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Post-pandemic Factors Influencing Job Satisfaction Among Airline Crew: A Comparative Study of Two Airlines

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ABSTRACT

This study aims to explore how Covid-19 has influenced airline cabin crew job satisfaction and motivation to work in the sector. A qualitative approach was adopted with 32 semi-structured interviews among cabin crew employees at two national carriers in EU, namely British Airways and TAP. The purpose is to provide a comparative analysis between the two companies and identify any potential differences and similarities in terms of job satisfaction of cabin crew. The key findings suggest that cabin crew is resilient in dealing with crisis. Flight attendants found ways to turn the crisis into an opportunity to grow and be developed. Job satisfaction after the pandemic is based on health and safety, job security, good working relationships, mentoring and human capital policies. This paper proposes that airlines should adopt the recommended strategies which enhance job satisfaction such as scheduling, knowledge transfer and mentoring.

Key Words: Job satisfaction, Airlines, Cabin crew, Resilience

INTRODUCTION

The airline industry in the United Kingdom is comprised of a large multitude of both short and long-haul airlines and combined they generate 120 billion dollars each year, in addition to exporting further £26 billion pounds (IATA, 2022). The United Kingdom is amongst one of the most active and desirable airline industries in the world. As an industry, they have enjoyed strong growth for the past two years with cheap oil, keeping fuel bills down, which has allowed them to offer cheaper fares. However, Brexit and the pandemic have cast a shadow on the industry, with concerns over the open skies agreement, airline ownership rules and declining consumer disposable income (CAA, 2022). Airline staff have suffered from the impact of the pandemic, as many were on short-time work, or have been laid off (Keller, 2021). These recent changes to the industry could further affect job satisfaction of cabin crew as airlines continue to drive overheads down in a bid to remain competitive. According to Statista (2022), there were 83,998 people employed as cabin crew, by UK-based airlines in 2019 and this has only grown since with the expansion of low-cost carriers such as easyJet and Ryanair and of course, both short and long-haul carrier, British Airways (BA). Same source reports a drop in numbers in 2020 to 64,725 people due to the pandemic. This drop demonstrates that airlines have made redundant many employees, which has created high stress to existing staff, demotivation and has had an impact to the industry as the demand grew dramatically in 2022 (The Guardian, 2022). Similarly, the airline sector in Portugal faced a decrease in demand leading to a restructuring aid of €2.55 billion and €71.4 million by the European Commission to TAP Portugal (Eurocontrol, 2021). The company had to restructure, cut jobs, reduce salaries in order to qualify for the support from European Commission (Finlay, 2021).

Competition among airlines has increased the past two years, with passengers choosing companies that take Covid related measures and offer quality of service (CAA, 2022). Airlines have acknowledged the need to provide better service (Gupta, 2018), hence they have started showing more care to their employees with more training and other human resources (HR) policies. Nevertheless, job satisfaction and motivation to work in the sector has reduced after the large number of redundancies in 2020 (Finlay, 2021). Airline employees and more specifically cabin crew (flight attendants) are at high risk of getting infected (Hawkins, 2020).

Most of the studies focus on passengers' satisfaction rather than employees' satisfaction (Messner, 2016) and current research focuses on the impact of covid rather than the post-covid period. The working environment in the airline industry can positively or negatively affect employees' satisfaction (Han, 2013). The purpose of this study is to explore job satisfaction and motivation among flight attendants after the pandemic and provide some information on the airline sector situation in terms of human resources with recommendations on ways to increase satisfaction and motivation to contribute to service recovery. The aim is to contribute to the research on human resources in airline crew, and to provide the factors of job satisfaction.

LITERATURE REVIEW

The role of cabin crew (flight attendants) has high demands such as long hours, role overload, working at altitude and emotional labour (Williams & Thwaites, 2007). Cabin crew often work at night (sometimes for long hours), travel across time zones and experience jet lag (Ng et al., 2011).

Quick aircraft turnaround times, reduction in pay and working conditions and the pressure to carry out as many duties on the ground and whilst flying, in compliance with safety and company procedure, makes the occupation of cabin crew one of the most intensive and potentially stressful jobs in the service sector (Boyd, 2001; Chen & Chen, 2013).

Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction is the "key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment" (Kaliski, 2007, p.446). Shahzad et al. (2013) propose that high experienced and well-trained employees tend to be more satisfied with their jobs and that financial benefits, rewards, promotion all play an important role to satisfy, retain and attract employees. Karatepe & Vatankhah (2014) propose that airline companies should establish and maintain a work environment where cabin crew can take advantage of a number of high-performance work practices. Moreover, research suggests the existence of cultural and demographic differences (such as age, gender) in job satisfaction and motivation to follow a career path (Baum, 2012; Shahzad et al., 2013; Marinakou & Mills, 2019).

There have been various definitions of job satisfaction. For example Aryee (1995) and Wood et al. (2001) included remuneration, promotion as well as the emotional state of the individual. Smircich (1995) added employees' attitudes, Luthar (2000) resilience and Robbins and Judge (2017) the characteristics of the job and employees' feelings. Service employees such as flight attendants play a vital role in the quality of customer service, passenger satisfaction; they represent the company hence they affect passengers' decisions to purchase a product. If they are satisfied with their job, they will perform well and may create good organisation impressions on customers (Ishaque & Shahzad, 2016). Boontharika (2010) and Jangsiriwattana (2016) in their study of Thai Airways proposed work, supervision, payroll, promotion among the factors of job satisfaction. Maythisa (2005) in a study of Japan Airlines excluded income and promotions. Rast & Tourani (2012) in their study in Iran propose supervision, pay, nature of work and opportunities for promotion as positive factors, and they found no differences among male and female employees' job satisfaction. Bergman (2015) provided three key factors that have a negative impact on employees job satisfaction, namely intensification of work, vulnerability and aging.

Similarly, *motivation* is linked to well-being, short breaks, time, money and good working conditions (Chen, 2006; Russell, 2017). Motivation drives behaviour, gives direction and is described as an inner force that drives employees to achieve individual and organizational goals (Ko et al., 2021). With reference to Maslow's hierarchy of needs studies propose various factors for employee motivation, such as adequate wages, facilities (physiological needs), job continuity, insurance and retirement plans (security needs), relationships and friendships at work, open climate (belongingness and social needs), job titles, awards, recognition (esteem needs), and on the top meeting full potential (self-actualization needs) (Hamilton, 2014; Ko et al., 2021). The literature suggests common motivating factors that contribute to the satisfaction of an individual include appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work itself, the organisation, policies and procedures, pay, personal growth, promotion opportunities, recognition, security and supervision (Spector, 1997; Han, 2013). Cabin crew are responsible for safety and security as well as customer service and the welfare of passengers, they should also be familiar with new emerging technologies (Camillieri, 2018). The two main research questions of this study are:

1. What are the factors that contribute to cabin crew job satisfaction after the pandemic?
2. Are there any differences between companies operating in different countries?

METHODOLOGY

For the purpose of this study 32 semi-structured interviews were conducted with cabin crew at two airlines, one in the UK (British Airways, 17) and one in Portugal (TAP Portugal, 15). The interviews were conducted online, and all participants were provided with a list of topics that would be included in the process to minimize the limitations of online interviewing (Hewson et al., 2016). The interviews started with some general demographic data such as age, years of experience, education and then the second part included questions about the factors that contribute to job satisfaction and motivation of cabin crew after the pandemic. The questions were designed to provide information and deeper understanding into the factors that contribute to job satisfaction. Convenience sampling was used, as participants were among the contacts of the researcher and were selected based on their accessibility, and their willingness to participate at the study (Etikan et al., 2016). Participants' consent was acquired, and interviews were recorded and transcribed. Although it is difficult to determine the number of interviews that may provide valid data, the interviews stopped when saturation and repetitiveness were evident (Fontaine et al., 2013). The main consideration was to collect a similar number of responses to ensure that data could be compared between the two companies. Qualitative analysis between the two samples was performed as it can be case-based, but at the same time may generate findings that can be generalized across wider populations with relatively small and simple data sets (Schatz & Welle, 2016). It also helps to identify patterns in the cases to explain a phenomenon (Pattyn et al., 2017). The coding and themes emerged even from the interview process; notes and keywords were identified, which were then used for the coding and the thematic analysis. An example of these codes are shown in table 1.

Table 1 Coding

Code	Keywords
Nature of work	Overtime / Culture / Working conditions
Financial implications	Salary

The text was analysed in a comparative way as the purpose was to identify any differences among airline crew members between the two companies. All responses by each group were compared and compiled and quotes have been used to support the data analysis and discussion.

FINDINGS AND DISCUSSION

Participants were asked questions about demographic information, such as gender, age, years of experience, and marital status (as shown in Table 2).

Table 2 Participants' profile

	Number (N=32)	Percentage
Gender		
Male	10	31
Female	22	69
Marital Status		
Single	10	31
Married	10	31
Divorced	12	37.5
Age		
Under 30 years	12	37.5
31-40	11	34.3
41-50	5	15.6
Over 50 years	4	12.5
Years of Experience		
3-6 years	11	34.3
7-10 years	13	40.6
Over 10 years	8	25

Of 32 participating flight attendants, 31% were male, and 69% were female, with 16.9 average in years of experience, all working full-time (in both companies). 10 are married, 10 single and 12 divorced (with or without children). Participants in the study were asked to evaluate their motivation to work after the pandemic in the sector with a scale 1-10. The results showed that employees were motivated to work in their company. More specifically, 7 participants at BA rated their motivation with 9/10, 4 with 8/10, 4 with 7/10 and only 2 with 6/10. At TAP, 6 participants scored their motivation with 9/10, 5 with 8/10, 3 with 7/10 and only 1 with 6/10. The average motivation for BA cabin crew is 7.94% and for TAP is 8.06%. Considering the circumstances and the impact of covid-19 the scores are high. Interestingly there were no differences in motivation among cabin crew in terms of gender, but there were in terms of age and years of experience. The younger respondents (Under 30 years old and 30-40 years) were more motivated to work at airline companies. This could be an indication that younger employees are more enthusiastic to perform their duties and engage with co-workers.

For the purpose of this conference paper the results and findings are presented in a table in a comparative way. The responses were clustered reflecting different aspects of job satisfaction.

Table 3 Findings – Factors for job satisfaction

CLUSTER	BA (N=17)	TAP (N=15)
Nature of work		
Working hours - flexible	12	11
Employee loyalty schemes	14	12
Empowerment	15	11
Variety of work / challenging work	16	15
Job security	17	15
Health and safety	17	15
Work-life balance	17	15
Emotional stability	12	12
Compensation		
Fair payment system	17	15
Pay reflecting the job requirements	13	9
Opportunities for growth		
Opportunities for learning and training	9	8
Promotion and progression opportunities	10	14
Working environment - Relationships		
Organizational culture	6	4
Supervisor’s capabilities (emotional and technical support)	5	7
Close relationships quality	13	13
Pride in the company	9	13

In terms of *nature of work*, respondents were satisfied with the working hours, but they placed higher value to job security and health and safety as they were exposed to higher risk being in contact with so many passengers. Interestingly, more cabin crew members at TAP felt proud for working in the company, whereas less people working at BA provided such statements. This study agreed with Boontharika (2010) where Thai airways cabin crew were proud to work for the company. This is linked with the culture at TAP that instils such feelings and attitudes to staff (TAP 2022) and provides evidence of low staff turnover in the company. Work-life balance was important especially for the younger employees in both companies, which confirms other studies (Karani & Purba, 2021). Participants expressed their need to have time to spend with their families and friends. For example, P18 stated “*I love my job, but I would like to have more time for my personal life....especially during holidays*”. Hence, they would like more HR policies on work-life balance to create and maintain a supportive and healthy work environment.

Compensation was an area of concern. Cabin crew were satisfied when there was fairness in

employees' compensation. Policies affecting their compensation were important to the participants, including pay structure, incentives, and performance bonuses. Moreover, cover for health reasons was mentioned, as participants were concerned with their absence from work due to Covid-19 and their remuneration during this time. Such findings confirm other studies that propose that cabin crew will have to "find new balance in their incomes and expenses" (Laovoravit et al., 2021, p.3).

Opportunities for growth included training and development as well as progression. More specifically participants mentioned information sharing, diversity training, performance management and consistent feedback. The *working environment conditions and relationships* emerged from the participants' examples. The majority were more concerned about the quality of staff relationships and supervision and mentoring. The results were consistent with other studies where the working environment and relationships contributed to job satisfaction (Maythisa, 2005; Boontharika, 2010; Marinakou & Mills, 2019). P7 from BA stated "*the multi-cultured staff makes going to work fun*" and P22 from TAP stated "*the team you work with day to day, the fact it's always different people and different passengers to different destinations*". It is evident that after the pandemic employee relations, good working environment, empowerment and mentoring are still valued among cabin crew.

Some areas of concern that can lead to dissatisfaction and lack of motivation were proposed in the study. More specifically, emotional exhaustion due to excessive organizational demands and work requirements was an area for improvement in both companies. This is linked with the characteristics and the demands of this profession, which were anyway anticipated as part of the job (Opatha & Rathnayake, 2018). Participants stated that they have found ways to deal with exhaustion, as they try to develop and change their attitudes towards the new situation by becoming more enthusiastic and staying mentally healthy with exercise. P27 a female flight attendant said "*I try to exercise at least 3 times a week. My favourite is yoga as it helps me distress*". Scheduling including un-social hours and long days linked to older crew members was discussed especially from younger flight attendants. They mentioned that sometimes they are "looked down" by more experienced and older colleagues, nevertheless they suggested that they manage to overcome this challenge by creating a more collegiate culture.

Conclusion

This study aimed to explore the impact of the pandemic to job satisfaction and motivation of cabin crew to work in the airline sector. The majority of employees interviewed were satisfied with their work and motivated to maintain a career in the airline sector, even after the pandemic. Interestingly, participants in this study were found to be resilient and provided insights on how to deal with the new era in airline industry after the pandemic. Cabin crew at both companies were found to be loyal and committed to their companies, placing value to the nature of work, compensation, opportunities to grow and the relationships among employees. More specifically the findings suggest that health and safety, job security, fair compensation schemes, collegiate organizational culture are the key factors contributing to job satisfaction after the pandemic. Financial satisfaction, creates emotional attachment to the job and eventually to motivation to remain at work. These findings may be based on the nature of the two companies, as they provide more job safety and security in terms of the contracts they have with cabin crew. On the contrary,

other studies propose that compensation and other benefits are not positive factors for job satisfaction (i.e. Maythisa, 2005; Boontharika, 2010). Scheduling satisfaction is also a predictor for job satisfaction when it allows flexibility and appropriate rest time.

The factors leading to satisfaction and dissatisfaction were established and a supporting framework is shown in table 3. It is evident that when it comes to cabin crew, fairness and good supporting working conditions and HR policies are mandatory. Job satisfaction among cabin crew depends on the working environment, leadership, career development, job characteristics and well-being in the workplace. The job is demanding and as such airlines should ensure they put the workforce at the centre of their companies. The pandemic helped cabin crew to turn the crisis into opportunity as they became goal-oriented, driven and motivated by purpose.

Practical Implications

The airline sector has been dramatically impacted by the pandemic and COVID-19. Redundancies and decrease in demand for travel has caused stress and demotivation to employees (Laovoravit et al., 2021). One simple measure is to ensure they have sufficient staffing levels, with focus on permanent staff recruitment (Hudson & Shen, 2015). This study proposes that national carriers like BA and TAP invest in their human capital and can be a good example for other companies to follow in terms of the working conditions and HR practices. Fostering knowledge transfer and opportunities for training and development may take off some of the pressure to cabin crew.

Knowledge transfer is also valuable to develop and maintain good relationships among employees, giving the opportunity to younger and less experienced staff members to learn from the older, particularly at times of pressure. Mentoring and/or training schemes on risk awareness may prepare employees better to become resilient and maintain a healthy working environment. The author suggests that managers should meet regularly with employees, listen to their concerns and proposals and help increase the level of organizational commitment, motivation and job satisfaction. For example, cabin crew may be consulted on their preferred schedule, which will conform to legal guidelines, but at the same time will be flexible enough to provide work-life balance and better staff perception of company support and HR policies. Nowadays, new technologies and software programs are available for scheduling purposes, which give access to staff to choose and design their own timetables based on their needs.

More time off as a reward for acknowledging staff contribution to passenger service could also have a positive impact on job satisfaction. Another idea from the interviewees was to develop practices to allow cabin crew to go through airport control and busy international hubs faster to allow more time for rest and recover from physical and/or emotional stress. Time could also be allowed after their flights to be spent on shopping or other activities such as fitness programs. Alternatively, airlines could offer free fitness club memberships to cabin crew. Employees who are satisfied with their work are inclined to provide better quality of service and be more client-oriented which benefits companies success and revenue (Lee et al., 2020). Diversity and inclusion are important in engaging with all employees and providing support to all cabin crew members regardless their origin, age etc.

Limitations and Future Research

This study has a few limitations as it focuses on two national carriers where the majority of employees are permanently employed; they are both full service airlines. The number of interviews conducted in each company may not reflect the views of the majority of employees, hence the factors identified should be tested with a survey with a larger sample, and in different types of airlines i.e. budget. There are also cultural differences as the characteristics of employees from different origin, or different governmental policies may impact differently on job satisfaction. Beyond any cultural differences, the generalizability to other frontline jobs in tourism is debatable, too. The author proposes that further studies should be conducted in different types of companies, i.e. budget, no-frills and different countries. From a theoretical perspective further research may be conducted on investigating the correlation between job demands and job resources.

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GDP CONTRIBUTION OF TOURISM IN GREECE FROM 2010 TO 2020

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ABSTRACT

The tourism industries are considered to be a significant contributor to the Greek economy. Key statistics in this context are the Tourism Direct GVA and GDP, TDGVA and TDGDP for short, respectively, core results in the implementation of TSA Tables. Despite the importance of tourism, the Greek system of tourism statistics does not provide the necessary breakdowns of tourism expenditures as well as of products and activities in the Supply and Use Tables needed to implement the TSA Tables along the international standards and to estimate the contribution of tourism to the economy. For this situation, which is not uncommon in many countries that engage in implementing TSA Tables, the paper uses an innovative approach: statistical models for estimating the necessary data of tourism consumption and supply of tourism-related products and industries, and assumptions that allow estimating TDGVA and TDGDP. Reliable values of the Greek TDGVA and TDGDP, measured along the TSA framework, are available for the first time; they show a rather pleasing picture of Greek tourism, at least for the years up to 2020 when Covid-19 caused a real collapse of tourism: The TDGDP increased from 7.026 to 10.994 million Euros, an average annual growth rate of 5,1%, whereas the GDP shows an average annual decrease of 2,2%. The ratio of TDGDP to GDP increased from 3,1% to 6%, presenting an average annual growth rate of 7,5%.

Key Words: Greek tourism, Tourism growth, Tourism direct GDP, TSA Tables

INTRODUCTION

The tourism industries are considered to significantly contribute to the Greek economy. During the period 2011-2019, according to ELSTAT's business register, accommodation and food services (Section I, NACE Rev.2) concentrate about 9% of the legal units, 4% of turnover and 12% of employment of the total economy; the sector's average share to total output and GVA is about 6% (SUTs of 2010-2018). A significant part of these indicators is tourism driven.

Despite the significance of tourism, the system of tourism statistics is not very well developed. The main data sources are surveys conducted by the Bank of Greece and ELSTAT. The Bank of Greece provides data on tourism flow and expenditures of inbound tourism. The focus of ELSTAT is on domestic and outbound tourism; ELSTAT also compiles the Supply and Use Tables. Unfortunately, the available breakdowns of the tourism expenditures are limited and require further refinement for estimating a comprehensive expenditure structure; the breakdowns in the Supply and Use Tables do not sufficiently specify the tourism characteristic products and activities.

The EU-funded Structural Reforms Support Service (SRSS) project (Hatzimarinakis and Hackl, 2017) was a major push to the Greek tourism statistics. The project report contains the documentation of available data sources relative to their consistency with TSA-concepts including the identification of data gaps, and recommendations for improvements. It also shows pilot TSA Tables 1 to 6; however, the Tourism Direct GDP could not be estimated based on the available data.

Despite improvements, the tourism database is still not a comprehensive system of tourism statistics that allow implementing Tourism Satellite Account along the international standards. Examples for actual deficiencies are the lack of a complete accommodation directory, the lack of breakdowns in SUTs which specify tourism characteristic products and activities such as passenger transportation, and the lack of detailed demand data for expenditures.

Our paper uses statistical models that allow imputing missing data of tourism consumption and supply of tourism related products and industries, and assumptions corresponding to a methodological approach suggested by UNWTO (2022). This allows estimating the Tourism Direct GVA and GDP. Our results show a rather pleasing picture of Greek tourism, at least for the years up to 2020 when Covid-19 caused a real collapse of tourism not only in Greece but world-wide.

Methodology

A core element of TSA is the TSA Table 6: "Total Domestic Supply and Internal Tourism Consumption" that reconciles supply with demand and provides estimates of Tourism Direct Gross Value Added (TDGVA) and Tourism Direct Gross Domestic Product (TDGDP); see UNWTO (2010). For implementing the table, detailed data on internal tourism expenditures and on the supply of tourism related products are needed. Estimating TDGDP based on a less detailed database is feasible by making certain assumptions; such assumptions may refer to the tourism shares of the supply of industries and the value added contained in these tourism shares. The

UNWTO MST report (2022) describes such an approach of estimating the TDGDP based on a rather limited level of detail in the information about tourism related products and industries.

In addition to the lack of details, limitations in the availability of tourism data consist also in incomplete coverage over time. E.g., annual numbers of arrivals and overnights and total expenditures of inbound visitors are available, but not the composition of expenditures over the product categories; a plausible structure was defined under the SRSS project, using detailed data from the Bank of Greece. Such missing data can be estimated using time series models that make use of relations between the missing statistics and indicators like the total tourism expenditures but also economic indicators like the GDP.

A detailed description of our approach, used for supplementing the TSA-relevant database, is provided by Hackl & Hatzimarinakis (2023); all necessary data on tourism expenditures and SUTs for the years before and after the reference year 2015 of the pilot TSA project are imputed with suitable statistical models. Based on these data, the TSA Table 6 is implemented, the supply with internal tourism consumption reconciled and TDGVA and TDGDP calculated. This allows drawing a general picture of Greek tourism and assessing the direct impact of tourism on the Greek economy during the decade 2010 to 2020.

For assessing the results of our analysis, direct statistical quality measures are not available. The wide variety of data sources such as surveys, administrative data and results from accounting procedures does not allow applying standard statistical methods for assessing quality and reliability. Ratings by experts can be used instead as suggested and demonstrated in the Canadian TSA Handbook (Statistics Canada, 2007). In the context of our paper, additional uncertainty comes from estimating missing data and the use of statistical methods and the involved assumptions. A final assessment of the results of our analysis will be possible on the basis of a comprehensive system of tourism statistic that allows the implementation of the TSA Tables along international standards.

Development of Greek tourism

In the fourth round of TSA data collection conducted by EUROSTAT in 2019, 24 of the 28 EU member states provided data; exceptions were Ireland, Cyprus and Luxembourg. Greece was a special case as the pilot TSA Tables implemented by Hatzimarinakis and Hackl (2017) for the reference years 2015 were submitted and included in the EU aggregates but no details were printed in EUROSTAT (2019) as for the other member states.

Results of our present paper show a rather pleasing picture of Greek tourism, at least for the years up to 2020 when Covid-19 caused a collapse of tourism. Figure 1 shows the steady growth of TDGVA and TDGPD as well as the ratios of TDGVA and TDGPD to GVA and GDP, respectively, over the years 2010 through 2019. In this period, the TDGVA grew from 6.131 to 8.798 million Euros, an average annual growth rate of 4,1%; the TDGPD increased from 7.026 to 10.994million Euros, an average annual growth rate of 5,1%. In the same period, the GDP decreases from 224.124 million Euros to 183.351 million Euros, corresponding to an average annual decrease of 2,2%. This shows very well the growing importance of tourism for the economy: The ratio of TDGVA to total GVA raised from 3,1% in 2010 to 5,5% in 2019, i.e., an average annual growth of 6,7%; the ratio of TDGDP to GDP increased from 3,1% to 6%, with an average annual growth rate of 7,5%.

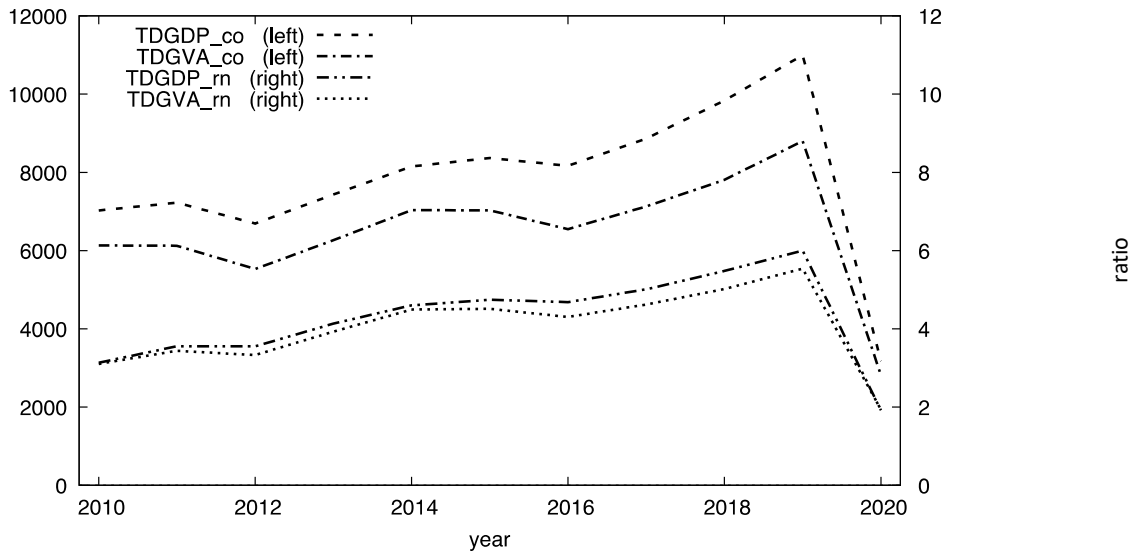


Figure 1: Time series for the years 2010 to 2020 of TDGVA and TDGDP (in million Euros) as well as TDGVA_rn and TDGDP_rn (in %), the ratios of TDGDP to GDP and TDGVA to GVA, respectively.

Table 1 provides the GDP values and the estimated Tourism Direct GDP values as well as the corresponding ratios that are shown in Figure 1.

Table 1: GDP and Tourism Direct GDP, both in million Euros, and the corresponding annual growth rates, as well as TDGDP_rn, the ratio of TDGDP to GDP, in %, for 2010 to 2020

Year	GDP	Δ GDP	TDGDP	Δ TDGDP	TDGDP_rn
2010	224.124		7.026		3,1%
2011	203.308	-9,3%	7.224	2,8%	3,6%
2012	188.381	-7,3%	6.690	-7,4%	3,6%
2013	179.884	-4,5%	7.433	11,1%	4,1%
2014	177.236	-1,5%	8.149	9,6%	4,6%
2015	176.369	-0,5%	8.364	2,6%	4,7%
2016	174.494	-1,1%	8.167	-2,4%	4,7%
2017	176.903	1,4%	8.861	8,5%	5,0%
2018	179.558	1,5%	9.834	11,0%	5,5%
2019	183.351	2,1%	10.994	11,8%	6,0%
2020	165.406	-9,8%	3.171	-71,2%	1,9%

Growth rates similar to those of the TDGVA and TDGDP ratios are found for the number of arrivals of inbound visitors, raising from 15,0 millions in 2010 to 34,0 millions in 2019, an average annual growth rate of 9,5%; for the number of overnights of inbound visitors, starting with 140,2

millions and increasing to 236,5 millions, an average annual growth rate of 6%; and for the expenditures of inbound visitors, nearly doubling from 10.593 million Euros in 2010 to 19.960 million Euros in 2019, corresponding to an average growth rate of 7,3% per year. The average annual growth rate of the internal tourism expenditures amounts to 5,3% in this period.

The growth of Greek tourism is also in international terms eminent. OECD (2020) presents annual growth rates of the number of international tourist arrivals in OECD member countries and selected partner economies between 2014 and 2018. The Greek growth rate amounts to 8,0%; among European countries, only Hungary (10,1%), Ireland (8,9%) and Portugal (11,9%) have higher growth rates.

The numbers of arrivals and overnights of inbound visitors for 2020 show a tremendous break to 21,8% and 27,1%, respectively, of the values for 2019. The TDGVA ratio dropped to 1,9% of the Greek GVA, only 35,1% of the 2019 value; the TDGDP ratio was also reduced to 1,9%, only 32,0% of the 2019 value.

Conclusions

As the statistics presented in Section 3 show, Greek tourism was extremely flourishing in the decade 2010-2020. The share of tourism on the national GDP was growing and reached 6%, nearly the double of the 2010 value. This refers to the direct effects and does not take into account the secondary effects of the touristic demand.

The indicators that are presented in this paper were not available so far, mainly due to the lack of data and limitations in the details of TSA-related statistics.

Hackl & Hatzimarinakis (2023) have provided statistical methods and suitable assumptions which allow implementing TSA Table 6 when only a limited database is available. Such a lack of information certainly causes a decrease of accuracy of the results which is difficult to assess. We are looking forward to comparing our results with future updates based on revisions of the Greek tourism data towards a comprehensive system of tourism statistics. It is hoped that ELSTAT, the national provider of official statistics, will be in the situation to publish tourism statistics and SUTs in sufficient detail soon.

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CULTURAL TOURISM - IN THE PLACES OF SAPPHUS

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Abstract

This article presents the most important milestones in the life of the lyric poet Sappho. It aims, by examining the importance and impact of the poetess, to make proposals for economic development that will improve tourism and contribute to the local economy. Through a journey through the places where Sappho was born, lived, loved, created and died, as well as photographic documentation of works that depict Sappho, the study focuses on proposals to highlight the places that the poetess walked, such as cultural routes, creation of a theme park in Eresso, utilization of historical heritage etc.

Keywords: Lyric poetess, Sappho, economy, cultural routes, theme parks.

Cultural, as an alternative form of tourism, as mentioned by Manola (2019), has as its main tourist activity the enjoyment that arises when a traveler comes into contact with the culture of a destination, gets to know it and learns about it.

Poetry is one of the most important manifestations of cultural production and Greece, a country that gave birth to many writers and poets whose works are highly regarded, has drastically influenced the world in this field. Among all of them, Sappho shines, a woman, a poet whose works are heirlooms, have stood the test of time, moved and continue to move readers.

Psapfa¹, life and resonance

He was born in Eresos on Lesbos around 630 BC. From her references to her brother Larichos, who served as winemaker in the rectory of Mytilene, we infer that he came from a wealthy family, as winemaker status was an office reserved for good-looking young men from good families. He received an excellent education and became a master of the lyre. According to Takaris (1995), it is considered possible that she was married to a rich man from Andros, from whom she even had a daughter, Kleida, "my golden flower", as she mentioned in her poem.

He was one of the main exponents of the transition from epic to lyrical poetry, perhaps the most famous and most widely read poetess of the ancient Greek world, creator of the Aeolian lyrical tradition which constitutes pure poetry. Her originality lies in the fact that she dared to talk about personal feelings and the world of dreams. The fragments of her works testify to a tender poetry with an emotional content, full of references to simple everyday elements, characterized by delicacy and tenderness. (Kalatzis, 2017)

Aristophanes attributes to Sappho characteristics of a Muse and refers to her face with particular admiration. Her poetry survived through references to her person because social issues such as the issues of gender equality, women's sexual emancipation or the rescue of women's written production were presented through her poems.

According to Giannikou (2010), Sappho's chamber poems influence corresponding wedding scenes in many comedians of the Ancient Comedy and especially in the Aristophanic work, where Sappho acquires a dual status of courtesan at the same time as that of the Muse. In the social and anti-war works of Aristophanes, Sappho becomes an inspiration, reduced to a Muse, mythologized and connected to the primordial cult of fertility.

But Sappho's influence continues, as Giannikou (2010) mentions, also during the Byzantine period, where her themes about wedding songs spread her poetry because they are reproduced in novels and also in popular tradition, as descriptions of wedding procedures such as the offering of incense appear, the gifts, the wedding songs, the dances, the dowry, the bride's gifts, the reception they prepare and the bride offered to the groom as a prize of love.

Illaton had written that she was the tenth muse, while Alcaeus had characterized her as a "holy woman". To this day, Sappho is recognized by the whole intellectual Western world as "the woman who wrote the best poetry ever written". She is considered to be the one who described love and praised it with the seriousness and passion of a genius. He managed 2,600 years ago to express the feeling with the help of imposing images and figures of speech such as metaphor, simile and contrast, transforming the passion and admiration for the feminine nature into lyrical poetry and even into Aeolian dialect, lending them among others to her works a melodic dimension.

With the passage of time, the view of Sapphic poetry changes according to the attitude that society had towards sexuality. Thus in antiquity her work was deified, in the early Christian years her poems were burned at the stake, while during the Renaissance they were rediscovered and handed down to the next generations.

¹ Aeolian form of her name

Because Sappho has nowadays been associated with the LGBT+² movement, it should be clarified that as Anagnostaki-Tzavara (2000) mentions, the poet is far from modern views on sexual behavior and loves young girls with an erotic passion which concerns the promotion of women's values and not the separation from men. It is in this sense that love is expressed as an idea of inspiration and creation, and not in today's narrow meaning of the term. After all, as reported by Argyropoulou – Papadopoulou (2011), the culture in Mytilene was always at an extremely high level and the education of girls was considered essential, and by analogy Elytis considered that Sappho's house had an analogy with the philological salons of Europe. According to Argyropoulou-Papadopoulou (2011), the dominant opinion about her sexual orientation is due to "old comedy which, when it no longer had the possibility to satirize contemporary political figures, looked for its victims in great figures of the Greek world outside of politics ». In her poems there is not the slightest indication of lesbian love, but the hymn to the highest feeling that makes the person in love overcome himself and reach the view of the divine Love. Her poems have been translated into most European languages and it is estimated that her total poems were about half the length of the Iliad.

So since ancient times, she had acquired a huge reputation and in fact when referring to her person she was called "the poet" just as they called Homer "the poet". The city of Mytilene had its image on its currency. According to Argyropoulou-Papadopoulou (2011) the epithets that had been attributed to Sappho were praiseworthy. Alcaeus especially praised her as a goddess. Plato includes her among the Muses, Plutarch similarly, Julian "female Homer" and Antipater "honor of Lesbian women", Horace tried to copy her, and so on.

Many artists over the centuries have been inspired by the radiance of Sappho and her ideas about love, romance and beauty

With well-known³ works such as the red-figure amphora of the Munich museum, the fresco of Pompeii, the painting of David, Taillasson, the sculptures of Clesinger, Villanis and Pardier

In modern times, as a small tribute to the tenth muse, important Greek composers such as Hatzidakis, Xydakis, Vlassopoulos and Papadimitriou set her poems to music.

In addition, in her honor the asteroid 80 discovered in 1864 was named after her: 80 Sappho.

CULTURAL ITINERARY IN THE PLACES OF SAPPHUS

LESVOS

The first stop on our itinerary is Lesbos. The island that gave birth to her was also the seat of her teaching as in its capital, Mytilene, she founded a conservatory to gather around her girls from the island's aristocratic families and to teach poetry and music, under the patronage of the goddess Aphrodite. Woodrard (2008) comments that beyond the social education that was a self-evident

² LGBT+ (in English: LGBT+): A rights movement aiming to create a strong community and a society where there will be no discrimination based on sexuality. The acronym in both Greek and English refers to all people with different sexual preferences other than heterosexual

³ The works mentioned above are in the appendix

provision for young girls, the development of the arts and especially poetry confirmed that the soul is transfigured, overturned, shaped and developed towards greater meanings, towards the Love that always constitutes companion of the goddess Aphrodite.

The birthplace of Sappho, Eressos, is a particularly popular tourist destination in the summer months. It is a small traditional village typical of Lesbos, with a wonderful beach that in the summer surpasses many parts of the island in terms of visitors. Even though the settlement is developed for tourism, it keeps corners untouched and authentic. The noticeable difference comes from the human geography that gives it a special atmosphere as it is a meeting point of the different and at the same time the familiar. The vacationer meets on the beaches and in the gathering places locals and families with children coexisting with tourists seeking meditation, LGBT+ communities and backpackers arriving from all parts of the planet. In the village one can enjoy the houses of traditional architecture, picturesqueness in the streets and in the square an unpretentious plain with special vegetation and finally in Skala, the port of the village a wonderful beach of three kilometers that faces west and offers a wonderful view as when the Sun reigns, falls behind a rock in a female form. Here there is also, as reported by Drakopoulou (2013), a monument dedicated to the poetess. In the evening there are many options for entertainment, including a summer cinema called "Sappho".

But Skala is particularly known for the "Sappho Women - International Eressos Women's Festival" which is organized every September and lasts for two weeks. Reading the homepage of the festival,⁴ one immediately notices the flawless organization of a series of activities even for 2021, a year in which there is particularly great concern due to the pandemic. Workshops for learning the Greek language, cooking with traditional recipes, Pilates, Yoga or Kick Boxing fitness programs, environmental actions such as cleaning the beach, walking routes along the wider route, films and shows, are just some of the interesting points of the festival. The pandemic did not deter the organizers since, according to their statements, all required measures were observed and the promise of the big meeting in the form of a reunion for 2022 was given. But the most important of all is the exchange of experiences of a group of women who create and express themselves freely in a natural and protected environment among the world of the area and not in a sterile impersonal space. Perhaps this last observation is what makes Eressos an ideal place for this particular festival.

SICILY- SYRACUSE

The second stop of the tour is the island of Sicily, which in modern times was the most important city of Great Greece and one of the most important ancient Greek cities. It developed into one of the most important ancient Greek cities until at least its subjugation by the Romans in 212 BC. The impressive ruins of the ancient city, especially the complex of its walls, are a UNESCO World Heritage Site.

The city of Syracuse has developed into quite a popular travel destination. Because it was a mighty city-state and a naval force to be reckoned with which even today is evident in the ancient monuments of the city which coexist with what constitutes for today's tourist a prerequisite for a

⁴ <https://www.womensfestival.eu/programme/>

popular destination such as luxurious hotel units, notable dining spots but and wonderful landscapes.

Sappho found herself in this city during her lifetime due to the political unrest that plagued her island. The aristocrats were exiled from Mytilene and Sappho lived for about 10 years in Sicily (Bowra, 2008) and then returned to her island once the tyranny was overthrown. In her poems she praised beauty, love with particularity and inaugurated her own poetic meter, which was called the Sapphic meter. She was highly regarded in the city and after her death a statue and a cenotaph were dedicated to her.

LEFKADA

The island of Lefkada is her last stop, as it is at its southernmost point, next to the temple of the god Apollo, the white rocks of the Lefkada cape, that Sappho is said to have committed suicide by jumping from the heights into the sea. Tradition wants her death to be attributed to the unrequited love she had for Faona, a boatman of the island, notorious for his beauty. Rayor (1991) argues that the name could also be Phaon who rejected her love and simply a misinterpretation of a poem by Sappho to Aphrodite's follower, Phaon. In the place "Lefkada" which on the old maps is referred to as "Sappho's Leap" it was known from ancient times that there was a sanctuary of Apollo, perhaps the most important of Lefkada, where celebrations, games, purification ceremonies and expiatory sacrifices were held.

The amazing view from the lighthouse called "Dukato", the sunset time, the combination with the well-known beaches of Porto Katsiki and Egremnoi which are located a little further, compose an excellent setting. There is no evidence that Sappho proceeded to doom because of her love for Phaethon, and perhaps the relationship is, as Weigall (2001) argues, simply a creation of Attic comedy. Vasography has several times taken this particular myth as its subject, which shows us that it is particularly widespread and very beloved. Ailianus presents this specific myth in his work *Varia Historia* (*Poikili Historia*) and according to his writings, Phaon was an ugly and old boatman from Mytilene, who at some point while transporting the inhabitants to the coast of Minor Asia. Aphrodite appeared in his boat, who had disguised herself as an old woman (Kangelaris, 2017).

ECONOMIC DEVELOPMENT PROPOSALS

Zhang & Alias (2014) consider that in order for a literary tourist destination to be attractive it should meet the following conditions: be technically sound, evoke emotions in the visitor, radiate authenticity, be serviceable and lastly have facilities and provide amenities.

The aforementioned rules can well be applied in the case of Mytilene and Lefkada as Sappho, this amazing poetess of antiquity bequeathed us an artistic offering of untold value that moved through the ages but moves even today. In her works, full of lyricism, she deified the feminine side by praising Eros as an idea and transforming it in a genius way into something wonderful and eternal.

Specifically for Lesbos, where the greatest interest of tourists regarding the great poetess is concentrated, it is important to note that the region to which it belongs, that is, that of the Northern Aegean, records, according to INSETE, an increase in Average Expenditure per Visit.

According to the research⁵ by Region (in €), 2016-2020 for all the Regions of Greece per Visit the costs were lower than the Average for three years (2016-2019), with the exception of the Regions: Ionian Islands, South Aegean, Crete and North Aegean, where specifically from € 399 in 2016, € 460 in 2019 to € 559 in 2020, there was a significant increase.

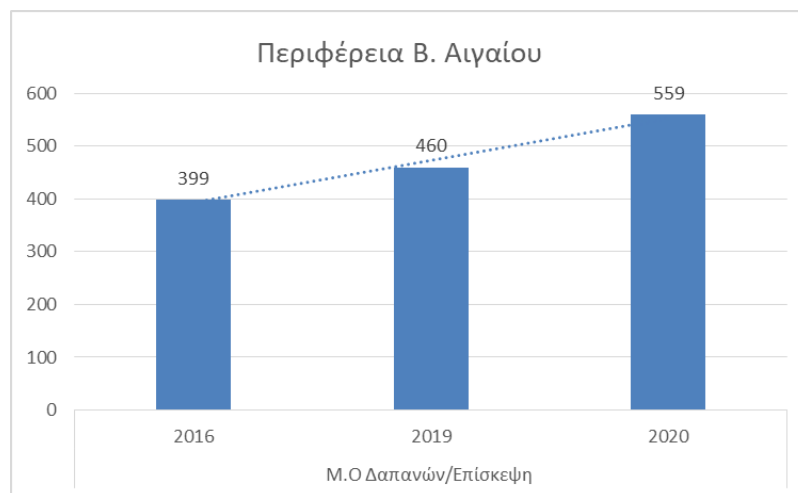


Chart 1: Average Expenditure per visit

Source: Bank of Greece - Edited by INSETE Intelligence

The data from Mytilini airport is particularly encouraging even though they are far from the good years of the previous two decades. Specifically for Mytilini, tourist arrivals with charter in July 2022 amounted to 10,932. Number improved for 2022 compared to 2020 and 2021. Tourists who arrived in Mytilini by charter flights come from seven European tourist markets, namely from the Netherlands, from England, from Belgium, from Denmark, from Poland, from Sweden, from Norway and from other countries.

Overall, however, the air arrivals of 2022, as can be seen in diagram 2, compared to those of 2021 are clearly improved and with an increasing trend. The specific diagram only concerns the arrivals of visitors to the island from foreign countries and gives an idea of the dynamics that could develop towards cultural tourism of any form other than literary such as spa, religious, rural, etc. after the appropriate information of the tourists.

⁵ More information at <https://insete.gr/studies/%CE%B5%CF%94.pdf>

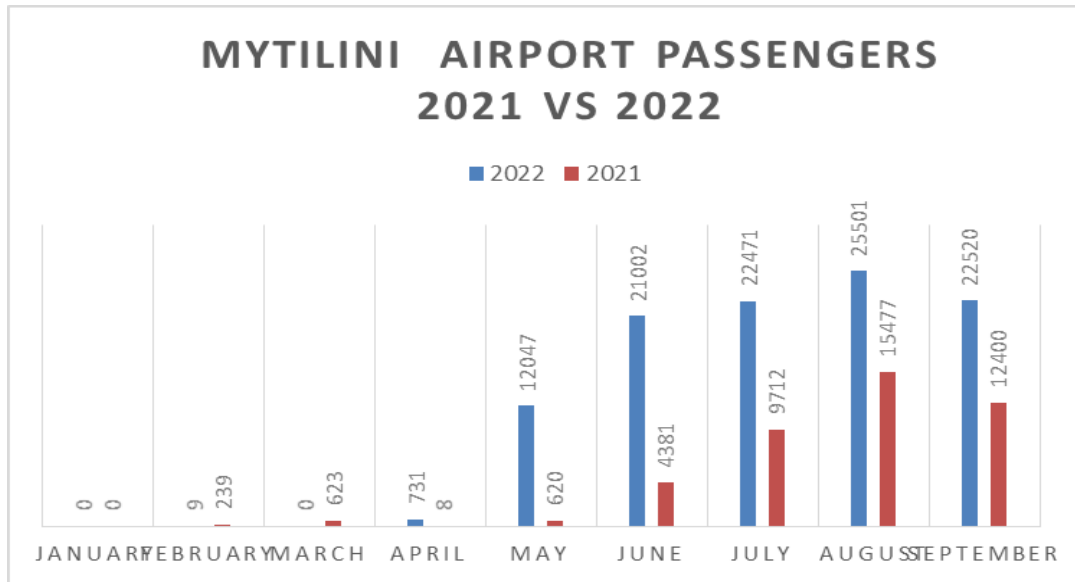


Chart 2: Mytilini airport "Odysseas Elytis" 2022 Vs 2021 International passengers
Source: Fraport - FG Traffic Data Management 2022 traffic statistics

Sappho today can offer to the places she lived and created through a targeted strategic approach. For Greece, these places are Lefkada and especially Mytilini, as these are areas that have all the guarantees to be further highlighted through some specific actions such as:

- Highlighting the points mentioned in her poems and connected to her life.
- Guided tours with philological specialization to read her works to tourists with cultural interests
- Creation of a cultural park in Eresos with applications of philological activities, scientific days in the area, translation competitions of its works in different languages
- Connecting the poetess with the present through a cultural route that will highlight the traditions and elements of the region which at the same time could promote local consciousness and local identity. Her poems full of lyricism present the nature of the island which is still as rich and therefore offers itself to be highlighted.
- Sustainable development of the place with its interconnection with other routes that pertain to the huge cultural tradition of the island that begins with Alkaios and Sappho and reaches to our days with writers such as Eftaliotis, Myrivilis Elytis or artists such as Theophilos.

The highlighting of the places will be an example for the utilization of the historical heritage in other areas as well, such as the Sigriou Geoparko for a presentation of another form of tourism

CONCLUSIONS

Sappho is a role model, a woman whose work since ancient times has been a beacon that illuminates the spirit with its beauty and grace. She was loved because she highlighted the feminine nature and the power of strong friendship bonds. She is considered the poetess of Love, and even today she has an influence on the psyche of every person regardless of their sexual orientation. She put emotion at the base of literary production and highlighted it throughout time.

As it has been a model since ancient times, it gives the possibility to promote an alternative form of tourism and to show even more the history and culture of our country.

PHOTOS OF SAPFO TODAY



Picture 1
Red Amphora Vase of the painter Vrichos
around 470 BC Munich



Picture 2
Mosaic from Pompeii.
It depicts the lyric poetess in a moment of contemplation



Picture 3
David Sappho and Pheonax



Picture 4
Jean Joseph Taillasson (1745-1809)
Sappho se précipitant à la mer / Sappho rushes to the sea



Picture 6
Villanis E, Sappho playing her lyre 5325AP (vrs. 1890-1919)



Picture 7
Sappho (1852), Museum d' Orsay



Picture 8.



Picture 9

Sappho, a bronze statue by Antoine Bourdel located in the Courtyard at the House of Letters and Arts



Picture 10: Coin depicting Sappho with her Lyre.

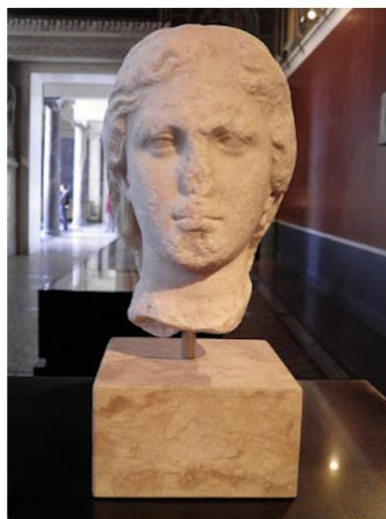


Picture 11



Picture 12

Sappho's monument at Skala Eresou, Lesbos



Picture 13

Sappho in a bust of the 2nd c. AD from Rome (4th century BC copy). South Berlin Museum.



Picture 14
Sappho Square in Mytilini.



Picture 15
Rudolf Weyr (1889) - Vienna, garden of the people

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Picture 1: Red Amphora, Crater of the painter Vrichos around 470 BC. Munich, SOURCE: <https://menoumemonaho.wixsite.com>

Picture 2: Mosaic from Pompeii. It depicts the lyric poetess in a moment of contemplation, SOURCE: <https://www.greelane.com>

Picture 3 :Jean Joseph Taillasson (1745-1809) ,Sappho se précipitant à la mer / μετSappho rushes to the sea Source: <https://www.hermitagemuseum.org>,

Picture 4 Source: David Sappho και Pheonas (1809) <https://musee.brest.fr/musee-accueil-3171.html> /wps/portal/hermitage/?lng=el

Picture 5:Clesinger (1814-1883) , “ Sappho”,ΠΗΓΗ: <http://www.artnet.com>

Picture 6:Villanis E, Sappho playing her lyre 5325AP (vrs. 1890-1919), Source: <http://www.artnet.com/artists/emmanuel-villanis/>

Picture 7 :Pardier Source :Sapho (1852), Μουσείο d’ Orsay <https://www.musee-orsay.fr/fr/oeuvres/sapho-16012>

Picture 8. Source: <https://www.picturesfromgreece.com/lesvos/statue-of-sappho-in-skala-eressos.html>

Picture 9: Sappho, a bronze statue by Antoine Bourdelle located in the Courtyard of the House of Letters and Arts, Avenue Syngrou. SOURCE: 107-109 <http://www.athenssculptures.com/2015/06/sappho.html>

FIGURE 10 AND FIGURE 11: Coin depicting Sappho with her Lyre. SOURCE

<https://www.filosofikilithos.gr/sapfo-i-megali-poiitria/>

IMAGE 12:Sapphos Monument on the Stairs of Eresou Lesvos, SOURCE: <https://www.google.com/search?q=%CE%BC%CE%BD%CE%B7%CE%BC>

IMAGE 13: Sappho in a bust of the 2nd c. AD from Rome (4th century BC copy). South Berlin Museum. SOURCE https://homouniversalisgr.blogspot.com/2018/03/blog-post_93.html

EIKONA 14:Πλατεία Σαφούς στη Μυτιλήνη.ΠΗΓΗ: <https://www.google.com/search?q=%CE%BC%CE%BD%CE%B7%CE%BC>

Picture 15:Rudolf Weyr (1889) - Vienna, people's garden, SOURCE: https://homouniversalisgr.blogspot.com/2018/03/blog-post_93.html

VENETIAN MONUMENTS IN RHODES AND THEIR CONTRIBUTION TO THE CULTURAL HERITAGE OF THE ISLAND

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SUMMARY

Rhodes, like most of the islands, is based on its tourism sector. It has a rich cultural tradition and is full of remarkable monuments that attract the interest of visitors. The era of Italian rule left a strong imprint of Italian culture and was the starting point for the development of tourism in the area. The contribution of Italian architects and politicians was essential since many buildings of that period are still preserved today, conveying to potential visitors the history and culture of this special island. The purpose of this paper is to inform the reader about the importance of the Italian monuments in Rhodes but also to examine their current state and to investigate through quantitative research data the impact of the monuments in the present day.

Keywords: Cultural heritage, Venetians, Rhodes, cultural tourism.

INTRODUCTION

The phenomenon of cultural tourism has a particular flourishing in Greece and is a key source of income (Manola,2019)The island of Rhodes has been a crossroads of many different cultures which has contributed to the formation of a rich cultural infrastructure and historical identity. From the end of the Neolithic period to the period of the Italian occupation, each culture left its own mark. The archaeological and historical monuments, which are still preserved today, are proof of this. An important reason why Rhodes became a pole of attraction for many people was its geographical location, as it is situated between Europe, Asia and Africa. Thus, the island flourished in areas such as maritime trade, navigation, art, architecture, but also in areas such as politics and science in general. As an island, it had been subjected to various interventions by its conquerors, the most important being those of the Hippocratic, Ottoman and Italian periods (Kollias, 2007).

HISTORICAL BACKGROUND

Since the 15th of August 1309 when the Knights Hospitallers conquered Rhodes, turned into the only wall against the Ottoman empire. During its occupation by the Knights, strong walls and magnificent buildings were constructed. Rhodes became an ecclesiastical state and this gave it great value as a commercial power. As an ecclesiastical state it had many privileges, perhaps the most important of which was the possibility of minting coins. On the 25 th of May 1480 it suffered the first strong attack by Mohammed II that lasted 3 months until the retreat of the Ottomans.

The end of this period came on the 22th of December 1522 when Suleiman I the Magnificent managed to conquer Rhodes. However, Suleiman encountered difficulties during the siege and so on the 10th of December he called the Grand Master to an honorable capitulation. The most important of the terms were that the inhabitants would be exempted from taxes for 5 years and that the children of the island's inhabitants would be exempted from child molestation. Finally, on the 22th of December, the city was handed over to the Turks with the basic terms of the treaty being the freedom of the inhabitants to follow their religious beliefs, not to plunder the Christian churches, not to tax the inhabitants for 5 years so that they can "recover" from the hardships of the war and so that as many residents as they want can leave the city of Rhodes. On the 25th of December the agas with 4000 soldiers and not the entire army as they had agreed with the Ioannites took the city from the knights and on January 1st the knights along with 4000 inhabitants withdrew the island. Despite the agreement the Turks used violence against the inhabitants of the city and proceeded to plunder. During the Ottoman occupation of the island the Rhodians suffered severe oppression by the Turks and that is why they tried 3 times to liberate themselves and with the instigation of the St John's Knights, this had a heavy price for them as one of the prices was their persecution outside the city walls. (Kollias, 2011)

At the end of the 16th Century, because of the bloody reprisals against the Greek Christians who resisted, there gradually began to be an acceptance of the new administration. However, for trade to begin to flourish again and for there to be economic stability in Rhodes they had to wait another century, because the Ottomans had emphasized in the 16th and 17th century the development of Smyrna as a trading post. Thus the city of Rhodes, during the Turkish occupation, turned into a mere Ottoman province and was now a place of exile for those high court officials and downfallen patriarchs of Constantinople who fell into disfavour. During the first years of the occupation there

were 5000 Turks and 150 Jews in the city, probably coming from Thessaloniki and Euboea (Tsirpanlis, 2002).

The castle became a place of residence of the Ottomans and this had an impact on the image of the city. Turkish officials who were also granted farmhouses on the outskirts of the city turned them into mansions with small gardens and crops. It is worth noting that even those who had some business activity within Rhode's walls had to leave the city at sunset, when the gates were closed preventing Greeks from entering in. As far as taxation was concerned, the Rhodians after the five years grace period, were taxed like the rest of the territory with the only difference being that children were free to remain in their families.

In the beginning the economy was based on agriculture, but in the 18th to 19th century the port began to be considered as a trading post again and returned to its former glory. From the middle of the 19th century, however, due to the fact that the Ottoman Empire suffered a devaluation of its currency, it was led to an increase in taxes on salt, tobacco and in general prices increase of the products. This resulted in losing the island its financial power (Papachristopoulos, 1994).

Thanks to the Anglo -Turkish Treaty they managed to recover in 1838. A huge problem was the lack of education where most people were illiterate. To have a rudimentary education one had to be middle or upper class. In the late 1900

The imprint of the Italians on the cultural heritage of Rhodes

The city of Rhodes, in 1912 when the Italians took in charge, was almost an abandoned city, with Oriental characteristics as Jews, Ottomans and a certain number of Greeks (outside the walls) where the inhabitants. Rhodes was not the original goal of the Italians, but they gradually realized its great power and thus began a new chapter in the history of the island (Louloudaki, 2020a).

The Italians fell in love with the island, especially with the old town and that's why they tried to incorporate their culture. And by that, the Old Town became a Medieval Town. Rhodes passes under the Italian occupation thanks to Mussolini, who anoints Mario Lago as governor to implement the Italian policy. One of the policies implemented was the transfer of Italian residents, who were in dire economic situation, to the island, thus creating the so-called "Italian Villages" which functioned as centers of agricultural production (Louloudaki, 2020b).

The will of Mario Lago, who had special skills in architecture, was the construction of a large University Hospital (the Old Hospital of Rhodes) that would serve patients with specific health problems from the Eastern Mediterranean. As a governor he paid particular attention to the flourishing of commerce and buildings to be constructed or repaired. This plan of action aimed so that the city meets the demands of tourism and, above all, to highlight the city as a model center of development and culture based on Italian standards. At the same time, small and isolated interventions were carried out which highlighted the island even more. Some of these were the removal of the cemeteries from the City that existed there until 1916, the extension of the road network from 29km to 69km, the restoration of the water supply system and the construction of defense mechanisms.

In general, the aim of the Italians and, by extension, of the commander, was to highlight the glory of the Knightly period and to display the architecture of the time and to eliminate Turko-Baroque elements that lacked aesthetics and decoration. Thus, many Italian architects of that period contributed to the remodeling and design of a variety of projects. (Louloudaki, 2020a)

Florestano Di Fausto was the first to be assigned with the restoration of the city during his tenure from 1924 to 1928, when he was deposed from the city's authority. He carried out many redevelopment projects in the area with the aim of making it the "New Italian City" or otherwise Medieval City, which started from the castle and went all the way to Monte Smith. Administrative buildings, residences of the high-ranking and schools were constructed throughout the city, thus concentrating all the central functions. Homes were also built at this time, with low rents, for the economically weak Italian citizens. Other projects carried out by Di Fausto are the Historical-Archaeological Institute under the name "Fortune helped me keeping Rhodes", which dealt with issues of history and law, the Government Hall of Rhodes, the Hotel of the Roses, the University of the Aegean, etc. However, most of the buildings on the island of Rhodes were undertaken by Pietro Lombardi, with his first project being done in 1928 and the most important one being the Art Gallery in Symi Square which was completely constructed in 1932. Another architect of the Italian Occupation Period was Rodolfo Petracco, who built the large fountain in the Old Town (1929-1930), the current Tourist Port with the Port Authority etc. (Farmakidis, 2020).

Armando Bernabiti then built some buildings such as the National Bank in the old town, the Aquarium, the National Theatre, etc. All these projects and initiatives were not only carried out during Mario Lago's term of office but also during the tenure of De Vecchi who succeeded Mario Lago in 1936. The Italians left a great cultural heritage all over the island, but most importantly that of the Medieval Town, in which the most famous and culturally important monuments are included. These are the Grand Master's Palace, a part of which was restored in 1937, the 14th Century Hospital of the Knights in Symi Square, the 15th Century Hospital of the Knights in Alexander the Great Square, which today operates as the National Archaeological Museum, the Knights' Street, the Municipal Gallery in Symi Square, the early Christian Baptistery which was moved to Argyrokastro Square and transformed into a fountain, the Knights' Armoury which today houses the Folklore Museum or Museum of Folk Art, the ruins of the Temple of Aphrodite, the Suleiman's Mosque, the Mansion of Castellania which today houses the Municipal Library, the Virgin Mary of the Castle, the Medieval moat and the perimeter of the Walls. Therefore, it is no coincidence that the Medieval City is classified by UNESCO as a World Heritage Site, as the entire history is written on it since antiquity (Directorate of Information Technology of the Municipality of Rhodes, 2016a, 2016b).

Their contribution to the touristic evolution of the place

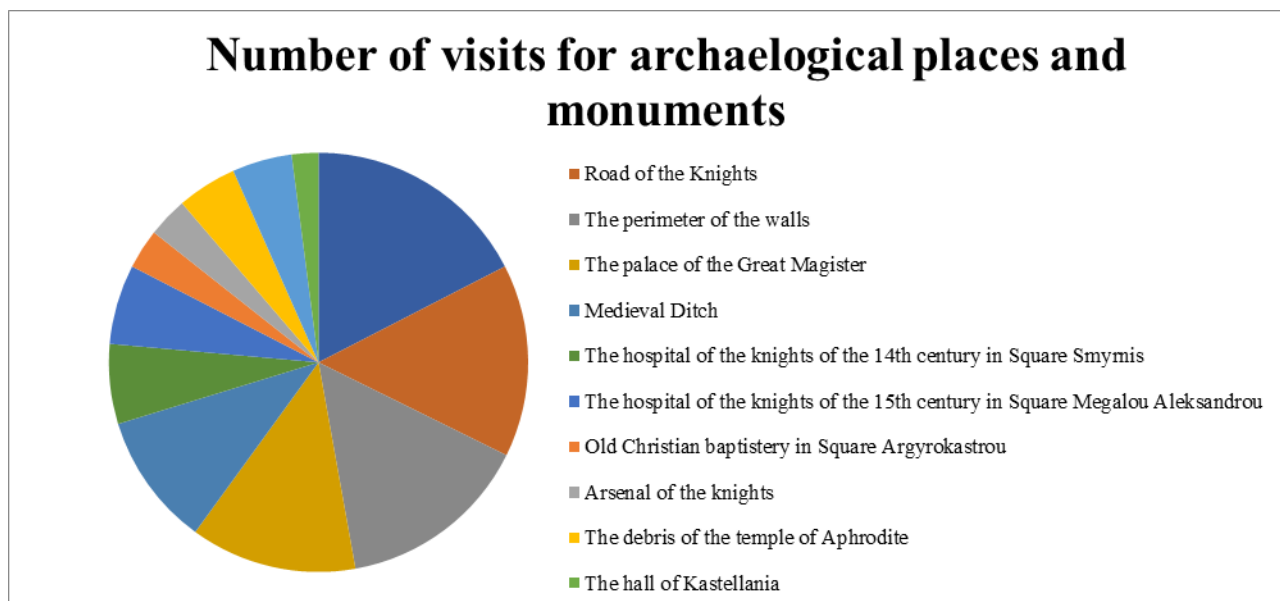
As the penultimate conquerors, the Italians held in their hands the cultural heritage of Rhodes, or in other words its continuity. Through their actions, it is clear that all these infrastructures were also aimed at the touristic development on the island. Proof of this tourism policy is the construction of hotels, the most representative of which are the 'Thermae' in the city of Rhodes and the 'Elaphos'. In addition, the Kallithea thermal springs, the beaches, the partial elements of the Italian effort to develop the touristic Golf Course is apparent in the island. (OT.gr Newsroom, 2022) Another parameter that played an important role in developing tourism was due to the fact that Rhodes ceased to be a commercial port due to the loss of trade with Asia Minor, Africa and the Middle East and thus the Italians decided to turn Rhodes into a touristic attraction. (Louloudaki,2020c)

The visitor has the opportunity to follow remarkable walks such as that of the Medieval Trench as well as that of the Perimeter of the Walls. The Virgin Mary of the Castle of the 11th Century A.D. is also considered a remarkable monument which is the largest and oldest surviving church in the Medieval City. In addition to the historical interest, it causes to the visitor, the Medieval City hosts all kinds of shops, restaurants, taverns, accommodation, night entertainment centers and is one of the hottest spots points of the island. In the City, in the Theater of the Trench, in the Grand Master's Palace and in various other venues of Venetian monuments, among others, international cultural events, ancient drama performances, music concerts, the international ecological film festival Ecofilms and the wine festivals in the village of Empona are organized. Also the factor of empathy is a key element in tourism (Manola & Papagrigoriou,2020).

QUANTITATIVE RESEARCH ON THE CURRENT IMPACT OF THE VENETIAN MONUMENTS.

A questionnaire was conducted in Athens in October 2022 which received a total of 358 responses. Participants were of all genders and ages, with all types of education. Even if the respondents are not from Attica, the vast majority of them resides permanently in the city of Athens and has not visited the island of Rhodes (62.1%). Nevertheless, most of them know about its rich history, and have been informed about the Venetian monuments that are mainly housed in the Old Town.

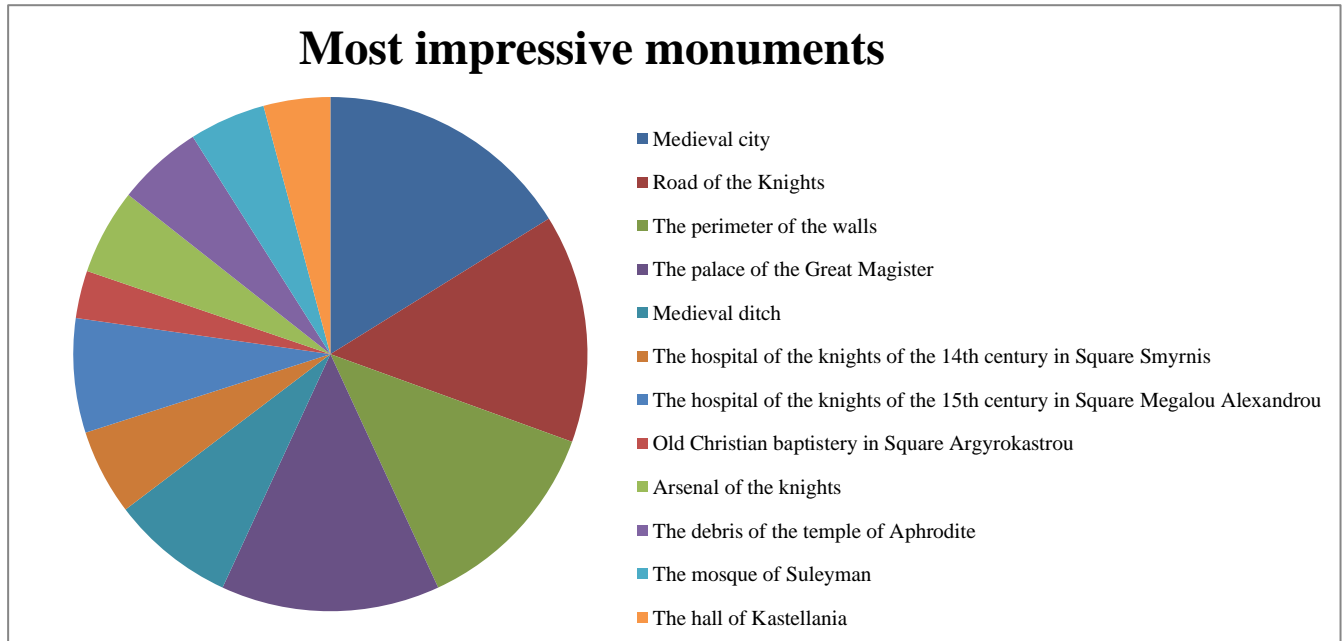
Figure 1. "Have you visited archaeological sites and monuments?"



The above-mentioned monuments stand out, with the Medieval Town (94.4%), the Knights' Street and the perimeter of the walls (80.6%) and the Palace of the Grand Master (69.9%) being the first preference of visitors. The majority of respondents consider most of these monuments to be in a very well-preserved condition, with the best preserved being the famous Knights' Street (72.8%) and the Castle Church of Our Lady of the Castle (29.4%) being less well preserved.

However, it seems that a large number of people feel that most of them could have received better maintenance from the relevant authorities, with the highest percentage considering the perimeter of the Walls (39.9%) and immediately after, Knights Street (33.3%).

Figure 2. "Of the monuments you visited, which ones impressed you the most?"



The largest percentage of tourists who have visited the island of Rhodes (81.9%) consider that the most remarkable Venetian monument is the Medieval Town in the center of the island. Indeed, the rich history within the narrow streets is something that attracts the attention of many visitors and the relevant authorities have taken care to make the most of it. In second place is the Palace of the Grand Master (79.3%) and in third place, the Knights' Street (72.8%).

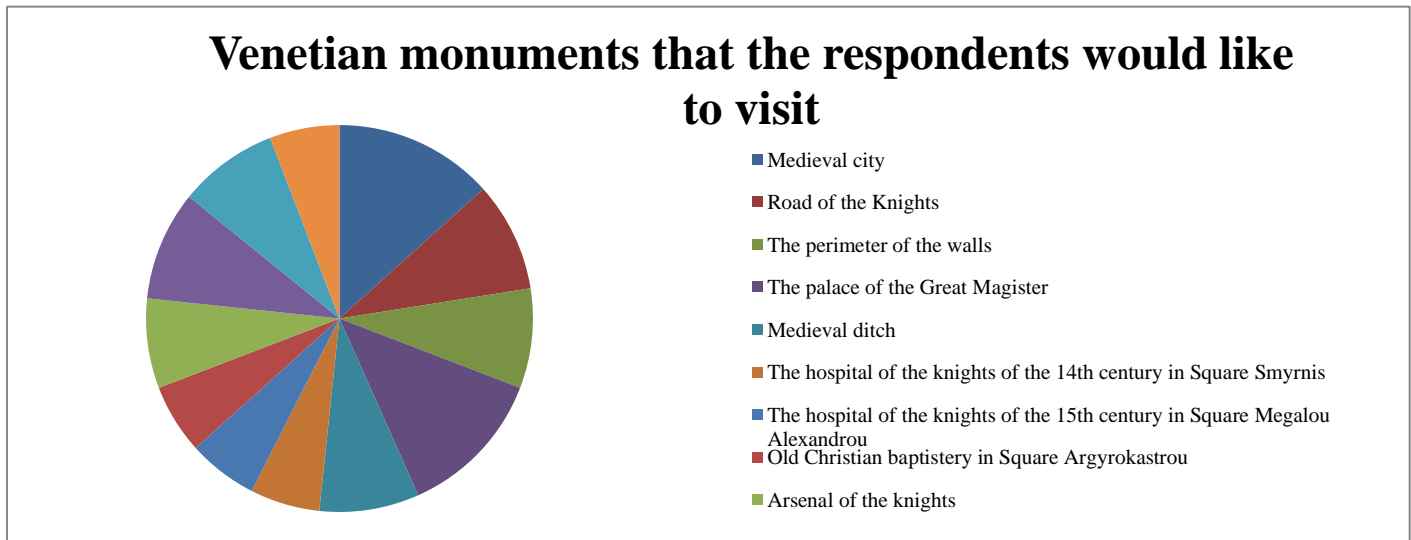
97.4 % of respondents believe that all these monuments contribute to the development of the local community in various ways, such as economically, by attracting tourists and by creating a good "reputation" outside the island. 92.3% would recommend someone who has not yet visited the island to visit it, as well as the Venetian archaeological sites.

The sample that has not visited the island amounts to 62.1% and covers the largest percentage of responses. However, 87% of respondents reported being informed about the island of Rhodes, mainly by a friend or acquaintance who visited the island or

from the internet. Additionally, within this percentage, only 56.6% were informed about the Venetian monuments.

The largest percentage (80%) remember the Medieval City and immediately after the perimeter of the Walls (73.3%) and in more detail show particular interest in visiting most of the existing attractions:

Figure 3. "If you ever visit the island of Rhodes, which Venetian monuments would you like to see up close?"



The majority (92.6%) would like to visit the island of Rhodes in the future and 53.8% expect to do so within the next 3-4 years. The main reasons that prevent them from visiting are either financial or work-related.

Conclusions

Today, the visitor of the Old Town sees works that are witnesses of the Venetian era in Nissos. The cultural and tourist importance of these works is expressed by the number of visitors, which this year exceeded 1.7 million visitors from all over the world. The Italians managed to turn the island of Rhodes into a tourist destination of global interest, investing in it in every sense. The city of Rhodes is one of the most beautiful cities in the world through which the traveler has the opportunity to experience unforgettable moments while enriching his knowledge. It is a destination for people of all ages, covering every kind of need in terms of interests and purpose of visit.

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Developing and evaluating human resources through education programs in hospitality business

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Abstract

When administration is met with the human factor there are a number of parameters that should be taken into account.

Apart from decision making success depends on abilities and skills. In administration we shall meet the capabilities of what a successful manager is consisted of but also soft skills that lead the personnel to better results through creating bonds among them.

“Soft skills” have to do with abilities and attitudes we adopt when dealing with our colleagues, supervisors, co-workers in matters as communication, flexibility, leadership, time management, team spirit, risk taking. They are famous among employers as skills in – demand.

Education plays another important role to job life. Development of the business actually aims for the wider education of individuals and doesn't stop at expertise knowledge of the job. The education someone gets from the development of the business he works for is the one that provides perspectives, better judgement and evolution.

Key words: development, evaluation, training, hospitality business, human relations

Introduction

Hotel success depends on administration decisions. It should be clarified that it is the persons that decide and implement, are the ones responsible and lead businesses to profit or damage. Businesses do not run on market powers. Crisis or prosperity is managers' responsibility to choose the best strategy to thrive. Human factor is crucial whatever the result.

Surroundings also affect business future. For example hotels with main source of customers a special characteristic of the venue are susceptible to any change. Moving of airports to another location or constructing bridges on channels covered with ferries are some reason for those hotels to lose their main source of income. These unexpected changes can be seen as major chances of profit. Changing location of an airport can also mean less noise. Quiet environment can attract different target group that adding or altering services can lead to profit making hotel than a ready to collapse one. It is obvious that it is the way we deal with the situation that matters not the situation itself.

During crisis times specially, the HR department proves itself. Unity creates the moves that are necessary to bond both employees and administration under the same goal. Complains that fall on lower ranking staff giving them the responsibility for about everything is a common phenomenon. Unfortunately not many realize even today that it is the general manager's fault. He is the one who should choose the best for the job top down. He is the one who has to control, train, organize and make the best of everything. Finally he is the one to blame for not doing so. Unsuitable staff is not evidence of inefficiency. Unsuitable general manager is.

On the other hand we meet many hotel businesses that have their attention on hiring trained executives as head of departments. Believing that transferring the responsibility to executives can lead to secure results. Creating elite of supervisors to deal with customers does not lead automatically to better results. The rest of employees will feel neglected and untrustworthy from their own manager. This fact will create a negative climate that will be transmitted to the customers as well. Negligence of employees is a negative factor that administration should be aware of and build a true interest among all levels of staff.

Well known hotels are famous for their capable employees that support their capable business with their personal interest. Participation of employees in setting goals is responsible for a bonding feeling and makes business' philosophy easier to be adopted. Making business goals personal, helps creating team spirit, job satisfaction while absences and withdrawals become lower.

Hospitality professionals that have understood that creating moral in their business would act for their own benefit in the long term is successful professionals. Realizing that tourism industry extends socially and deal with tourists not only when in the hotel but generally through time and place, offer their expertise and talents make them be tourism conscious. Being tourism conscious is necessary to engage yourself to hospitality.

The importance of human relations in hospitality businesses

Apart from decision making, higher levels of positions have the ability of administrating personnel with best resulting. These employees acquire emotional intelligence in dealing with recognizing, controlling and influence other employees emotions. They should be able to approach and motivate employees to perform their task willingly and effortlessly.

We often deal with terms like abilities, experience, knowledge of specific job requirements in order for an employee to be hired, promoted, transfer etc. Apart from what is known as hard skills people are now looking for soft skills as well. Personality virtues, behaviour, team spirit qualities that need determination, will and persistence.

In order to distinguish from a crowd of highly expertise people seeking for the same job position "soft skills" are referred as crucial. Many head hunters or consultants are now looking for these special characteristics in order to proceed in hiring but most importantly keeping the job.

Stanford Research Institute and Carnegie Mellon Foundation refer to a 75% of most highly respected CEO around the world results from "soft skills" they possess while the other 25% comes from their technical abilities or knowledge they possess. Harvard University researches show that 80% of achievements in a career is due to "soft skills" while the other 20% is attributed to "hard skills".

"Soft skills" have to do with abilities and attitudes we adopt when dealing with our colleagues, supervisors, co-workers in matters as communication, flexibility, leadership, time management, team spirit, risk taking. They are famous among employers as skills in – demand.

Higher level employees perform their task not only in the hotel premises but also out of it. They have a number of tasks to perform that requires connection with people and establishments in the environment of the hotel business. These executive positions include the responsibility of a specific department or more. Working positions are internal control manager, reception manager,

housekeeping manager, maitre, chef and others. These employees should have higher level of education, working experience, intellectual abilities. These level working positions offer initiative opportunities, fame and satisfactory rewards.

The fourth level of working positions includes productivity working positions that require high level of technical knowledge while survey lower level employees such as captains, reception supervisor, pastry responsible and others. These employees come immediate after finishing tourism technical schools or from their evolution through lower level positions.

Basic personnel are included in the last two levels of employees. Reception employee, cook, housekeeper, chef de bar, maintenance employee belong to this level. Their apprentices and helpers belong to the sixth level of a hotel working positions that can be unqualified.

By decreasing the size of the hotel some categories such as public relation manager, sales or marketing managers are disappearing though the other levels as well. The control of every level surpass to the general manager that has the ability of administrating alone the other departments.

Each level rights to a hotel business differ. The first three levels of working positions for example stay to similar rooms with the customers. They dine to the restaurant and have the right to have their family members along. They don't have working hours, they don't get paid according to shifts and generally they have more working hours than anyone else.

They don't follow the production procedure but have the responsibility of the product or service produced. The more the level of the working positions is decreasing the more the connection with the production procedure

Methods for Training Human Resources

The next phase of a training program refers mainly to training methods that will be used for its implementation. Many methods are referred to by authors, both older and more modern ones that deal with Human Resource Management. A first distinction that can be made is between on-the-job training and off-the-job training methods.

The training methods that can be used are as follows:

Training for the job position ("on the job"). Many specialists insist that 60% of training courses in the United States take place in the workplace. In these cases the employee is taught their job, usually by their manager, while performing it. The advantage of this method is that the training takes place in the daily, real work environment and the things taught are directly related to their work.

Training through learning. This method combines the training of the theoretical and practical aspects required for the employee's job. The theory is usually taught off-the-job and the practical part is taught on-the-job. A study of 400 members of the American Academy of Personnel Management showed a 30% preference for this training method.

Training through lessons or internships. Companies often work with Universities or (TEI - colleges?) and hire students for pre-set time periods. These individuals will work at the company while at the same time learning how to do their job.

Training in simulator labs. For this method special areas, usually labs, are formed where trainees use the business's equipment or simulators. This method is widely used. At Pizza Hut, for example, a few thousand executives have seen that using this method can affect the whole business.

Training in classrooms. The traditional method in which the trainee passively listens. This method has received criticism, as it doesn't allow trainees to take initiative and it doesn't allow for a course to be personalized, depending on the needs of the trainee.

Seminars. This is a somewhat altered form of the previous method, in which the trainer can discuss with trainees, ask for their opinions and strike up conversation with them. A study showed that in 1997 78% of companies used this method, but by 2000 only 68% were still using it.

Job Rotation. In this method trainees are periodically moved from one job position to another. This way, they can learn more than if they were just working one position and better understand how things in the organization work. This method is costly and has a high failure rate due to the people responsible for managing it being unprepared.

Computer Training. The first way of applying this method is to have the trainee read the training material from a computer. The second way completes the first by performing not only the training through a computer, but also evaluating trainees by having them take tests on it and correcting them electronically. Companies such as Domino's Pizza, Hewlett-Packard and Lexus use this training method.

Scheduled Training. In this method all training material exists in books or manuals and each trainee can study them at their own rate and then by using evaluation criteria, trainers can see what each trainee has learnt. This method is usually preferred for improving upon pre-existing knowledge in fields such as mathematics, physics, etc.

Training using video programs, audiovisual programs or the INTERNET. There are numerous modern programs that can be used for trainees to interact with the modern, audiovisual medium. There are no indicators that audiovisual methods are more effective than the others, unless they have to do with training for jobs that cannot be observed easily.

Methods for Developing Human Resources

As mentioned at the beginning of the chapter, development aims for the wider education of individuals and is not limited to job-specific knowledge. This education that results from development gives people a wider perspective of situations, improves their judgement and helps evolve their personality. In competitive environments people must constantly improve on the knowledge and skills that will help them in their future work. An executive development programme should be designed after analyzing training needs for all those who hold or will hold management positions. Worker development methods can be split into two categories, much like the training methods above: on-the-job and off-the-job. In short, the worker development methods are:

Coaching. Daily instructions are given to each trainee. The trainer gives an example of what must be done and advises trainees on how to do it, thus turning work into a method for personality development.

Mentoring. According to this method, an employee with experience from the business will take a new member under their protection. A tight bond is formed between them as the mentor will protect and “adopt” the new employee.

Participating as a member in committees. The person undergoing the training will take part in various committees as a member, gaining experience on the problem solving and decision making processes.

Multiple management or board of trainees. By taking part in committees executives can gain experience and study real problems of the organization.

Assistant (staff). The trainee assists an experienced and successful executive.

Substitute-replacement. The trainee will substitute or replace their superior, taking initiative and making decisions.

Case studies. Through this method of development, trainees study real and hypothetical scenarios and learn about the composition and analysis of facts as well as about making decisions in order to solve problems. In the same way as other training/development methods, the success of this method relies on the quality of its application.

Management games. This method was developed in the United States in the 1950s and games are still used in industries even today. Trainees are split into groups, each of which represents a business and create competition between each other.

Role playing. Trainee executives play specific roles, which have to do with specific hypothetical situations within the company. By playing a role, individuals learn to deal with situations and to see things from somebody else’s perspective.

Seminars. A traditional method of personnel development through lectures in classrooms.

University programmes. A method used only recently in Greece that is a more widespread practice in other countries. Universities organize business administration programmes addressed to executives.

Lectures-workshops-conferences. Development methods aimed at informing executives on recent developments.

Behaviour Modeling. In this method trainees watch a, usually recorded, example of how to handle a situation and are then tasked with mimicking it in their work environment.

T-groups. A team of trainees is placed in a room and must have a conversation on subjects that are not predetermined. Throughout the conversation each person freely presents their opinions on how they see each other and what feelings each other’s behavior brings out (Kanellopoulos, 1991).

Active Learning. A combination of learning in a classroom and learning through practicing a specific task in the workspace. It was proposed in the 1970s with the main goal of training executives in decision making (Raelin, Lebien, 1993).

Wilderness trips and Outdoor training. In this method companies send their executives on dangerous and adventurous trips to test their physical and psychological conditions and increase their self-esteem.

New Age Training. These are lessons-exercises that challenge trainees to reveal their emotional and mental world to others through the use of meditation techniques, yoga, self-hypnosis and brainstorming in order to change their attitudes and beliefs.

Evaluation of Training & Development Programs

For a training program to be considered complete, its results must be evaluated following its completion, as a correct learning process must be two-way and not one-way. Training evaluation is defined as the systematic collection and assessment of data and information that have to do with the success rate of a training program. Despite the fact that many recognize the importance of personnel training and development, there is very little effort made on the part of European and Greek companies to systematically evaluate training programs (Papalexandri, 1997). However a proper training attempt should be measured in terms of results.

The evaluation of a training program is an integral part of it, as it helps those in charge with assessing the extent to which the results match the predefined goals of the program. This function is even more valuable if it is then used to improve already applied procedures and for the further planning of others.

The feedback from evaluation results can lead to a cumulative evaluation so as to have better program coordination, better program preparation, to reduce duplicate programs and to better adapt programs to their content, their methodology and to the groups taking part in them.

Training evaluation has four goals:

Evidence, that something happens due to the training and development process,

Improvement, an attempt to ensure that current and future training processes become better,

Scrutiny, ensuring trainers and the training process work as they were designed to by the original designer

Learning, which treats evaluation as an integral part of the training process

According to Kirkpatrick, the first to look into training evaluation methods, training evaluation must take place on four levels (Plant, Ryan, 1994):

Reactions: The most common way of evaluating a training attempt is assessing how participants react to it. Happy and satisfied trainees are more likely to apply what they have learned on a daily basis. For this reason, the employees' views must also be taken into account.

Learning: In addition to what participants believe they took away from training, it is also important to see what they actually learned and if they have more knowledge and experience than before going through it.

Behavior: Sometimes, even if those in charge believe the training to be successful, the behavior of workers that took part in it may remain the same during their work. Gaining knowledge is of little value if it is not transferred to the workplace.

Results: It is obvious that the reason for any training program taking place is to end up with the desired results. For this reason, the resulting changes in the business can be examined in order to evaluate a training course, e.g. productivity, profits, sales etc.

It has also been supported that there can be a fifth measurement criteria of training: Return on Investment, in other words if the monetary value of the results is greater than the cost of the program.

Finally, based off the four main criteria of evaluation, we can see if a training attempt was successful by answering four equivalent questions:

- Did changes occur?
- Did the changes occur due to the training?
- Are the changes positively connected to succeeding organizational goals?
- Will similar changes be seen from new participants that undergo the same training program?

Evaluation Strategy

Evaluation must be a part of the design of a training program. By designing an evaluation method the processes for collecting, interpreting and recording necessary information are defined, as well as when and by whom they will be performed.

The evaluation process must be documented in terms of data collection, archiving, analysis and reporting as well as the progress of trainees and the program itself. For the above to be achieved, the existence of appropriate information systems is obviously required.

To measure the quality of training, an understanding of the importance of quality to customers is required. Once that is understood, the vital factors of quality can then be defined. There can be two strategies. The first is to compare employees that have completed their training to their performance before undergoing it. The second strategy is to compare the learning levels, changes in behavior and results of a team that has undergone training with those of a team with similar characteristics that has not.

The choice of strategy should be focused on improving the working conditions of a position. Evaluation in other words should be focused on the trainee and their advancement and professional development after undergoing the training course.

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