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**AN EXPLORATION OF SPA EMPLOYEES’
WELLBEING AND THE IMPACT OF
PERCEIVED LEADERSHIP STYLE**

Master’s Thesis

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This Master thesis has been compiled independently. All works by other authors used while compiling the thesis as well as principles and data from literary and other sources have been referred to.

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TABLE OF CONTENTS

Introduction	4
1. Theoretical overview	7
1.1. Subjective & objective wellbeing.....	7
1.2. Employees subjective wellbeing & effective human resources management.....	9
1.3. Employees' subjective wellbeing in tourism.....	11
1.4. Leadership theories and styles.....	14
1.4.1 Leadership theories	14
1.4.2. Leadership styles	18
1.4.3. Transformational leadership, wellbeing and organisational performance.....	24
2. Empirical part.....	27
2.1. Methodology	27
2.2. Data analysis & results	33
2.1.1. Descriptive statistics	33
2.2.2. Comparable statistical analysis	38
2.3 Discussion and recommendations	41
Conclusion	46
References	49
Appendices.....	56
Appendix 1. Questionnaire.....	56

INTRODUCTION

No matter how things are changing globally in social, financial, political and cultural scheme, tourism remains a flourishing domain, which expands, develops and operates in a plethora of modernized concepts and projects that are designed to fit in society's demands and changes. The past decade, a big range of global trends in tourism has emerged. Among them the global trend of wellness has arisen and by being so popular and desirable among tourists it has become the key source of jobs and a breeding ground for new business ideas in the tourism sector (expanding a specific segmentation of tourists, the so-called spa goers).

Tourism organisations, in an attempt to fulfil customer needs and remain competitive, pursued to add wellness to their services or enrich the already existing services. Thus, a lot of hotels nowadays provide luxurious spa facilities-some of them with very exceptional and particular design and comfort-and most of them promise exceptional services accordingly. However, it is understood that tangible luxuries and facilities of spas are not the only aspect of success. Service quality is quite important, especially on spa products (Suttikun et al., 2018). That means that the people aspect is quite important, as Celma et al. (2018) suggested, the intangibility of tourism services, makes automatically the service providers an 'extension' of the service they sell. The demand of capable happy productive worker is taking now another-rather significant-dimension. Grawitch et al. (2006) and Huong et al. (2016) believed that employees with elevated subjective wellbeing improve the general vitality of an organisation. This comes as a result of the strong effect of wellbeing on performance (Wright & Cropanzano 2004, p. 342) and commitment (Meyer & Maltin, 2010, p. 333). However, tourism is a rather challenging faculty, as far as employee wellbeing is concerned (Avci, 2017, p. 578). Characterized by a range of special features, among them high seasonality, employee turnover, long working hours and intensive labour, tourism seems to be a rather unappealing working environment (Ariza-Montes et al., 2018, p. 2). On top of this the negative effect of the pressures such as high job-related stress, low job satisfaction, low

organisational commitment (Kusluvan et al., 2010, p. 186), high levels of job burnout, high job insecurity (Huong et al., 2016, pp. 946–948), lowered motivation and poor working conditions (Janes & Wisnom, 2010, p. 107) create a quite difficult ground for employee wellbeing elevation. Despite all this hostile environment, studies have shown that leadership style could make a great impact on employee wellbeing. Especially transformational leadership style has an extended theory about characteristics and behaviours of a positive leader such as intellectual stimulation, inspiration and motivation, idealized influence and individual consideration (Bass, 1990). The strong link between transformational leadership and wellbeing is also supported by perceived work conditions such as :job satisfaction (Kara et al., 2013; Liu et al., 2010; Nanjundeswaraswamy et al., 2014; Nielsen et al., 2008), meaningfulness in work (Arnold et al., 2007; Sivanathan et al., 2012), trust in management (Kelloway et al., 2012; Sivanathan et al., 2012), self-efficacy (Liu et al., 2010; Nielsen & Munir, 2009; Sivanathan et al., 2012), organisational and occupational identity (Sivanathan et al., 2012) and work life balance (Kara et al., 2013). However, other studies have indicated that spa employees are more affected by their customer rather than their managers (Suttikun et al., 2018). Additionally, no concrete conclusions could be made on the exact transformational leadership effect in a spa context, mostly because the literature in this sector has concentrated more on other matters, such as job satisfaction and engagement, leaving the relationship between leaders and employees' wellbeing in the spa and wellness industry quite neglected.

The goal of this master thesis, is to analyse the relationship between transformational leadership behaviour and spa employee's wellbeing in spas that are operating within tourism organisations in Greece and to create proposals in order to improve the workplace wellbeing of these organisations. The results of this attempt could be used to make recommendations to spa supervisors, in order to boost workplace relationships as well as spa employee's wellbeing through positive leadership. More specifically, the impact of transformational leadership behaviour on spa employee's wellbeing will be analysed through the scope of both, managers and employee's perception.

The research question that arises from the purpose of this study is the following:

How does leadership style affect employee's wellbeing in the spa sector?

In order to achieve the goal of this master's thesis, the research was undertaken among spa managers, receptionists and therapists of spas that operate within tourism organisations in Greece by using a quantitative method. The author has chosen as data collection methods a questionnaire which was formed according to the existing literature as well as some elements from the Copenhagen Psychosocial Questionnaire. In total 118 individuals participated in this research, all spa employees working in a seasonal basis in Greece.

The first chapter of the thesis emphasizes the theoretical background and literature related to employee's wellbeing and leadership theories. More specifically, in the first part of this chapter, wellbeing as a concept is analysed as well as employee's subjective wellbeing is reviewed in detail by a wide range of literature. Furthermore, special attention is given to the tourism employees' wellbeing and the specific characteristics of this sector.

The second part of the theoretical overview, concerns leadership theories and styles as well as the relationship between employee's wellbeing and transformational leadership. In this chapter attention is given to the dominant modern leadership style theories of transformational and transactional leader. More specifically, the second part of this thesis draws attention on the justification of the selected research methodology. Data collection, sample and questionnaires are explained as well as validity and reliability are established. The data analysis is also presented by descriptive and comparative data analysis, which reveal the correlations between the variables of the present research. Furthermore, in the second part of this thesis, results will be presented and analysed. This part also includes a discussion and recommendations to improve spa employees' well-being through leadership style as well as suggestions for the further research.

The third part is followed by the conclusion of this work, highlighting the key findings and presenting some limitations. This Master's Thesis is ended with references, appendices and summary in Estonian language.

1. THEORETICAL OVERVIEW

1.1. Subjective & objective wellbeing

Many researchers made an attempt towards a concrete definition of wellbeing. However, a small glance at the literature around this abstract term, indicates that a solid definition is a rather complicated task. Dodge et al. (2012, p. 229), Meyer & Maltin (2010, p. 324) and Pollard & Lee (2003, p. 60), confirmed and agreed that the definition of wellbeing is quite difficult, especially due to its meaning and nature. However, despite the general acceptance of the multidimensional nature of the term; there are some fundamental definitions of wellbeing. Bradburn (1969) in his work about psychological wellbeing gave wellbeing the following definition: “an individual will be high in psychological well-being in the degree to which he has an excess of positive over negative affect and will be low in well-being in the degree to which negative affect predominates over positive” (p. 9).

Marks and Shah (2004) in their manifest, created a more simple and broad wellbeing definition, that draws attention away from Bradburn’s’ approach on wellbeing, as the excess of positive affect. In their interpretation: “Well-being is more than just happiness. As well as, feeling satisfied and happy, well-being means developing as a person, being fulfilled, and making a contribution to the community” (p. 9).

Diener et al. (1999) defines wellbeing as “a broad category of phenomena that includes people’s emotional responses, domain satisfactions, and global judgments of life satisfaction” (p. 277).

However, more recently Dodge et al. (2012, p. 222) in their research argued that most of the previous literature on wellbeing, focused on its dimensions or limited their work to a description of wellbeing rather than actually defining the term. In their attempt to create a new definition of wellbeing, they identified wellbeing “as the balance point between

an individual's resource pool and the challenges faced'' (Dodge et al., 2012, p. 230). In simple words, they suggested that when a person has enough psychological, social and physical resources to cope with a specific psychological, social and/or physical challenge, then the individual has 'stable wellbeing' (Dodge et al., 2012, p. 230).

As mentioned above the complex nature of wellbeing, creates the necessity to read through the lines and go deeper in the literature beyond the definitions. As Meyer & Maltin (2010, p. 333) highlighted, attention should be drawn to the complexities that may occur while measuring wellbeing, due to the two-dimensional nature of the term; the distinction between the hedonic (subjective) and eudemonic (objective) wellbeing. Thus, it is important to clarify the differences between these two dimensions.

Many authors accepted and tried to understand this two-dimensional wellbeing theory (Costanza et al., 2007; Diener, 1984; Diener & Suh, 1997; Kahneman, 1999, p. 5; Monnot & Beehr, 2014; Western & Tomaszewski, 2016). Diener & Suh (1997, p. 191), in an attempt to analyse objective wellbeing as a method to measure quality of life, interpreted the term as a range of social indicators that draw attention on measuring, while economic growth is highly considered. In this norm, objective wellbeing points out the objective life conditions that an individual has in a specific cultural and geographical environment (Diener & Suh, 1997, p. 192). Furthermore, Western and Tomaszewski (2016, p. 2) agreed with this theory and highlighted the role of objective wellbeing as an indicator of quality of life that includes materialistic as well as social attributes. To conclude, objective wellbeing is considered to be a method that is based on objective measurable social or economic indicators, in order to exhibit the extent to which an individual's needs are fulfilled (Diener & Suh, 1997, p. 192; Costanza et al., 2007, p. 268).

On the contrary, subjective wellbeing reflects individuals' own assessment of life, in terms of life satisfaction, happiness and unhappiness (Alexandrova, 2005, p. 302; Western & Tomaszewski, 2016, p. 2). Wright & Cropanzano (2004) interpreted subjective wellbeing as happiness and highlighted that: "People are happy to the extent that they believe themselves to be happy" (p. 341). In other words, subjective wellbeing presents the perceived satisfaction towards life as a whole, based on personal experiences and evaluations (Costanza et al., 2007, p. 268; Diener & Suh, 1997, p. 191). Diener (1984, pp. 543–544) and Wright & Cropanzano (2004) agreed that there are three main

characteristics of subjective wellbeing: 1) it is completely subjective, mainly because each individual react differently to different life experiences; 2) it does not just indicate the complete absence of negative elements and 3) its measure consists of a holistic evaluation of one's life. This perceived happiness as Wright & Cropanzano (2004, p. 341) prefer to call it, is a matter of great importance when it comes on measuring quality of life. In fact, some authors (Costanza et al., 2007, p. 268; Diener, 1999, p. 277) believe that in order to evaluate quality of life, measuring subjective wellbeing is a necessity. In this scope, social, economic and health indicators are not enough when it comes on quality-of-life assessment. This is a logical assumption if one considers that individuals react differently in different conditions, based on their perspective of values, expectations and previous experiences (Diener, 1999, p. 277).

As mentioned above, wellbeing is a rather complicated term that effects individuals in multidimensional layers. The chapter above was dedicated on analysing objective and subjective wellbeing and their effect on individuals themselves. However, as it will be analysed further, perceived (subjective) wellbeing effect an individual not only on a personal manner but also in the way individuals perceive all the layers of their life including of course, their job and workplace in general. In this norm, it is understood that the perceived wellbeing of individuals could affect not only themselves but also the society in general, as well as smaller forms of societies such as an organisation, that the individuals are being part of.

1.2. Employees subjective wellbeing & effective human resources management

It is understood that one could wonder how and in which level employee's wellbeing could have an impact on an organisation and what consequences may follow. Fundamental terms should be analysed in order to answer these questions. First, employee wellbeing could be expressed as a self-evaluated form, regarding work-related matters, with respectively great impact on physical or psychological wellbeing (Huong et al., 2016, p. 948). Furthermore, Huong et al. (2016, p. 946) interpreted employee's subjective wellbeing (SWB) as "an overall wellness" that includes mental and physical health of workers in an organisation. Grawitch et al. (2006, pp. 133–134) agreed with this norm

and added that emotional aspect should also be considered as a factor of employee SWB; they suggested also that, all these factors act together and affect people in a rather complicated way. This is logic when one considers that all the events in workplace effect directly a person, regardless if they are mental, physical or emotional in nature (Lagrosen & Lagrosen, 2019, p. 396).

However, the effect of employees' SWB goes beyond the individual. In fact, a lot of research has been made towards employee SWB and its effect within the organisation/workplace (Avci, 2017; Celma et al., 2018; Grawitch et al., 2006; Huong et al., 2016; Lagrosen & Lagrosen, 2019; Meyer & Maltin, 2010; Wright & Cropanzano 2004). More specifically, employee SWB has great significance, when it comes on improving the overall prosperity of an organisation (Grawitch et al., 2006, p. 145). On one hand there is strong relationship between SWB and performance in workplace; in fact, high wellbeing not only suggests increased performance but can also be the reason for performance existence at all (happy worker-productive worker) (Wright & Cropanzano 2004, p. 342). While on the other hand, employees SWB has a strong direct or indirect impact on commitment to the organisation (Meyer & Maltin, 2010, p. 333).

At this point it is important to mention, that commitment along with job satisfaction and role stress are the main factors effecting employee turnover (Grawitch et al., 2006, p. 135). Especially commitment though, is affected by work environment, that fulfil or not, employees' core psychological needs (Meyer & Maltin, 2010, p. 333). Therefore, Huong et al. (2016) highlighted the importance of responsible human resources management (HRM) in order to maintain employees SWB in desirable levels. They believe that, employees' perception as a respected, valuable and accepted part of a working group increases their participation and engagement, as well as their SWB (Huong et al., 2016, p. 948). Avci (2017, pp. 578–579) agree with this theory and suggested that social support from co-workers and supervisors has a direct or indirect positive impact on employees SWB and also plays a significant role on job satisfaction. Job satisfaction, the superior indicator of employees' SWB (Grawitch et al., 2006, p. 135), is highly affected from effective HRM (Celma et al., 2018, p. 86). Last but not least, another indicator of employees' turnover considered to be role stress (Grawitch et al., 2006, p. 135). Work-related stress could arise from three different layers: stress occurring from work itself,

relationships between individuals at work and organisational environment in general. These major stressors result to complication of great significance on employee health and wellbeing. In addition, they lead to lowered levels of productivity, motivation, job engagement, job satisfaction, commitment as well as high levels of absenteeism (Huong et al., 2016, pp. 946–948). Therefore, once again effective HRM is important, which lead us to the significant role of managers, since they are the people that are called to reduce and control these stressors, in order to achieve high employee's wellbeing and overall prosperity of the organisation (Meyer & Maltin, 2010, p. 334).

From all the above it is understood that in general, effective HRM has a significant role on employees perceived wellbeing. However, different industries have different features and needs, that effect directly their employees and make effective HRM a necessity. One of these industries, is the one that is being examined in the present thesis: tourism.

1.3. Employees' subjective wellbeing in tourism

In the tourism industry human resources are a matter of great importance, in order to maintain service quality, customer satisfaction and loyalty while being competitive and continue performing well (Kusluvan et al., 2010, p. 171). That comes as a consequence due to the nature of tourism products. Firstly, they are intangible, then they produced and consumed at the spot with the consumer being present or taking part in the service. This process is also often followed by mutual communication with the service providers, who automatically become part of the product, since their attitudes and behaviours speak of the organisation and eventually form its image (Celma et al., 2018). Additionally, the tourism industry depends upon demanding labour, that is almost impossible to replace with technology (Ariza-Montes et al., 2018, p. 2). With employees playing such a significant role on the service quality and vitality of tourism organisation (Huong et al, 2016, p. 948), HRM within the tourism sphere is a rather complicated matter (Avci, 2017, p. 578).

On top of all this and to make matters worse, according to the existing literature there are special features that characterize the tourism industry. The tourism industry is characterized by lower payment (Avci, 2017; Cuéllar-Molina, 2015; Deery & Jago, 2009; Kusluvan et al., 2010), high employee turnover (Ariza-Montes et al., 2018; Avci, 2017),

long working hours and work on holidays and weekends (Lucia-Casademunt et al., 2015), intensive labour (Avci, 2017; Breslow, 1972; Deery & Jago, 2009; Lucia-Casademunt et al., 2015), poor working conditions (Ariza-Montes et al., 2018), high seasonal nature (Ariza-Montes et al., 2018; Avci, 2017), high national diversity (Ariza-Montes et al., 2018; Lucia-Casademunt et al., 2015), labour shortages (Ariza-Montes et al., 2018; Breslow, 1972), repeating independent work (Avci, 2017; Breslow, 1972), low status and quality jobs (Avci, 2017). Furthermore, according to Ariza-Montes et al. (2018, p. 2), these particular characteristics form an unappealing image of the industry which result to the lack of the ability on attracting good qualified employees. Therefore, a lot of individuals see hospitality sector jobs as a temporary solution or as a job transition (Ariza-Montes et al., 2018, p. 2); this in combination with the poor HRM in tourism results once again on high employee turnover (Ariza-Montes et al., 2018, p. 3; Kusluvan et al., 2010, p. 177). Additionally, attitudes at work such as job satisfaction and commitment have a great impact on employee turnover (Deery & Jago, 2009, p. 98), while emotions in work environment affect individuals in professional as well as in private manners (Deery & Jago, 2009, p. 99). Avci (2017, p. 578), in his research highlighted the importance of improving quality of working life of tourism employees in order to increase job satisfaction and mitigate employee turnover. Moreover, higher work life quality could lead to employee's higher productivity and effectiveness (Janes & Wisnom, 2010), while it is an important indicator of employee's wellbeing (Avci, 2017, p. 586). As a result, the negative or positive effect of a workplace environment (working hours, conditions, design etc.) is rather important for employees' wellbeing (Lucia-Casademunt et al., 2015, p. 62). As mentioned above, employee's wellbeing contributes to the financial prosperity of the organisation and especially in tourism sector, where human aspect is highly important (Huong et al., 2016, p. 946).

At this point, an attempt will be made on outlining the profile of factors that have an impact on employee's wellbeing in tourism sector. According to previous researches, employees in tourism suffer from high job-related stress, low job satisfaction, low organisational commitment (Kusluvan et al., 2010, p. 186), high levels of job burnout, high job insecurity (Huong et al., 2016, pp. 946–948), lowered motivation and poor working conditions (Janes & Wisnom, 2010, p. 107). Especially frontline employees in tourism, find it hard to maintain a healthy lifestyle and struggle to find work life balance

(Lucia-Casademunt et al., 2015, p. 97; Huong et al., 2016, p. 948) mainly because of the long unsocial working hours (Lucia-Casademunt et al., 2015, p. 63; Deery & Jago, 2009, p. 106). Besides that, Kusluvan et al. (2010) in their work, highlighted a quite interesting approach, as far as the pressures that tourism employees are dealing with in their everyday life. According to them, tourism employees are obliged to deliver two types of labour: emotional and aesthetic. Emotional labour includes the attempt, intention and discipline required in order to deliberate the desirable feeling during a mutual communication at work. This leads to high burnout level for employees, mainly because of the emotional expenditure. Aesthetic labour is the pressure of looking good and sounding right in order to enter hospitality industry (Kusluvan et al., 2010, p. 176). Furthermore, the continuous face to face contact with customers and the at the spot product nature, adds pressure on the workforce to react fast and direct (Avci, 2017, p. 578). On top of all this, as Kusluvan et al. (2010, p. 200) mentioned poor physical conditions of facilities for employee's usage (e.g. accommodation, dining hall etc.) suggest that employees are not worthy or considered properly.

The present thesis is examining the spa employees in tourism sector and all the features mentioned above will help on the attempt of understanding the pressures and special conditions that this specific employee group has to bear with in their workplace. On top of this, spa employees in tourism have also to deal with the specific complex nature of their profession. More specifically, spa service is extremely personal and face to face service; in contrast with other tourism products, spa therapists must be engaged to the guests' wellbeing throughout the whole process of creating to consuming the product (Suttikun et al., 2018, p. 2). Their job satisfaction effects directly the spa service quality and occurs from internal fulfilment, social relations in the workplace (co-workers, supervisors, quests), professional recognition and taking part on the decision making. Furthermore, they are highly proud of themselves because of the caring and relieving nature of the job; while they find satisfaction and motivation for their job through positive feedback from the costumer rather than management (Suttikun et al., 2018, pp. 8–9).

From all the above, it is understood that the role of the person in charge in a tourism organisation, and especially at a spa department facilitated within that organisation, is quite significant. People in charge, and in this case spa managers, have to apply effective

HRM, in order to support and boost the perceived wellbeing of their subordinates. In order to succeed that, it is rather important for spa managers to apply an effective leadership pattern. The present thesis is focused more on the term leader rather than manager and the next chapter will be analysing not only the main difference of these terms but also the leadership styles that have emerged through the years.

1.4. Leadership theories and styles

1.4.1 Leadership theories

Before analysing leadership theories and styles, a clear distinction of the terms leadership and management should be established. Over the past decades many scholars have tried to understand how and why an individual becomes a leader. Indeed, when it comes on management and leadership one could wonder what is the main difference's Mahmood et al. (2012) explained management and leadership are two terms that integrate one another and go together; despite the fact that they have completely different meanings. On one hand, management refers to somebody that has formal authority and includes all the managerial objectives and procedures (planning, organising, directing etc.). Leadership, on the other hand refers to the inspiration and motivation of other people and does not certainly means formal authority. In the present thesis, in order to evaluate the spa manager variable, the author will be focused on the leadership attitudes and behaviour and not on the objective managerial obligations (Mahmood et al., 2012. p. 513).

Leadership as a term has been the talk of the town for several researches the last century. However, the term leadership is still not yet fully understood mainly because it is extremely complex and affected by numerous factors that are deeply connected with leadership and environ the general social process (Kumar, 2018, pp. 13–24). The range on definitions in the literature is differentiated based on chronological, theoretical as well as cultural background. Thus, the initial definitions considered the abilities, the personality and behaviour of leaders, while modern theories approach leadership as a process (Horner, 1997, pp. 270–287). A very popular definition of the term in the literature is the one from Bennis and Nanus (1985, as cited in Long & Thean, 2011, p. 92): “Leadership is an influence relationship among leaders and followers to perform in such way, to reach a defined goal or goals”. Additionally, leadership is commonly

outlined by the characteristics, attitudes and principles of a leader (Horner, 1997). In modern organisations, effective leaders are a necessity, in order to interpretive a complicated fast involving habitat. Additionally, good leader-followers relationship along with clearly defined tasks, improve abilities of employees to accomplish specific aims (Nanjundeswaraswamy & Swamy, 2014). At the present thesis emphasize will be given on the definition of James Mc Gregor Burns (1978). Burns define leadership as “the reciprocal process of mobilizing by persons with certain motives and values, various economic political and other resources in a context of competition and conflict in order to realize goals independently or mutually held by both leaders and followers” (Burns, 1998, p. 133). Burn’s definition has given a fresh point of view on how leadership is perceived; instead of leaders forcing followers to do something they do not want to, they motivating them with respect on their morals and desires while taking into consideration the socio-economic environment.

As mentioned above the present thesis will be focused on this perspective of leadership. However, in order to provide a more complete image of the theoretical framework around leadership, the main theoretical models as well as the leadership styles will be shortly analysed. According to many researchers the main leadership theories are trait theory, behavioural, contingency, situational, participative, transactional and transformational theories.

According to Horner (1997), trait theory is based at the notion that leaders are “born not made” and success comes if these people are identified and placed in key positions. Furthermore, all the abilities and skills that a leader displays are results of specific characteristics such as personality, physical appearance and other mainly genetical traits (Horner, 1997, p. 270; Amanchukwu et al., 2015, p. 8). However, as Horner (1997, p. 270) highlighted, trait theory was soon to be forgotten, mainly because it was extremely hard for researchers to define specific traits and because this theory was not taking into consideration the external environment that can have a great impact on a leaders’ performance. Andersen (2006) also agreed with this and made some conclusions about trait leadership theory. Among them, he highlighted that there is no scientific basis for traits that are generally accepted as leadership traits and that special traits of leaders are

not enough to be the reason of an organization's good performance (Andersen, 2006, p. 1089).

Since trait theories have faded, another group of theories has emerged, which is called behavioural theories. This group of theories draw attention on leaders' actions and how they react in order to complete a project; a good leader is not born anymore but everyone can be a great leader-leader is made (Amanchukwu et al., 2015, p. 8; Amofa et al., 2016, p. 133). More specifically theories around leaders' behaviour have been focused on recognizing the behaviours that have a great impact on the organizational performance (Horner, 1997, p. 270). Additionally, according to Sunil (2018, p. 15), these theories not only try to indicate leaders' behaviours but also to distinguish the diversity between the leaders' and followers' behaviours. Two rather popular researches have been made in order to understand this diversity. Ohio and Michigan State Leadership Studies which presented two great elements of leadership behaviour, named "consideration" and "initiating structure". Finally, another sub theory came to the surface through behavioural approach. The Managerial Grid theory, which consists of two factors: "concern for people" and "concern for output." This theory was used as tool to categorise leaders according with their behaviours. All these approaches have expanded leaders' role to include not only job-centred tasks but also employee-centred ones (Horner, 1997, pp. 270–271).

Another, rather important group of leadership theories, is contingency(situational) theory. According to this perspective there is not a defined leadership style to succeed, as the leadership styles are closely connected to other aspects such as "quality, situation of the followers or other variables"(Khan et al., 2016, p. 2). In other words, contingency theories are examining the relationship between leader' traits, behaviours and the circumstances that the activities of a leader are taking place (situation); the main perspective is that all these factors are depended on and deeply affecting one another (Horner, 1997, p. 271). The core of contingency theory is that leaders should be flexible enough in order to demonstrate particular behaviours in particular circumstances.

Last but certainly not least, transactional and transformational leadership theories. Transactional leadership theory concentrates on finishing and achieving specific assignments and goals (Long & Thean, 2011). In addition, transactional leadership

includes initializing and organising tasks while it incorporates a good performance benefit and bad performance discipline system, in other words reward punishment system (Bass, 1990, p. 20). This theory is based on leader-follower exchange in order leaders to reach their own personal benefits (Bass, 1999). Furthermore, transactional theory draws attention on “role of supervision, organisation and group performance” (Amanchukwu et al., 2015, p. 8; Odumeru & Ogbonna, 2013, p. 358). In addition to all the above transactional leadership does not promote innovation while operations are more important than new ideas. Therefore, this theory in its practice is extremely effective in crisis management or emergency situations or when a task needs to be handled with a very specific operation pattern (Odumeru & Ogbonna, 2013, p. 358). In a nutshell transactional leadership is all about leadership member exchange, where the subordinates are motivated from the reward – if their performance is good, and for avoiding punishment/penalties if the performance is not as expected. Transformational leadership on the other hand is an extremely different concept. The core of transformational leadership theory as Bass (1990, p. 21) analysed is the process where leaders take their followers to a higher level, they communicate common interests and goals, and when they inspire their follower to act without self-interest. This theory certainly lays great importance on the strong relationship between leaders and followers. The leader, in this case, is truly engaged with the followers through inspiring them while elevating their morals and motivation (Amanchukwu et al., 2015, p. 8). Additionally, according to Khan et al. (2016), this theory has broadened ethical extents. Mainly because the leader is ready to give up self-interests for the greater good. Furthermore, transformational leadership is highly oriented on beliefs, principles and approaches of leaders and how these are affecting their competence of “leading to change” (Khan et al., 2016, p. 3). Moreover, Sultan (2017, p. 41) highlighted that transformational leadership is highly effecting followers’ true needs and has a stronger, longer impact in the organisation.

From all the theories mentioned above, one could understand the complexity of leadership as a concept. Different theories mentioned earlier view leadership with various perceptions. Yet another concept has emerged based on behavioural and situational theories of leadership: leadership styles.

1.4.2. Leadership styles

Leadership style concept has emerged around late 1930s with the research of Lewin et al. (1939); which have established three main leadership styles: autocratic, democratic and laissez-faire. Later McGregor Burns (1978) and Bass (1990; 1999) evolved this theory and added two more styles transactional and transformational. In the present thesis special attention will be given on these two, while the autocratic, democratic and laissez-faire styles will be shortly analysed.

According to Lewin et al. (1939, p. 273), the three leadership styles formed like following. First the autocratic leadership style. Autocratic leaders are the only ones who define the procedures and policies, while all the followers' tasks are given by them and more specifically one by one in that way that the further procedures are always unknown from the followers. Moreover, autocratic leaders do not only define and distribute tasks for each member, they also dictate who is going to work with each follower. This style of leadership indicates a leader with high subjective criticism about followers' work, low participation in team work and friendly but rather detached from the followers. Furthermore, democratic leadership style. Democratic leaders discuss and decide policies and procedures with their followers. In that way for a certain task democratic leader are focusing on planning the steps with their followers in order to achieve the common goals. If the task is complicated then the leader provides help with alternative solutions. Additionally, in the case of democratic leaders, followers are allowed to work with whoever they want, and the tasks distribution is also a matter of the group. A democratic leader is characterised by objective criticism and high involvement at the group work. Another leadership style is laissez-faire. Laissez-faire leader provides absolute freedom for the followers to come to several conclusions without leaders' participation. Furthermore, the laissez-faire style indicates that the leader will communicate information when asked but this will be the only participation on the team discussions. Additionally, these leaders will not get involved in any task distribution or team work procedures, no feedback is given to the follower, unless it is asked and leaders' do not interfere low in general.

Transactional leadership style can be characterized as an outcome-based leadership style, in which leaders give all the assets and clear instructions to their subordinates in order to

execute a very particular and clear goal. At the same time, a matter of great importance for a transactional leader is the performance pattern and effectiveness of his/her followers in completing this specific goal. Therefore, it can be understood that with transactional leadership style the vital point of leader-follower relationship could be found on the outstanding performance results, while it is based on “transactional exchanges or bargains” (Dansereau et al., 2013, p. 812). Additionally, according to Avolio et al. (1991, p. 10) acknowledgment and explanation of the objectives are vital when it comes on transactional leaders. This type of leader gives clear descriptions and information about the task that should be completed, the way it will be completed and the rewards that await the followers who succeed. In that way subordinates have a clear image about their roles as well as the anticipation set for them. According to some scholars, there are two main components of transactional leadership style: contingent reward and management by exception in its active and passive form. In its earliest theories transactional leadership style had one more characterise called laissez-faire which basically explains a behaviour in which leaders are avoiding responsibilities and decision making (Bass, 1990, p. 22). The modern literature however, focuses on the three other behaviour patterns mentioned above. The most important characteristic of transactional leadership style is the contingent reward which present the leader follower exchange (transaction) and in this case is a reward punishment relationship (Amanchukwu et al., 2015, p. 10). In other words, followers who complete task successfully or fulfil the expectation of their leader they get rewarded by financial means or recognition while other that failed to execute tasks are punished (Yammarino et al., 1993, p. 84). As Khan et al. (2016) explained contingent reward is highly connected with the special attention given on completing desired outcomes, the clear direction and the tangible rewards to the followers for their work. Additionally, he defined the key indicators of contingent reward as “reward, encompass performance-based material reward, direction-setting, reciprocity and confidence-building in the team” (Khan et al., 2016, p. 4). As far as management by exception concerned, according to Khan et al. (2016, p. 3), this behaviour draws attention on monitoring mistakes, feedback avoidance and delay decisions. There are two types of management by exception active and passive. In the case of active management by exception (AMB), leaders are constantly observing their subordinates’ performance patterns, while focusing on mistakes or ineffective practises. In order to guarantee that

the goals will be accomplished, the leaders act proactively and take active corrective transactions when it is necessary (Aga, 2016, p. 518; Bass, 1990, p. 22; Hamidifar, 2010, p. 46; Khan et al., 2016, p. 3). According to Khan et al. (2016), leaders with AMB behaviour are not fond of taking risks and they do not encourage new views on matters at work. Furthermore, they believe AMB is characterized by “need-driven change culture, trust in workers, poor communication, maintenance of status quo and lack of confidence” (Khan et al., 2016 p. 4). On the contrary in case of passive management by exception the leader only acts or interferes after a serious problem has occurred or if the goals are not complete successfully (Aga, 2016, p. 518; Bass, 1990, p. 22; Hamidifar, 2010, p. 46). In that way leaders perform only passive corrective transactions (Aga, 2016, p. 518), which means the followers receive penalties when there is an obvious ineffective performance (Hamidifar, 2010, p. 46).

The father of the concept of transformational leadership style is James MacGregor Burns (1978). He introduced this style through his research on political leaders. Burns defined transformational leader as a leader who “looks for potential motives in the followers, seeks to satisfy higher needs, and engages the full person of the follower,” which results in “a relationship of mutual stimulation and elevation” for both leader and follower (Burns, 1978, p. 4). It is understood that, this style draws attention on the mutual relationship between leader and follower (Long & Thean, 2011, pp. 91–100) and it is characterized by the emphasis given on the improvement of subordinates as well as their wishes. In other words, through transformational leadership it is allowed to the employees/followers to develop their efficacy by alteration on their principles and intentions (Nanjundeswaraswamy & Swamy, 2014, pp. 57–58).

Bass (1990) not only embraced the concept of transformational leadership style but also suggested that:

superior leadership performance occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and missions of the group and when they stir their employees to look beyond their own self-interest for the good of the group” (p. 21).

Therefore, a transformational leader, according to Bass (1999, p. 9) not only elevates subordinates’ motivation but also boosts morality of the individual. Additionally, Bass

and Riggio (2006, p. 77) in an attempt to outline the characteristics of a transformational leader, they suggested that this type of leader is the one who motivates followers to take a step forward and “to do more than what they thought was possible”. Furthermore, a transformational leader sets higher goals in order to lead followers to high performance, while empowering them to achieve their personal needs and development and inspiring them to a collective vision. According to them, transactional leadership style elevates leadership to a greater level and these leaders tend to have more committed followers. This notion led to the formation of the final four main components of transformational leadership style: idealized influence (charisma), inspirational motivation, intellectual stimulation and individualized consideration (Bass & Riggio, 2006, p. 77). Bass (1999, p. 11), was the first that expanded the concept of transformational leaders by outlining their characteristics, believed that these components are vital aspect of the leader’s follower relationship, which through them is elevated, and leaders can guide their followers to act “beyond immediate self-interests”. These components are highly accepted by many scholars, that attempted to investigate the term and its impact on work environment, and preferred to use Bass’ theory in order to outline the characteristics of transformational leadership (Arnold et al., 2007; Kara et al., 2013; Kelloway et al., 2012; Nielsen & Munir, 2009; Nielsen et al., 2008).

The first component of transformational leadership style is idealized influence and concerns two factors, the actual leaders’ behaviours and the personal qualities that the followers recognise in their leader (Bass & Riggio, 2006, p. 78). On one hand, according to Kelloway et al. (2012, p. 40) idealized influence occurs when leaders act in an ethical way rather than use useful means in order to achieve their goals. Additionally, they have high morality and their self-interests come second in order to achieve the interest of the organisation. Moreover, these leaders are more interested in the long term wellbeing of their subordinates instead of achieving short term financial goals of the organisation. On the other hand, a leader with idealized influence acts as a role model for the followers and gains admiration from them (Bass & Riggio, 2006, p. 78; Odumeru & Ogbonna, 2013, p. 356). In other words, their followers are most likely to reflect themselves in their leaders, mainly because of the spectrum of admiration mentioned earlier, as they see them as individuals with outstanding potentials, courage and persistence (Bass & Riggio, 2006, p. 78). Yammarino et al. (1993, p. 85), agreed with this notion and highlighted that the

followers look up to their leader in order to identify themselves and through this they grow deep feelings of trust and confidence.

The second component is inspirational motivation, leaders with this characteristic “envision a desirable future, articulate how it can be reached, set an example to be followed, set high standards of performance and show determination and confidence” (Bass, 1999, p. 11). Moreover, Bass and Riggio (2006, p. 78) added that this dimension of transformational leadership style, not only embraces motivation and inspiration but also encourages team spirit, enthusiasm and optimism of the followers, while the leaders are communicating common goal and vision. In addition to that, leaders adopting this style, may have higher expectations from their subordinates; they provide them, however with all the needed tools to accomplish a shared goal while giving them autonomy and the ability to develop through decision making moving towards their personal organisational growth (Khan et al., 2016, p. 4). To conclude, leaders who embracing inspirational motivational behaviours have the ability to provide a common vision, communicate it properly and challenge their followers by inspiring them and giving them autonomy.

The third aspect of transformational leadership style is intellectual stimulation, in which leaders are encourage intellectuality, coherence and accurate problem solving of their followers (Bass, 1990, p. 22; Khan et al., 2016, p. 5), while promoting their creativity and innovation (Bass, 1999, p. 11; Bass & Riggio, 2006, p. 78). Furthermore, through intellectual stimulation, followers are encouraged to re-examine their own perceptions, re-evaluate problems and address new situations with alternative methods without being criticised for them (Bass & Riggio, 2006, p. 78; Kelloway et al., 2012, p. 40). Additionally, leaders through intellectual stimulation have the ability to bear with complicated challenges by analysing the main complications of a problem, direct the followers, promote their problem-solving methods and involve them in the process of the challenge. This helps leaders to control their feelings and act driven by logic to a rather challenging situation (Khan et al., 2016, p. 5). From all the above, it is understood that leaders with intellectual stimulation boost creativity, out of the box thinking, involvement and responsible problem solving for the followers through support and coaching.

Last but certainly not least, individual consideration which according to Khan et al. (2016, p. 5) is the fundamental component of transformational leadership style. A leader with individual consideration lays great importance on the followers' needs and development while acting as a coach and mentor for them (Bass, 1990, p. 11; Bass & Riggio, 2006, pp. 78–79; Kelloway et al., 2012, p. 41). In other words, the followers are encouraged to take a step forward and develop their full potential, through constant learning and growth opportunities (Bass, 1990, p. 11; Bass & Riggio, 2006, pp. 78–79). In addition to that, leaders with individual consideration boost the development of subordinates by supervising followers' tasks without making them feeling they being controlled, in that way leaders have a clear vision on which part a subordinate needs development (Bass & Riggio, 2006, pp. 78–79). Furthermore, Khan et al. (2016, p. 5) highlighted that through individual consideration followers are established as great contributors at work environments. This is logic if one considers that with individual consideration leaders not only find followers' needs important but also fully accept and recognise them. A leader with individual consideration also promotes personalized communication with the followers (Bass & Riggio, 2006, pp. 78–79); while displaying “empathy, compassion, support and guidance” that promotes employee wellbeing (Kelloway et al., 2012, p. 41). In a nutshell, leaders with individual consideration help subordinates to reach their personal development goals and become a better version of themselves by creating an open, consultative and supportive climate for the followers.

These four components that characterize leaders' behaviours and form transformational leadership style. As mentioned above transformational leadership style is aiming on improving leaders and followers while focusing on archiving common goals in a long-term basis, this is the main reason why this style is so differentiated from all the others.

From all the above it is understood that transformational and transactional leadership styles are quite different. Mohiuddin (2017, p. 2385) outlined the main differences of these two styles, and the leader's behaviours that come along. First and foremost, transactional leadership style concerns a transaction between leaders and followers which means a “two-way process of exchange”. On the contrary, transformational leadership style is a one-way type of relationship, where the leadership has the role of mentor in order to elevate morality of the followers and lead them to higher motivational levels.

Additionally, transactional leaders feel more comfortable on tradition form of leadership and they prefer to stick to the existing organisational culture and structure. Alike transactional leader, a transformational leader will try to transform organisational culture by new innovative ideas, theories and objectives. In that way, followers' perception for their part at the organisation are also being transformed. Furthermore, a transactional leader draws high attention on corrective actions and rewards only when the desirable outcomes are achieved and the performance is satisfactory. On the other hand, a transformational leader trusts the followers; thus, they have high autonomy and major possibilities to thrive on their own.

1.4.3. Ttransformational leadership, wellbeing and organisational performance

Many scholars have tried to analyse this relationship through their researches. The existing literature on the topic suggests a rather significant association of transformational leadership with wellbeing (Arnold et al., 2007; Kara et al., 2013; Kelloway et al., 2012; Liu et al., 2010; Nielsen & Munir, 2009; Nielsen et al., 2008; Skakon et al., 2010). Liu et al. (2010, p. 456) suggested that positive leadership – leading with positive principles of passion, skills and confidence, in order to inspire – creates the ability of improving employee's wellbeing. They also recommended that the closest style of leadership that match these positive notions is transformational leadership style.

According to the literature, transformational leadership and wellbeing is a relationship with a rather great range of supporting mediators such as job satisfaction (Kara et al., 2013; Liu et al., 2010; Nanjundeswaraswamy et al., 2014; Nielsen et al., 2008), meaningfulness (Arnold et al., 2007; Sivanathan et al., 2014), trust in management (Sivanathan et al., 2012; Kelloway et al., 2012; Liu et al., 2010), self-efficacy (Nielsen & Munir, 2009; Liu et al., 2010; Sivanathan et al., 2012), organisational and occupational identity (Sivanathan et al., 2012) and work life balance (Kara et al., 2013).

More specifically Munir et al. (2012), in their research have revealed that transformational leadership is directly related with job satisfaction and psychological wellbeing. On top of that, they believe that transformational leaders' behaviours are linked with work life conflict in a way that effects employees wellbeing in a direct level.

This is logic if one considers that leaders have a great impact on employees through their authority and control over work life balance of their subordinates (Munir et al., 2012,). Moreover, Liu et al. (2010,) in their research about Chinese employees, found that trust in the leader and self-efficacy were closely associated with wellbeing, and indicate the strong impact of transformational leadership in perceived work stress and its symptoms. In their study a strong link between leadership style and employee wellbeing was established, by highlighting the significance in trust in management and elevation of self-efficacy. Arnold (2007) in his continual study, also established this relationship (transformational leadership style – wellbeing), however in his study meaningful work was recognized as the mediator factor between these terms. He expressed meaningful work as the main mechanism that work in the process of transformational leadership towards high psychological wellbeing. The findings of Arnold (2007) were enriched form the research of Sivanathan et al. (2012). They suggested that despite meaningful work there are other psychological processes that empower the influence of transformational leadership on wellbeing. According to his theory, there are four key phycological elements that are strongly associated with wellbeing and transformational leadership: “self-efficacy (i.e., belief in your ability to perform), trust in management (i.e., belief in your leader), meaningful work (i.e., a sense of making a valuable contribution), and identity with your organization and occupation (i.e., a sense of belonging to an important collective)’’(Sivanathan et al., 2012, p. 249).

Bass (1990) continued his theory of transformational leadership and highlighted the effect of this style in the organisation. In his attempt to compare transformational leader with transactional he came into the following conclusions: transformational leader is more pleasant and performing better on the eyes of the employees, these leaders have an improved relationship with superiors and they bring more to the organisation. On top of this, later in his work he enriched his theory by drawing attention to the performance of the transformational team. He suggested that these teams through intellectual stimulation, inspiration and identification with the team’s goals are functioning in an exceptional way. Thus, their performance is rather high (Bass, 1999). Podsakoff et al. (1990) agreed with this notion and added that transformational leadership influences results in a personal as well as organisational level by effecting employee satisfaction and performance, in the extend of boosting overall team strength. Furthermore Samad (2015, p. 445)

recommended that the interaction between leadership style, employee wellbeing and organisational results is highly suggesting that wellbeing is highly effecting organisational performance.

As mentioned earlier in this theoretical review wellbeing and organisational vitality are two factors that clearly and directly linking together and especially in the hostile environment of hospitality, this relationship appears to have significant importance. In fact, Kara et al. (2013, pp. 10–11), draw attention towards this direction and identify leadership and its implementation as the main aspect of improving organisational wellbeing. Thus, the fundamental aspect of success in hospitality, according to them is a supervisor that inspires the employees to achieve their best possibilities of achievements, to be committed, innovative and make good strategic practical choices. On the contrary, an unsuccessful leadership will be harmful for the organisation, by playing a significant role on employee turnover, mainly because of high costs of recruitment and training of new human resources. Their research suggested that transformational leadership presented a great link with work life quality; through the impact of transformational leadership on performance and productivity, employees enjoy their work in an extend that improves their quality of work life. This improvement has a negative impact on employee burnout at work, a positive impact to commitment, which in turn is a positive indicator of life satisfaction. Therefore, they believe that transformational leadership go together with better quality of work life and wellbeing, while enhancing employee's "basic growth needs". Finally, Kara et al. (2013, pp. 15–16) recommend transformational leadership as the most appropriate in hospitality industry; due its potential to mitigate all the negative aspects of the work environment of tourism and at the same time enhance employees' wellbeing by boosting commitment and battle employee turnover.

2. EMPIRICAL PART

2.1. Methodology

The global trend of wellness influenced also Greek tourism organisations. In a country like Greece, where the spa culture is not really popular compared to Nordic countries, most of the local spas are facilitated and operating within tourism organisations. According to Hellenic Chamber of Hotels website, only in 2018, five-star hotels were 550 and four-star hotels 1581 across the country, a number that shows the importance of demand on tourism employees. The present masters' Thesis will be focused on the spa employees in Greece that work in spas which are facilitated within tourism organisations.

In the present study the author decided to choose the quantitative method of research. The reason for this choice, is mainly because of the nature of the topic. In this Thesis the author attempts to investigate a relationship between very specific variables. This relationship will be analysed through the correlations between these variables. Additionally, through quantitative methods human behaviours and thoughts could be observed and presented via numerical data, thus the subjectivity of the author is limited and cannot affect the results of the research (Walliman, 2018, p. 113)

For the purpose of the present quantitative research the author of this thesis chose the distribution of questionnaires as a tool for data collection. More specifically questionnaires were distributed to sample of spa employees in Greece. The reason why questionnaires have been chosen as a data collection tool is mainly because they allow a great deal of information to be collected, while at the same time freedom of expression and communication of various opinions is assured through anonymity of the questionnaires (Codó, 2008).

More specifically, the questionnaire was personal, anonymous and based on self-evaluation. The author used Google Forms platform in order to create the electronic form

of the questionnaire in Greek language, since the electronic distribution was a necessity due to covid-19 epidemic in Europe at the time the research was taking place. Therefore, the questionnaire was distributed through social media platforms such as Facebook and Instagram as well as through emails. The email addresses were retrieved from the official websites of various hotel spas in Greece in order to contact spa professionals, while the questionnaire was posted on Facebooks' groups and pages, that are concerning seasonal hotel and spa employees.

Additionally, the questionnaire for the present thesis consists of 34 items, distributed in three parts (see Table 2.1.). The majority of the questionnaire was written by the author based on the existing literature on leadership (Avolio et al., 1991; Bass, 1990, 1999; Bass & Riggio, 2006), while only the questions about wellbeing assessment are taken from the Copenhagen Psychosocial Questionnaire (Burr et al., 2019)

Table 2.1. Structure of the questionnaire

VARIABLE		QUESTIONS	SCORING KEY
Copenhagen Psychosocial Questionnaire	GROUP A		1 = Does not fit, 2 = Fits a little bit, 3 = Fits quite well, 4 = Fits perfectly
	Self-efficacy		
	GROUP B		1 = Very unsatisfied, 2 = Unsatisfied, 3 = Neither/Nor, 4 = Satisfied, 5 = Very satisfied
	Job satisfaction		
	GROUP C		1 = To a very small extent, 2 = To a small extent, 3 = Somewhat, 4 = To a large extent, 5 = To a very large extent
	Work Life Conflict		
	Meaningfulness at work		
	Trust in Management		
	Important factors at work		1 = Not important at all, 2 = Least important, 3 = Important, 4 = Very important, 5 = Most important
GROUP D		1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree	
Transactional	17–23		
Transformational	24–32		

The questionnaire (see Appendix 1) starts with the small introduction where some clarifications about the purpose and the goal of the survey are included. Additionally, it is pointed out that questionnaires are anonymous and the results will be used only for the sake of research.

The first part included all the demographic characteristics and in total four items. This section consists of personal and professional questions for the participant, such as gender, age, educational level and position in the organisation.

Moreover, the second part of the questionnaire contains all the questions regarding the participant's workplace and consists of three main groups (A, B, C), that include 16 items. In this part the interviewers are asked to do a self-evaluation of their wellbeing at work as well as an evaluation of specific factors at work that are important to them. The first 12 items of this part concerning wellbeing self-assessment and they were taken from the third version of The Copenhagen Psychosocial Questionnaire (COPSOQ III) (Burr et al., 2019; Llorens et al., 2019) in order to measure the psychosocial working environmental exposures. On the contrary, the items about important factors at work (items 13–16) concerning participants' perception about what they find important and they were created by the author based on the existing literature.

The COPSOQ is a significant tool for psychosocial environment at work. It is recognised in twenty countries and it has a broad range of use (Burr et al., 2019; Llorens et al., 2019). The main focus of this questionnaire is to locate and measure the prevention of psychosocial hazards, organizational development and protection of employees' wellbeing. It is designed to provide information about the psychosocial risk and assist the design and implementation of measures that facilitate improved working conditions. This questionnaire was constructed after five years of research in Copenhagen from a group of researchers in The National Research Centre for Work Environment (NRCWE) (Burr et al., 2019; Llorens et al., 2019). The version that is used in the present thesis is COPSOQ III and in its initial form it contains 27 psychosocial evaluation variables (scales). However, in the present thesis, only five of these variables from COPSOQ III are used: self-efficacy (3 items), job satisfaction (3 items), work life conflict (2 items), meaningfulness (2 items) and trust in management (2 items). These items are evaluated by a 5-point Likert internal scale according to COPSOQ III manual. More specifically, different question groups are evaluating different variables and have a different scoring key. Therefore, three different groups of questions have been formed according to the variable each group has examined and the scoring key they have (see Table 2.1.).

Last but not least, Group D (items 17–34) is concerning all the items that examine the perceived leadership style (items 17–32) and a question about the leaders that participants have experienced (item 33).

As far as the items examining the participants' perceived leadership style are concerned (questions 17–33), two major leadership styles have been examined according to the modern theory of leadership. These questions were formed by the author, according to the existing literature around transformational and transactional leadership styles and their characteristics (Avolio et al., 1991; Bass, 1990, 1999; Bass & Riggio, 2006). More specifically, there are seven items concerning the major principles of transactional leadership style such as management by exception, responsive nature, strict boundaries, rules and roles and last but not least reward and punishment. Additionally, there are nine items that represent transformational leadership style, based on the theory of the main four attributes of transformational leadership style: individual consideration, idealized influence, intellectual stimulation, inspiration and motivation.. All these sixteen items mentioned above are evaluated with a five-point Likert scale (see Table 2.1).

Furthermore, item 33 is formed in order to examine if the participants have ever met a leader who was/is fulfilling their expectations. This is a closed type multiple-choice question with the following options: yes, no, sometimes and often. Moreover, this is an additional question to understand if the participants are pleased with the leader they have or had in the past.

The stages and procedures that took place in order to complete the research process were six. The first step includes the formation of the questionnaire according to the specific literature. The second step includes the translation of the questionnaire from English to Greek, that was a crucial step for the validity of the research, since the questionnaire should be completely understood from the sample. The third step consists of the creation of the digital form of the questionnaire using Google Forms as a tool. The fourth step includes the conducting of a pilot survey. The pilot survey was distributed to five family and friends, in order to understand if the questionnaire is efficient enough as well as to detect any issues on the structure of the questionnaire and comprehension of questions. In that way the second step assists thoroughly on monitoring the degree of effectiveness of the questionnaire. At this point it is important to mention that there were no issues

detected through the pilot survey procedure. The fifth step, the main stage of the research, concerns the digital distribution of the questionnaires to spa employees through social media channels as well as emails. At this point an attempt was made to reach out to spa professionals through posting the questionnaire on various groups on Facebook platform, as well as reaching out to various spas through emails. More specifically the data collection procedure lasted 60 days and took place from 1st of June 2020 until 30th of July. The last step contained the collection of the questionnaires and the data analysis.

As far as the sample for the present research is concerned, it was very targeted. More specifically the present thesis is focused on seasonal spa employees (spa managers, assistant spa managers, spa receptionists, spa therapists and other specializations), working in spas within the tourism industry in Greece. The sample is 118 spa employees participating in the research. The majority of the sample are women. This is logical if one considers the nature of the sector and the dominant perception in Greece that the spa industry is mostly a “female” sector. Furthermore, the research sample was spa employees that are working seasonally on Greek islands and not on the mainland, while the age of the sample is over 18 to 45 years old. The educational level of the sample had a variation between high school and Masters’ degree. The research was focused on this specific sample in order to collect useful data, that will deeply assist the exploration around leadership styles and spa employees’ wellbeing. Furthermore, the sample could be considered quite satisfactory, however it certainly does not provide the possibility to make generalizations for the spa sector as a workplace.

Furthermore, in order to analyse the data for the present research, the author chose to use the statistical analysis software from IBM; the SPSS Statistics software. Moreover, the data analysis of the present thesis was executed in two stages. First stage concerns the descriptive statistical analysis of the data while the second concerns the comparative statistical analysis.

More specifically, as far as the descriptive statistical analysis is concerned, for the analysis of closed end questions, tables and figures of frequencies, percentages, valid percentages and cumulative percentages were used.

In addition to that, the analysis was targeted on creating scores for each variable. That means that for each wellbeing variable as well as leadership variable, scores were created in order to calculate the correlation between those variables. Therefore, five different scores were calculated, through the SPSS algorithm for the wellbeing variables: Self-efficacy score, Job satisfaction score, Work Life Conflict score, Meaningfulness at work score and Trust in management score. All these wellbeing variable scores together are revealing the workplace wellbeing levels of the sample, as it is calculated by the questionnaire of the present thesis. In the same way, two different variable scores were calculated for transactional and transformational leadership style variables. These scores are presenting the association of the sample as far as perceived leadership style is concerned.

In addition to all the above, the comparative statistical analysis concerns the detection of statistically significant associations between the groups of questions and the demographic characteristics of the sample. To be more precise, Pearson correlation coefficient score was used to detect significant correlation between quantitative items (open end questions) and analysis of variance (ANOVA) in order to track a significant correlation between a qualitative and quantitative item. Though the data analysis all the associations between the variables were examined. However, the research was focused on analysing only the variables' correlations with significant statistical value. The statistical significance level was calculated and set on a rate of 0.05 and the correlations that presented significant statistical data examined thoroughly. Finally, the reliability and the validity of the research was assured with the usage of the rather popular Cronbach's Alpha measurement. More specifically, the score of Cronbach's Alpha measurement for the present thesis questionnaire reveals the internal consistency of the questionnaire. More specifically, Group A scored 77.3%, Group B scored 71.4%, Group C scored 84.3%, Group D 63% and the control question 81.2%. These scores demonstrate a rather sufficient internal consistency as far as the groups are concerned.

2.2. Data analysis & results

2.1.1. Descriptive statistics

In the current study 118 respondents participated: 104 females (88%) and 14 males (12%). Respondents were divided into three age groups: 18–24 years (8.5%), 24–34 years (68.6%), 35–44 years (22.9%). Main respondents have bachelor's or vocational school degree (Figure 1).

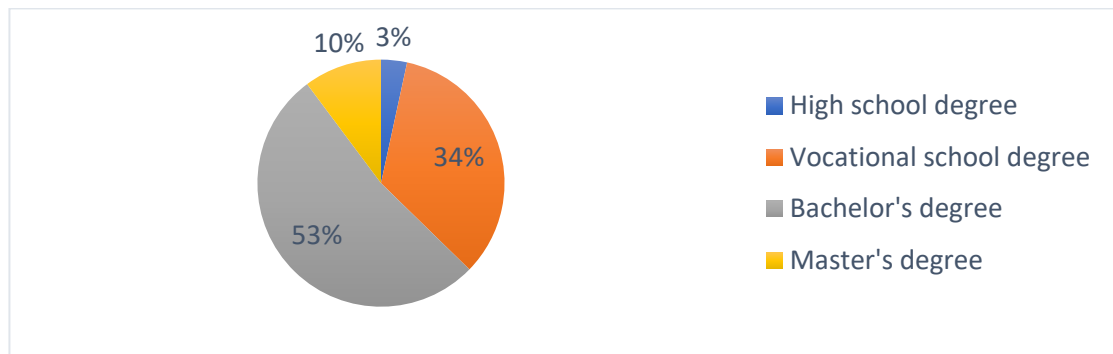


Figure 1. Educational level percentages

Most of the respondents were spa therapists (57.6%); assistant spa managers were 28.0%, spa receptionists were 11.9% and spa managers was only 2.5%.

As far as self-efficacy items are concerned, the sample responded quite positively. Most of the respondents (57.6%, $M = 4.1$) feel quite confident in handling unexpected events and agreed (55.9%, $M = 4.1$) that it is quite easy to stick their plans and reach their objectives (see Figure 2). If respondents have a problem, they are perfectly able to find several ways of solving it (49.2%, $M = 4.4$) (see Figure 2). In addition to that none of the responders felt that the items of self-efficacy does not fit at all. Overall self-efficacy means scored rather high with the third item “When I have a problem, I can usually find several ways of solving it” scoring 4.4.

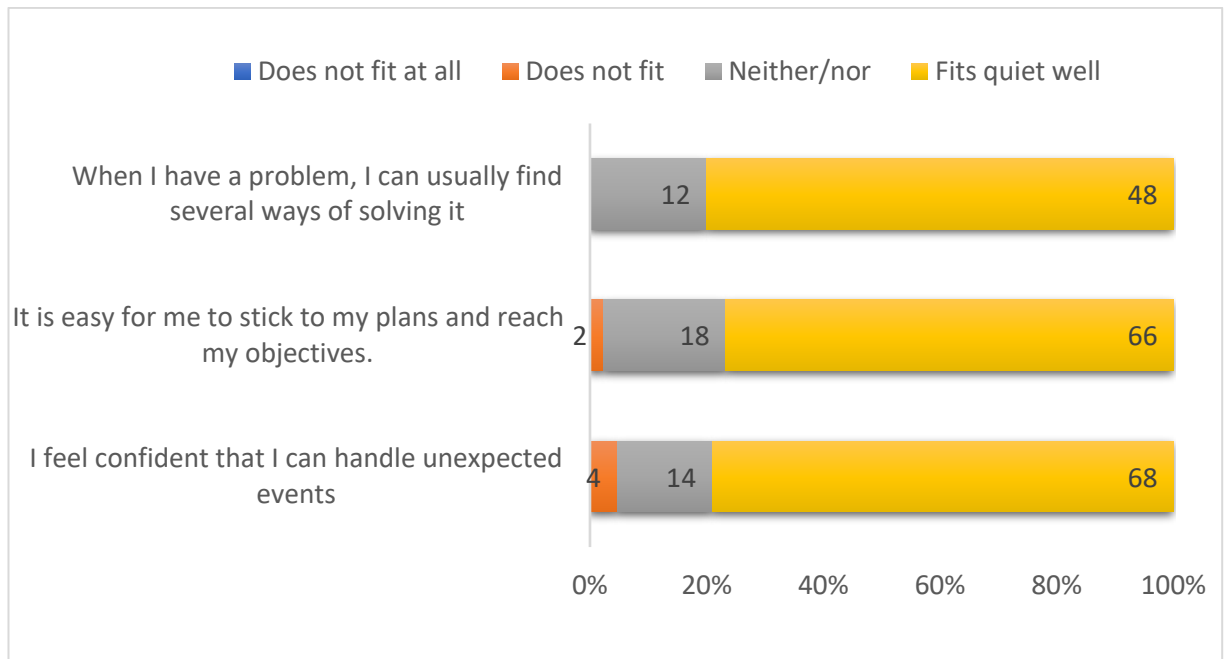


Figure 2. Self-efficacy consolidated data

Furthermore, as far as job satisfaction items are concerned, participants responses state that they are quite satisfied with their job. More specifically, the majority of the sample is satisfied with their work prospects such as promotion possibilities and career development (63%, $N = 74$), while a rather significant percentage of the responders find satisfying their work as a whole (61%, $N = 72$). Overall, the means of job satisfaction items were high. The item with the highest mean was the one concerning the satisfaction at job as a whole, scoring 3.7. Following the item about work prospects scored and physical working conditions scored both 3.6.

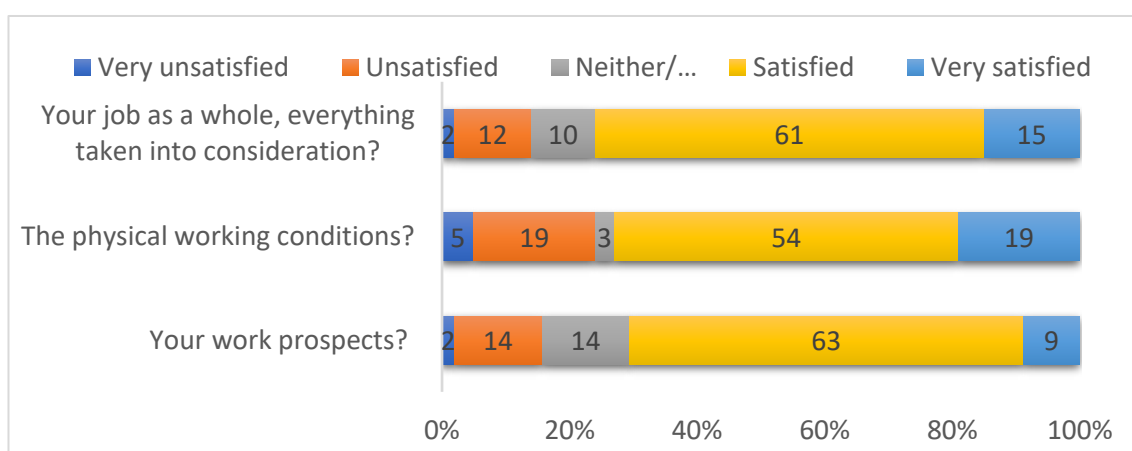


Figure 3. Job satisfaction consolidated data

On the contrary, the data results for work life conflict were rather controversial. In a sense that some responders seem to find that their work drain so much energy from them and has a negative effect on their personal life in a small extend (36%, $N = 42$) while others think that their work drain their energy, with an effect on their private life to a large extend (20%, $N = 24$). Additionally, some of the responders think that to a large extend, they have to make changes to their personal life due to work-related duties (36%, $N = 42$). In general, the item with the highest mean was the one related on how work duties are affecting private life and it scored 3.2 while the item concerning the energy consumption and its effect on private life scored 2.7 (see Figure 4).

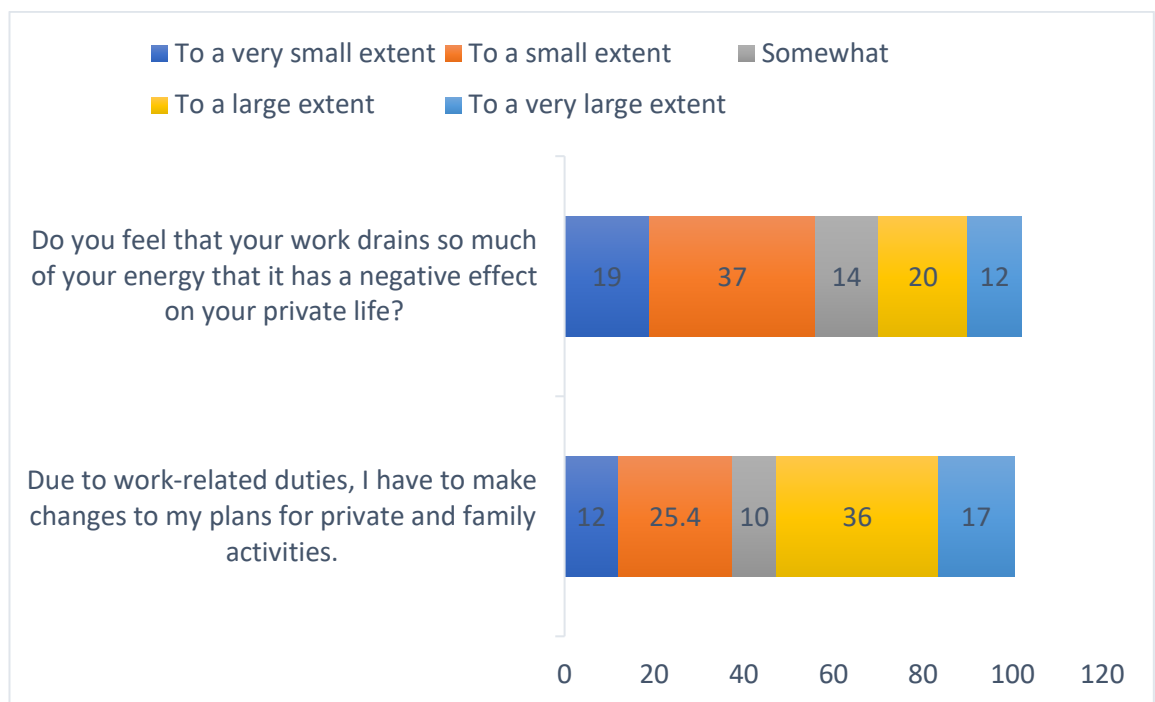


Figure 4. Work life conflict consolidated data

Following, the variables of meaningfulness at work scored quite high, with both of the items scoring a mean of 4.1. Most of the responders think that what their work is important (56%, $N = 66$). In addition to that, more than the half of the responders think that their work is meaningful (53%, $N = 62$). Furthermore, as far as trust in management is concerned, the sample responded rather positively on this variable as well. The majority of the sample not only, thinks that the management trust them to do their work well (48%, $N = 56$) but also that there are free to express feeling and views at their work freely (48%, $N = 56$). Last but not least, the last item of this section was concerning important factors

at work. Most of the responders find that the developing new skills at work is the most important factor at workplace (37%, $N = 44$) and therefore this item scored higher with a mean of 4.1 (see Figure 5). Following according to the sample responses, very important are financial rewards (32%, $N = 38$), while social interaction at work is important but not as important as new skills development and financial rewards (37%, $N = 44$). Overall, according to the mean results of these items the most important factor is developing new skills, with a mean of 4.1, while second come financial rewards and professional recognition, both with a mean score of 3.9 and least important is social interactions at workplace scoring 3.5.

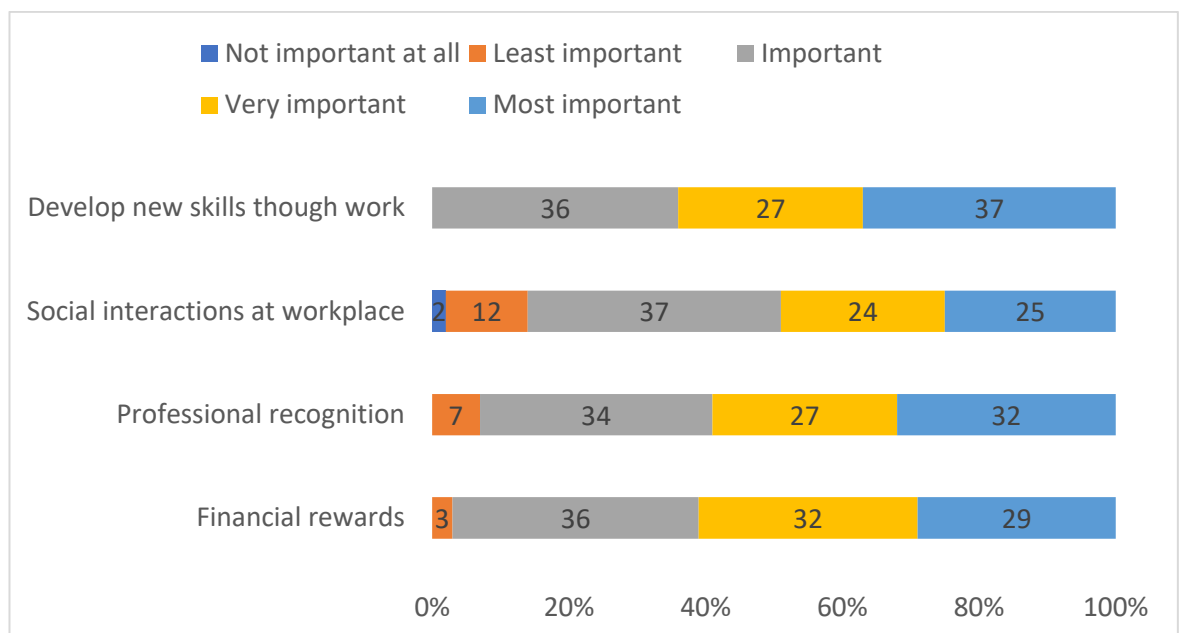


Figure 5.. Important factors at work consolidated data

Furthermore, the second part of the questionnaire included all the items concerning transactional and transformational leadership style. The data collected from this part was rather interesting. However, for the present part the author decided to highlight the means of these items since the items were fourteen and the data collected were rather large.

As it is presented on Table 2.2 the item that collected the highest mean was the one concerning the satisfaction expressed by a leader to the team members. More specifically, most of the sample strongly agreed that a leader should show his/her satisfaction to the subordinates (50,8%, $N = 60$). Additionally, some of the responders agreed that a leader

should make clear what rewards are given for the efforts of a team member (61%, $N = 72$), while more than half of the responders agreed that a leader should make clarification for each team member according to their responsibilities (55,9%, $N = 66$). Therefore, both of these items scored second as for as means concerned, with both concentrating 4.2. This fact leads on understanding that the most desirable transactional leadership behaviours from spa employees are the expression of satisfaction from the leader (for example appraisal or positive feedback), the implementation of rewarding system and the clarification of the tasks.

Table 2.2. Transactional leadership style means

Item	Mean
Be clear about what rewards are awaiting a team member for an accomplishment	4.3
Show satisfaction when a team member performs well	4.4
Record each mistake	3.7
Concentrate particularly on problems, complains and deficiencies	3.5
Clarify to the team member whose responsibility is which task	4.3
Intervene only when a matter is of great importance	2.9
Give support only as an exchange to an effort of a team member	1.9

Moreover, on Table 2.3 the means of transformational leadership style are presented. As it is shown, the items concentrating the highest mean score (4.6) is the one concerning the time a leader is spending on mentoring his/hers subordinates in order to develop new skills, the one about the morality of a leader and the one about supporting subordinates. To be more precise, most of the responders strongly agreed that a leader should mentor and sped time with the employees in order for them to learn new things (63%, $N = 74$). Moreover, the majority of the sample, also strongly agreed that a leader should take into consideration the moral consequences of his/her actions (61%, $N = 72$). On top of all this a great amount of the sample strongly agreed as well that a leader should support the subordinates with clear directions (59%, $N = 70$). In other words, when it comes on transformational leadership behaviours, the perception of spa employees on a leader is

dictating that a leader who displays high morality, concern and encouragement for employees' development and support, is considered to be a good leader. Overall, it is safe to say that the data collected from this part are presenting that the transformational behaviours are perceived in a positive way since most of the items have scored a high mean (see Table 2.3).

Table 2.3. Transformational leadership style means

Item	Mean
Spending a considerable amount of time on teaching team members new skills	4.6
Interact with each team member as an individual with different needs, skills and ambitions	4
Think about the moral consequences of his/her actions	4.6
Think that is important for the team to have a collective sense rather than an individualistic	4.4
Refer to own beliefs and values while handling important matters at work	2.9
Support team by giving clear directions	4.6
Be positive about the future and the goals that will be achieved	4.4
Review important parts of the workflow, that are taken for granted, and question their suitability	4.2
Presenting new innovative ways to solve a problem	4.2

The last item of this part was concerning the experience of the responders on leader. More than the half of the sample responded that sometimes they had a leader that fulfilled their expectations (50.8%, $N = 60$), while some of them responded positively that they have been working with a leader that is fulfilling their expectations (30.5%, $N = 36$). In general, the sample has shown that at least some time, they found a leader that was keeping up with their anticipations

2.2.2. Comparable statistical analysis

At the present thesis, through the comparable statistical analysis of the data, significant correlations among the variables were found, these correlations and their statistically significant value is presented on Table 2.4.

Table 1.4. Correlations and p-values among variables

VARIABLE A	VARIABLE B	P-VALUE
job satisfaction	education	0.007
	self-efficacy	0.225
	work life conflict	-0.366
	meaningfulness at work	0.463
	trust in management	0.526
trust in management	meaningfulness at work	0.335
	transactional leadership	-0.292
	work life conflict	-0.436
work life conflict	meaningfulness at work	-0.271
transactional leadership	transformational leadership	0.367

Job satisfaction presented the most relationships with all the other wellbeing indicators as well as education. The significant correlation that was found through the comparative statistical analysis was the direct association of job satisfaction and education. As it was found through the comparative data analysis mean index of job satisfaction on high school graduates is 4.1, on vocational school graduates is 3.8, on Bachelor graduates is 3.7 and on Master's degree graduates is 3.0. From these numerical results, it is observed that, as the level of education of the sample is increasing, job satisfaction level is decreasing accordingly. In addition to all the above. from the analysis of the variance (One-way ANOVA), a rather significant statistical association could be found between education and job satisfaction ($p = 0,007$).

Another correlation revealed from the data results of the present thesis, self-efficacy seemed also to be related with job satisfaction. More precisely, according to the statistical measurement Pearson correlation coefficient there is a correlation between these two scores, which is characterized as positive and low intensity correlation (low degree of correlation). In other words, increasing self-efficacy will lead to a low intensity increased job satisfaction and the opposite. Moreover, another relationship between variables has emerged from the present research: job satisfaction score with work life conflict score. According to Pearson correlation coefficient there is a statistically significant relationship between job satisfaction and work life conflict, which can be identified as negative and low intensity correlation (low degree of correlation). That means that increasing job satisfaction will lead to a low intensity decreased work life conflict and the opposite. In addition to that job satisfaction seemed to be correlated with meaningfulness at work as

well. The study has shown that these two variables present a as positive and medium intensity correlation (moderate degree of correlation). More specifically, increasing job satisfaction will lead to a medium intensity increased meaningfulness at work and the opposite. Furthermore, another direct relationship with job satisfaction had trust in management variable. According to Pearson correlation coefficient these two variables seemed to correlate positive with a moderate degree of correlation. A simple explanation of this relationship is that the highest the job satisfaction is the highest the trust in management will be and the opposite.

Furthermore, a variable that presented a lot of statistically significant relationships was trust in management. This indicator of wellbeing seemed to be related with meaningfulness at work, transactional leadership behaviours and work life conflict. More specifically the relation between trust in management and meaningfulness at work was examined. This correlation as Pearson coefficient measurement indicates is a positive and low intensity correlation. To make it more clear increasing meaningfulness at work will have a positive impact on trust in management by increasing it also and the opposite. In addition to that trust in management presents a positive low degree correlation with transactional leadership style behaviour, which means automatically that the trust in management is increasing when the perceived leadership behaviour revealing a transactional leader. Moreover, trust in management present also a negative relationship with work life conflict. However, this relationship is stronger, with a moderate level of correlation (medium intensity correlation). In that sense when work life conflict is increased then the trust in management will be affected negatively.

On top of all that work life conflict seemed also to present direct relationship with meaningfulness at work. These factors are presenting a negative correlation between them. That means, that meaningfulness at work indicates a low intensity correlation (low degree of correlation); which means that, increasing work life conflict will directly lead to decreased meaningfulness at work and the opposite.

Last but certainly not least, transactional leadership style is correlated with transformational leadership style with a low degree correlation. A quite peculiar finding, which leads to the conclusion that increasing perceived behaviours of transformational leader will lead to increased perceived behaviours of transactional leader.

2.3 Discussion and recommendations

The present thesis research has presented rather important data results around wellbeing and leadership style relationship. On this chapter these results will be discussed and special focus will be given on the correlations discovered during this research reveals the variables of wellbeing as well as the variables of transactional and transformational leadership behaviour.

First it is important to mention that as far as wellbeing variables concerned the sample responded quite positively. In other words, it is safe to make the assumption that the responders were rather happy with their work. To be more precise, all the indicators of wellbeing that was examined on the present research (self-efficacy, meaningfulness at work, trust in management, work life conflict and job satisfaction) had satisfying scores.

More specifically spa employees seemed to have high levels of self-efficacy. Most of them feel confident, effective and believe they are capable of handling problems at work. This is logic if one thinks of the complex tourism industry environment which requires high flexibility mainly because of the service-orientated product. Another interesting result as far as self-efficacy concerned is its direct correlation with job satisfaction. Job satisfaction and self-efficacy seemed to be correlated as well. This type of correlation reveals that the spa employees who feel confident about themselves and their capabilities are also the ones that are satisfied by their work. Also, the more confident an employee is, the more the satisfaction this employee will gain from his/her work. Other scholars connected self-efficacy with work life conflict, by highlighting the strong effect of high life quality to employees' effectiveness, however the present thesis results have not indicated a direct or indirect correlation with these two variables (Janes & Wisnom, 2010).

Furthermore, spa employees displayed also high scores as far as meaningfulness at work concerned. The majority of the responders feel that their work is meaningful and that what they do for a living is rather important. Additionally, meaningfulness at work present a significant relationship with job satisfaction. This means that if the spa employees can find a meaning at their work and they feel important then they are satisfied by their job. This is logic if one considers, that finding meaning and value on work definitely affect

the perception of an employee around his/her satisfaction from work. Also, it was revealed from the present data that meaningfulness at work affects work life conflict. Apparently finding a meaning at work leads spa employees to feel less energy-drained from their work, they also feel that there is a better work life balance when they perceive their job as important. This is rather interesting result especially because of the nature of the tourism industry, where work life balance is a very sensitive matter (Lucia-Casademunt et al., 2015, p. 97; Huong et al., 2016, p. 948).

On top of all this meaningfulness at work seemed to be correlated also with trust in management. Most of the spa employees that participated on this survey seemed to feel that their management trusts them while they also feel capable to express themselves freely at their work. According to the present thesis this high level of trust in management has an effect on how spa employees perceive and find a meaning to their work. Also, according to the data analysis if an employee management relationship is thriving with trust then the employee feels that what he/she is doing is important. Moreover, trust in management is also connected with job satisfaction. In other words, the employees that feel they can trust their management and they can express themselves freely gain more satisfaction from their work, while on the opposite way if employees are satisfied by their work then they start building trust with their management. These results confirm Huong et al. (2016, p. 948) theory that employees' that feel respected, valuable and accepted in a team from both management and co-workers are presented increased participation and engagement as well as high levels of wellbeing. Another important result is that trust in management is connected with work life conflict, in a way that if the trust in management is elevated then the spa employees feel that they have work life balance and that their work will not interfere with their personal life. At this point it is important to mention that work life conflict has shown rather controversial results at the present thesis. This presents definitely an interesting data while spa employees seemed to be divided on this matter. Some of the responders think that their work life balance is disrupted to a small extend while others think that this happens to a large extend. This can be explained because the spa position of the sample was various. The author can only assume that in spa environment the people with higher responsibilities probably will not have the desirable work life balance, while the employees with lower positions will be able to maintain their work life balance. This is logic if one considers that, especially frontline tourism

employees find it quite hard to maintain work-life balance mainly because of the long working hours (Lucia-Casademunt et al., 2015, p. 63; Deery & Jago, 2009, p. 106). Following the results of the present research indicated that work life balance is definitely affected by job satisfaction. This is a logical result if one considers that the more employees feel satisfied and happy for their work the less they feel that their work life intervene their personal life. On the contrary if employees are unhappy with their work then they will feel that their work life balance is disrupted.

From all the above it is understood that job satisfaction variable has presented the most correlations with the other wellbeing variables which explain the fact that other authors also identified it as the major indicator of wellbeing (Grawitch et al., 2006, p. 135). From the data analysis it is revealed that the spa employees are not only satisfied with their work prospects but also with their work as a whole, taking everything into consideration. This is a rather controversial results since other authors highlighted that tourism employees suffer from low job satisfactions and organisational commitment (Kusluvan et al., 2010, p. 186), however the sample of the present research is quite happy with their work. Another interesting finding concerning job satisfaction was the direct relationship that this variable appears to have with the education level of the spa employees. From the present data, it is displayed that as the spa employees with higher educational level seemed to be less satisfied with their work and the employees with lower educational level seemed to present high job satisfaction. This fact can be explained mainly because the employees with higher educational level perceive differently their work, they have more expectations from it, they do not compromise and their desire for development has changed; probably because they have invested more time and financial resources on their education.

Other interesting finding that revealed through the present thesis are concerning transactional leadership behaviours. First and for most, perceived transactional leadership behaviour seemed to be directly associated with trust in management. The data have showed that if the spa employees perceive transactional leadership behaviours, then their trust in management is increasing. In the same norm, high levels of trust in management from employees indicate transactional leadership behaviours.

Last but not least, in an attempt to investigate the relationship between leadership behaviours and wellbeing of spa employees in order to answer the research question, a rather peculiar finding came as a result. This research did not present any significant results as far as wellbeing variable and leadership style behaviours concerned. However, it seemed that transactional leadership behaviour is correlated with transformational leadership behaviour. In other words, spa employees think that a leader should display both transformational and transactional behaviour, while these two are correlated in way that when the transactional behaviours are displayed then this is an indicator of transformational behaviours displayed by leaders and the opposite.

Based on the data and results of this research the following recommendations can be given. The recommendation of the present thesis could be separated in two categories. The first concerns all the people that are on action such as, spa service and hospitality providers and spa managers, while the second concerns the researchers of wellness sector.

First and foremost, spa managers should understand clearly their demanding and complex role and the great impact that this role has on their employee's wellbeing. In that sense they are asked to act in two levels. They should be aware of efficient human resources management, in a way that they understand how to act towards their subordinates in order to inspire and motivate them as well as elevate their skills. This could be achieved with special team bonding events organized by the spa manager, specific training for each individual in order to expertise specific skills and constant encouragement of the subordinates to reach higher objectives. Also, a spa manager can reach the objectives of the team by implementing rewards system, as well as positive feedback.

Additionally, spa managers need to be flexible enough in order to be able to act in a specific way in a specific situation, this level requires not only the right management training as well as specific personality traits, such as high level of adaptation and empathy. These personality traits can be evolved through

However, these two components that can elevate spa managers to be great leaders should be encourage by the higher-level management. That means that the owners of hotel or the general managers should embrace a specific organisational culture which encourages the constant training for the manager of each sector, in a way that managers will be trained

not only for the development of their practical skills but also, on how their behaviour on their subordinates will be formed. In that sense the spa managers will be aware of how efficient human resources management is implemented.

Moreover, the present research is only a small sample of how workplace environment and relationships formed within this environment could affect an individuals' wellbeing. The author is encouraging other scholars to research more specifically the role of spa managers and the stressors that these types of managers are up against. Also, further research could be made around the spa employees wellbeing in a full-time job and not in seasonal positions, as the present work has examined. In addition to that, another rather interesting research path is to explore how organization culture of high-level management is affecting spa managers. Last but not least a rather interesting recommendation for further research is to examine, since the spa sector is dominated by women, how gender is affecting the perceived leadership style in spas.

CONCLUSION

Employees' wellbeing and leadership is a rather popular subject of research the last decade. As the hospitality and wellness sector is growing, the need of capable happy service providers is also a necessity. Spas are also a part of the hospitality sector, in which the employees are asked to deliver services in a high level, in order to reach managements objectives. However, it is vital for them not only to be happy with their work but also to maintain a rather good relationship with their leader, in order to be productive and efficient.

The present study has investigated the relationship among wellbeing and perceived transformational leadership styles on spa employees' in Greece. The author in attempt to investigate this relationship, stated the following question "How the perceived transformational leadership style effects employee's wellbeing in spa sector?". Also, in order to investigate this relationship, the author aimed to understand what are the factors that affect employee's wellbeing and in which way these factors are associated with perceived leadership style. This was achieved in several steps in the present thesis. After examining the present literature, main focus was given to the great indicators of employees' wellbeing (self-efficacy, job satisfaction, meaningfulness at work, trust in management and work life conflict) as well as the most dominant modern leadership styles: transactional and transformational. Also, special attention was given to understanding the complexity in a human resources management point of view, of spas facilitated within the tourism sector and the challenges that come along.

Furthermore, in order to achieve the research's objectives, quantitative methods were used in the form of questionnaire. The questionnaire of the present thesis was investigating not only the level of spa employee's wellbeing but also their perception of desirable leadership style. The present research around the relationship of employee's wellbeing and leadership in the spa sector had not only confirmed some of the already researched associations, but also dictated some new data about the perceived leadership

style in spa work environment in Greece. This data came as a result from descriptive and comparable statistical analysis.

The results of the present work indicate that the five main components of employee wellbeing at work: self-efficacy, job satisfaction, meaningfulness at work, trust in management and work life conflict are connected with each other, in a way that they are directly affecting each other. Especially job satisfaction has proven to be the superior indicator of wellbeing since it is the only variable that has shown direct association with all the other. From all the data presented in the previous chapters it is understood that these variables affecting employee's wellbeing in a rather significant level since they are directly affecting the whole image of employees' workplace. Spa employees seemed to be rather happy with their work by presenting high levels on all of the wellbeing components mentioned above.

Moreover, this research in an attempt to investigate thoroughly the impact of perceived leadership style on spa employee's wellbeing, was focused on examining the two main leadership styles: transactional and transformational. Though this investigation and according to the results of the present thesis, there is not a specific behaviour or style that affect employees perceived wellbeing. The sample of the present research dictated that both transactional and transformational behaviour are parts of a good leader. These results indicate that the leader that is needed in the extraordinary complicated spa work environment should display both behaviours from transactional and transformational leadership styles. In fact, the data from the present research has shown that transformational leader, a leader who sticks to the rules and respects organisational culture, is the one that inspires trust in management, a vital factor for employee's wellbeing. This is understood, mainly because of the complicated environment of the tourism sector, which requires employees and managers to be disciplined enough in order to achieve high performance and excellent service quality.

Although the research has reached its objectives there were some limitations worthy to mention. In the present research there were three limitations that could be found. First, a limitation of great importance is the limited sample background. This unfortunately led to the second major limitation of the present thesis which is the size of the sample. As mentioned above 118 people definitely present a significant number in order to lead to

quite interesting and important conclusions, however this number is not enough to create generalizations as far as workplace wellbeing and leadership style at spas concerned. Last but not least, the most significant limitation of the research was the Covid-19 epidemic that spread across Europe in March and affected tourism industry deeply in all European countries as well as in Greece. Thus, many tourism organisations remained closed or delayed the opening of the summer season; this fact unfortunately affected the present research, since it was extremely complicated to reach out to spa professionals. On top of this the extreme uncertainty that the seasonal employees in tourism were exposed to, made matters worse. In a way the sample of the present research may have given a more negative perception of their wellbeing, since at the time the situation as far as their work concerned was rather harsh in several ways.

The current work of the present thesis is useful not only for spa managers and owners of tourism organisations but also for the government in order to make policies for the spa sector as far as wellbeing of employees is concerned. Also, the present research could be a useful tool for other researchers who might want to examine more thoroughly the relationship between spa employee's wellbeing and leadership styles. Additionally, the present study is important in order to understand how the wellbeing of the employees is affected by the leadership style.

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Appendix 1. Questionnaire

This questionnaire is a part of a Master Thesis study, regarding workplace relationships that affect spa employee's wellbeing in Greece. The data will be collected anonymously and will be used exclusively for research purposes. If you have any questions do not hesitate to contact me.

Thank you for your time and participation.

Maria Eleni Gkigki

PART 1: GENERAL INFORMATION

Gender:

☐ Male

☐ Female

Age group:

☐ 18-24

☐ 35-44

☐ 25-34

Educational level:

☐ High school degree

☐ Bachelor's degree:

☐ Vocational school degree

☐ Master's degree

Position in Spa department:

☐ Spa therapist

☐ Spa manager

☐ Spa receptionist

☐ Assistant spa manager

PART 2: QUESTIONS REGARDING YOUR WORKPLACE:

GROUP A

Please fill out the questions 1-3 accordingly:

How well do these descriptions fit on you as a person?	Does not fit	Fits a little bit	Neither/ Nor	Fits quite well	Fits perfectly
1. I feel confident that I can handle unexpected events.					
2. It is easy for me to stick to my plans and reach my objectives.					
3. When I have a problem, I can usually find several ways of solving it.					

GROUP B

Please fill out the next questions 4-6 accordingly:

Regarding your work in general. How pleased are you with?	Very unsatisfied	Unsatisfied	Neither/ Nor	Satisfied	Very satisfied
4. your work prospects? (promotion possibilities and career development)					
5. the physical working conditions?					
6. your job as a whole, everything taken into consideration?					

GROUP C

Please fill out the next questions (7-12) accordingly:

The next four questions concern the ways in which your work affects your private life and about the workplace as a whole.	To a very small extend	To a small extend	Somewhat	To a large extend	To a very large extend
7. Do you feel that your work drains so much of your energy that it has a negative effect on your private life?					
8. Due to work-related duties, I have to make changes to my plans for private and family activities.					

9. Is your work meaningful?					
10. Do you feel that the work you do is important?					
11. Does the management trust the employees to do their work well?					
12. Are the employees able to express their views and feelings freely at the workplace?					
Please indicate the importance that the following terms have to you.	Not important at all	Least important	Important	Very important	Most important
13. Financial rewards					
14. Professional recognition					
15. Social interactions at workplace					
16. Develop new skills through work					

GROUP D

The following statements are investigating leadership characteristics. Please fill out the questions accordingly

A leader should:	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
17. be clear about what rewards are awaiting a team member for an					
18. show satisfaction when a team member performs well					
19. record each mistake					
20. concentrate particularly on problems, complains and					
21. clarify to the team member whose responsibility is which task					
22. intervene only when a matter is of great importance					

23. give support only as an exchange to an effort of a team member					
24. spending a considerable amount of time on teaching team members					
25. interact with each team member as an individual with different needs,					
26. think about the moral consequences of his/her actions					
27. think that is important for the team to have a collective sense rather					
28. refer to own beliefs and values while handling important matters at					
29. support team by giving clear directions					
30. be positive about the future and the goals that will be achieved					
31. review important parts of the workflow, that are taken for					
32. presenting new innovative ways to solve a problem					

33. According to your own professional experience, have a leader, in the past or present, fulfilled your expectations?

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Often

RESÜMEE

UURIMUS SPAATÖÖTAJATE HEAOLU JA TAJUTAVA JUHTIMISSTIILI MÕJU KOHTA

Maria Eleni Gkigki

Töötajate heaolu on olnud paljudes organisatsioonides ja eri sektorites levinud kõneaineks. Paljud ettevõtted üritavad töötajatele meele järele olla, rakendades töötajate heaolu suurendamiseks erinevaid põhimõtteid, sest see on otseselt seotud nende produktiivsusega. Käesolevas lõputöös uuritakse, kuidas tajutav juhtimisstiil ja käitumislaadid mõjutavad spaasektori töötajate heaolu taset.

Täpsemalt on uurimistöö eesmärk analüüsida transformatiivse juhtimiskäitumise ja spaatöötajate heaolu vahelist seost Kreeka turismiorganisatsioonides tegutsevates spaades. Seda suhet vaadeldakse nii juhtide kui ka töötajate vaatenurgast. Püstitatud uurimisküsimus on see, kuidas transformatiivne juhtimisstiil mõjutab spaasektori töötajate heaolu.

Lõputöö uurimisküsimusele vastamiseks otsustas autor koostada põhjaliku teoreetilise ülevaate uurimuse kahe peamise muutuja kohta: heaolu ja juhtimine. Teoreetiline ülevaade moodustab lõputöö esimese osa. Täpsemalt analüüsiti kõiki tegureid, millel on töötaja heaolule suur mõju, rõhutades turismisektori keerukat olemust ja spaatöötajate stressitekitajaid. Lisaks vaadeldi olemasoleva kirjanduse põhjal juhtimisteooriaid ja -stiile, pöörates erilist tähelepanu transaktsionaalsele ja transformatiivsele juhtimisstiilile, mida tänapäeva uurijad peavad domineerivaks.

Lõputöö teine osa hõlmab metoodikat, andmeanalüüsi ja arutelu. Autor kogus uurimistöö jaoks andmeid küsimustiku abil. Küsimustikule vastas 118 spaatöötajat, kes kõik töötavad mõne turismiorganisatsiooni spaaosakonnas. Küsimustikus uuriti vastajate heaolu taset ja arusaama heast juhust. Andmeid analüüsiti põhjalikult, kasutades kirjeldavat ja võrdlevat statistikat, mis võimaldas selgeid järeldusi teha.

Uurimistöö tulemustest selgus, et Kreeka spaatöötajad olid tööga üpris rahul ja nende heaolu tase oli päris kõrge. Huvitav leid on aga see, et tööga rahulolu, mis on peamine heaolu näitaja, mõjutab märgatavalt töötajate haridustase: mida kõrgem on haridustase, seda vähem ollakse tööga rahul. Lisaks näib, et spaatöötajad eelistavad nii transaktsionaalset kui ka transformatiivset juhtimiskäitumist, millest võib järeldada, et juht peaks alluvate ootustele vastamiseks kasutama mõlemat juhtimisstiili.

Samuti on uurimistöö tulemustest näha, et spaasektori juht peaks mõistma oma nõudlikku ja keerukat rolli ning seda, kuidas see mõjutab alluva heaolu. See nõuab aga nii kõrgema juhtkonna korraldatud spetsiifilist väljaõpet kui ka teatud organisatsioonikultuuri.

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