
*SOURCES OF POWER IN HOSPITALITY
MANAGEMENT. THE GREEK EXPERIENCE.*

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Abstract

As long as guests' needs and wants are more demanding and as the international tourism market becomes more competitive, the hospitality industry managers should present a competitive advantage towards employees' satisfaction and quality services offered.

The Greek Tourism and Hospitality Industry faces some characteristics that set some challenges for those involved, namely seasonality and size of hotel organizations which are very small.

Hospitality executives in order to operate more as "leaders" rather than as "managers", have a serious list of options in relation to the sources of which can gain their Power.

The purpose of this publication is to focus on these sources and facilitate leaders in their daily managerial tasks, with an overall objective to facilitate employee's motivation, beyond and in parallel with any motives offered within the Greek hospitality industry.

Firstly, an examination of the theoretical approach is made on the sources of power and then follows a focus on practical on possible practical implications for executives in the Greek hospitality industry.

Key words: Sources of Power, Leaders, Greek Hospitality Industry, Employee's Satisfaction

1. Introduction

Sources of Power of which an manager of the Hotel Industry should draw his/her "power", is influenced by many external and internal variables and factors (time pressure, nature of work, seasonal operation and size of the hotel, training experience etc.)

The source of this power directly affects the status and overall image of the executive against their subordinates. Increased status of the leader means a different level of respect from employees and potentially facilitates management and motivation.

In this article, initially a definition of Max Weber's Power is demonstrated, then an exploration of theoretical approaches of French and Raven's five Sources of Power, that is the Reward, Coercive, Legitimate, Referent and Expert Power. Then an Analysis on Entzionis' Contingent Model of Power is highlighted.

In the next section an emphasis is given in the overview of the Greek Tourism and Hospitality Industry in which the human capital is been operating in, both managers and employees. In particular, Tourism in Greece: Travel and Tourism Indicators, the Greek Tourism: A Strategic Situation Analysis, the Tourism Demand for Greece: Inbound Tourists, Tourism Supply in Greece and the Competiveness of the Greek Tourism Sector will be examined. In the final section Practical impacts of Sources of Power in the Greek hospitality industry are presented and finally some conclusions as an overview for managers.

2. Definition of Power and Sources of Power

The Max Weber (Weber, 1947: 61) defines the power as: "The probability that a person is able to carry out his will, regardless of the obstacles it encounters and regardless of the foundation of that likelihood."

Dahl (Dahl, 1957: 53) defines power as: "A has power on B grade which can force B to do something that otherwise would not do."

Moreover, according to French and Raven, (Cartwright, 1959: 18) there are five separate sources from which each manager can derive power:

2.1 Reward Power

This source of power depends on the person who has the ability and the way to reward subordinates. In the hospitality industry managers and owners have potentially many ways to reward employees, such as, salary increase salary, promotions and job allocation. This means that the executive has the power to control the employee.

In many cases the Reward Power loses its importance as a source of power for the department head. This may be valid in cases where the employee:

- does not consider the salary he/she to gets as satisfactory,
- if he/she has any other alternative, ie another employment opportunity in a similar job at another hotel company,
- if the promotion - and the consequent increase in his/her salary- comes along with over time or with a shift in unit of the hotel chain, away from the place of residence of the existing, possibly the employee dose not consider it as a priority due to family or other obligations.

2.2. Coercive Power

This power source is based on fear. The executive who has this power is able to admonish, punish and even to dismiss the employee. In the hospitality industry executives have this kind of power, although trade union movement has tried to minimize the impact of this - in comparison with the past -, to a certain degree this unlimited power source.

However, due to the overall economic recession that Greece is facing, coercive power despite the negativity bearing, has a great impact on the control of routine tasks. Shift change at punctual, time limitations in performing the task are everyday basis' obligations in a hotel, where most of them are respected due to fear of dismissal. Right or wrong, the majority of the hotel business coercive power is used in practice very often (Papayiannis 2003: 78).

2.3. Legitimate Power

This kind of power source comes from internal personal values of the employee, which give the legal right to the head to influence and control them.

Subordinates feel obliged to accept this power onto the person. This concept is almost identical to the concept of jurisdiction (authority) and closely related to the strength of Reward and Coercive power and that is because the person who has the legitimacy, is also able to reward or punish.

The difference of Legitimate Power and Coercive is that the former does not depend on the relationships between superiors and subordinates but from the position where the head holds.

The Legitimate power derives from three different sources:

First, the prevailing values of society or of a particular organization, which determine what is legal and what is not. In some societies, most seniors have more legitimate power. In hotel business managers in general, have legitimate power because officials believe in hierarchy and in job position that have power over other job positions at a lower level.

Second, people may hold legitimate power from a total of acceptable social structure. In some societies there is a given ruling class. The same applies to businesses where there is an accepted group acts as ruling without necessarily hold high positions. In general such positions are in the Food and Beverage (F&B) department who are working for a long time in the job position.

Third, when a particular person or executive is authorized by a commission or a powerful person. Examples of this source of power within the company, is the representative of the Board or the son of the owner. The latter is the most frequent example since 95% of all tourism and hotel enterprises in Greece are small and medium size (Hellenic Hotel Chamber of Greece: 2011).

2.4. Referent Power

The type of this power derives from the desire of the individual to identify with the person who holds the power.

Other people want to identify with this powerful person regardless of the outcome. These individuals perceive as a strong person because it is attractive, has personal characteristics and naturally desired source of power. The power of reference also stems from the desire of people to identify with the values of such an attractive person.

The ads that use celebrities as product users are based on the power of reference, as the advertiser hopes that the public will buy the product in an attempt to emulate the behavior and attitude of the celebrity.

In a hotel company, the directors with Referent power must show attractive to subordinates, in order that they want to identify with them, regardless if these managers have the opportunity to reward or punish or if they have the legitimacy.

2.5. Expert Power

This type of power source based on the extent to which the person owns knowledge and expertise in specific and clearly delimited areas.

This power is limited to narrowly specific boundaries and not dissipated in areas with intense sociability. For example, accountants are perceived as having power of specialist accounting matters, but not in public relations.

The French and Raven recognize that there may be other sources of power, other than the five mentioned, but these are regarded as the principal. They also point out that these five sources are closely linked and the same person may use different types of power under different conditions and at different times.

Although the French and Raven had in mind the above observations, it can be noted that these power sources do not stand alone. It should be correlated with other variables involved in the process of management. As Shetty argues (Shetty, 1978, 186):

"First, the successful manager is the one who knows the existence of multiple power sources in the workplace. Secondly, the effectiveness of existing types of sources of power depends on the nature of managerial work, the subordinates and the existing labour variables".

3. Contingent Model of Power

From his part, Etzioni (Etzioni, 1975: 47-54) proposed a type of Contingent Analysis of Power in organizations (Contingency Analysis of Power).

The figure 1 shows the two factors which the Etzioni identifies as the most involved with the Power in Organizations:

- a. The Types of power that managers are trying to use in order to influence subordinates, and
- b. The types of Involvement generated by the executives and employees.

Etzioni identified three types of power: *Coercive, Utilitarian and Regulatory*.

The Coercive force dictates the subordinate to act in certain ways. This power is similar with the Coercive power of French and Raven.

The Utilitarian power is the type of contingent reward. The subordinate behaves as expected to behave in order to be rewarded. Most businesses operate adversarial minimum under this type of power.

Under the Regulatory power subordinates obey because they accept the values of the company. This power is similar with f Reference power of French and Raven.

These three distinct types of power, separate ways which should be used by managers to achieve compliance by the employees. Nevertheless, the efficiency of these power sources depends on the type Involvement of members of the company. The type of Alienation is characterized by very negative and often aggressive feelings on the part of workers. Under the Computational involvement, existing have a rational attitude and seek personal gain. Finally, Moral involvement is characterized by high positive emotions and feelings of altruism on behalf of subordinates.

The Etzioni even suggests that managers in order to be effective should not be diverted from this model. They must use the appropriate type of power as appropriate in the work environment of their business.

For this reason, such variables the subordinates themselves their character and the variables in the work environment should be taken under serious consideration on behalf of the managers when choosing power source.

Classical theorists show business as high Rational Organizational Structures in which Jurisdiction is followed with excessive attention from the chain of hierarchy so that executives have Legitimate power.

A more realistic view for business, which upgrades the importance of the power from the political perspective, presented by Nord (Nord, 1978: 675) who proposes four axioms of power for business, which helps them to focus their attention in a more realistic policy based on:

- a. Businesses are constituted of departments which compete one another for funding and influence.
- b. Many of these departments will try to protect their interests and positions of influence, to alter the external pressure and its impact.
- c. The unequal distribution of power has not humanitarian impacts.
- d. The exercise of power within companies is a vital component of exercise power within the broader social system that prevails in the business.

Figure 1

Contingent Model of Power of A. Etzioni

		<i>Types of Power</i>		
		Coercive	Utilitarian	Regulatory
<i>Types of Peoples' involvement</i>	Alienation	•		
	Computational		•	
	Moral			•

• : The Dominant Type

Source: Etzioni A. (1961)

4. The Hellenic Tourism Industry

Tourism started to flourish in what became known as mass tourism. During that time, large-scale construction projects for hotels and other similar facilities were undertaken and the country saw an increase in inbound tourism over the years (Varvaressos, 2013). Greece is surrounded by water and consists of more than 1,400 islands and islets, but only 169 of them are inhabited. These Greek islands are the most popular Greek destinations (Gerrard, 2014; VisitGreece, 2014).

4.1 Tourism in Greece: Travel and Tourism Indicators

The key role of tourism in the Greek economy has been highlighted by SETE (2013): it contributes 16.2% to the GDP, covers 51.2% of the trade balance deficit, employs 1 out of 5 residents, and generates 34 billion euros total demand. This subsection presents Travel & Tourism (T&T) indicators that aim to provide a measure of the past and current activity of T&T in Greek economy.

The tourism industry has been and still is one of the main pillars of the Greek economy over a period of more than forty years. It has been proved that tourism industry has supported and still does economic development because the industry cuts across and is linked to many other industries, and its benefits are widely distributed within national economies. In comparison to other industries, it possesses distinct advantages as a driver of economic development (Oxford Economics, 2012). More specifically: (i) tourism has strong linkages to other industries within national economies generating significant indirect benefits; (ii) it is highly dispersed within national economies and its benefits are widely distributed, and (iii) it generates valuable spinoff benefits by developing infrastructure that other industries can use, and by boosting investments in other industries. The above reasons and factors led the Greek government, as many others all over the world, to consider tourism industry as an integral part of its economic and social development strategy. Within this framework, policies were elaborated to foster the tourism development, with the strategic aim to generate a broad set of benefits that extend through the entire Greek economy. A situation analysis in strategic terms should allow us to identify and to highlight the achievements of tourism industry in Greece. This is the subject of the following section.

4.2. Greek Tourism: A Strategic Situation Analysis

The contribution of Greek tourism to the national economy demonstrates the magnitude and complexity of the industry (Varvaressos, 2013). A strategic situation analysis consists of examining the two main components of tourism industry, demand and supply. A second subsection is dealing with the competitive position of Greek tourism, based on the estimations of Travel & Tourism

Competitiveness Index (TTCI). This is followed by a strengths-weaknesses-opportunities-threats (SWOT) analysis to demonstrate the competitiveness of tourism industry.

4.2.1 Tourism Demand for Greece: Inbound Tourists

Main characteristics of Greek tourism are: (i) the seasonality of international tourist arrivals. Four months (i.e. June, July, August and September) account for almost 70% of the total; out of them three months (i.e. July, August and September) representing 56%. It seems that the main elements of attractiveness are the sunny weather and warm and clean beaches. (ii) the dependence upon the air transport accounting for 75% of the total inbound tourism. Greek tourism is heavily dependent on air transport, mainly charter flights operated by tour operators.

4.2.2 Tourism Supply in Greece

A modern industry has emerged since the early 1970s to cater for the inbound tourism demand. The Greek tourism offering is an amalgam of natural, cultural and heritage attractions spread throughout the country, as well as a wide variety of services offered predominantly by SMTEs (Buhalis, 2001; Varvaressos, 2013). Moreover, 24,000 Kms of coastline, 2,500 islands, an average of 300 sunny days annually, a unique fauna and flora, as well as climatic superiority with mild winters and warm summers are some of its natural attractions (Gerrard, 2014). The Greek civilisation of more than 3,500 years also provides plentiful cultural heritage throughout the country. Historical monuments and archaeological sites, numerous museums and traditional settlements offer a unique blend of tourist attractions (VisitGreece, 2014). As for the transports, accessibility to the countries facilitated through thirty-two airports, most of which can receive direct international charter flights. An extensive domestic regular flights network, a complex network of sea, road and rail transport enables passenger transportation throughout the country (Varvaressos, 2013). The transport networks (especially road) could be considered of good quality, since they have been improved last decade with public investment and EU financial support. Tourism businesses / amenities: a plethora of SMTEs provide the entire variety of services. In December 2013, a total of 9,670 official accommodation units with a total capacity of more of 771,000 beds are provided. Two features worth to be pointed out (SETE, 2013): (i) Category of hotels: 68% of units and 57% of beds are of 2 and 3 stars. (ii) Concentration of hotel supply: 65.8% of beds are located in 4 regions: Crete (21.4%), Dodecanese (18.4%), Macedonia (14.0%), and Central Greece (12.0%). Moreover 500,000 beds are provided by some 30,000 self-catering accommodation units. In addition, 16,000 beds in cruise liners and 13,200 in yachts as well as 314 camping sites (86,958 camping spaces) accommodate all types of demand (Eurostat, 2013). As for other providers of tourism services in

Greece, about 26,500 restaurants, 3,855 travel agencies and coach rentals and 4,560 car rental firms are estimated to operate throughout the country (Eurostat, 2013). As for the infrastructure, unfortunately, the Greek general infrastructure has been incapable of supporting the tourism superstructure growth of the last decades, and thus, telecommunications, transportation, health services, water supply, and sewage systems are under extreme pressure in the summer peak months to satisfy the demand density (Varvaressos, 2013). Limited infrastructure provisions which failed to follow the pace of development, generating pressure on the existing inadequate facilities (Varvaressos & Soteriades, 2008). Nevertheless during the last decade several major projects have been initiated to improve mainly transport systems.

Table 1

Competiveness of the Greek Tourism Sector

Selected Countries

Country	Peripheral Ranking	Global Ranking	Entrepreneurial Environment Ranking	Order & Security Ranking	Health & Hygiene Ranking	Human Resources & Labour Market Ranking
Spain	1	1	100	31	33	34
France	2	2	62	62	10	31
Germany	3	3	17	20	2	17
Switzerland	5	6	5	11	11	1
Italy	6	8	127	48	20	75
Austria	7	12	31	5	1	26

Portugal	9	15	58	10	35	18
Greece	18	31	104	57	9	45
Croatia	19	33	125	28	18	80
Cyprus	20	36	43	27	51	20

Source: Travel and Tourism Competitiveness Report (2015) (Processed by ITEP)

As seen on Table1, Greece is in the 31st position in the world rankings among the 141 countries that participated in the 2015 survey and the 18th ranking in Europe. Best performing shows in Health and Hygiene, which occupies the ninth position, while the worst performing shows on Price Competitiveness, occupying the 113th position. Significantly lower in the world rankings is also in the Business Environment (104th ranking). Lastly on Human Resources & Labour Market Greece held the 45th ranking, while overall Greece held the 32nd position in the world ranking.

5. Sources of Power in the Greek hospitality industry

Primary research has been performed on the sources and the use of power (Papayiannis, 2003: 228), has shown that Greek hospitality executives must be constantly aware that the trend of utilizing power may lead to greater efficiency, while in contrast the unsuccessful use of power may have negative impacts.

The hospitality executives, who use power with a relative frequency, may be perceived by subordinates as people will continue to use this specific power in the future. Without implying a threat to the employee is guaranteed a warning for future actions.

Furthermore, research has been performed by Bachman and his colleagues (Bachman, 1995: 236), up to types of power of French and Raven have demonstrated that:

- The Expert power is high and stable correlated with satisfaction and employee performance.
- The combination of Legitimate power with Expert power, ranked as the most important for the compliance of existing desires of their heads, but there was a discontinuity in terms of organizational effectiveness.
- The Reference power has direct significance in terms of compliance and in most cases was positively correlated to organizational effectiveness.
- The Reward power had also directly relevant for compliance but discontinuous correlation with profitability.
- The Coercive power was effective in compliance of subordinates and was actually negative in correlation with organizational effectiveness.

The Shetty (Shetty, 1978: 176-181) by his side, regarding the work of French and Raven concludes, after research, to the following useful conclusions:

The Expert power is strongly associated with a climate of trust, so the influence of the managers to be used by the employees as an internal psychological process. It is, in other words, to be compliance due to psychological factors and internal motivation from employees. Also, the Exert Power, as it is relatively impersonal and more directly correlated with the result of the implementation of the task can be effective under conditions in which the work is specific and clear. Finally, the Exert Power can eliminate or at least reduce the need for direct supervision of the work produced by the employee.

The Legitimate power may depend on initial and in continuous confidence of the employees but can cause problems such as: a) can exacerbate feelings of lack of power and create resentment, resistance and denial among employees b) If not coincide with Expert power, it can be an inefficient use of human resources with negative effects on productivity and c) May be incompatible with modern quality of life of employees, with modern values of life, values as active participation in operational issues.

The Reference power as is by nature emotional, may lead to enthusiastic and unquestionable trust, compliance and commitment on the part of workers. As with the Expert power, subordinates can be motivated internally and not direct supervision is required. Nevertheless, there are some limitations as this type of power is not always necessary and may even adversely affect performance in the execution of routine tasks. It may even lead to personal, selfish gains on the part of the subordinates. Finally, the Reference power lasts as long as the position held by the particular executive.

Use the Reward power may affect the frequency of the behavior and productivity of employees. But this use of power has certain limitations. More specifically: a) tangible rewards such as pay or

promotion is controlled and limited where the union is strong factor. b) The tangible rewards can have only short time result. c) In many cases the rewards granted by the executives not really appreciated by employees. d) The use of reward can lead to an independent relationship where the employees feel they are subservient to the executive and feel resentment.

The Coercive power, may result in temporary allegiance of employees and produce undesirable results such as denial, fear, revenge and alienation, These feelings in turn can lead to poor performance, resentment and turn over from the business.

On the other hand, as is understood and accepted that modern business is actually large political systems, then specific strategies can be identified in order to help companies and executives in general, to obtain effective power. In practice, many strategies have been proposed in order executives to gain power. One of the most comprehensive lists of strategies that will be followed by executives proposed by Durbin, (Durbin, 2002: 58-63) who claims that the executive should:

To maintain alliances with powerful people in business. The creation of alliances is crucial for gaining power in an organization. An obvious alliance is with the heads of other important departments of the business and / or senior executives. Less obvious example is the "alliance" with the secretary of the executive director or with someone located near a high-ranking person.

Machiavelli's principles can also be applied as strategies in the game of power in the modern enterprise. The Jay (Jay, 1973: 15) has applied these principles in the workplace:

- Divide and Conquer.

The most widely known principle can be applied in the possession of power in business. The basic assumption here, most often without guarantee, is that those who are divided will not unite against their manager. For example, in a hotel company, the head of the F&B department can create conflict between the Front Office head and Marketing head, with a view to attain a larger share of a limited budget.

- Containment Information.

The Mintzberg (Mintzberg, 1973: 145) has clearly expressed the importance of possession and distribution of information. The executive who seeks possession of power should check very carefully the information distributed.

- Make favors to others.

This strategy involves the idea of doing favors to supervisors and colleagues in order to oblige executives and to reciprocate respectively at another time.

- Segmental actions.

This implies that it is better to run in part a project or a proposal, rather than trying to complete all the work simultaneously.

- Do not engage your subordinates in process of Decision Making.

This strategy aims to preserve rather than gaining power. Proposes not to engage your employees when decisions are taken. The central idea here is that, by allowing the employees to be involved in decision-making, can erode your power.

- Maintain a second professional option.

The idea here is to keep in touch with other companies to not only depends on one and so be able to negotiate with better terms.

It is worth noting that the hotel industry studies to demonstrate and / or enhance the aforementioned theories of both the French and Raven's, Etzioni's and Shetty's are limited. The criticism has been made as the wider area of management, (Ashkenas: 2002, Bossidy: 2002, Collins: 2001, Daft: 2002, Durbin: 2001, Tichy, 2002: 15-74), without of course take account of differences and the specificities of the hospitality sector and in specific the overall Political, Economic, Social and Technological that Greece is currently facing. French & Raven sources of power could resonate to hospitality executives if taken under consideration the Greek overall environment. Variables such as the nature of the task and of course the subordinates; make the implementation of practical conclusions a relative complex task. At this point it could be argued that Coercive power should not be used in job positions where control of the task preformed is relatively difficult. Such job positions are nearly the majority of all jobs that come in direct contact with the guests (reception, F&B department, housekeeping and sales). But even here the nature of the task limits a priori prohibition of using this power for hotel managers in practice, as could be proved functional to perform routine tasks. For example in time keeping between shifts in the front office Coercive power could be used by the front office head to the employees. Thus, each executive in the hotel business in order to work effectively needs the use of more than one sources of power. In specific:

Reward Power : In the hospitality industry, managers and owners have potentially many ways to reward employees as mere reward, salary increase, promotions and distribution of respective tasks. Even the distribution of shifts of the employees (whether it is night or a holiday, for example), entails an increase of the wage. This means that the executive has the power to exercise authority because of the existing rewards.

In many cases, however, Reward power loses its importance as a source of power for the head of the hotel organization. This may be true in cases where the subordinate:

- does not consider the reward he/she receives as satisfactory,
- if he/she has another alternative, that is another employment opportunity in a similar job at another hotel company,
- if the promotion - and the resulting increase in the salary - comes together with a grueling working shift or a shift in unit of the hotel chain away from the place of residence of the employee, that possibly the employee does not consider it as a priority as it has some family obligations.

Coercive Power : This power source is based on fear. The executive who has this power is able to admonish, punish even dismiss the employee.

In the hotel business executives have this kind of power, although the trade union movement has significantly limited the unlimited and / or the arbitrariness of this source of power, compared to the past, plays an important role due to the economic recession that Greece faces at the time.

Coercive power implies negativity bearing has a great impact in the control routine tasks in the hospitality industry. Shift change at exact times, time pressure in performing the task, an everyday basis obligations in a hotel, most of which are kept for fear of dismissal.

Legitimate power : This kind of power source comes from internal personal values of the employee, which give the legal right to the head to influence and control them. Employees feel obliged to accept this power onto the person.

Legitimate power in hospitality sector derives from three different sources:

First, managers generally have legitimate power because officials believe the hierarchy and in jobs that have power over other jobs at a lower level. The most common incident in the hospitality industry is the legitimacy of the "senior" or "elder", who works more years in the hotel in question.

Second, where there is an acceptable group (team) that acts as "ruling team" without necessarily to hold supervisory positions.

Reference power : This type of power derives from the desire of the individual to identify with the person who has the power. Other people wish to identify with this powerful person regardless of

the outcome. These individuals perceive a person as powerful, because he/she is attractive, has personal characteristics and naturally desired source of power. The Reference power also stems from the desire of people to identify with the values of such an attractive person.

In a hotel company, the directors with Reference power must show attractive to employees, so the latter want to identify with them, whether if these managers have the legitimacy power to reward or if they have the legitimacy to punish.

Expert power : This type of power source based on the extent to which individuals possess knowledge and expertise in specific and clearly delimited areas.

This power is limited to narrowly specific limits and not dissipated in areas with intense sociability. For example, accountants are perceived as having power of specialist accounting matters, but not in public relations.

6. Conclusions

In conclusion, once other sources of power sources, and also because these five sources are closely linked one another the hospitality executives should and "must" use different types of power under different conditions and at different times. The power source must use the manager in a hotel in order to be an effective leader must be balanced by the manager himself under the existing variables and conditions. However, more practical implications could be pointed out and used as guides for hospitality executives. In specific:

Within the *Reward Power*, the promotion and increase that accompanies the new position that not includes tips, mainly in the F&B department of the Front Office.

Within the *Coercive Power*, right or wrong, the majority of the hotel business, the strength of coercion used in practice very often strains due to the nature of the task. It is notable that in most cases employees have direct contact with guests and thus increase time pressure.

Within the *Legitimate Power*, when a particular person or hotel executive is authorized by the general manager. Example of this source of power in the hotel business is the son of the owner. In small and medium hotel enterprises descendants of the owner usually hold positions in various departments and / or senior management.

Within the *Reference Power*, we should not omit to note that in most cases the general manager and the owner is the same person as most hotel companies in Greece are small to medium in size

(Hellenic Chamber of Commerce:2014). Probably the Reference power to be more powerful in the eyes of an employee who wishes to become an entrepreneur.

The *Expert* as power source for the strain of the hotel unit is limited to IT issues in food preparation and in the part of maintenance. In other hotel departments the expert identified with the "senior", ie the experienced in this job who, because experience has knowledge of the task to be performed.

Last but not least it worth mentioning that on Human Resources & Labour Market Greece held the 45th ranking, which indicates that there is still space for further human capital development on all aspects.

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