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Managerial support and employee wellbeing in Greek hospitality:

A social support theory perspective on customer abuse and harassment

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Abstract

The chapter examines the role of managerial support in enhancing employee well-being in the Greek hospitality sector, focusing on the challenges posed by customer abuse and harassment. Grounded in Social Support Theory (SST), the chapter underscores the significant impact of managerial emotional, instrumental, informational, and appraisal support on employee mental health and well-being to mitigate the adverse effects of abuse and harassment, aligning with the 'fair management' and 'fair conditions' principles of the Fair Work Framework. The chapter's methodology includes an online survey reporting data from 222 hospitality workers across Greece during the Covid-19 pandemic. Research findings reveal high incidences of harassment and a pervasive culture of silence due to fear of retaliation and perceived managerial inaction. Only a minority reported relevant incidents of abuse, indicating the need for improved reporting mechanisms and managerial support. Practical recommendations suggest integrating SST principles into organisational culture, fostering open communication, and establishing robust support systems to counter customer abuse and enhance employee well-being. The chapter advocates for future research to explore individual and contextual factors influencing the effectiveness of managerial support in the hospitality sector.