

HOTEL MANAGERS' BEHAVIOUR TOWARDS CHANGE UNCERTAINTY IN GREECE

Kleanthis Katsaros
University of Macedonia

Athanasios Tsirikas
University of Macedonia

"It is not necessary to change... Survival is not mandatory..." - W. E. Deming
Organizational change is an intrinsic attribute of nature that provokes emotional and psychological effects. However, today there is a rising concern about the pace, frequency and content of change. Consequently, employees' tolerance-of-ambiguity rises as a critical competitive advantage that facilitates organizations to react quickly and change successfully. The paper examines managers' emotional and cognitive attitudes in the workplace and their influence in tolerance of change ambiguity. The research sample consists of 180 Greek hotel managers. The results of the principal components analysis indicate that three factors characterize managers' emotions, namely pleasure, arousal and dominance; and two their involvement respectively, namely importance and interest. Further, regression results illustrate the influence of dominance, importance, job satisfaction and organizational commitment in managers' tolerance-of-ambiguity. Concluding, the paper suggests certain policies for increasing managers' tolerance-of-ambiguity and thus, their performance during change.

Keywords: *Tolerance of ambiguity, Change, Emotions, Attitudes, Hotel managers, Greece*

JEL Classification: *L83, M1, O1*

INTRODUCTION

Constant and complex political, economic, social and technological changes have created a business environment unlike any in recent history. Thus, organizations' success, even survival, highly depends on the extent

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to which they are able to unlearn, relearn and ultimately change. Organizational change is above all an emotional experience that stresses the importance of employee's adaptive abilities (Nicolaidis & Katsaros, 2010). Consequently, tolerance-of-ambiguity rises as a critical skill that may enable employees to react quickly and adjust successfully (Kriegel & Brandt, 1996).

In this respect, the main aim of this paper is to examine the influence of managers' emotional and cognitive attitudes in their tolerance of change ambiguity. We chose managers as a result of their vital role in an environment where the uncertainty and the complexity of change increase (Johnson & Scholes, 2002); and Tourism industry, as an extremely significant sector for the Greek economy with extremely high change rates in terms of novelty, competition, development and growth [1].

THEORETICAL BACKGROUND

Tolerance-of-ambiguity has received considerable attention from researchers who study organizational behavior, leadership, change management and decision making. Among else, it is defined as one's acceptance of confusing situations and absence of clear lines of differentiation (Ely, 1989); and an individual's range of reactions to stimuli that are considered unfamiliar, complex, uncertain, or subject to multiple interpretations (Mc Lain, 1993). Further, Budner (1962) suggests that there are typically three types of ambiguous situations: novelty (completely new situations); complexity (excessively complex situations); insolubility (opposing situations). Nevertheless, it should be mentioned that individual responses to change ambiguity are strongly associated with the related responses to uncertainty and vice versa (e.g. Lal & Hassel, 1998).

Tolerance-of-ambiguity concerns the way a particular individual perceives stimuli and processes information (Reisberg, 2006). A person with low tolerance-of-ambiguity experiences stress, reacts prematurely, avoids ambiguity and seeks for certainty (Kenny & Ginsberg, 1958). In contrast, a person with high tolerance-of-ambiguity perceives ambiguous situations as desirable, challenging and interesting; tends to think creatively; and approaches changes and problems from innovative perspectives (Kirton, 1981).

Numerous attempts have been made to examine the relationship between tolerance-of-ambiguity and behavioural and working attitudes. Generally, people with high tolerance-of-ambiguity can better cope with unstructured and dynamic situations characterized by uncertainty and

ambiguity (Budner, 1962). In the fields of psychology and organizational behavior, tolerance-of-ambiguity is correlated with creativity (Tegano, 1990), decision making, critical thinking and diversity (Wilkinson, 2006), risk acceptance (Lauriola & Levin, 2001), emotional competences (George & Jones, 2001), effective performance in new and complex situations (Jonassen & Grabowski, 1993), and job satisfaction (Wittenburg & Norcross, 2001). Overall, tolerance-of-ambiguity plays a major role in individual's behavior during change. That is, people with high tolerance-of-ambiguity may approach change positively (Sawyer, 1990) by exhibiting higher levels of readiness-to-change (Kriegel & Brandt, 1996).

Attitudes in the workplace

Employees respond to perceived new, uncertain and ambiguous situations with a set of emotional and cognitive attitudes (Freeston et al., 1994) that determine whether they will support a proposed change or not and ultimately, whether it will succeed or fail (Huy, 1999). Relatively, authors suggest that positive attitudes towards change ambiguity/uncertainty are critical in accomplishing organizational transitions (Eby et al., 2000), have positive relationship with the change process (Fredrickson, 1998), and may provoke behaviours that are facilitative and supportive to the change implementation.

The literature suggests that almost all emotional attitudes can be examined along a number of bipolar and independent dimensions (e.g. Tiedens & Linton, 2001, Warr, 1994; Watson & Tellegen, 1985). According to Russel and Mehrabian (1974) there are three prevailing dimensions that may adequately capture all emotional attitudes namely, pleasure, arousal and dominance. Pleasure is defined as the feeling of happiness, enjoyment, or satisfaction that you get from an experience and is different from preference, liking and positive reinforcement (Longman Dictionary of Contemporary English, 2003). Most important, pleasure is directly related to objectives' achievement (Lazarus, 1991); can increase individual's will to think, explore and expand personal limitations (Frijda 1986); and may support creativity (Fredrickson 1998). Arousal is a cause of personal motivation that may influence the degree of effort one puts into a task (Lazarus, 1991). It has an inverted U shaped relationship with performance during change (Kaufman, 1999). As authors suggest, excessive arousal may lead individuals to feel hesitant or become unwilling to react (Liu & Perrewé, 2005) and thus, reduce their effort regarding the proposed change (Kaufman, 1999). On the whole, a

moderate level of emotional arousal is likely to facilitate tolerance of change ambiguity (Kensinger et al., 2005). Dominance refers to the degree one feels unrestricted or free to act in a variety of ways during complex changes (Bearden et al., 1993). Thus, when dominance is low, change ambiguity may provoke stressful situations, turnover intentions (Spector, 1998), decreased job satisfaction, commitment and trust (Ashford et al., 1989). Overall, emotions may affect individuals' experience and judgment (Chatzigeorgiou et al., 2009) and thus, their level of ambiguity tolerance (Nicolaidis & Katsaros, 2011). Respectively, the first hypotheses of the paper arise:

Hypothesis 1: Managers' tolerance-of-ambiguity is related to their emotions of pleasure, arousal and dominance

Job satisfaction is one of the most important and frequently studied attitudinal variables and its analysis has become an integral part of micro economic analysis. It is mainly defined as an affective reaction towards one's job (Porac, 1987); and a positive emotional state resulting from the pleasure an employee experiences from his/her job (Spector, 1997). Research has identified a positive relationship between ambiguity tolerance and job satisfaction (Wittenburg & Norcross, 2001) and suggests that job satisfaction plays a critical role in employees' acceptance of change (Iverson, 1996). Relevantly, Wanberg and Banas' study (2000) showed that low levels of change tolerance were associated with decreased job satisfaction and stronger intentions to quit. On the whole, it is generally accepted that uncertainty, ambiguity, stress and lack of control provoked by an organizational change may lead to decreased levels of job satisfaction (e.g. Johnson et al., 1996). Overall, job satisfaction constitutes a significantly affecting factor of ambiguity tolerance. Consequently, the second hypothesis of the paper arises:

Hypothesis 2: Managers' tolerance-of-ambiguity is related to their job satisfaction

Organizational Commitment is mainly examined in terms of workers' identification with the organizational goals (May et al., 2002: 776), and in terms of attachment and loyalty (Armstrong, 2001: 171). Generally, it is defined as the relative strength of an individual's identification with and involvement in a particular organization (Mowday et al., 1979: 226). There is evidence that organizational commitment plays an important role in employee's acceptance of ambiguity in the workplace (Cordery et al., 1993). Relatively, Lau and Woodman (1995) argue that highly committed employees are more willing to accept organizational change ambiguity if it is perceived to be useful. That is, an individual committed to an organization accepts its values, is willing to exert effort on its behalf, and

wishes to remain in the organization (Mowday, et al., 1979). However, they note that a highly committed employee may resist to change ambiguity if he/she perceives it as a threat for his/her own benefit or harmful to the organization. Concluding, every organizational change requires management's commitment since management's role is considered pre-eminent, essential and/or fundamental (Savolainen, 1998). Therefore, it emerges the following hypothesis:

H3: Managers' tolerance-of-ambiguity is related to their organizational commitment

Involvement is an attitude towards the work role and its context (The Blackwell Encyclopedia of Management). It is mainly defined as the employee's willingness to support the organization even if additional time and effort are required (Madsen et al., 2005). Literature suggests that employees' involvement relates to their cognitive support during the change process (Oswald et al., 1994); may promote personal readiness for change (Armenakis et al., 1993) and thus, enhance tolerance of ambiguity. Scholars suggest that involvement can be examined along a number of bipolar dimensions that can be viewed as independent one from the other (e.g. Laurent & Kapferer, 1985; Peter & Olson, 2002). Relevantly, McQuarrie and Munson (1991) support that involvement, can be examined by two prevailing bipolar dimensions namely, importance and interest. Importance refers to an important event, decision or problem that has a big effect or influence on people's lives or on future incidents (Longman Dictionary of Contemporary English, 2003). Relatively, Curren and Harich (1994) suggest that when individuals perceive an ambiguous situation as relatively important, they will transfer their own perceived feelings to the relevant event (i.e. managers will exhibit high involvement towards a change initiative). Interest concerns the personal interest that a person has in an event. Relatively, when someone is interested in an ambiguous situation, he/she will exhibit greater commitment, identification and involvement during its evaluation (McQuarrie & Munson, 1991). The above analysis signifies that managers' involvement may facilitate uncertain situations appraisal and influence ambiguity tolerance. Consequently two more hypotheses arise:

H4: Managers' tolerance-of-ambiguity is related to their involvement (importance and interest)

H5: The interaction of managers' demographical characteristics; emotions of pleasure, arousal and dominance; attitudes of job satisfaction, organizational commitment, and job involvement; affect their ambiguity tolerance

GREEK TOURISM INDUSTRY

The tourism industry has proved to be one of the most resilient and dynamic sectors of the world economy in the last decades. According to the World Travel & Tourism Council (WTTC), tourism industry was responsible for 9.2% of the world GDP, 8.1% of the total employment (1 in 12.3 jobs) and 9.2% of the total investment. Further, it is forecasted that by 2020 its contribution will rise to 9.6% for the world GDP, 9.2%, for the total employment and 9.4% for the total investment respectively [2]. Similarly, Greek tourism plays a vital role in the Greek economy. It is ranked 21st in absolute size worldwide and 37th in relative contribution to national economies. In more details, it accounts nationally for about 15,5% of GDP (EUR33.9bn or US\$50.2 bn), 18,8% of total employment (785,000 jobs or 1 in every 5.3) and 14.2% of total investment [3]. Further, Greece is consistently ranked in the top 15 destinations for global travellers with more than 15 million tourists every year.

However, in 2009 the tourism industry came down to earth with a bump. Historically, the global economic environment was always subject to downturns, yet nowadays the severe downturn in the world economy meant for the travel and tourism industry, merely a sudden and unexpected pause in growth (Conrady & Buck, 2011; Yilmaz & Gunel, 2009). Relatively, a climate of uncertainty and insecurity is prevailing in the Greek tourism industry as a result of the severe national economic crisis. Greece is required to slash spending and restructure large parts of its economy, in exchange for the 110 billion euro rescue plan funded by the International Monetary Fund, the European Union and the European Central Bank. As a consequence, there are continuous strikes, rallies, work stoppages, protests and social conflicts that may have negative effects on tourism development. Relevantly, the Association of Greek Tourism Enterprises along with the Hellenic Chamber of Hotels suggest that in 2010 tourist arrivals might have fallen more than 20% and thus, provoked massive lay-offs particularly in hotels (about 50.000 new unemployed) [4].

To sum up, Greece will significantly depend on tourism industry during the forthcoming years, especially under the turbulent economic conditions caused by the rapid and sudden changes in the country's economic model. Further, in 2011 there seems to be a prospect of increase in touristic stream (10%) as a result of the internal deflation on one hand and the political and financial crisis in the north-African countries on the other. In any case, it should be noted that tourism organizations'

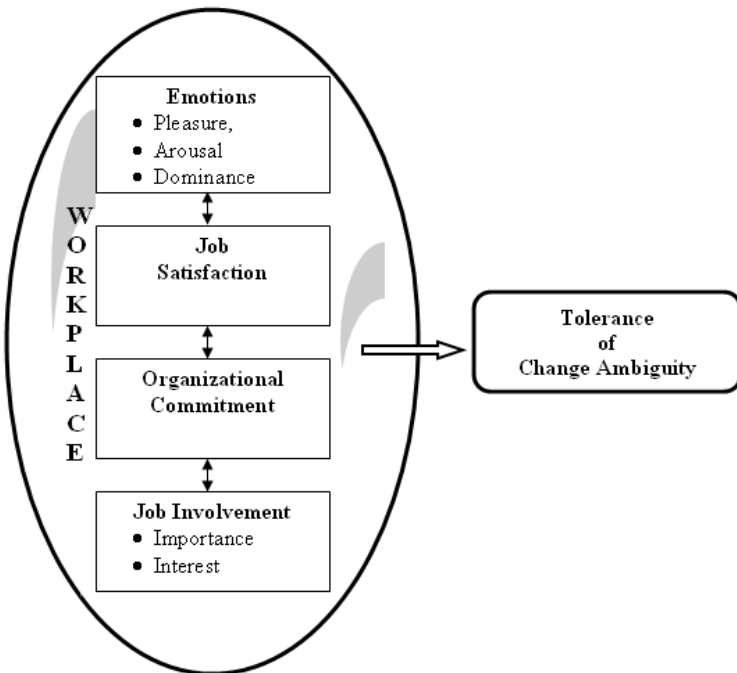
operational complexity increases uncertainty, which is further intensified by the current economic crisis (Bouzon & Devillard, 2011).

RESEARCH

Purpose

Taking into consideration the importance of the tourism industry to the Greek economy, the current difficulties that provoke intense changes, and the total absence of relevant researches in Greece; the purpose of the research was firstly, to examine managers' tolerance of change ambiguity and secondly, to investigate the influence of their emotional and cognitive attitudes. Hence, the following model aroused.

Figure 1 Research model



Methodology

The research was conducted during a 5-month period in 2009 and 2010. Survey data were collected from hotels established in Greece. The first two months a pilot test was conducted in order to examine the research's methodology functionality. Subsequently, the structured questionnaires were personally delivered by the members of the research team. Overall, a total of 180 hotel managers participated to the research (response rate 54,4 %). Table 1 summarizes the demographic characteristics of the participants in our research.

Table 1 Demographic characteristics of the sample

	N	Frequencies		N	Frequencies
Managers			Hotels		
Sex			Age (years)		
Male	99	55,00%	1-5	31	17,20%
Female	81	45,00%	6- 10	42	23,30%
Age (years)			11-15	55	30,60%
18-24	21	11,70%	16 +	52	28,90%
25-34	42	23,30%	Number of employees		
35-44	55	30,60%	1-11	74	41,10%
45 +	62	34,40%	11-50	99	55,00%
Marital Status			51-250	6	3,30%
Married	131	72,80%	250 +	1	0,60%
Single	49	27,20%	Firm life circle		
Education			Initial	31	17,20%
Secondary	61	33,90%	Growth	89	49,40%
University	64	35,60%	Mature	60	33,40%
Master	41	22,80%	Annual Turnover		
PHD	2	1,10%	<1 millions	72	41,00%
Other	12	6,60%	1-10 millions	67	37,20%
Working experience (pr. position)			10-100 millions	30	16,70%
1-5	39	21,70%	100 millions <	11	5,10%
6-10	96	53,30%			
11+	45	25,00%			
Total working experience					
1-5	25	13,90%			
6-10	46	25,60%			
11+	109	60,50%			

Measurement

Regarding the tolerance-of-ambiguity measurement, we used the Tolerance-Intolerance of Ambiguity questionnaire developed by Budner (1962). The questionnaire uses a 16-item scale and it follows a scale from 0 to 100. A score between 44 and 48 is considered relevantly neutral, while scores below 44 indicate high tolerance to ambiguity and scores above 48 indicate a low one. For the measurement of emotional attitudes towards change ambiguity, we used the Dimensions of Emotions PAD questionnaire of Havlena and Holbrook (1986) (originally developed by Russel & Mehrabian, 1974). The PAD questionnaire is composed of 12 semantic different items scored on a +4 to -4 scale, which capture three independent and bipolar dimensions namely, *pleasure*, *arousal* and *dominance*. For the measurement of job satisfaction, we used the 7-item scale Michigan Organizational Assessment Questionnaire developed by Cammann *et al.*, (1979), which contains a three-item overall satisfaction subscale (Spector, 1997). Regarding the measurement of organizational commitment we used Organizational Commitment Questionnaire developed by Mowday *et al.*, (1979) that is composed of 15 semantic different items, scored on a 1 to 7 scale. Finally, for the measurement of involvement, we used the McQuarrie and Munson's (1991) revised version of their Revised Personal Involvement Inventory (RPII). The questionnaire suggests that individual's involvement is based on the inherent needs, values and interests and it captures two independent and bipolar dimensions that appraise involvement namely, *importance* and *interest* (Bearden *et al.*, 1993).

RESULTS

The descriptive statistical results showed that tolerance-of-ambiguity index value is equal to 62,02. Thus, they reveal managers' hesitation and intolerance towards the ambiguity that every change engulfs. Further, managers are significant satisfied with (5,78, sd:1,02) and committed to (5,12, sd:0,89) their working environment.

The first principal component analysis results revealed three factors that describe managers' emotional attitudes: (i) pleasure (variance 37,98%), (ii) dominance (variance 16,65%) and (iii) arousal (variance 10,34%). High reliability also characterizes the three factors. The Cronbach coefficient alpha is 0,87 for the pleasure factor, 0,82 for the dominance factor, and 0,66 for the arousal factor (moderate but acceptable level $\alpha > 0,6$ – see: Kerlinger & Lee, 2000).

Table 2 Descriptive statistical results

Index	Mean	SD	Scale	Managers
Tolerance Of Ambiguity	62,02	8,89	0-100 scale	Low ambiguity tolerance
Job Satisfaction	5,78	1,02	1-7 scale	Sufficiently satisfied
Organizational Commitment	5,12	0,89	1-7 scale	Adequately committed

On the whole, managers' emotional dimensions towards change ambiguity are quite positive. The pleasure factor, on a +4 to -4 scale, has a value equal to 1,23 (sd:1,61); the factor of dominance has a value equal to 1,40 (sd:1,54) and the factor of arousal has a value equal to 1,58 (sd:1,28). Finally, the correlations among the three factors that capture the emotional attitudes towards change ambiguity are in general medium to low degree (0,320 * <math>r < 0,450^{**}</math>, *

Table 3 Factor analysis results (emotions)

Questions	I. Pleasure	II. Dominance	III. Arousal
CQ1	1,85		
CQ2	2,05		
CQ3	1,29		
CQ4	1,39		
CQ9		1,45	
CQ10		1,54	
CQ11		1,49	
CQ12		1,77	
CQ5			1,64
CQ6			0,95
CQ8			1,03
Eigenvalue	17,04	7,47	4,64
% Variance	37,98	16,65	10,34
Cronbach α	0,87	0,82	0,66
Mean & SD	1,23+1,61	1,40+1,54	1,58+1,28

The second principal component analysis results revealed two factors that describe managers' job involvement: (i) *importance* (variance 40,24%), and (ii) *interest* (variance 21,22%). The two factors had eigenvalues greater than 1 and accounted for 61,46% of the total variance. Further, high reliability characterizes the two factors. The Cronbach coefficient alpha is 0,81 for the *importance* factor and 0,72 for the *interest*

factor. On the whole, managers' involvement factors are considerably positive. The factor of *importance*, on a 1 to 6 scale, has a value equal to 5,32 (sd:0,84) and the factor of *interest* has a value equal to 4,21 (sd:0,77). Finally, the correlations among the two factors are in general medium to low degree ($r < 0,440^{**}$, $**p < .01$).

Table 4 Factor analysis results (involvement)

Questions	I. Importance	II. Interest
CQ3	,814	
CQ2	,777	
CQ1	,774	
CQ10	,749	
CQ6	,738	
CQ8		,825
CQ7		,779
CQ5		,744
CQ9		,712
CQ4		,701
Eigenvalue	5,212	2,184
% Variance	40,24	21,22
Cronbach α	0,81	0,72
Mean & SD	5,32±0,84	4,21±0,77

Regression analysis results

Ordinary regressions were run in order to assess the impact of managers' emotional attitudes to their tolerance-of-ambiguity (hereafter ToA). Regarding, the hypotheses of the paper:

H1: Only the dominance factor emerged as a significant predictor of managers' ToA. Managers with high level of dominance (i.e. influential, dominant, controlling, autonomous) appear to have increased level of ToA ($b = -1,49$, $p < .001$).

H2: Job satisfaction affects positively managers' ToA. That is, managers with high level of job satisfaction, appear to have significant ambiguity tolerance ($b = -4,67$, $p < .01$).

H3: Organizational commitment is negatively related to managers' ToA. Managers with high level of organizational commitment ($b= 2,142, p<.001$) exhibit intolerance towards change ambiguity.

H4: Only the importance factor emerged as a significant predictor of managers' ToA. Managers with high level of importance appear to have increased level of ambiguity tolerance in their working environment ($b= -1,295, p<.01$).

H5: One emotion (i.e. dominance), three attitudes (i.e. job satisfaction, organizational commitment and importance) emerged as significant predictors of managers' ToA. Further, managers aged 35-44, singles, with significant educational background (Master or Phd), tend to have higher ToA.

Table 5 Regression analysis results (method enter)

Variables	Dependent Var.: ToA				
	(Constant)	61,73	52,56	54,36	61,85
Dominance	-1,49***				-1,24**
Pleasure	-,81				
Arousal	-,51				
Job satisfaction		-4,67**			-,880**
Organizational Commitment			2,142***		2,320***
Importance				-1,295**	-1,125***
Age 35-44					-1,314**
Mar. status: Single					-2,112**
Education: Master/PhD					-1,425**
F	2,70**	20,22**	8,22**	7,22**	10,33**
N	180	180	180	180	180
R²	,16	,24	,32	,17	,34
<i>Note: **$p<.01$, ***$p<.001$</i>					

Stepwise regression analysis also verifies the significant influence of managers' emotional and cognitive attitudes in their tolerance of change ambiguity. Table 6 summarizes the results.

Table 6 Regression analysis results (method stepwise)

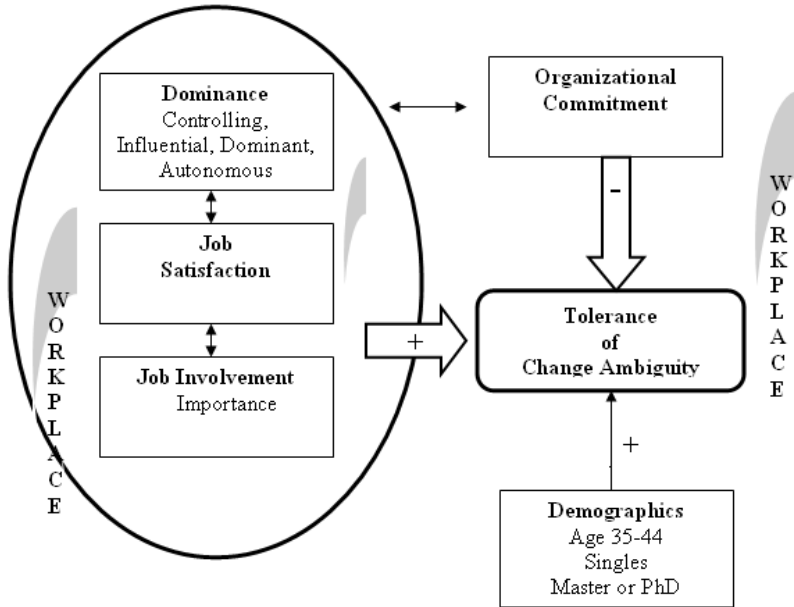
Variables	Dependent Var.: ToA
(Constant)	62,450
Organizational commitment	3,012***
Importance	-1,245***
Age 35-44	-2,082***
Education: Master/PhD	-2,011***
Mar. status: Single	-1,998**
Dominance	-,584**
Job satisfaction	-,957**
F	12,121***
N	180
R²	,294

DISCUSSION OF THE RESULTS

The research findings indicate that although, Greek hotel managers' emotional and cognitive attitudes towards change are moderately positive; they appear to have low tolerance-of-ambiguity (ToA=62,02). Respectively, considering the radical changes in the international and national tourism industry, we suggest that the findings are quite unsatisfactory and worrying. That is, they reveal significant hesitation and intolerance towards the ambiguity/uncertainty that every change engulfs.

Consequently, we can assume that a possible reason for the relatively low Greek hotel managers' ToA is the Greek national and business environment. Relevant researches suggest that it is characterized by limited flexibility, high uncertainty avoidance (Hofstede (2001), significant uncertainty intolerance (Nicolaidis & Katsaros, 2011), and low readiness-to-change in terms of risk evasion and change avoidance (Nicolaidis, 1992). Figure 1 illustrates the factors that affect Greek hotels managers' tolerance of ambiguity.

Figure 2 Greek hotels managers' tolerance-of-ambiguity model



Finally, it is worth noting that the research is subject to a series of limitations. There are no such earlier studies in order to evaluate the research findings through time. Respectively, since the data were collected through the use of a single survey at a single point in time, the results may be influenced by temporal and/or distinctive and/or unique settings. Nonetheless, it should be noted that further investigation needs to be conducted for the Greek tourism industry, by examining concurrently other important perceptual, emotional and attitudinal variables.

IMPLICATIONS

Considering that the tourism industry will change to fit with the new external and internal environment (Leigh, 2011); and that managers' ToA is positively affected by the factors of dominance, importance and job satisfaction, the paper suggests three strategic policies that may facilitate

their performance during change uncertainty, namely: *personal control* (competence) development; *self-efficacy* (competence) increase, and *ambiguity* reduction.

In more details, Greek hotels' administrations should try to enhance their managers' *personal control* (competence) during ambiguous situations by employing the next two core practices: a) provide resources, which refers to the managers' technical and administrative support enhancement, and b) organize teams, which refers to the managers team working in order to accomplish tasks beyond their personal abilities (e.g. share information and experiences, diffuse knowledge, formulate solutions which they can either implement personally or in cooperation with others) (Nicolaidis & Michalopoulos, 2004). Further, Greek hotels' administrations should also try to develop their managers' *self-efficacy* (competence), in other words their self-belief in their ability to manage change ambiguity effectively and thus, their overall involvement. Thus, they should promote personal mastery experiences that were acquired by specific effective performances; model successful behaviours that need to be adopted; and try to acquire the proper information that may clarify all the ambiguous parameters (Whetten & Cameron, 1995). Concluding, managers should attempt to reduce the increased ambiguity during the unfreezing and changing period of change (Lewin, 1947). This may occur by employing participative strategies that may reduce change stress and promote job satisfaction, motivation, cooperation and control (Bolle de Bal, 1992); by seeking for timely, accurate and detailed information on areas of their personal concern; and by realizing the need for cognitive and emotional adaptation to the ambiguous and uncertain events (Huy, 1999).

Additionally, the research has revealed a negative relationship between managers' ToA and their organizational commitment. As literature suggests, highly committed employees with positive emotions towards their current jobs may face change ambiguity/uncertainty negatively, if they perceive them as a threat for their own benefit or harmful to the organization (Mowday, *et al.*, 1979; Vakola & Nikolaou, 2005). Consequently, we argue, that Greek hotels' administrations should try to influence their managers' emotional attitudes by delivering the right "message" to them (Armenakis *et al.*, 1999). This "message" may address managers' tolerance of ambiguity by emphasizing on changes' necessity, suitability and effective outcomes for them and the whole organization; as well as by concurrently noting the administrations' continuous support to face it effectively.

EPILOGUE

Tolerance-of-ambiguity represents a major personal skill that may promote emotional and cognitive adaptation during times of uncertainty, ambiguity and complexity. The paper findings reveal a worrying level of tolerance-of-ambiguity among Greek hotel managers. Therefore, it proposes four strategic policies (i.e. personal control development; self-efficacy increase, ambiguity reduction, right “message” delivery) that may effectively influence their emotional and cognitive attitudes and thus, their performance during environmental uncertainty and ambiguity. Finally, the paper suggests that further and deeper research is needed in the Greek tourism industry.

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REFEREED ANONYMOUSLY

Kleanthis Katsaros (kleanthis.katsaros@gmail.com) is a Ph.D. candidate at University of Macedonia, Department of Accounting and Finance, 156 Egnatia Str, 54006, Office E108, Thessaloniki-Greece.

Athanasios Tsirikas (tsirikas@uom.gr) is a Lecturer at University of Macedonia, Department of Accounting and Finance, 156 Egnatia Str, 54006, Office E108, Thessaloniki-Greece.