

Work motivation of supervisors and counsellors in Greece

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Aim of paper and research questions

This study aimed to identify the motives of the summer camps employees in regard to their reasons for employment. The summer camp managers were the beneficiaries of the study as it gave them a tool to evaluate the motives of their employers.

Literature review

The Herzberg's motivation/hygiene theory (1959; 1999) was used as a theoretical background for this study, to identify the motives of the summer camps employees. Herzberg notes that the factors, which are connected to the satisfaction in work, can be divided in two categories: the hygiene factors, and motivators. Hygiene factors are important to reduce work dissatisfaction but are not necessary to obtain work satisfaction. The literature shows that jobs in the field of recreation a high "turnover" percentage and very few people stay and have career in the field.

Research design and data analysis

The sample of subjects fulfilled the criteria of employment in private camps, and of work position (as supervisor and camp counsellor). The surveys were distributed to seven private camps in Greece in the summer of 2006. The study participants were 55.4% women and 44.6% men. The primary questionnaire for this research is an adaptation from previous work by DeGraaf, (1992). There were some differences with the DeGraaf's questionnaire that are justified based on cultural differences between the American and the Greek culture.

Results

We used Analysis of Variance (One Way Anova) by position (Table 1), to explain what motivated supervisors and camp counsellors to accept a job in a summer camp.

	Position	N	Mean	df	F	Sig.
Opportunity to work with youth	Superior	43	10,72	1	2,501	0,116
	Counselors	78	8,17	119		
	Total	121	9,06 (1)	120		
Having fun	Superior	43	13,19	1	16,956	0,000*
	Counselors	78	6,96	119		
	Total	121	9,17 (2)	120		
Chance to meet or work with other people	Superior	43	10,30	1	1,207	0,274
	Counselors	78	8,73	119		
	Total	121	9,29 (3)	120		

	Position	N	Mean	df	F	Sig.
Good working conditions – facilities, working outdoors	Superior	43	7,98	1	4,294	0,040*
	Counselors	78	11,40	119		
	Total	121	10,18 (4)	120		
Interesting work	Superior	43	12,86	1	5,714	0,018*
	Counselors	78	9,14	119		
	Total	121	10,46 (5)	120		
Opportunity for personal growth, learning	Superior	43	10,30	1	7,126	0,009*
	Counselors	78	14,51	119		
	Total	121	13,02 (6)	120		
Helping others	Superior	43	13,12	1	1,024	0,314
	Counselors	78	14,97	119		
	Total	121	14,31 (7)	120		
Opportunity to exercise personal skills and talents	Superior	43	14,84	1	0,034	0,854
	Counselors	78	14,53	119		
	Total	121	14,64 (8)	120		
Sense of personal achievement	Superior	43	14,02	1	1,509	0,222
	Counselors	78	16,08	119		
	Total	121	15,35 (9)	120		
Desire to help your organization attain its goals	Superior	43	13,23	1	3,487	0,064
	Counselors	78	16,83	119		
	Total	121	15,55 (10)	120		
Desire skills needed for future employment	Superior	43	14,65	1	1,650	0,201
	Counselors	78	17,09	119		
	Total	121	16,22 (11)	120		
Responsibility of job	Superior	43	15,60	1	1,782	0,184
	Counselors	78	17,92	119		
	Total	121	17,10 (12)	120		
Camp's location	Superior	43	15,67	1	2,047	0,155
	Counselors	78	18,64	119		
	Total	121	17,59 (13)	120		
Opportunity for new status and privileges	Superior	43	20,09	1	0,343	0,559
	Counselors	78	19,13	119		
	Total	121	19,47 (14)	120		
Opportunity to travel	Superior	43	21,86	1	2,372	0,126
	Counselors	78	18,32	119		
	Total	121	19,58(15)	120		
Appreciation of effort (by supervisors and peers)	Superior	43	19,14	1	5,168	0,025*
	Counselors	78	23,31	119		
	Total	121	21,83 (16)	120		
Increase in salary from last summer	Superior	43	18,09	1	9,945	0,002*
	Counselors	78	25,54	119		
	Total	121	22,89 (17)	120		
Opportunity for advancement in subsequent summers	Superior	43	23,77	1	0,174	0,677
	Counselors	78	23,04	119		
	Total	121	23,30 (18)	120		
Administration and personnel policies	Superior	43	20,77	1	5,476	0,021*
	Counselors	78	24,94	119		
	Total	121	23,45 (19)	120		
Respect and like camp director	Superior	43	21,09	1	7,944	0,006*
	Counselors	78	27,14	119		
	Total	121	24,99 (20)	120		

	Position	N	Mean	df	F	Sig.
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Table 1: Analysis of Variance (One Way Anova) by position, of Work Motives.
The mean difference is significant at the .05 level.

Discussion and conclusion

Findings indicate significant differences between supervisory staff and camp counsellors. The supervisors are typically older employees and demand better working conditions, because they have higher economic demands due to the increased responsibility of their job. The supervisors are more disciplined in administration and they have better contact with management of the camp. Supervisors often participate in the developing and managing staffing strategy, and are also more mature, so they have goals and objectives that differ from camp counsellors (DeGraaf, 1992; Costa et al., 1998). Recreation and camp managers should have tools to evaluate the motives of their employers and try to provide the right motive or hygiene to the right personnel. The results of this study cannot be applied to every camp and the results are limited to the working and cultural conditions.

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