
**Comparison of work motivation in camp supervisors and camp counselors in
Greek private camps**

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Abstract

The purpose of this study was twofold. First, the study sought to better understand the work motivators that led camp supervisors and counselors to accept their job. Second, the study sought to better understand the ranking and rating of 20 work motivators from supervisors and camp counselors. Responders to the research questionnaire (n=121) were camp supervisory staff and counselors, age 15-55, working in seven private camps in Greece. Two instruments were used to collect data. The first instrument collected demographic data while the second instrument focused on ranking and rating 20 work motivators. The study suggested that Herzberg's theory (Motivator / Hygiene) does not apply on a full scale. The results suggested that supervisory staff indicated good working conditions, meeting other people and carrying out personal growth are important. In addition, they don't like travel and don't consider working in a camp, as a stable job. The camp counselors want to have fun in their job and the opportunity to work with youth. They also don't consider working in a camp, as a stable job and they don't accept the responsibility in proportion to their position.

Keywords: camp management, work motivation, private camps, camp supervisors and camp counselors.

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Introduction

In the last decade there has been an increase in the number of private summer camps in Greece. The main reasons for this trend are: a) the dynamic entrance of Greek women in the workforce, which results in an increased need for care of children between the age of six to fourteen, b) the lack of space and safety for sport and recreation in big cities, c) the changes to the traditional family, which displays grandparents limiting their participation in child care. Afthinos (1998) reports that the social changes that are happening and will happen in Greece are drastic and will influence the way recreation services are provided, and will even influence the camp industry. Internationally youth camps have existed for many years and foster numerous social benefits for the youth. (Ibrahim and Cordes 1993).

The key for a successful summer camp is the human resources. The term human resource management refers to practice that employers use to recruit, develop reward, maintain, retain, access, and manage individual works and group of workers (Slack, 1997). Staffing at summer camp is a difficult but critical to the successful operation of the camp. DeGraaf (1992) indicated that to create an environment in which employees can be motivated and rise to the demands of their job, camp managers must understand what is important for them and what are the factors improving productivity and quality in work.

Motivation is defined as the internal force that stimulates the individual to an action (Giannouleas M., 1998), and also directs and maintains human behavior toward the objectives and goals (Chitiris, L., 1994). According to Chelladurai (1999) motivated behavior is behavior directed towards the fulfillment of a need, motive, or desire that has been deprived. For Edginton and Williams (1978) " motivation is the center of the management process and the basis of productivity."

A large number of theories have been developed in order to help directors to comprehend the significance of work motives. Generally, we can classify the motivation

theories into three categories: a) Content Theories, b) Process Theories and c) Reinforcement Theories (Szilagyi and Wallace, 1983). Content theories are related with factors that motivate people to produce and also offer directors the knowledge to create motivating work environments.

The Herzberg's motivation/hygiene theory (1959,1999) was used as a theoretical background for this study, to identify the motives of the summer camps employees. Herzberg notes that the factors, which are connected with the satisfaction in work, can be divided in two categories the hygiene factors, and motivators. Hygiene factors are important to reduce work dissatisfaction but are not necessary to obtain work satisfaction. In the direction of positive contributions to satisfaction in work, there must be, motivational factors or conditions such as: opportunity for promotion, recognition, responsibility, and achievement of objectives and production of quality work.

Methodology

Research Sample

The sample of subjects fulfilled the criteria of employment in private camps, and of work position (as supervisor and camp counselor). The surveys were distributed to seven private camps in Greece in the summer of 2006. The response rate for the study was 76% with 121 out of 160 questionnaires completed.

The study participants were 55.4% women and 44.6% men. The age range was 15 to 55 years old with 91.7% being between 15 and 35 years of age. Work experience as a camp councillor or supervisor ranged from 1 to 24 years, with 60% working in the same camp for the last two years. Most of the participants in the study were well educated, and university students or graduates (51.2%), while only 2.5% were junior high graduates. Supervisory employees were comprised of 35.5% of the respondents and 64.5% of the respondents were the remaining subordinates or counselors. Nearly half (48,9%) of the respondents were physical educations.

Procedure

Two instruments were used to collect data. The first instrument collected demographic data. The primary questionnaire for this research is an adaptation from previous work by DeGraaf, (1992). In this questionnaire there were 20 motive stems that respondents were ask to rank and rate, concerning the question, " what motivated you to

accept the job in the summer camp ". The questionnaires were answered on a voluntary basis. It is assumed that the responders understood the questions and responded honestly.

Questionnaire Translation Process

Four steps were followed to create a valid and reliable translation. The first step was to translate the questionnaire (DeGraaf, 1992), from English into Greek. The second step was for the validity of questionnaire and became with the Committee Method (Brislin, 1970). The third step was the repetitive translation method (back to back translation), and the last step was to pilot test the questionnaire.

Results

Descriptive Analysis was used to determine if Herzberg's theory applied to the study (Table 1).

Table 1. Descriptive Analysis of Work Motives to accept a camp position

MOTIVE STEM	Hygiene/ Motivator	Rank	Mean	S.D
Opportunity to work with youth	HYGIENE	1	9,07	8,56
Having fun	HYGIENE	2	9,17	8,47
Chance to meet or work with other people	HYGIENE	3	9,29	7,54
Good working conditions – facilities, working outdoors	HYGIENE	4	10,18	8,81
Interesting work	MOTIVATO	5	10,46	8,35
Opportunity for personal growth, learning	MOTIVATO	6	13,02	8,51
Helping others	MOTIVATO	7	14,31	9,67
Opportunity to exercise personal skills and talents	MOTIVATO	8	14,64	8,86
Sense of personal achievement	MOTIVATO	9	15,35	8,82
Desire to help your organization attain its goals	HYGIENE	10	15,55	10,2
Desire skills needed for future employment	MOTIVATO	11	16,22	10,0
Responsibility of job	MOTIVATO	12	17,10	9,17
Camp's location	HYGIENE	13	17,59	10,9
Opportunity for new status and privileges	HYGIENE	14	19,47	8,64
Opportunity to travel	HYGIENE	15	19,58	12,1
Appreciation of effort (by supervisors and peers)	MOTIVATO	16	21,83	9,82
Increase in salary from last summer	HYGIENE	17	22,89	12,8
Opportunity for advancement in subsequent summers	MOTIVATO	18	23,30	9,16
Administration and personnel policies	HYGIENE	19	23,45	9,55
Respect and like camp director	HYGIENE	20	24,99	11,6

We used Descriptive Analysis (Table 2, Table 3) and Analysis of Variance (One Way Anova) by position (Table 4), to explain what motivated supervisors and camp counselors to accept the job in the summer camp.

Table 2. Descriptive Analysis of Work Motives in supervisory staff to accept a camp position.

MOTIVE STEM	Hygiene/ Motivator	Rank	Mean	S.D
Good working conditions – facilities, working outdoors	HYGIENE	1	7,98	7,01
Chance to meet or work with other people	HYGIENE	2	10,30	7,97
Opportunity for personal growth, learning	HYGIENE	3	10,30	8,36
Opportunity to work with youth	HYGIENE	4	10,72	8,90
Interesting work	MOTIVATOR	5	12,86	7,96
Helping others	MOTIVATOR	6	13,12	9,53
Having fun	MOTIVATOR	7	13,19	8,98
Desire to help your organization attain its goals	MOTIVATOR	8	13,23	10,27
Sense of personal achievement	MOTIVATOR	9	14,02	8,29
Desire skills needed for future employment	HYGIENE	10	14,65	10,05
Opportunity to exercise personal skills and talents	MOTIVATOR	11	14,84	9,24
Responsibility of job	MOTIVATOR	12	15,60	9,41
Camp's location	HYGIENE	13	15,67	10,28
Increase in salary from last summer	HYGIENE	14	18,09	12,36
Appreciation of effort (by supervisors and peers)	HYGIENE	15	19,14	9,86
Opportunity for new status and privileges	MOTIVATOR	16	20,09	7,10
Administration and personnel policies	HYGIENE	17	20,77	8,48
Respect and like camp director	MOTIVATOR	18	21,09	11,27
Opportunity to travel	HYGIENE	19	21,86	10,19
Opportunity for advancement in subsequent summers	HYGIENE	20	23,77	8,50

Table 3. Descriptive Analysis of Work Motives in camp counselors, to accept a camp position.

MOTIVE STEM	Hygiene/ Motivator	Rank	Mean	S.D
Having fun	HYGIENE	1	6,96	7,34
Opportunity to work with youth	HYGIENE	2	8,17	8,28
Chance to meet or work with other people	HYGIENE	3	8,73	7,28
Interesting work	HYGIENE	4	9,14	8,31
Good working conditions – facilities, working outdoors	MOTIVATO	5	11,40	9,48
Opportunity for personal growth, learning	MOTIVATO	6	14,51	8,28
Opportunity to exercise personal skills and talents	MOTIVATO	7	14,53	8,70
Helping others	MOTIVATO	8	14,97	9,74
Sense of personal achievement	MOTIVATO	9	16,08	9,07
Desire to help your organization attain its goals	HYGIENE	10	16,83	10,0
Desire skills needed for future employment	MOTIVATO	11	17,09	9,97

Responsibility of job	MOTIVATO	12	17,92	8,99
Opportunity to travel	HYGIENE	13	18,32	13,0
Camp's location	HYGIENE	14	18,64	11,2
Opportunity for new status and privileges	HYGIENE	15	19,13	9,41
Opportunity for advancement in subsequent summers	MOTIVATO	16	23,04	9,54
Appreciation of effort (by supervisors and peers)	HYGIENE	17	23,31	9,54
Administration and personnel policies	MOTIVATO	18	24,94	9,83
Increase in salary from last summer	HYGIENE	19	25,54	12,4
Respect and like camp director	HYGIENE	20	27,14	11,3

Table 4. Analysis of Variance (One Way Anova) by position, of Work Motives.

	Position	N	Mean	df	F	Sig.
Opportunity to work with youth	Superior	43	10,72	1	2,501	0,116
	Counselors	78	8,17	119		
	sTotal	121	9,06 (1)	120		
Having fun	Superior	43	13,19	1	16,956	0,000*
	Counselors	78	6,96	119		
	sTotal	121	9,17 (2)	120		
Chance to meet or work with other people	Superior	43	10,30	1	1,207	0,274
	Counselors	78	8,73	119		
	sTotal	121	9,29 (3)	120		
Good working conditions – facilities, working outdoors	Superior	43	7,98	1	4,294	0,040*
	Counselors	78	11,40	119		
	sTotal	121	10,18 (4)	120		
Interesting work	Superior	43	12,86	1	5,714	0,018*
	Counselors	78	9,14	119		
	sTotal	121	10,46 (5)	120		
Opportunity for personal growth, learning	Superior	43	10,30	1	7,126	0,009*
	Counselors	78	14,51	119		
	sTotal	121	13,02 (6)	120		
Helping others	Superior	43	13,12	1	1,024	0,314
	Counselors	78	14,97	119		
	sTotal	121	14,31 (7)	120		
Opportunity to exercise personal skills and talents	Superior	43	14,84	1	0,034	0,854
	Counselors	78	14,53	119		
	sTotal	121	14,64 (8)	120		
Sense of personal achievement	Superior	43	14,02	1	1,509	0,222
	Counselors	78	16,08	119		
	sTotal	121	15,35 (9)	120		
Desire to help your organization attain its goals	Superior	43	13,23	1	3,487	0,064
	Counselors	78	16,83	119		
	sTotal	121	15,55 (10)	120		
Desire skills needed for future employment	Superior	43	14,65	1	1,650	0,201
	Counselors	78	17,09	119		
	sTotal	121	16,22 (11)	120		
Responsibility of job	Superior	43	15,60	1	1,782	0,184
	Counselors	78	17,92	119		
	sTotal	121	17,10 (12)	120		
Camp's location	Superior	43	15,67	1	2,047	0,155
	Counselors	78	18,64	119		
	sTotal	121	17,59 (13)	120		
Opportunity for new status and privileges	Superior	43	20,09	1	0,343	0,559
	Counselors	78	19,13	119		
	sTotal	121	19,47 (14)	120		

Opportunity to travel	Superior	43	21,86	1	2,372	0,126
	Counselor	78	18,32	119		
	sTotal	121	19,58(15)	120		
Appreciation of effort (by supervisors and peers)	Superior	43	19,14	1	5,168	0,025*
	Counselor	78	23,31	119		
	sTotal	121	21,83 (16)	120		
Increase in salary from last summer	Superior	43	18,09	1	9,945	0,002*
	Counselor	78	25,54	119		
	sTotal	121	22,89 (17)	120		
Opportunity for advancement in subsequent summers	Superior	43	23,77	1	0,174	0,677
	Counselor	78	23,04	119		
	sTotal	121	23,30 (18)	120		
Administration and personnel policies	Superior	43	20,77	1	5,476	0,021*
	Counselor	78	24,94	119		
	sTotal	121	23,45 (19)	120		
Respect and like camp director	Superior	43	21,09	1	7,944	0,006*
	Counselor	78	27,14	119		
	sTotal	121	24,99 (20)	120		

- The mean difference is significant at the .05 level.

Discussion and Conclusions

The purpose of this was to better understand the work motivators that led camp supervisors and counselors to accept their job, and better understand the ranking and rating of 20 work motivators from supervisors and camp counselors. The results suggest that Herzberg's theory (Motivator / Hygiene) only partially explains the motivation behind accepting a job in a summer camp, because four of the top six motivators are Hygiene Factors.

This can be explained by the fact that the majority of the sample staff (73.6%) is under of 25 years of age. Moreover it seems that supervisors and camp counselors are working in a summer camp environment for the lifestyle and philosophy, and don't consider working in a camp a stable job. The conclusions are consistent with the research of Costa (1992) and Degraaf (1992) (See Table 5).

Table 5. Comparison of Costa, Degraaf, Kalaitzidis studies

	COSTA	DEGRAAF	KALAITZIDIS
1	Interesting work MOTIVATOR	Work with youth HYGIENE	Work with youth HYGIENE
2	Chance to meet or work with other people HYGIENE	Opportunity for personal growth, learning MOTIVATOR	Having fun HYGIENE
3	Opportunity for personal growth,	Having fun	Chance to meet or work

	learning MOTIVATOR	HYGIENE	with other people HYGIENE
4	Independence on work HYGIENE	Helping others MOTIVATOR	Good working conditions – facilities, working outdoors HYGIENE
5	Sense of personal achievement MOTIVATOR	Chance to meet or work with other people HYGIENE	Interesting work MOTIVATOR
6	Good wage HYGIENE	Interesting work MOTIVATOR	Opportunity for personal growth, learning MOTIVATOR

The results suggested the supervisory staff emphasize good working conditions, meeting other people, and carrying out personal growth. In addition, the supervisors do not like travel and do not consider working in a camp a stable job. The camp counselors gave more emphasis to having fun in their job and enjoyed the opportunity to work with youth. The counsellors also do not seem to consider a camp position a stable job, and do not stand for the job as required by their working environment.

The findings indicate significant differences between supervisory staff and camp counselors. The supervisors are typically older than camp counselors and demand better working conditions, because they have higher economic requirements due to the increased responsibility of their job. The supervisors are more disciplined in administration and they have better contact with the director of the camp. Supervisors often participate in the developing and adjusting the staffing strategy of the camp, and are also more mature, so they have goals and objectives that differ from camp counsellors. As for camp counselors the most important objective was having fun, which was attributed to their young age. More so, the older employees want to have a job that isn't boring.

The study suggests that camp directors must find ways to increase camp supervisors capacity to develop skills, and to increase the level of fun in their working environment. Having satisfied supervisors and camp counselors contributes to the development of healthy camp environment for children campers. As such, the study proposes that the camp director must create and develop an environment, which motivates supervisors.

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