E10 (employee support) present high loadings (loadings > 0.5) on Factor 3. Finally, variable E8 (leadership behaviour) exhibits a high loading (loading > 0.5) on Factor 4.

Table 7. Rotated Component Matrix on the factors of leadership behavior of managers in hotel businesses in Greece

Rotated Component Matrix				
	1	2	3	4
E14: The employees' contribution to the implementation of the company's goals	0.878			
E7: Employee performance evaluation	0.819	0.126	- 0.120	0.308
E9: Flexible work	0.761	- 0.120		0.219
E2: The relations of employees with management	0.758	0.142		- 0.175
E11: The management style	0.710	0.220	0.393	
E5: Expectations for high performance		0.760		
E4: Recognition of staff efforts	0.342	0.635	- 0.154	- 0.251
E3: The safety of employees in the workplace		0.567	0.280	0.203
E1: The financial benefits		0.563	0.222	0.127
E12: Sensitivity to employees	0.137		0.770	- 0.138
E10: Employee support	- 0.186	0.338	0.710	0.127
E13: Making business decisions			0.501	0.104
E8: Leadership behavior	0.175		0.243	0.829
E6: Employee participation in decision-making		0.349	- 0.163	0.462
Extraction Method: Principal Component Analysis				
Rotation Method: Varimax with Kaiser Normalization				

Source: created by the authors

Accordingly, the analysis identified four distinct factors influencing leadership behavior. These factors were named based on the common elements and conceptual relevance of the variables with the highest factor loadings within each dimension. The statistically tested variables were derived from an extensive literature review on the determinants of leadership behavior and their corresponding theories [1], [2], [8], [10], [11], [13], [14], [15], [19], [23], [24], [31], [32], [33], [36], [38].

Factor 1: Management Style and Job Performance.
Factor 2: Job Benefits.
Factor 3: Concern for Employees.
Factor 4: Leadership Behaviour.

4.2 Statistical Hypothesis Testing and Reliability Results

The scale developed to assess the leadership behaviour of hotel managers, based on the participants' responses, demonstrated good reliability, with a Cronbach's alpha coefficient of 0.833, thereby confirming the high internal consistency of the questionnaire items (Table 2).

Prior to hypothesis testing, a normality assessment was conducted to determine whether parametric procedures (such as the One-Sample t-test) or non-parametric alternatives (such as the Wilcoxon signed-rank test) were appropriate. Normality was examined utilizing the Kolmogorov–Smirnov and Shapiro–Wilk statistical tests, incorporating the Lilliefors significance correction. Regarding variable E1 (financial benefits) and the participants' respective responses, the following specific research hypotheses were formulated:

H0: Financial benefits do not constitute characteristic elements of the behaviour of management executives that can influence the actions of hotel businesses.

H1: Financial benefits constitute characteristic elements of the behaviour of management executives that can influence the actions of hotel businesses.

The non-parametric analysis conducted utilizing the Wilcoxon signed-rank test is presented in Table 8.

Table 8. Wilcoxon signed-rank test of question E1

Hypothesis Test Summary			
Null Hypothesis	Test	Sig.	Decision
E1 equals 3.70	Wilcoxon Signed Rank Test	0.000	Reject the null hypothesis

Source: created by the authors

The application of the non-parametric, two-sided Wilcoxon signed-rank test (at a significance level of $\alpha = 0.05$) indicates that the sample median value of 3.0 for this variable differs significantly from the hypothesized population median control value of 3.7 ($p < 0.05$). The results presented in Table 9.

The non-parametric One-Sample Wilcoxon signed-rank test indicated that the sample median ($Md = 4.0$) differs statistically significantly from the hypothesized population reference value of 3.7 ($p < 0.05$) in a two-sided test with a significance level of

($\alpha = 0.05$). Consequently, the null hypothesis H_0 is rejected, confirming that the true median of the variable within the population is significantly higher than the control value.

The same analytical procedure was applied to the remaining 13 variables, and the corresponding empirical results are compiled in Table 10.

Table 9. One-sample Wilcoxon signed-rank test summary for variable E1

One-Sample Wilcoxon Signed Rank Test Summary

Total N	179
Test Statistic	177,000
Standard Error	627,188
Standardized Test Statistic	-12,581
Asymptotic Sig.(2-sided test)	0,000

Source: created by the authors

The diagrammatic representation of one-sample Wilcoxon signed-rank test summary for variable E1 is shown in Figure 2.

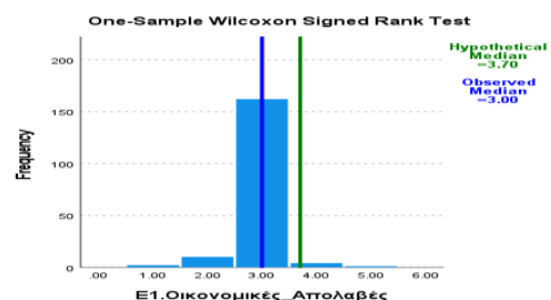


Fig. 2: One-sample Wilcoxon signed-rank test summary for variable E1

Source: created by the authors

Table 10. Normality assessment of the questionnaire variables through the Kolmogorov–Smirnov and Shapiro–Wilk statistical tests

	Tests of Normality					
	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
E1	0.480	179	<0.001	0.403	179	<0.001
E2	0.412	179	<0.001	0.679	179	<0.001
E3	0.459	179	<0.001	0.449	179	<0.001
E4	0.394	179	<0.001	0.728	179	<0.001
E5	0.496	179	<0.001	0.413	179	<0.001
E6	0.466	179	<0.001	0.181	179	<0.001
E7	0.414	179	<0.001	0.667	179	<0.001
E8	0.478	179	<0.001	0.429	179	<0.001
E9	0.394	179	<0.001	0.726	179	<0.001
E10	0.475	179	<0.001	0.493	179	<0.001
E11	0.399	179	<0.001	0.713	179	<0.001
E12	0.471	179	<0.001	0.422	179	<0.001
E13	0.420	179	<0.001	0.660	179	<0.001
E14	0.400	179	<0.001	0.683	179	<0.001

Source: created by the authors

The results of the normality tests indicate that none of the questionnaire variables follow a normal distribution, as the significance value (p-value) in all cases is below 0.001, which is strictly lower than the established significance threshold ($\alpha=0.05$). Consequently, non-parametric testing was employed.

A Wilcoxon signed-rank test was conducted for all variables, as each hypothesis involved a single dimension. This non-parametric test statistically compares the deviation of the sample median from the hypothesized population median test value. For this analysis, a test value (median) of 3.7 was established at a significance level of 0.05. The Wilcoxon signed-rank test was applied to each distinct variable, and the comprehensive results are presented in Table 11.

Table 11. Wilcoxon signed-rank test

Null Hypothesis (H0)	Test	Sig.	Decision
The median of E1 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E2 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E3 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E4 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E5 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E6 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E7 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E8 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E9 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E10 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E11 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E12 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E13 equals 3.70	Wilcoxon Test	0.000	Reject the H0
The median of E14 equals 3.70	Wilcoxon Test	0.000	Reject the H0

Source: created by the authors

The application of the non-parametric, two-sided Wilcoxon signed-rank test (at a significance level of $\alpha=0.05$) indicates that the median values for all variables differ significantly from the hypothesized population median control value of 3.7. In all cases, the null hypothesis H0 is formally rejected ($p < 0.001$), and the alternative hypothesis H1 is accepted. This confirms that the variables concerning the leadership behaviour of management executives are statistically significant and exercise a critical influence on the practices of hotel businesses.

5 Discussion

The empirical results of this study directly address the primary research question, which concerns the identification of the factors influencing the leadership behaviour of managers within hotel businesses operating in Greece. The key dimensions of leadership identified in the hospitality sector focus heavily on employee motivation and engagement, employee support, sensitivity towards employees, management style, and leadership behaviour. These

core characteristics align closely with the principles of the empowering leadership model, which is fundamentally based on motivating and activating the workforce. The positive impact of empowering leadership on employee motivation and engagement is consistent with findings reported in previous studies, [5], [45].

The aforementioned characteristics of effective managerial behaviour, when combined with an appropriate management style tailored to specific situations, provide the framework for decision-making and communication, which serve as necessary prerequisites for effective leadership. This behavioural pattern influences employees' psychological and work maturity, ultimately fostering high performance, the attainment of organizational goals, and the fulfillment of human needs, which in turn contribute to the profitability of hotel businesses. This aligns with the theoretical foundations of the contingency approach to leadership behaviour developed by Hersey and Blanchard, as well as Fiedler, which posits that leadership style is fundamentally shaped by situational factors, [3], [10]. Accordingly, the leadership style within hotel businesses should be adapted to the maturity of employees, both as individuals and as teams, in relation to their assigned tasks and their interactions with managers who direct them and are committed to achieving organizational objectives. These factors reflect the personality traits, values, and attitudes of managers that enable the execution of effective leadership behaviour. According to Vroom's expectancy theory [46], employees are likely to demonstrate a high level of motivation when they believe they are capable of performing a task and that their effort will be appropriately rewarded. Consequently, managers in hotel units must move beyond traditional managerial norms, adopting a more human centred and intuitive approach while maintaining rigour and incorporating empathy.

The findings on leadership behaviour are partially consistent with previous studies [33], [34], [35], [36], [37], [38], which highlight the core characteristics of employee activation. Furthermore, this research identifies leadership as a people-centered approach that inspires, motivates, and transforms team members, guiding them towards high performance through ethical conduct and a shared vision

6 Conclusions

The aim of this research was to investigate the factors determining the leadership behaviour of management executives that influence the operation

of hotel businesses in Greece. The empirical findings highlight factors such as management style, job performance, job benefits, concern for employees, and leadership behaviour significantly affect the conduct of management executives.

Ultimately, within the modern hospitality environment, managers must strategically invest in human capital by guiding employees through initiatives such as training programmes, the development of a strong corporate culture, employer branding, diversity management, organizational identification, talent management, organizational development, succession planning, effective labour relations, and comprehensive reward and benefit systems. These practices function as powerful incentives for retaining capable executives and staff, thereby fostering high levels of performance aligned with the strategic objectives of each hotel business.

7 Policy Recommendations

Based on the aforementioned conclusions, the tourism policy framework is proposed to encompass the following measures:

- Evaluating leadership models: To examine leadership behaviour models in relation to the prevailing conditions within hotel businesses, in order to identify those most appropriate for application across the sector. Optimizing behavioural frameworks: To determine the most suitable configurations of leadership behaviour, taking into account individuals' tolerance for uncertainty and their value orientation, thereby enabling management executives in hotel enterprises to achieve operational objectives, improve performance, enhance service quality, increase productivity, and strengthen structural competitiveness.

- Implementing behaviour modification: To implement organizational behaviour modification programmes within hotel enterprises that promote positive reinforcement, thereby influencing workplace behaviour by establishing clear consequences and incentives related to employees' actions.

- Evaluating Cultivating emotional intelligence: To develop the competencies associated with the core dimensions of emotional intelligence, such as self-awareness, self-management, self-motivation, empathy and social skills, which directly influence leadership behaviour and enable personnel within hotel businesses to achieve high levels of performance.

- Evaluating Establishing performance frameworks: To establish a comprehensive system for managing and evaluating employee performance

in hotel businesses, aimed at maximizing productivity and supporting the attainment of the organization's strategic objectives [47].

- Utilizing the balanced scorecard: To utilize the Balanced Scorecard framework across four core perspectives, financial, customer, internal business processes, and learning and growth, thereby contributing to the comprehensive performance measurement of hotel businesses [48].

- Managing workforce diversity: To design a strategic framework for managing workforce diversity within hotel businesses, leading to enhanced management practices that generate value, establish efficient operations, drive profitability and sustain a long-term competitive advantage [49].

8 Limitations and Future Research

Several inherent limitations exist that potentially affect the internal validity of this research. These limitations primarily concern the inability to verify the absolute honesty of the participants when responding to the questionnaire, as well as the inherent subjectivity of each respondent in interpreting the items. Another limitation involves the potential for social desirability or subjective bias in the preferences expressed regarding the significance of the variables that shape leadership behaviour.

Consequently, further empirical study of leadership behaviour within the hospitality sector is essential for both the advancement of academic knowledge and the formulation of effective managerial policies. Issues such as workforce diversity integration, optimal leadership styles, core competencies, and characteristic employee attributes require further in-depth investigation. Such future research can provide valuable insights, generate sustainable economic value, enhance organizational competitiveness, and contribute directly to the attainment of strategic business objectives.

References:

- [1] Guthrie, K., Whitney, R., Leadership Theories, Frameworks, and Approaches in Practice, \ Emerald Publishing Limited, 2025 ISBN- 10:1837089515.
- [2] Robbins, St., Coulter, M., DeCenzo, D., Fundamentals of Management: Global Edition, Pearson Education, 2011 I SBN-10:0273755862.
- [3] Dugan, P., J., Leadership Theory: Cultivating Critical Perspective, Jossey-Bass, 2024 ISBN-10: 1394152108.

- [4] Beteman, Th., Snell, S.A., Konopaske, R., Management Leading and Collaborating in Competitive World 12th edision Mc Graw Hill Education, 2017, ISBN-10:1259546942.
- [5] Lagou, M., Arsenos, P., Hyz, A., Stavroulakis, D., Determinants of Employees Motivation in Greek Hotel Businesses, Journal of Research in Business and Management, Vol.12, No.7, 2024, pp.50-58.
- [6] Goncalves, M., Leadership Styles: The Power of Influence Others, International Journal of Humanities and Social Science, Vol.4, No.4, 2013, pp.1-3.
- [7] Dessler, G., Human Resource Management, Pearson, 2016 ISBN-13:978-0134235455.
- [8] Mukhles, M., Al-Ababneh, Lockwood, A., The Influence of Managerial Leadership Style on Employee Job Satisfaction in Jordanian Resort Hotels, 28th EuroCHRIE Annual Research Conference, Amsterdam, Netherlands, October 2010.
- [9] Maher, F., Impact of Leadership Style on Employee Job Satisfaction in the Hospitality Industry, International Journal of Heritage, Tourism Hospitality, Vol.13, No.1, 2019, pp.1-9 doi: 10.21608/ijhth.2019.35101.
- [10] Hersey, P., Blanchard, K., Management of Organizational behavior: Leading Human Recourses, 8th eds Englewood Cliffs, NJ, Prentice Hall, 2001 ISBN-10: 0130175986.
- [11] Stavrinoudis, T., Kakaroungkas, C., Georgopoulou, A., Emotional Intelligence, Leadership and Human Resources Empowerment in Luxury Hotels: The Case of Athens, Businesses, Vol.5. No4, 2025, pp. 54.
<https://doi.org/10.3390/businesses5040054>.
- [12] Gashi, S., Qosja, E., Lica, D., Hotel Industry: An Analysis of business approaches and strategies, Corporate & Business Strategy Review, Vol.6, No.1, 2025, pp. 240-253. doi: 10.22495/cbsrv6i1siart2.
- [13] Seiler, S., Pfister, C., Why did I do this?: Understanding leadership behavior through a dynamic five-factor model of leader-ship, Journal of Leadership Studies, Vol.3, No.3, 2009 doi: 10.1002/jls.20122.
- [14] Sotiriadis, M., Varvaressos, S., Crucial role and contribution of human resources in the context of tourism experiences: Need for experiential intelligence and skills. In The handbook of managing and marketing tourism experiences, Sotiriadis, M., Gur-soy, D., Eds. Emerald Group Publishing Limited: Leeds, England, 2016 doi: 10.1108/978-1-78635-290-320161003.
- [15] Stavrinoudis, T., Simos, D., Factors affecting hotel employees' perception and attitude towards empowerment, Journal of Human Resources in Hospitality and Tourism, Vol.15, No.4, 2016, pp.416–439 doi: 10.1080/15332845.2016.1148568.
- [16] Kapetanaki, E., Strategic human resource management and technological solutions: the case of hotel businesses, PhD, University of Neapolis, Cyprus, 2020 pp. 25-56, [Online].
<https://hephaestus.nup.ac.cy/items/5deae6f4-ee75-4f46-942e-eca9966fe9d2/full> (Accessed Date: February 2, 2026).
- [17] Psimoulis, M., The motivation and empowerment of human resources in Greek hotels as a means of achieving competitive advantage in conditions of economic crisis, PhD, University of Aegean, Chios, Greece, 2022 pp. 178-420 doi: 10.12681/eadd/51437.
- [18] Davidescu, A., Apostu, S., Andreea, P., Casuneanu, I., Work Flexibility, Job Satisfaction and Job Performance among Romanian Employees—Implications for Sustainable Human Resource Management, Sustainability, Vol.12, No.15, 2020, pp. 6086 <https://doi.org/10.3390/su12156086>.
- [19] Strenitzerová, M., Achimský, K., Employee Satisfaction and Loyalty as a Part of Sustainable Human Resource Management in Postal Sector, Sustainability, Vol. 11, No.17, 2019, pp. 4591
<https://doi.org/10.3390/su11174591>.
- [20] Elbanna, S., Managers' autonomy, strategic control, organizational politics and strategic planning effectiveness: An empirical investigation into missing links in the hotel sector, Tourism Management, Vol.52, 2016, pp. 210–220
<https://doi.org/10.1016/j.tourman.2015.06.025>.
- [21] Joneidi, A., Kheirabi, A., Haver, A., Paving the way for future leaders in the hospitality industry: a qualitative study of perspectives from experienced hotel general managers in Norway, Scandinavian Journal of Hospitality and Tourism, Vol.25, No.2, 2025 / doi: 10.1080/15022250.2025.2499287.
- [22] Blake, R., McCannse A. Adams, Leadership Dilemmas-Grid Solutions, Gulf Houston N.Y., 1991, ISBN-10 0872014886.
- [23] Guest, D., Human resource management and performance: A review and research agenda, International Journal of Human Resource

- Management, Vol. 8, No 3, 1997, pp. 263-276
<https://doi.org/10.1080/095851997341630>.
- [24] Osmani, A., Ndoka, E., From Sustainable Leadership to Well-Being: A Systematic Literature Review on the Function of Collaborative Learning in Organizations, Sustainability, ol.17, No22, 2025 pp. 10345
<https://doi.org/10.3390/su172210345>.
- [25] Shenghao G, Qianqian H, Be Zhongzong and be ethical: dual leadership in promoting employees' thriving at work Available to Purchase, Chinese Management Studies, Vol.16, No.5, 2022 doi : 10.1108/cms-02-2021-0053.
- [26] Dashuai, R., Bin, Z., How does paradoxical leadership affect innovation in teams: An integrated multilevel dual process model, Human Systems Management, Vol.39, No.1, 2020 doi: 10.3233/HSM-190593.
- [27] Razmak, J., El Refae, A.C., Farhan, W., Chaudhry, S., Leaders' behavioral approach in the digital era: task vs relationship Available to Purchase, Journal of Organizational Effectiveness: People and Performance, Vol.11, No.1, 2024, pp. 135–161 doi: 10.1108/JOEPP-06-2022-0145.
- [28] Wang, S., Eva, N., Newman, A., & Zhou, H., A double-edged sword: the effects of ambidextrous leadership on follower innovative behaviors, Asia Pacific Journal of Management, Vol.38, No.4, 2021, pp. 13 05 doi: 10.1007/s10490-020-09714-0.
- [29] Bavik., A., Ali Koseoglu, M., Intellectual structure of leadership studies in hospitality and tourism Available to Purchase, International Journal of Contemporary Hospitality Management, Vol.34,No.12, 2022, pp. 4567–4580 doi: 10.1108/IJCHM-10-2021-1264.
- [30] Gonca Aytaş, G., Doğanay Ergen, F., Aytekin, E., Charismatic Leadership in Hospitality and Tourism, Leadership Approaches in Global Hospitality and Tourism, 2023 doi : 10.4018/978-1-6684-6713-8.ch006.
- [31] Baltaci, F., The Effects of Leadership On Job Satisfaction (Visionary Leadership, Transformational leadership, Transactional leadership), 3rd International Symposium on Sustainable Development, May 31 - June 01 2012, Sarajevo, pp. 221-223.
- [32] Kovach, K., Employee motivation: Addressing a crucial factor in your organization's performance, Employment Relations Today, Vol.22, No.2, 1995, pp. 93-107 doi: 10.1002/ert.3910220209.
- [33] Carter, K., Why Workers Won't Work: The worker in a developing economy: A case study of Jamaica, Publications Macmillan Caribbean: London, England, 1997 I SBN-10: 033367989X.
- [34] Kinnear, L., Sutherland, M., Determinants of organizational commitment amongst knowledge workers. South African Journal of Business Management, Vol.31, No.3, 2000, pp. 106 – 112
<https://doi.org/10.4102/sajbm.v31i3.740>.
- [35] Al Asheq, A., Islam, R., Ahmed, S., Analysis of Employee Motivation in the Service and Manufacturing Organizations: The Case of a Developing Economy, International Journal of Business and Systems Research, Vo.1, No.1, 2023, pp. 309-325 doi: 10.1504/IJBSR.2022.10039933.
- [36] Breiter, D., Tesone, D., Van Leeuwen, D., Rue, V., An Analysis of Hotel Employees' Motivation Using Kovach's Ten Factor Model, Journal of Human Resources in Hospitality & Tourism, Vol.1, No.4, 2002, pp.63-77 doi: 10.1300/J171v01n04_05.
- [37] DiPietro, R.B., Motivation and Satisfaction of Lodging Employees: An Exploratory Study of Aruba, Journal of Human Resources in Hospitality & Tourism, Vol.13, No.3, 2014, pp. 253-276 doi: 10.1080/15332845.2014.866466.
- [38] Fiedler, F., Assumed Similarity Measures as Predictors of Team Effectiveness, Journal of Abnormal and Social Psychology, No.49, 1954, pp. 381-388, doi: 10.1037/h0061669.
- [39] Barratt, Monica J., et al, Hidden Populations, Online Purposive Sampling, and External Validity: Taking Off the Blindfold, Field Methods, Vol. 27, No. 1, 2015, pp. 3 –21. doi: 10.1177/1525822X14526838.
- [40] Cochran, W.G., Sampling techniques , Second Edition, John Wiley and Sons : New York, USA, 1963, ISBN-10: 0471162388.
- [41] Bartlett, J.E., Kotrlik, J.W., Higgins, C.C., Organizational Research: Determining Appropriate Sample Size on Survey Research, Information Technology, Learning and Performance Journal, Vol.19, 2001, pp. 43-50.
- [42] Raosoft Inc., Raosoft Sample Size Calculator, 2023, [Online].
<https://raosoftcalculator.net/> (Accessed Date: February 2, 2026).

- [43] Tavakol, M., Dennick, R., Making Sense of Cronbach's Alpha, *International Journal of Medical Education*, Vol.2, 2011, pp. 53-55 doi: 10.5116/ijme.4dfb.8dfd.
- [44] Ntoumanis, N., *A Step-by-Step Guide to SPSS for Sport and Exercise Studies*, Publications Routledge: London, England, 2001, ISBN 9780415249782
- [45] Kovach, K., Employee motivation: Addressing a crucial factor in your organization's performance, *Employment Relations Today*, Vol.22, No.2, 1995, pp. 93-107 doi: 10.1002/ert.3910220209
- [46] Vroom, H. V., *Work and Motivation*, J. Wiley and Sons: New York, USA, 1964, pp. 29-40, ISBN-10:0471912050
- [47] Asonitou, S., Kottara, C., Sustainable development of skills for the tourism sector and its financial impact, In *Strategic Innovative Marketing and Tourism: 7th ICSIMAT*, Athenian Riviera, Athens, Greece, 17-22 October 2018, pp.1121-1129 https://doi.org/10.1007/978-3-030-12453-3_129.
- [48] Lagos, D., Arsenos, P., Gousiou, A., Tourism Development and Competition in the Mediterranean Region, *International Journal of Social Science and Economic Research*, Vol.9, No.11, 2024, pp. 5392-5407 doi: [10.46609/IJSSER.2024.v09i11.028](https://doi.org/10.46609/IJSSER.2024.v09i11.028).
- [49] Mistry, T., Okumus, Marissa, O., Employee perceptions of diversity management in the hospitality industry, *International Hospitality Review*, Vol.37, No.2, 2023, pp. 266-268 <https://doi.org/10.1108/IHR-05-2021-0041>.

Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

Author Contributions: Conceptualization, M.L.; methodology, C.K.; software, G.L.K.; validation, A.G.; formal analysis, C.K.; investigation, A.G. and C.K.; resources, M.L.; data curation, G.L.K.; writing—original draft preparation, M.L. and C.K.; writing—review and editing, A.G. and G.L.K.; visualization, M.L. and A.G.; supervision, G.L.K.; project administration, M.L. and G.L.K.; contribution of individual authors to the creation of a scientific article (Ghostwriting Policy), G.L.K.; A.G.; C.K. and M.L.; sources of funding for research presented in a scientific article or scientific article itself, no one.

Sources of Funding for Research Presented in a Scientific Article or Scientific Article Itself

No funding was received for conducting this study.

Conflict of Interest

Alternatively, in case of no conflicts of interest the following text will be published:

The authors have no conflicts of interest to declare that are relevant to the content of this article.

Creative Commons Attribution License 4.0 (Attribution 4.0 International, CC BY 4.0)

This article is published under the terms of the Creative Commons Attribution License 4.0

https://creativecommons.org/licenses/by/4.0/deed.en_US