

Springer Proceedings in Business and Economics

Vicky Katsoni  
George Cassar *Editors*

# Recent Advancements in Tourism Business, Technology and Social Sciences

10th International Conference, IACuDiT,  
Crete, Greece, 2023—Vol. 2

 Springer

# **Springer Proceedings in Business and Economics**

Springer Proceedings in Business and Economics brings the most current research presented at conferences and workshops to a global readership. The series features volumes (in electronic and print formats) of selected contributions from conferences in all areas of economics, business, management, and finance. In addition to an overall evaluation by the publisher of the topical interest, scientific quality, and timeliness of each volume, each contribution is refereed to standards comparable to those of leading journals, resulting in authoritative contributions to the respective fields. Springer's production and distribution infrastructure ensures rapid publication and wide circulation of the latest developments in the most compelling and promising areas of research today.

The editorial development of volumes may be managed using Springer Nature's innovative EquinOCS, a proven online conference proceedings submission, management and review system. This system is designed to ensure an efficient timeline for your publication, making Springer Proceedings in Business and Economics the premier series to publish your workshop or conference volume.

This book series is indexed in SCOPUS.

Vicky Katsoni · George Cassar  
Editors


# Recent Advancements in Tourism Business, Technology and Social Sciences

10th International Conference, IACuDiT,  
Crete, Greece, 2023—Vol. 2

 Springer

*Editors*

Vicky Katsoni   
University of West Attica  
Athens, Greece

George Cassar   
University of Malta  
Msida, Malta

ISSN 2198-7246

ISSN 2198-7254 (electronic)

Springer Proceedings in Business and Economics

ISBN 978-3-031-54341-8

ISBN 978-3-031-54342-5 (eBook)

<https://doi.org/10.1007/978-3-031-54342-5>

© The Editor(s) (if applicable) and The Author(s), under exclusive license to Springer Nature Switzerland AG 2024

This work is subject to copyright. All rights are solely and exclusively licensed by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, expressed or implied, with respect to the material contained herein or for any errors or omissions that may have been made. The publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

This Springer imprint is published by the registered company Springer Nature Switzerland AG  
The registered company address is: Gewerbestrasse 11, 6330 Cham, Switzerland

Paper in this product is recyclable.

# Editorial

## Recent Advancements in Tourism Business, Technology and Social Sciences

Even without directed actions, the process of globalization continues, and the direction in which it is heading strengthens the belief that methods and tools should be adapted to the new realities (Stiglitz, 2017). Tourism, trade, and technology can amplify the prospects of economic growth, job creation, and increased productivity. Economic welfare and social development are in a mutual relationship (DaSilva et al., 2019; Zhang & Zhang, 2004). Therefore, new ways of using traditional factors of production emerge, along with new rules for organizing activities to address the emerging realities in the various social sciences (Şerban, A.C., Jianu, I., Katsoni, V., 2023).

Tourism is a multifaceted reality in today's world and offers scope for global development and diversification while its resilience is now a proven quality. Indeed, it has become one of the principal pillars of the world's economy with 10% of global GDP directly or indirectly derived from the presence and exigencies of the tourism industry (Cassar, G., 2020). The thousands of destinations that exist and the many more that emerge from time to time, look at advancements in the tourism business, technology and the social sciences for direction, guidance, and support. Academia is one of the most powerful and enlightening sources that these destinations bank upon for their future. The professionals in the tourism sector, of course, also offer their expertise through years of hands-on activity and a strong dose of experience and good practice. Yet, many of the tourism operators look to researchers, academics, and associate professionals to propose novel and tested remedies for a changing world scenario challenged by environmental catastrophes, health and safety challenges, technological inventions, economic pressures, social exigencies, and myriad other difficulties and permutations. Tourism, as it has now been shown, is as fragile as it can be strong. Its strength is tested every day. Its fragility is experienced each time a crisis—global or local—crops up. Policies are introduced by world bodies, regulations and laws are enacted by national governments, while further rules are

sometimes forced upon operators, sectorial stakeholders, tourism operators, destination management entities, and dependent sectors. At times (most times) this creates tension and confusion as to how one should proceed.

IACuDIT's mission is to contribute to the paradigm changes needed, which closely relates to the 2023 conference theme: *Recent Advancements in Tourism Business, Technology and Social Sciences*. The aim of this conference is to promote constructive, critical, and interdisciplinary conversations on the challenges emerging in the various sectors of the tourism industry by bringing together researchers, communities, industry, and government stakeholders. This is hereby fully achieved.

A list comprising of 36 interdisciplinary conference topics was included in the call for papers. The numerous papers submitted through virtual and poster presentations were considered for publication. All those accepted for the conference were double-blind peer reviewed in two phases. Thus, all the abstracts submitted were in the first stage peer-reviewed by two experts in the field to ascertain their relevance to the conference theme and for their contribution to the academic debate. A total of 182 abstracts were reviewed of which 124 were found relevant. All accepted proposals were offered the opportunity to submit full papers for the conference proceeding, utilizing the comments from the first phase of double-blind peer review. This resulted in 105 papers being submitted for inclusion in the Springer proceedings in Business and Economics. These full paper submissions were once again double-blind peer-reviewed by two experts in the field, as well as by the editorial team. During this second cycle each submission was reviewed for: (a) relevance to the conference theme, (b) quality of the paper in terms of theoretical relevance and significance of the topic, and, (c) contribution to the academic debate. The contributions were thematically selected and are arranged in the present proceedings according to the order of their presentation. The subthemes covered by the conference were further categorized into five distinctive parts, which were distributed in two volumes.

**Volume 1** consists of 3 parts:

**Part One** *Tourism and Technology: Current approaches and Applications in Marketing, Destination Management and Planning*—24 chapters

**Part Two** *Tourism Development and Sustainability*—23 chapters

**Part Three** *Cultural and Heritage Tourism*—17 chapters

**Volume 2** consists of 2 parts:

**Part Four** *Tourism Perspectives in a Social and Business Environment—Current Developments and Experiences*—31 chapters

**Part Five** *Sports and Wellness Tourism*—10 chapters

## Volume 2

### ***Part Four—Tourism Perspectives in a Social and Business Environment—Current Developments and Experiences***

This part of the book consists of 31 chapters and aims at presenting the development and integration of emerging technologies is changing perceptions in all aspects of entrepreneurship, providing new methodologies and implementing new practices in fields such as education, organizational culture, and generation diversity.

More specifically:

In chapter, “[The Influential Role of Organizational Culture and Behaviour of Wood Companies in the Communication of Products in the Tourism Economy](#)”, Leontis C. Dimitrios, Maria Termentzoglou, and Ioanna Grigoriou investigate the correlation between organizational culture and behaviour of wood products with regard to the promotion of the tourism economy. Simultaneously, studies by other researchers will be investigated and proposals will be submitted for the sector’s further strengthening. The methodology used is based on bibliographic research, the analysis of texts and secondary sources. The expected results of the research seek to demonstrate the effect of the organizational culture and behaviour of wood companies on the promotion of products in the tourism economy.

The chapter titled, “[Crisis Management in Business Tourism. An Empirical Study in the Iberian Peninsula](#)”, is written by Fernanda Ferreira, Dália Liberato, Marta Sousa, Pedro Liberato, and Elga Costa. This research analyses the crisis management of the business tourism industry in the Iberian Peninsula. In developing the study, a qualitative methodological approach was chosen, based on semi-structured interviews with entrepreneurs in the tourism sector in Portugal and Spain. The general objective of the study is to assess the impact of the crisis caused by COVID-19 on business tourism in the Iberian Peninsula. The main conclusions highlight the change in the organisation of events, such as exhibitions, congresses, fairs, and shows, which had to adapt to the new policies of social distance, including the limitation of places, which eventually constrained the organisers to cancel, postpone, or transform events into online activities when possible.

In chapter, “[Generational Diversity in Tourism Workforce: Evaluating the Reported Differences Across Cultural Clusters](#)”, Emmanouil F. Papavasileiou and Eirini Dimou evaluate the reported differences between Millennials and the preceding generations—Generation X and Baby Boomers—in the tourism workforce across cultural clusters—Germanic, Anglo, Eastern European, and Southern Asian. The evaluation is presented in terms of effects derived from pairwise comparisons (or paired comparison method) in a number of aspects of tourism work and employment which include, variety and change, withdraw behaviours, work–life balance, job security, autonomy, pay, attachment to the organization, stimulation and co-workers’ relationships. Although the findings indicated similarity among cultural clusters, Dutch Millennials, contrary to their counterparts in the USA and



Cyprus, placed less importance than the preceding generations on aspects related to pay. Similar differences were also found in aspects related to mobility and work–life balance. Thus, future development of this field of inquiry will require a better understanding of the impact of national culture.

The chapter titled, “[Accessibility in Tourism: Optimizing the Tourism Experience Through Social Sustainability Interpretation](#)”, is written by Pedro Liberato, Dália Liberato, Ana Vieira, Teresa Mendes, Hugo Barreira, and Cristina Rodrigues. This research establishes the objective of identifying the accessibility measures adopted in the cities of Braga and Guimarães, in the Northern Region of Portugal, through issues related to the specific training of employees, the use of new technologies as a competitive advantage, the concern with presenting information in various formats and the appropriate means of transport. For the collection and analysis of information, the qualitative method was selected; an exploratory descriptive study based on semi-structured interviews, conducted with the official responsible, stakeholders, interpreter guides and associations of each tourist destination. The results show that, despite the improvements made in recent years, the regions still face some barriers. The measures frequently identified with the aim of optimizing accessibility in tourism destinations were specifically the use of access ramps (removable or fixed) and the introduction of adapted and assisted toileting systems.

The chapter titled, “[Gender Gap in Tourism SME Innovation Practices](#)”, is written by Susanne Marx and Michael Klotz. Research on gender differences of innovation approaches in the tourism sector from an individual actor view is however rare. Therefore, this study explores how gender differences are expressed in the approach of innovation in tourism small and medium-sized enterprises (SMEs). Paired samples of a male and female manager in three SMEs are interviewed. The qualitative content analysis focuses on the definition of the term ‘innovation’, the personal perception as an innovator, as well as the approach to designing innovation activities. The comparison contrasts the findings based on the biological gender as well as on the feminine and masculine discourse. The study suggests propositions recommended for future quantitative research.

In chapter, “[The Digital Transformation of Hybrid and Virtual Meetings and Events in the Greek Meetings Industry](#)”, Alexandra Chalkia and Athina Papa-georgiou investigate virtual and physical meetings and events in the post-COVID-19 period. By employing established theoretical frameworks and assessing attendee feedback through the utilization of a comprehensive questionnaire, this research reveals that individuals belonging to specific demographic cohorts prefer virtual event participation, while those who favour physical participation think that it offers a more stimulating experience. Consequently, the refinement of virtual and hybrid events should focus on increasing the level of engagement through enhanced interactivity.

In chapter, “[Leaders’ Psychopathic Traits in the Dynamic Context of Tourism Ventures: The Impact of Boldness on Managers’ Unethical Leadership and Unethical Employees’ Behavior Toward Customers](#)”, Vasiliki Chatzi and Aikaterini Galanou investigate the association between managers’ psychopathic traits (boldness) and service behavioural intentions of hotel employees. Empirical data was collected from 179 full-time managers in the Greek hotel sector. A structural equation model analysis

was followed. The results provide empirical evidence for all suggested hypothesized associations. In particular, the findings display that managers' boldness predicted unethical leadership, which then positively associated with unethical employees' behaviour towards customers. The current work provides practical contributions for professionals in the hotel setting, who come up with the challenge to enhance their customers' loyalty through higher expectations of employee behaviour.

In chapter, "[Women's Tourism Entrepreneurship: Digital Approach and E-Skills in Travel Business Marketing](#)", Marianna Kapota, Ioanna Giannoukou, and Constantinos Halkiopoulos focus on women's entrepreneurship in the tourism industry, emphasizing marketing and the use of digital tools. It explores the correlation between using e-skills and developing women-owned businesses in the tourism sector. Additionally, the paper examines the role of digital marketing and technological tools in promoting and enhancing the visibility of women-led travel agencies. Through the collection and analysis of research studies and business cases, the discussion highlights the importance of digital presence and e-skills in empowering women's entrepreneurship and fostering the development of the tourism sector. The results of this research will provide comprehensive guidelines for strengthening women's entrepreneurship in the tourism industry and developing effective marketing strategies, emphasizing the digital presence and the utilization of technological tools for travel agencies.

The chapter titled, "[Tourism Education and Digital Learning Environments: The Contribution of Transformative Learning](#)", is written by Sofia Kallou, Aikaterini Kikilia, and Michail Kalogiannakis. The main objective of this research is to investigate the effectiveness of digital learning environments in tourism education, both at the learning level and at the socio-emotional level, and the contribution of teaching methods to these outcomes, and more specifically the application of Transformative Learning versus the traditional lecture method.

In chapter, "[The Impact of Digital Space Development on Students in Tourism and Digital Media](#)", Simona Mălăescu, Claudia Chiorean, and Diana Foris present preliminary data of an experimental study exploring the rapport between multitasking, academic performance and burnout in students freelancing and working part-time in digital tourism, online booking platforms and digital media. The experimental group is exposed, gradually, to 1, 2, and 3 simultaneous stimuli, testing their performance in comprehension and retention of digital information, oral presentation in VR condition of a course, attention allocated to understanding information in digital space and managing the stress caused by multitasking. The study carried out is relevant in examining the level of understanding of Generation Z students who are exposed to the danger of burnout. This experiment contributes to the prevention of digital burnout due to multitasking, offering arguments in favour of organizing the activity in the online system and balancing the study time and work time during the student period. The data obtained about the correlation between multitasking and distributed attention, the level of understanding of an online text, and the perceived stress (a main factor of burnout), will be used to establish the need for a balance between online and physical tasks.

In chapter, “[Analyzing the Organizational Factors that Influence Hotel Employees’ Team Efficiency](#)”, Angelos Ntalakos, Dimitrios Belias, and Nikolaos Tsigilis examine the key organizational factors that influence employees’ effectiveness. The methodology used is a literature review via the PRISMA method. Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) focuses on reporting the reviews as well as evaluating the effects of interventions that relate to the key variables of leadership styles, organizational culture, communication, group dynamics, and team efficiency.

In chapter, “[Job Satisfaction Factors in the Greek Hotel Industry, in the Post-COVID Years. The Significance of Knowledge](#)”, Efstathios Velissariou, Georgia Alexandri, and Christos Amoiradis present the results of a research study that aimed to discover the factors that lead to job satisfaction of hotel personnel in Greece. In this context, based on the literature, many factors were examined which contribute to job satisfaction, such as working conditions, salary, company policy and administrative style, completion through work, relations with colleagues, and other factors. Emphasis was placed on the link between the level of knowledge and experience of staff and job satisfaction. The level of satisfaction was also correlated with other factors such as position of responsibility, seasonality of the job, the training provided, but also the level of quality of the hotel’s services. The best level of satisfaction was for the social environment, such as relationships with colleagues and supervisor, while the quality of a hotel is also reflected in employee satisfaction. The indications are that hotels in Greece should improve their working conditions and policy concerning employees to increase the level of job satisfaction, especially for the seasonal hotel employees.

The chapter titled, “[Crisis Leadership, Group Dynamics, and Change Management: A Literature Review and Future Perspectives](#)”, is written by Dimitrios Belias, Nikolaos Trihas, and Angelos Ntalakos. Over the past ten years, humanity has been witnessing a plethora of serious crises, including those related to finance, health, and climate. As a result of these crises several problems have been experienced in the global market, especially in the tourism and hospitality industry. Hence, Crisis Leadership, Group Dynamics, and Change Management are becoming more apparent in the academic community. The aim of the current study is an investigation on the influence of crisis leadership on group dynamics/change management, and the proposal of several tools to measure the above relationships. The methodology used in this paper is a literature review that synthesizes theoretical insights and empirical findings.

In chapter, “[Labour Mobility and Tourism. Challenges and Opportunities for Decent and Sustainable Work in the Tourism Sector. The Case of Greece](#)”, Ioanna Chatzopoulou presents the positive aspects of the labour mobility in the tourism sector and its implications for the social and economic life of migrant labourers. Furthermore, it refers to the inequalities in the tourism labour market, which affect disproportionately women, young people, migrants, and workers in the informal economy, due to the deficits in social and health protection that workers face, and to the gender-based violence and harassment in the tourism labour sector. Particular focus is placed on policies, strategies, good practices and on the relevant European and Greek protective legislation, towards a decent, fair, and sustainable work in the tourism sector.

The chapter titled, “[Building Resilient Hotel Workforce in the Era of Uncertainties: A Literature Approach](#)”, is written by Peter Kibe Njuguna and Artemis Giourgali. Various theories and empirical studies have been put across in tourism literature to advance the concept of resilience. Central to most of these theories is the contribution of the employees who work in those organizations. While workforce resilience is considered a developable and trainable skill, no consensus has yet been reached regarding to which extent individual resilience contributes to overall organizational resilience. The problem was made clearer by the recent disruptions brought about by the COVID-19 pandemic. The research presented in this paper uses a systematic literature review approach to dissect various theories and interrogate the place of the workforce in the whole resilience construct. The paper concludes by proposing an empirical study, especially in Africa where there exists a shortage of data on tourism resilience, specifically in the hotel subsector.

The chapter titled, “[Tell Me Where You Are From and I Will Tell You How Much You Get: The Role of Internal Marketing in the Tourism Industry](#)”, is written by Nikolaos Papamitsakis, Maria Argyropoulou, and Evi Chatzopoulou. The objective of this research is twofold; firstly, to investigate whether the race of an employee in a tourism business is a decisive factor in determining their remuneration, and secondly, what role does internal marketing play in mitigating, or not, this discrimination. In order to accomplish these research goals a structured questionnaire was created and distributed to employees and executive managers in the tourism sector. The results support the hypothesis that there is racial discrimination and, indeed, the majority of employees do perceive this discrimination both in salary and job positioning. Moreover, the results show the importance of internal marketing in fostering culture co-creation, a role that seems to be missing.

In chapter, “[To Stay or to Go! Exploring the Impact of Turnover Intention, Retention Strategies and Employee Surveys on Tourism Employee Retention in Zimbabwe](#)”, Barbara Mutadzakupa, Magdalena Petronella (Nellie) Swart, and Ciné van Zyl discuss the importance of employee retention in Zimbabwean hotels. It argues that work experience and a conducive work environment are not enough to ensure that employees stay on in their job. Tourism employees prefer places of work that offer exclusive, attractive work–life balance policies that are inclusive of retention strategies. This paper, therefore, examines the relationship dynamics among the dimensions of turnover intention, retention strategies, and employee surveys. The paper contributes to the body of knowledge on employee retention in the tourism industry and highlights the importance of adopting human resources (HR) practices that attract better applicants, retain productive employees, and reduce work–life conflict to enhance customer satisfaction experience and organisational performance.

The chapter titled, “[The Current State of Business Environment in Slovakia and Its Impact on Tourism Enterprises](#)”, is written by Lubica Sebova, Tomas Sokologorsky, and Radka Marcekova. The paper focuses mainly on the political, economic, social, and technical factors (PEST analysis) that influence the business environment, with an emphasis on tourism. Although there are studies that deal with the business environment, almost none of them identify the tourism sector. The object of this study

is tourism enterprises in Slovakia, focussing on the current tourism business environment. While examining the current state of the tourism business environment in Slovakia, the paper also defines possible opportunities for its further development.

In chapter, “[The Relationship Between Leadership Styles, Organizational Culture and Group Dynamics in the Hospitality Industry](#)”, Angelos Ntalakos, Dimitrios Belias, and Athanasios Koustelios examine the effect (positive or negative) of the variables of leadership styles (such as transformational) and organizational culture on the variable group dynamics in the hospitality industry. Although several types of research have been conducted that connect leadership styles and organizational culture, there seems to be an empirical gap in the connection between leadership styles, organizational culture, and group dynamics, especially regarding the hospitality industry. Hence, the current paper aims to shed light on this gap through empirical research which was conducted among employees of 4- and 5-star hotels. The outcome of the research reveals that there are connections between the above-mentioned factors.

The chapter titled, “[Unlocking the Potential: A Journey Towards the Empowerment of Women in the South African Tourism Sector](#)”, is written by Nasreen Tisaker, Magdalena Petronella (Nellie) Swart. According to the World Travel and Tourism Council (WTTC), female employment reduces poverty, sustains economic growth, and supports women’s empowerment and independence. This research aims to investigate the effect of Entrepreneurial Skill, Competence, and Autonomy on the empowerment of women in the South African tourism sector. The study findings indicate that women in tourism perceive themselves as having the entrepreneurial skills, competency, innovative ideas, independence, and autonomy necessary to succeed in the tourism industry, highlighting the relevance of these factors to Women in Tourism (WiT) in South Africa. This study makes a valuable contribution to understanding the potential of the empowerment of women in the South African tourism sector.

The chapter titled, “[Motivating Human Resources in the Hospitality Industry. A Literature Review](#)”, is written by Moschos Psimoulis, Christos Kakaroungas, and Theodoros Stavrinoudis. The aim of this paper is twofold. It wants to codify human resources motivation theories and, to highlight their advantages in employee performance and hotel organization. In the context of analysing the concept of motivation, reasons related to human resources that enhance the performance of hotel employees are investigated. The Content Analysis methodology is employed, based on which the theories of motivation are classified in chronological order (per decade). In this way, the characteristics and impact of motivational theories on hotel human resources are highlighted. By documenting the evolution of motivation theories over time and connecting them to the motivation of employees in the hospitality industry, the present paper leads to an original codification of the theory that can be utilized by future researchers.

The chapter titled, “[Work Values as Projections of Personal Values at Work: Evidence from Tourism and Hospitality Students](#)”, is written by Emmanouil Papavasileiou, Dimitrios Stergiou, and Irini Dimou. Despite the importance of work values in students’ career development, little conceptual research has focused on articulating the dimensions represented within the construct, and the exploration of

empirical validity has been lagging. This paper provides evidence of validity for the conceptualisation of students' work values as projections of their personal values in the context of work. It uses data from a sample of Millennials who are tourism and hospitality students from Asia. From confirmatory factor analysis, it emerges that this conceptualisation is reliable and is better suited than competing theoretical models drawn on theory of work adjustment and self-determination theory. The intrinsic, extrinsic, prestige, and social typology provides a theoretically aligned approach, valuable to practitioners attempting to explain candidate employees' expectations towards work. It also connects the stream of work values research with the field of basic human values, directing future research within and beyond hospitality and tourism.

In chapter, "[Research Trends on Visitor's Intra-attraction Spatiotemporal Behaviour: A Literature Review](#)", Elsa Tavares Esteves and Márcio Ribeiro Martins present and discuss the contribution of research on visitors' space-time behaviour at intra-attraction level, stressing some theoretical aspects related to concepts, constructs and methodological options expressed in articles related with this topic, published in Scopus database. The search carried out in the Scopus platform reveals a growing interest in the visitors' space-time behaviour in tourism studies. The most productive authors, the most relevant journals and the research areas of published articles were identified. However, few articles specifically focussing on visitors' intra-attraction behaviour have been published. A content analysis was performed, and the geographic scale of analysis was identified as well as the methodology used. Analysing visitors' space-time behaviour at intra-attraction level allows facility managers to better understand visitor behaviour in different seasons, improving attractions and the overall tourist experience, contributing to more sustainable facility management.

In chapter, "[Increasing Revenue and Decreasing Cost: The Promotion of Direct Distribution Channels in Hospitality](#)", Tânia Vieira, Mónica Oliveira, and Teresa Pataco analyse the Revenue Management in hotels oriented to the promotion of direct sales channels, in order to increase the revenue of the units and to avoid possible expenses in commissions to third parties by the hotel, namely the indirect sales channels. In this case, the application of the Revenue Management concept is quite beneficial in that hotels can apply the proper procedures and strategic decisions to minimize commission costs and generate the optimal amount of revenue, which is the main objective of this study. This can be done by studying segmentation and understand what kind of benefits will be convenient for hotels to build direct loyalty without any other intervention. Through a literature review, as a basis of study, and the application of a study using quantitative methodology, creative proposals for rewards and strategies, and suggestions for good practices, are formulated to promote direct purchase by consumers and build loyalty so that clients book directly with the hotel unit.

In chapter, "[Adapted Tourism Offer for Visually Disabled Visitors Development of Tourism for All Through Service-Learning Activities](#)", Radka Marčeková and Ivana Šimočková examine the barriers to the participation of visually impaired persons in tourism and to underline the importance of service-learning activities

in university education so that such barriers are mitigated. The article highlights the importance of the third mission of universities on the example of a service-learning project dedicated to visually impaired visitors in the tourism industry. It evaluates the results of a primary qualitative survey, carried out with 32 visually impaired respondents through questions using the technique of in-depth interview. The research results point to the insufficient tourism offer for visually restricted visitors, and the numerous barriers they face in everyday life. The paper emphasizes the importance of the equal right of all tourism industry visitors to profit from tourism services and to achieve a comprehensive experience.

The chapter titled, “[Mining Association of Outliers in Time Series](#)”, is written by Maria Katsouda, Konstantinos Kollias, Constantinos Halkiopoulous, and Basilis Boutsinas. Outliers or extreme values are patterns in the data, which do not conform to a well-defined concept of normal behaviour. In today’s often changing environment, detecting, and forecasting outliers in time series related to stock market, credit card fraud, fraud in insurance systems, tourism demand indicators, etc., is a challenge for both humans and computers. This paper presents, for the first time, the association among the outliers in different univariate time series and Mining Association of Extreme Values (MAEV) is formally defined. The paper then investigates how MAEV can be applied to forecasting outliers in one time series, based on the detection of outliers in another time series. The efficiency of the proposed methodology is evaluated by applying it to hotel booking demand.

The chapter titled, “[A Needs Analysis of Mothers Travelling with Their Families in South Africa](#)”, is written by Rosa Naudé-Potgieter. This study conducted a needs analysis of mothers specifically travelling with their families to identify how accommodation establishments can improve their offering and be viewed as more “family-friendly”. The results of this study are discussed in terms of what holiday destinations and establishments need to improve so that their facilities are more family-friendly, which should assist establishments in gaining a stronger competitive advantage in the family holiday market.

In chapter, “[Exploring Greece’s Residents Travel Intention in the Post-pandemic Era Throughout the Imprint of Covid-19 on Their Travel Behaviour](#)”, Konstantinos Mouratidis, Maria Doumi, and Stelios Ioannidis examine the changes in the travel behaviour of Greeks during the COVID-19 pandemic and in the post-pandemic era. It focuses on recording and comparing the above changes based on two parameters: the geographic areas of permanent residence and their demographic characteristics. The empirical research was conducted among residents of Greece. A stratified random sampling was used in which each of Greece’s thirteen regions was regarded as a stratum. The findings reveal that the pandemic has affected the travel behaviour of the Greeks, both in correlation to the region of their permanent residence and to their demographic characteristics. The results of the research indicate the travel preferences of the Greeks, which are shaped by hygiene and safety rules as well as by particular health protocols related to both hospitality and transport.

In chapter, “[Intellectual Capital and Customer Satisfaction at Northern Portugal and Galicia Hotels](#)”, Helena Santos-Rodrigues analyses the relationship between intellectual capital and customer satisfaction in hotels in Porto (northern Portugal),

and Galicia (northern Spain). Specifically, the research aimed to find the determining aspects of intellectual capital in customer satisfaction, providing hotel facilities with ways to improve and enhance their results. A total of 239 hotel units from different categories were studied—19 one-star, 66 two-star, 70 three-star, 69 four-star and 15 five-star. Taking as independent variables all the dimensions of the three capitals (human, structural and relational), it seems that the creation and development of knowledge dimensions (structural capital), knowledge creation and training (human capital), relationship with stakeholders and collaboration networks (relational capital), contribute to explain 53% of the variability in customer satisfaction. These results provide several implications for stakeholders and organizational responsibility in the hospitality industry, as it allows us to determine some important aspects to consider in improving customer satisfaction.

The chapter titled, “[The Co-evaluation of a Circular Economy Self-Assessment Tool for Hotels](#)”, is written by Blanca De-Miguel-Molina, María De-Miguel-Molina, Ángel Peiró-Signes, and Daniel Catalá Pérez. Participating in the circular economy can be a challenge for small and medium hospitality organizations. To examine this problem, within the InnoEcoTur research project, an evaluation tool was created in partnership with different stakeholders that has followed a participatory process from development to evaluation, as explained in this paper. The co-evaluation of the tool allowed for its refinement and adaptation to the real environment of hospitality organizations, improving its serviceability and potential user experience. The methodology applied for co-evaluation is an unmoderated, remote, and exploratory usability test, developed from the literature and primary information obtained in the research project. This test has been completed by some experts in the sector. The results show that it is a useful tool, but it must be accompanied by some training, network support, information about suppliers, and consultancy when some specific data need to be retrieved or calculated. The results are relevant to hospitality organizations and their suppliers, as well as for circular economy policymakers.

In chapter, “[Activation of Motivational Factors from the Implementation of Total Quality Management in Hotel Businesses](#)”, Aristides Katsaitis, Fragkiskos G. Bersimis, and Paris Tsartas investigate the activation of human resource motivation factors with the satisfaction of high-value needs and the fulfilment of their expectations, in a sample of hotel businesses in the categories 4\* and 5\* of the Prefecture of Attica. A survey was conducted using an electronic questionnaire that included appropriate questions addressed to the Human Resources Managers of the 4\* and 5\* hotel units. The results indicate that hotel companies consider the effort of human resources important in a special human-centred environment, such as hotel companies, whose managements try to satisfy the important needs of their human resources to deliver higher performance through motivational factors. The fulfilment of the needs of the human resources is to a sufficient or very satisfactory degree of coverage in the human resources, whether these needs concern the working environment or the mental-emotional environment of the employee. Also, the human resources of hotel businesses have expectations, which the management knows and satisfies at a fairly high level, but the management’s expectations for satisfactory results from the employees are also very important. Human resources are considered



the main shapers of hotel products and services, since their work affects the quality of what they produce to satisfy the needs of the hotel customer.

### ***Part Five—Sports and Wellness Tourism***

The fifth part of the book consists of 10 chapters and aims at elaborating on different forms of sports tourism business. In particular:

The chapter titled, “[Sports Entrepreneurship and Crowdfunding in Local Communities: The Role of Social Media](#)”, is written by Ioulia Poulaki and Mary Constantoglou. Crowdfunding campaigns effectively benefit self-funded clubs, while the communication strategies through social media stimulate local communities to come together to support local sports clubs. The purpose of this paper is to highlight all these elements through the case of Chios Nautical Club, which constitutes the sports emblem of Chios Island since the men’s water polo team has been participating for four decades in the first division of this sport activity. With the slogan “One Team, One Island”, Chios Nautical Club has managed to raise a significant amount of money in a short period of time through a crowdfunding campaign by: (a) using an online fundraising platform, (b) motivating the local community to join its effort through the its social media, and, c) offering various donor incentives, prizes, and rewards.

The chapter titled, “[Specificities of Thermalism in Health Tourism: The Mediating Role of the Territory](#)”, is written by Filipa Brandão, Dália Liberato, João Duarte, Pedro Liberato, and Joana A. Quintela. This research proposes a development strategy for thermal springs in the north of Portugal through the identification of the currently existing health and wellness, tourism, cultural and heritage attributes in the region. A qualitative methodology is applied, through semi-structured interviews, with the objectives of (a) contextualizing thermal tourism in health tourism and, (b) identifying the specialized thermal services available in the thermal regions of Northern Portugal. The results show the existing difficulties in the sector, namely the marked seasonality of demand and human resources, the non-diversity of age among thermal users, the lack of innovative equipment, the impact of the COVID pandemic, the restrictions imposed on the thermal operation during the pandemic, the lack of tourist support structures, the scarcity of available and quality accommodation, the missing municipal and/or regional support, which permanently challenge the sector.

In chapter, “[The Influence of TQM and Innovation on Perceived Financial Performance in Sport and Recreation Industry](#)”, Alkistis Papaioannou, Panagiota Balaska, and Georgia Yfantidou analyse with a single-equation setting (using OLS estimation) the impact of total quality management (TQM) and innovation on perceived financial performance in sport and recreation enterprises. The results point out that TQM has a positive and statistically significant impact on innovation, while both variables (TQM and innovation) have a positive and statistically significant impact on perceived financial performance. These results have also been verified using a system of two simultaneous equations with Seemingly Unrelated Regression (SUR)

setting. Moreover, this study presents useful theoretical and managerial implications that can be used by sport and recreation services managers and practitioners to achieve better performance results.

The chapter titled, “[Hiking Tourism in Greece: A Legal Approach](#)”, is written by Polyxeni Moira, Dimitrios Mylonopoulos, and Aikaterini Kondoudaki. Hiking is a physical activity aimed at recreation and improvement of the physical condition. As a rule, this activity is carried out during holidays. However, hiking is often the main motivation for making the trip. Carrying out hiking as a leisure activity requires not only the existence of suitable hiking trails and supporting infrastructure, but also the establishment of the appropriate institutional framework. In this study, the institutional framework of hiking as an outdoor leisure activity, the institutional framework of supporting infrastructure as well as recent institutional arrangements in Greece are analysed over time.

In chapter, “[Glamping in Greece: Preliminary Findings from a Mixed-Methods Approach](#)”, Athina Nella and Foteini Dimopoulou examine glamping in Greece by presenting preliminary findings from a recent qualitative and quantitative research. The research aim was to examine perceptions about glamping both from the supply-side and the demand-side. Critical aspects of the glamping experience, profiles, and motivations of glampers, development prospects and perceived impact of the COVID pandemic were the main research foci. Qualitative research took the form of 14 in-depth interviews with glamping executives while 211 respondents participated in the survey. Analysis of profiles of glampers reveals relatively high levels of education, income and environmental consciousness. As per their motives and expectations, they seek authenticity, sustainability, serenity and escapism; nature and sea-centered activities are prerequisites while spa and yoga options would be highly appreciated. Overall, future behavioural intentions and camping development prospects in a post-COVID setting are promising while more emphasis is required in targeted communications.

The chapter titled, “[Football Stadiums as Alternative Tourists’ Entertainment Points of Interest: The Perceptions of Managers and Local Authorities in the City of Patras](#)”, is written by Alkiviadis Panagopoulos, Vasiliki Matika, and Ioannis A. Nikas. The objective of this paper is to provide an in-depth insight of the contribution of football stadiums to local and urban tourism development in areas with low tourism numbers and potentials, revealing those aspects that can upgrade them to places of higher tourist interest. This work focuses mostly on studying the development processes of a modern stadium, which is profiled as a venue providing various services and products, and especially on the national football stadium in the city of Patras in Western Greece. The initial results of the research show that the ownership of these stadiums affects their development as tourism products and as destinations, as well as impacting their financial management and organizational structure and policy.

In chapter, “[Sports and Tourism Connected to the Environment: A Critical Review](#)”, Ioanna Samartzi and Ourania P. Vrontou focus on an analysis of the connection between sports and tourism and the way that environmental concerns contribute to this interlinkage. The study delves critically into the basis of the connection so as to

understand the circumstances that create this relationship. At first glance, sports and tourism related activities share no common environmental principles. Surprisingly, the investigation will soon establish that their union is indisputable, especially when it comes to the practical setting of sport competition, sports events, and venues. The analysis was done by employing the content analysis of the sustainability theory, as well as the sport and tourism theories, as they developed over the past 30 years. The outcome of this study highlights the roots of this blend in line with the scope of the natural environment contribution, hopefully promoting a more sustainable sports tourism industry and a robust sport and tourism operation.

The chapter titled, “[Classical Versus Wellness Thermalism: The Case of Portuguese Thermal Establishments Before and After the COVID-19 Pandemic](#)”, is written by Alcina Nunes, Ana Margarida Pereira, Estelle Gonçalves, Jéssica Alves, and Maria José Alves. This study aims to analyse the evolution of the alternation of thermal users between wellness and classic thermalism in Portugal. The objective is achieved by applying exploratory and cluster data analysis to a Portuguese administrative database containing the number of user registers and revenues generated in the second decade of the twentieth first century. During this period, the wellness registers increased in most spas compared to the classic records, even if several thermal spas with a constant demand behaviour over time could be identified. Still, the financial value added by wellness consumers does not seem to follow the previously observed shift.

The chapter titled, “[Strategic Approach to Thermal Tourism During and After Covid-19](#)”, is written by Dália Liberato, Joana A. Quintela, Paulo Neto, Pedro Liberato, Filipa Brandão, and Elga Costa. The main objective of this work is to understand the challenges and strategies of the sector during and after COVID-19, namely whether the impact of the pandemic confirmed the need to reassess products and services, with complementary and composite offers that combine nature, sports, and nutrition, among others. To answer this objective, a qualitative methodology approach was used, drawing on semi-structured interviews. Referring to the challenges that the sector experienced during COVID-19, emphasis was placed on the increase in expenses associated with the disease (masks, sanitizers, and electricity), the lack of investment in the area, the high maintenance costs of the equipment due to the corrosiveness of the water, and the fact that wellness is still associated with luxury products, and therefore not affordable for everyone.

In chapter, “[How Sociodemographic Characteristics May Affect the Thermal User’s Perception of Illness, Quality of Life, Sleep Quality and Disability. A Portuguese Case Study](#)”, Alcina Nunes, Ana Margarida Pereira, Estelle Gonçalves, Jéssica Alves, and Maria José Alves aim to understand if the sociodemographic characteristics of thermal users influence the results obtained. A binomial logistic regression is applied to identify the user’s characteristics that affect the differences in their perception before and after treatments. The results show that, in general, after treatments the users’ perception is positive. However, only some characteristics of the users are statistically significant to explain such perceptions.

The editors and IACUDiT anticipate that readers of these two volumes will find the papers informative, thought provoking, and of value to their niche research areas.

## References

- Cassar, G. (2020). Tourism and Malta; a narrative of resilience, pragmatism and survival. In G. Cassar & M. Avellino (Eds.), *Tourism and the Maltese Islands: Observations, reflections and proposals* (pp. 1–20). L-Università ta' Malta Institute for Tourism, Travel and Culture & Kite.
- DaSilva, A. L., Tomic, D., & Grilec, A. (2019). The effect of individual economic indicators on social development, national security and democracy: A new perspective. In *Economic and social development (ESD). International Scientific Conference on Economic and Social Development* (pp. 205–214).
- Şerban, A. C., Jianu, I., Katsoni, V. (2023). A multidimensional approach on economic and social security as prerequisite for tourism development. In V. Katsoni (Ed.), *Tourism, travel, and hospitality in a smart and sustainable world. IACuDiT 2022*. Springer Proceedings in Business and Economics. Springer. [https://doi.org/10.1007/978-3-031-29426-6\\_7](https://doi.org/10.1007/978-3-031-29426-6_7)
- Stiglitz, J. E. (2017). *Globalization and its discontents revisited: Anti-globalization in the era of Trump*. WW Norton & Company.
- Zhang, J., & Zhang, J. S. (2004). How does social security affect economic growth? Evidence from cross-country data. *Journal of Population Economics*, 17(3), 473–500.

# Contents

<b>Tourism Perspectives in a Social and Business Environment—Current Developments and Experiences</b>	
<b>The Influential Role of Organizational Culture and Behaviour of Wood Companies in the Communication of Products in the Tourism Economy</b> .....	3
Dimitrios Leontis, Maria Termentzoglou, and Ioanna Grigoriou	
<b>Crisis Management in Business Tourism. An Empirical Study in the Iberian Peninsula</b> .....	15
Fernanda Ferreira, Dália Liberato, Marta Sousa, Pedro Liberato, and Elga Costa	
<b>Generational Diversity in Tourism Workforce: Evaluating the Reported Differences Across Cultural Clusters</b> .....	31
Emmanouil F. Papavasileiou and Irini Dimou	
<b>Accessibility in Tourism: Optimizing the Tourism Experience Through Social Sustainability Interpretation</b> .....	45
Pedro Liberato, Dália Liberato, Ana Vieira, Teresa Mendes, Hugo Barreira, and Cristina Rodrigues	
<b>Gender Gap in Tourism SME Innovation Practices</b> .....	65
Susanne Marx and Michael Klotz	
<b>The Digital Transformation of Hybrid and Virtual Meetings and Events in the Greek Meetings Industry</b> .....	83
Athina Papageorgiou and Alexandra Chalkia	
<b>Leaders' Psychopathic Traits in the Dynamic Context of Tourism Ventures: The Impact of Boldness on Managers' Unethical Leadership and Unethical Employees' Behavior Toward Customers</b> ....	95
Vasiliki Chatzi and Aikaterini Galanou	

<b>Women’s Tourism Entrepreneurship: Digital Approach and E-Skills in Travel Business Marketing</b> .....	111
Marianna Kapota, Ioanna Giannoukou, and Constantinos Halkiopoulou	
<b>Tourism Education and Digital Learning Environments: The Contribution of Transformative Learning</b> .....	143
Sofia Kallou, Aikaterini Kikilia, and Michail Kalogiannakis	
<b>The Impact of Digital Space Development on Students in Tourism and Digital Media</b> .....	163
Mălăescu Simona, Chiorean Claudia, and Foris Diana	
<b>Analyzing the Organizational Factors that Influence Hotel Employees’ Team Efficiency</b> .....	179
Angelos Ntalakos, Dimitrios Belias, and Nikolaos Tsigilis	
<b>Job Satisfaction Factors in the Greek Hotel Industry, in the Post-COVID Years. The Significance of Knowledge</b> .....	209
Efstathios Velissariou, Georgia Alexandri, and Christos Amoiradis	
<b>Crisis Leadership, Group Dynamics, and Change Management: A Literature Review and Future Perspectives</b> .....	225
Dimitrios Belias, Nikolaos Trihas, and Angelos Ntalakos	
<b>Labour Mobility and Tourism. Challenges and Opportunities for Decent and Sustainable Work in the Tourism Sector. The Case of Greece</b> .....	245
Ioanna C. Chatzopoulou	
<b>Building Resilient Hotel Workforce in the Era of Uncertainties: A Literature Approach</b> .....	257
Njuguna Peter Kibe and Artemis Giourgali	
<b>Tell Me Where You Are From and I Will Tell You How Much You Get: The Role of Internal Marketing in the Tourism Industry</b> .....	275
Nikolaos Papamitsakis, Maria Argyropoulou, and Evi Chatzopoulou	
<b>To Stay or to Go! Exploring the Impact of Turnover Intention, Retention Strategies and Employee Surveys on Tourism Employee Retention in Zimbabwe</b> .....	285
Barbara Mutadzakupa, Magdalena Petronella Swart, and Ciné van Zyl	
<b>The Current State of Business Environment in Slovakia and Its Impact on Tourism Enterprises</b> .....	297
Lubica Sebova, Tomas Sokologorsky, and Radka Marcekova	
<b>The Relationship Between Leadership Styles, Organizational Culture and Group Dynamics in the Hospitality Industry</b> .....	313
Angelos Ntalakos, Dimitrios Belias, and Athanasios Koustelios	

<b>Unlocking the Potential: A Journey Towards the Empowerment of Women in the South African Tourism Sector</b> .....	341
Nasreen Tisaker and Magdalena Petronella Swart	
<b>Motivating Human Resources in the Hospitality Industry. A Literature Review</b> .....	359
Moschos Psimoulis, Christos Kakarougkas, and Theodoros Stavrinoudis	
<b>Work Values as Projections of Personal Values at Work: Evidence from Tourism and Hospitality Students</b> .....	375
Emmanouil Papavasileiou, Dimitrios Stergiou, and Irini Dimou	
<b>Research Trends on Visitor’s Intra-attraction Spatiotemporal Behaviour: A Literature Review</b> .....	383
Márcio Ribeiro Martins and Elsa Tavares Esteves	
<b>Increasing Revenue and Decreasing Cost: The Promotion of Direct Distribution Channels in Hospitality</b> .....	403
Tânia Vieira, Mónica Oliveira, and Teresa Pataco	
<b>Adapted Tourism Offer for Visually Disabled Visitors Development of Tourism for All Through Service-Learning Activities</b> .....	415
Radka Marčėková and Ivana Šimočková	
<b>Mining Association of Outliers in Time Series</b> .....	433
Maria Katsouda, Konstantinos Kollias, Constantinos Halkiopoulos, and Basilis Boutsinas	
<b>A Needs Analysis of Mothers Travelling with Their Families in South Africa</b> .....	445
Rosa Naudé-Potgieter	
<b>Exploring Greece’s Residents Travel Intention in the Post-pandemic Era Throughout the Imprint of Covid-19 on Their Travel Behaviour</b> ...	455
Konstantinos Mouratidis, Maria Doumi, and Stelios Ioannidis	
<b>Intellectual Capital and Customer Satisfaction at Northern Portugal and Galicia Hotels</b> .....	473
Helena Santos-Rodrigues	
<b>The Co-evaluation of a Circular Economy Self-Assessment Tool for Hotels</b> .....	487
Blanca De-Miguel-Molina, María De-Miguel-Molina, Ángel Peiró-Signes, Marival Segarra-Oña, and Daniel Catalá-Pérez	
<b>Activation of Motivational Factors from the Implementation of Total Quality Management in Hotel Businesses</b> .....	505
Aristeidis V. Katsaitis, Fragkiskos G. Bersimis, and Paris Tsartas	

## Sports and Wellness Tourism

<b>Sports Entrepreneurship and Crowdfunding in Local Communities: The Role of Social Media</b> .....	523
Ioulia Poulaki and Mary Constantoglou	
<b>Specificities of Thermalism in Health Tourism: The Mediating Role of the Territory</b> .....	535
Filipa Brandão, Dália Liberato, João Duarte, Pedro Liberato, and Joana A. Quintela	
<b>The Influence of TQM and Innovation on Perceived Financial Performance in Sport and Recreation Industry</b> .....	555
Alkistis Papaioannou, Panagiota Balaska, and Georgia Yfantidou	
<b>Hiking Tourism in Greece: A Legal Approach</b> .....	571
Polyxeni Moira, Dimitrios Mylonopoulos, and Aikaterini Kontoudaki	
<b>Glamping in Greece: Preliminary Findings from a Mixed-Methods Approach</b> .....	587
Athina Nella and Foteini Dimopoulou	
<b>Football Stadiums as Alternative Tourists' Entertainment Points of Interest: The Perceptions of Managers and Local Authorities in the City of Patras</b> .....	595
Alkiviadis Panagopoulos, Vasiliki Matika, and Ioannis A. Nikas	
<b>Sports and Tourism Connected to the Environment: A Critical Review</b> .....	609
Ioanna S. Samartzi and Ourania P. Vrontou	
<b>Classical Versus Wellness Thermalism: The Case of Portuguese Thermal Establishments Before and After the COVID-19 Pandemic</b> ....	623
Alcina Nunes, Jéssica Alves, Estelle Gonçalves, Ana Margarida Pereira, and Maria José Alves	
<b>Strategic Approach to Thermal Tourism During and After Covid-19</b> ...	641
Dália Liberato, Joana A. Quintela, Paulo Neto, Pedro Liberato, Filipa Brandão, and Elga Costa	
<b>How Sociodemographic Characteristics May Affect the Thermal User's Perception of Illness, Quality of Life, Sleep Quality and Disability. A Portuguese Case Study</b> .....	653
Alcina Nunes, Ana Margarida Pereira, Estelle Gonçalves, Jéssica Alves, and Maria José Alves	



**Tourism Perspectives in a Social  
and Business Environment—Current  
Developments and Experiences**

# The Influential Role of Organizational Culture and Behaviour of Wood Companies in the Communication of Products in the Tourism Economy



Dimitrios Leontis, Maria Termentzoglou, and Ioanna Grigoriou

**Abstract** Undeniably, wood businesses within the tourism industry are presently undergoing a trajectory of development, grappling with a myriad of entrepreneurial challenges stemming from the systematic surge in tourism experienced in Greece during the post-covid-19 era. The wood industry holds a distinctive allure, exemplifying a discernible positive progression within the sector. This research endeavours to delve into the realm of organizational culture and behaviour exhibited by wood businesses, specifically with regards to promoting products within the tourism economy. Additionally, the study will scrutinize the works of fellow researchers and proffer recommendations for further augmentation. The employed methodology rests upon a foundation of comprehensive literature review, text analysis, and exploration of pertinent secondary sources. The anticipated outcomes of this investigation aspire to illuminate the profound impact of organizational culture and behaviour within wood businesses on the efficacious promotion of products within the dynamic landscape of the tourism economy.

**Keywords** Organizational culture · Organizational behaviour · Wood businesses · Tourism economy · Communication

**JEL Classification** 015

---

D. Leontis (✉)  
University of Thessaly, Karditsa, Greece  
e-mail: [leontisd@gmail.com](mailto:leontisd@gmail.com)

M. Termentzoglou  
Aristotle University, Thessaloniki, Greece

I. Grigoriou  
University of West Attica, Athens, Greece

## 1 Introduction

The primary objective that shapes the framework of this paper revolves around examining the influence of organizational culture and organizational behaviour on Human Resource Management (HRM), with the aim of enhancing wood companies' performance and their efficiency, whereas at the same time promoting products within the tourism economy.

To date, wood companies have played a significant role in the production and provision of tourism products. As key players in the wood industry, they contribute to the creation of a diverse range of wooden products that cater to the specific needs and preferences of tourists. By offering wood-based tourism products, wood companies contribute to the overall attractiveness and competitiveness of the tourism destination, thus contributing to the overall economic efficiency of their industry (Trigkas et al., 2012).

Furthermore, the production and promotion of wood tourism products by wood companies generate economic opportunities and support local communities. They contribute to the growth of the tourism sector by attracting visitors, encouraging spending, and fostering sustainable development (Papadopoulos et al., 2014), hence helping in safeguarding and promoting cultural heritage.

Worth-mentioning is also their moderating role in ensuring sustainable tourism practices, for a large number of such companies have proven to be reportedly adhering to eco-friendly principles by sourcing their materials from responsibly managed forests and utilizing environmentally friendly production processes. This—of course—aligns with the rapidly growing demand for sustainable tourism products and enhances the destination's reputation as an eco-conscious and socially responsible tourism destination. (Papadopoulos et al., 2014).

This paper is guided by three central pillars or dimensions. The first dimension focuses on organizational culture, the second pertains to organizational behaviour, and the third and final dimension aims to emphasize the performance and development of tourism economy products generated by wood enterprises, particularly those operating at the forefront of the tourism sector during the summer months. Each of these dimensions undergoes meticulous examination through well-grounded scholarly research, including literature reviews, text analysis, and secondary sources. The researchers offer comprehensive evaluations of each specific aspect within these dimensions.

## 2 Literature Review

### *Organizational Culture*

The term 'culture' holds significant significance within the realm of anthropological sciences, as well as in the examination of the traditions maintained by various societies. This term has garnered considerable attention in the aforementioned field

of study for over a century. Etymologically, the term 'culture' stems from the Latin verb 'colere,' which means 'to cultivate.' As such, culture becomes associated with cultivation, in the sense of education, while also being conceptually aligned with societal culture.

In the existing literature focusing on organizational contexts (Allaire & Firsirotu, 1984), there has been an observed attribution of 'anthropomorphic,' 'sociomorphic,' and 'biomorphic' characteristics to operating firms, a pattern commonly observed in wood companies. Specifically, it is frequently noted that operating firms establish specific objectives to ensure their longevity, growth, and long-term survival. Moreover, it is argued that firms possess their own personality, as evidenced by the distinctive characteristics of their internal environment and their unique requirements specific to the firm and the industry in which they operate (e.g. wood industry). Furthermore, operating firms are often regarded as 'small societies' (Allaire & Firsirotu, 1984).

Similar to the diversity in personalities among individuals, culture also displays variations. Consequently, different cultures contribute to the differentiation among existing societies. Following the same line of reasoning, diverse cultures within active firms ultimately set them apart from one another, even if they operate within the same industry, such as the wood industry (Allaire & Firsirotu, 1984).

Despite the mention and reference to the study of business culture by numerous researchers, such as Handy (1976), Hofstede and Bond (1984), Wilkins and Ouchi (1983), and Schwartz and Davis (1981), the precise definition of the term 'organizational culture' remains elusive. This gives rise to the inherent risk of an ambiguous interpretation of organizational culture, despite its growing popularity due to its frequent mention in conducted studies.

The aforementioned concern has been highlighted by both Allaire and Firsirotu (1984) and Schein (1986). However, Schein (1986) provides a distinct definition of organizational culture, describing it as follows: 'It is a pattern of common basic assumptions that a group has learned through the process of solving external adaptation and internal cohesion problems, which have yielded satisfactory results and are deemed valid and subsequently passed on to new members of the organization as the correct way of perceiving, thinking, and emotionally processing similar problems' (pp. 30–31).

Hofstede et al. (1990) define organizational culture by identifying seven distinct characteristics:

- Organizational culture is a comprehensive concept, encompassing groups of individuals within the same organization.
- Organizational culture exhibits resistance to change, as individuals tend to maintain their established perceptions and beliefs acquired through the learning process.
- Organizational culture is a socially constructed phenomenon, where different groups of individuals form distinct forms and types of culture.
- Defining organizational culture is a complex task, as it is an elusive concept that resists easy measurement and classification.

- Organizational culture is situated within the realm of humanities, closely intertwined with terms such as ‘myth,’ ‘ritual,’ and ‘symbol,’ which effectively describe this phenomenon.
- Organizational culture primarily encompasses specific patterns of thinking, values, beliefs, and ideas, rather than focusing solely on the organizational elements and objects present within it.
- Organizational culture is inherently rooted in history, as it is transmitted through prevailing traditions and habits.
- According to Martin et al. (2006), organizational culture rarely manifests as a one-dimensional construct. Instead, it is often characterized by the presence of subcultures within the company. These subcultures are closely linked to specific elements associated with the individuals comprising the organization’s workforce and the unique characteristics of their work nature and conditions.

### *Organizational behaviour*

The field of organizational behaviour emerged during the early 1960s as a scientific discipline primarily concerned with studying the behaviour of human resources within firms. It is well-established that the behaviour of employees in a company is significantly influenced by actions directly aimed at them (Bourandas, 2005). The success of a firm plays a crucial role in shaping the behaviour of its employees. By comprehending, interpreting, and describing organizational behaviour, and by prior examination of the behaviour of human resources within a business, business owners can gather valuable information for both its development and its multifaceted growth (Bourandas, 2005).

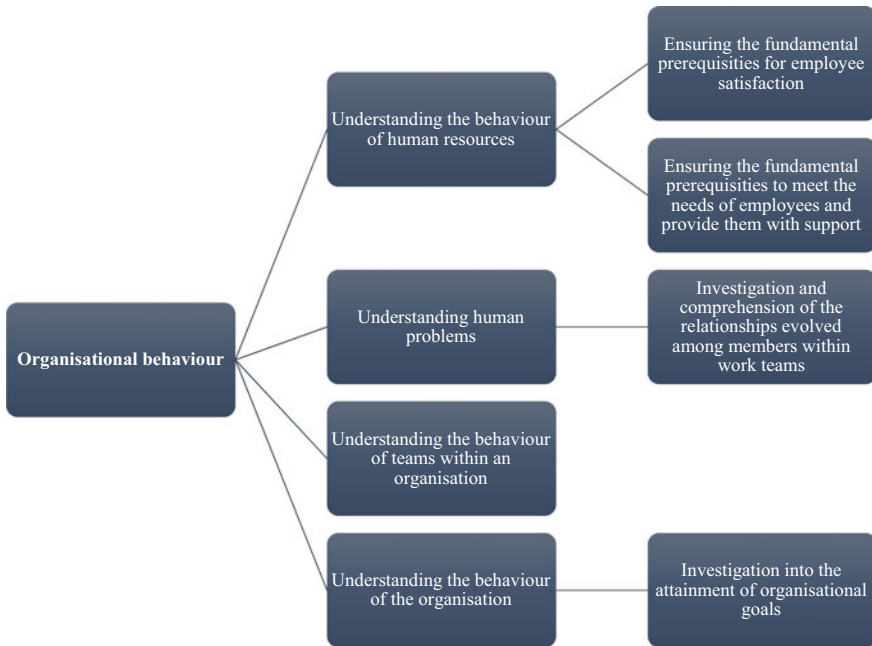
Numerous factors exert substantial influence on organizational behaviour. Examples of such determinants include the processes followed within an organizational context and the organizational structure (Bourandas, 2002). From an organizational behaviour perspective, it is imperative to adhere faithfully to the principles governing human behaviour, while acknowledging that businesses are social systems. Like all social systems, operating enterprises assign specific roles and responsibilities to the individuals constituting their human resources (Iordanoglou, 2008).

In today’s complex and volatile business environment, operating enterprises, including those in the wood industry, face the challenge of survival. In an attempt to deal with this rather competitive external environment, wood companies have laid their emphasis on their internal harmonious communication, which serves as a key indicator for ensuring the company’s well-being (Belias et al., 2017). Rapid advancements in technology and information science, combined with the need for flexibility in daily operational conditions, necessitate the creation of working groups within companies, accompanied by successive reforms of their internal environment. Therefore, the internal environment of operating companies must foster teamwork and cooperation among its human resources through espoused principles, values, and codes of ethics (Iordanoglou, 2008).

With regards to the wood industry companies, these strive to achieve their primary organizational objectives, which can only be realized through collective effort and

teamwork among all members of their human resources. Thus, in order to understand the functioning of these businesses, it is vital for business owners to have a clear and comprehensive understanding of issues intertwined with human behaviour in their internal environment (Iordanoglou, 2008).

**Chart: Summary of Organizational Behaviour Scope**



*Source* Specially designed own chart to cater to the needs of the under-review study.

Upon examining the aforementioned diagram, it becomes evident that the domain of organizational behaviour is multifaceted. It encompasses not only the behaviour of individuals comprising the workforce of organizations, but also involves deeper comprehension of human interactions and the challenges that ensue. Additionally, it entails the observation and comprehension of organizational behaviour itself. Therefore, organizational behaviour is focused on understanding human conduct, as well as studying the functioning of organizations and assessing the extent to which organizational and business performance objectives are accomplished.

*The close correlation of organizational performance and growth with organizational behaviour*

A plethora of studies and scholarly research, exemplified by the works of Newman and Maylor (2002), Macky and Boxall (2007), Qiao et al. (2009), Messersmith et al. (2011), Ang et al. (2013), García-Chas et al. (2014), Zhang et al. (2013), Mihail and Kloutsiniotis (2016), Kundu and Gahlawat (2016), and Heffernan and