

Hotel Employees' Perceptions of Stress Factors

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Abstract

Accommodation enterprises are accepted to be highly stressing environments due to working conditions such as their labour-intensive structure, employees' direct encounter with the customers and long working hours. It is required to diminish the stress factors employee face down to acceptable levels in order to increase the productivity of employees, get them motivated and attached. This can be achieved in a great extent by understanding the stress factors at the work place and take precautionary steps accordingly. The aim of the study is to analyze the perceptions of non-managerial employees towards the stress factors caused by the characteristics of the job and to investigate variations in stress perceptions according to variables such as age, gender, marital status, education level, departments and experience in the working place. When the perceptions of the respondents analyzed as a whole study findings indicate that most of the job characteristics create stress on the employees. It is also found that there are no significant differences between the groups on the perceptions of stress factors. Based on the findings, the study offers suggestions on diminishing the pressure of stress factors on the employees.

Keywords: Stress, Organizational Stress, Stressors, Hospitality Businesses

INTRODUCTION

The fast change in our time has also brought a great amount of action and speed to work and social life, and it has become inevitable that people working and living in these environments face stress (Örnek and Aydın, 2006: 133). Stress, which began to be thought over in 1950s for the first time, is a basic part of life that has spread into every part of it (Selye, 1976). According to Selye, stress is the reaction of individuals to requirements imposed by the environment (Faulkner and Patiar, 1997: 99). Stress is also defined as the rough and tough impact that all physiological, psychological, and pathological elements create on the organism (Can, Aşan and Aydın, 2006: 238), or an unwelcome effect that is personally perceived (Deschamps al., 2003: 358). In order for stress to emerge, changes in the environment that the individual is involved in have to affect the individual. While some individuals are affected more heavily and more quickly by changes in the environment, some others are affected less severely and less slowly. In other words, the state where biochemical secretions emerge in one's body as a result of the effect of environmental and work conditions, and the individual is mentally and physically stimulated in order to adjust to the conditions, is called stress (Eren, 2007: 291-292).

Jessie Bernard divided stress into two categories: constructive

and destructive. The former is a desired situation (Pehlivan Aydın, 2002: 3). Whereas positive stress plays a role that motivates and encourages the individual, other types of stress lead to psychologically and physically harmful consequences (Torun, 1997: 44).

Work environments, as places where interest conflicts are intense and formal relations contradict informal relations, are one of the crucial factors that cause stress. Dissatisfaction of various desires and wishes, which emerges in relation to the individual's personality, or the necessity for the individual to fulfill certain tasks makes organizations stressful environments (Tutar, 2004: 203). In this study, the concept of work stress will be primarily studied; after organizational stress sources at accommodation businesses are examined, stress factors that are caused by the nature of the work will be dealt with. Later, the research findings will be examined and discussed by using factor analysis results.

ORGANIZATIONAL STRESS SOURCES THAT DERIVE FROM NATURE OF WORK AT ACCOMMODATION BUSINESSES

Work stress has the potential to influence the performance of employees at every level from senior executives to newly employed personnel (Ross, 1997: 42). Work stress has two basic sources: environmental and personal. Environmental factors include work schedule, safety at work, work pace, distance to and from work, and transportation difficulties, number of customers and their qualities (Dessler, 2000: 586-587). In organizations, difficulty, complexity, change, organizational and work structure and human relations within the work environment (Tutar, 2004: 225), excessive noise, light, heat, level of responsibility, workload and amount of supervision are also factors that put stress on personnel (Balci, 2000: 4-5). The 'Michigan Person-Environment Compatibility Model', which is most commonly used about work stress, includes organizational stress sources such as work load, responsibility, role conflict, and role ambiguity, underutilization of skills and talents; other perceived sources, and objective sources; and the effects of social support, personality, non-professional factors and demographical qualities (105).

Presence of a person with excessive stress load in the work environment negatively influences the security of him/herself and other employees (Balci, 2000: 6). Especially executives' psychological state spreads down to lower ranks, and the executives' emotional climate affects the employees directly (Tutar, 2000: 203). Stress at work place, just as in daily life, can have positive and negative effects on individuals and the organization for which the individuals work; and it can affect

organizational and individual performance. In this sense, individuals in the organization need a reasonable amount of stress. As long as the stress limit is within manageable limits, it helps organizational activity, keeps individuals alert, develops the skill to work efficiently, and adds a purpose to individuals' lives (Faulkner and Patiar, 1997: 101). Good stress can help a person complete a report on time or generate a quick problem-solving method (Ivancevich, 2003: 560).

While a highly success-motivated person can be further motivated by tension at work, another person can be stressed-out due to inability to deal with the same situation. This shows that personal differences matter when it comes to stress (Balci, 2000: 4-5). By the way, Tennant (2001: 702) states that workaholic personnel who are filled with a passion for success demand the work load themselves, and are to be held responsible more than the executives for the subsequent stress. Globalization of work life is making competition even heavier, increasing ambiguities, pushing executives' chances for success, and thus causing stress. Industries like tourism in particular are more open to global competition that includes various countries around the world. All personnel of these businesses, particularly senior executives, have to experience the stress caused by the excessive competitiveness and ambiguities (Eren, 2007: 297). Cleveland et al (2007: 293) stated that the necessity to work for long, irregular, unpredictable hours is the commonest cause of work stress for executives from various types of hotels.

Service industry is a labor-intensive industry that necessitates interaction with customers. Personnel's high burnout level is related to the high level of work stress, and has a negative effect on organizational commitment, job commitment, and performance respectively (Hsieh and Yen, 2005: 892). The basis of service quality at accommodation businesses depends on the performance of the personnel that provide direct, face to face service to customers (Choi and Chu, 2001: 290). Although this is noticed, long work hours, lack of work safety, unsteady and inflexible work schedules, role stress, heavy work load, limited weekend leaves, excessive work requirement, low wages, personnel rotation, bad customer behaviors, and weak training programs are among common problems in accommodation industry and they create pressure on personnel (Pizam and Thornburg, 2000: 214; Rowley and Purcell, 2001: 182). It is also indicated that, at accommodation businesses, lack of support policies to help families, shortage of progress opportunities, and ignorance of personnel's ideas in the decision making process result in high levels of stress (Karatepe and Baddar, 2006: 1018). Moreover, personnel that provide face to face, direct service to customers can also have marital issues because of heavy work load (Karatepe and Uludağ, 2008: 32). These problems indicate that accommodation businesses are deprived of contemporary human resources management techniques (Karatepe and Kilic, 2007: 239).

Perceived sources of stress may depend on qualities of the work, the individual, and home/work interaction (Prosser et al., 1997: 51-52). The effect of organizational stress sources on personnel can be more severe and intense than that of environmental factors. Differentiation and specialization degree in the organization, intensity of rules and regulations,

the individual's level in the organization's hierarchy, lack of explicit and clear policies, lowness of participation level, complexity of organizational structure constitute the sources of work stress (Güney, 2001: 518). Furthermore, Vallen (1993: 59), in his study on organizational climate and burnout, determined that there is a strong relation between the burnout level of accommodation business personnel and definable organizational characteristics. He established that, particularly at accommodation businesses that cause personnel insecurity, hold a tight control over personnel, and discourage team work, there is a high level of personnel burnout. For this reason, stress is accepted to be the general result of work by many employees who work in this highly competitive industry (Ross, 1997: 43). Organizational stress factors are studied under five subtitles, which are factors deriving from physical environment, factors about career development, factors based on organizational structure and organization's climate, factors about the nature of work, and factors resulting from managerial hierarchy. Factors based on the nature of the work are studied under basic subtitles such as monotony of work, role conflicts and role ambiguity, time pressure, shift work, and excessive workload. When the qualities of accommodation businesses are considered, work-family/family-work conflicts, role conflicts, and excessive workload are particularly accepted to be the factors that create the most stress and pressure over the personnel.

When individuals do not have sufficient information about the duties and roles they are expected to achieve, they face role ambiguity. Besides role ambiguity, role conflict, which can be defined as the pressure created when the individual faces various, simultaneously emerging demands that are impossible to compromise, also creates stress (Şimşek, 2002: 317-318). Moreover, work demand creates stress by causing duty pressure and role conflicts (Lindholm, 2006: 301). Management of work and family responsibilities is a problem increasing due to such changes as women's participation in workforce and the rise in the number of families with double income (Mcelwain et al, 2005: 283). The fact that both spouses work, and the increase in the number of working mothers with young kids have resulted in important home and family responsibilities for both women and men (Karatepe and Baddar, 2006: 1018). In the family model where both spouses work, it creates a role conflict that the woman especially has to fulfill both work and home responsibilities at the same time (Tarhan, 2002: 98-99). Long work hours particularly at accommodation businesses severely wears out the woman, who has to deal with motherhood, house chores, and work life all at the same time. In this marriage model, unless there is support from outside of the family, the sides have to share responsibilities (Tarhan, 2002: 98-99).

Role ambiguity occurs when an employee knows less than enough about what he needs to know in order to do his job effectively; role conflict happens when there is a mismatch between demands and expectations that are received from various work groups (Harris et al, 2006: 409). Stress factors about roles (conflict and ambiguity) distract an employee's attention from his basic duties to other directions, and lessen his skills to do his job (Tuten and Neidermeyer, 2004: 27), thus causing harmful effects on performance (Tubre and

Collins, 2000: 165).

Motivation also decreases as performance level declines because of insufficient knowledge, and alienation from job increases psychologically (Harris et al, 2006: 409). Tubre and Collins (2000: 164) found out that the effect of role ambiguity on job performance is greater than that of role conflict. For this reason, executives have to make sure that the personnel understand their roles clearly (Bhuiyan et al, 2005: 142).

Work-family conflict alleviates job satisfaction (Wayne et al, 2004: 121) and efforts to increase service quality (Karatepe and Sökmen, 2006: 256); family-work conflict reduces family (Wayne et al, 2004: 124) and marital (Karatepe and Uludağ, 2008: 32) satisfaction. What is more, it is stated that work-family conflict and family-work conflict are both crucial factors in the decision to quit job (Boyar et al, 2003: 184), and both types of conflict may have partially similar effects on the individual (Kinnunen et al, 2006: 151). Although it is a common belief among accommodation industry professionals that work and family are two independent areas of life (Namasivayam and Zhao, 2007: 1212), Huang et al (2004: 80) claim that work and family areas are not independent from each other; indeed, the relation between work and family are highly interdependent and dynamic.

Because there are too many duties to fulfill in limited time in work life, personnel are obliged to use the time they should allocate for family, which increases work-family conflict (Boyar et al, 2003: 178). Furthermore, it also causes work-family conflict when individuals encounter contradicting pressures from work and family circle (Bhuiyan, et al, 2005: 142). The more ambiguities about work roles increase, the more energy personnel spend in order to figure it out, and this can reduce the attention needed for family roles (Boyar et al., 2003: 178).

Extreme workload means working more in the given period of time or fulfilling more tasks than normal in less time and assigning individuals more responsibilities than they can achieve in a certain period of time (Şimşek, 2002: 318). The feeling of extreme work load can cause stress over personnel, and extreme work load pressure can change according to difficulty of the task as much as the amount (Im, 2009: 111). Moreover, extreme work load may lead personnel to work longer hours, which can result in tiredness and more accidents (Ivancevich, 2003: 560).

In some cases, little work cause stress, too. Working little defines when employees use too little of their authority and too few of their skills when they have to, which causes boredom and monotony. This situation causes employees' performances to decline (Şimşek, 2002: 318). An employee who is bored at work stays at home longer and avoids coming to work (Ivancevich, 2003: 560). The fact that roles and duties are extremely monotonous and boring at accommodation businesses causes disappointments and stress by preventing people from enjoying work and reducing the feeling of achievement (Eren, 2007: 296). For instance, the fact that an employee responsible for room services, laundry or operator does the same thing constantly every day can cause monotony-based stress (Aydın, 2005: 331).

Some tasks expose the doer to time pressure and put him in a rush to complete the task. Personnel who want to complete their daily work experience the conflict between rapidly elapsing time and efforts to manage to fulfill the work. To illustrate, the obligation of a housekeeper to clean all rooms by group entrance, and the necessity for servicemen and kitchen personnel to get food and service ready by dinner time cause them to experience time pressure (Aydın, 2005: 331).

Time pressure based on extreme work load pressure results in a decline in performance and decreases professional creativity (Elsbach and Hargadon, 2006: 473). Time pressure is generally felt more intensely about activities related to management. The fact that executives work under time pressure causes them to have problems with their friends and families (Özkalp and Kirel, 2001: 341).

Time is a limited source for every employee and is controlled by executives. Time management is considered to be a method to minimize and lessen stress (Im, 2009: 105-106).

Long work hours cause stress because they tire employees physically and psychologically and they limit the time that can be spared for other fields of life. Especially irregular work hours expose employees working overtime or in shifts to stress (Pehlivan Aydın, 2002). Shift work schedule negatively affect humans' biological activities. Shift work schedule, in addition to its physiological effects, usually disrupts individuals' psychological and social harmony (Aydın, 2005: 334). For instance, the person has to fulfill several roles as a spouse, a citizen, a parent, a friend all at the same time. Night work schedule can cause individuals to fail these roles by restraining social life, and lead to a conflict (Özkalp and Kirel, 2001: 342).

Effects of shift work on health can be examined in terms of interpersonal relations, as well (Conway et al, 2008: 630-631). Shift work schedule, especially when it involves night work, may limit the amount and quality of time spared for social activities and family (Demerouti et al, 2004: 998). However, Conway et al (2008: 637) have not been able to find enough evidence about the interaction between shift work and work stress.

Personnel also suffer from work stress when they sense that various job demands do not match the skills they have in order to meet those demands (Bhuiyan, et al, 2005: 142). People may not always find the possibility to work at jobs that match their knowledge and skills. For this reason, the job either goes beyond or falls short for the individual's capacity. Individuals in this situation have trouble adopting their jobs, cannot get satisfaction from their jobs, become less efficient and undergo stress (Tutar, 2004: 243). Assigning an individual over his capacity is common when newly employed personnel are in the process of learning the job or personnel are assigned a new position. Nevertheless, if organizational tolerance for lack of experience is low, or if the person is insistently made to work at a job that exceeds his skills and talents, it is inevitable that stress emerge (Fineman, 2003).

RESEARCH

Purpose of Research

The purpose of the research is primarily to determine factors originating from the quality of work that generate stress for sublevel personnel, which excludes executives, working at accomodation businesses. The other purpose of this study is to compare these factors to demographic factors of personnel that participated in the research, and determine whether or not there is a relation between them.

Method of Research

Questionnaire technique I used in order to gather research data. In this context, 500 questionnaire forms prepared with the help of relevant literature research (Gilboa et al, 2008; Melchior et al, 2007; Budhraj, 2008; Bugajska et al, 2008; Faulkner and Patiar, 1997 vb.) were sent via internet or mail to non-executive personnel at 5 star hotels in Antalya and Istanbul by the end of year 2007. Some hotels expressed that they did not allow their personnel to answer questionnaires on principle. 240 questionnaire forms were returned. This number constitutes 46% of sample.

Collecting Survey Data

The questionnaire is composed of two parts. First part addresses the demographical questions of the survey. Second part focuses on stress factors caused by labour. It consists of 19 expressions on Likert scale equitable.

Data Analysis

All the collected data has been converted to numerical system, they have been uploaded to SPSS statistical programme and has been evaluated statistically. Cronbach Alfa analysis which is applied to Likert scale questionnaire is found 81.24% accredited. This confirms of a high percentage of credibility.

FINDINGS

Demographical Findings

The outcome of this particular group who have been applied the survey summarized in Table 1. According to this information, 66.9% of the participants are man and 33.1% of the participants are woman. This output is considerably normal in view of the Turkish labour force percentages between man and woman. Accordingly January 2017 statistics, the labour force between men and women in places is as follows. The number of man is 261.480 whereas woman is 56.808. When all the labour force considered the percentages are man is 4.334.444 and woman is 875.602. (Turkish Ministry of Labour and Social Security 2007:153) Under the age 25 is %35.3, between the ages 25-34 is 37.3 % and between ages 35-55 is and over 55 age is in total of 27.5%. And yet the participants are 56.4% single and 43.6% married.

When we look deeply into the departments of the participants are active we see that highly scored is the front office services workers with the percentage of 41.9% and 14.8% is the

housekeepers. The education status of the participants is highly the high school graduates with the percentage of 45%. Higher education graduation is 37.2% among the participants. That gives us the data that the participants are highly educated. The participants who are active in tourism sector between 1 year to 5 years is 36.7% while 58.2% is active in the same company from 1 to 5 years.

Table. 1: Demographical Outputs

Demographical Factors	Frequency	%
Gender		
Man	160	66.9
Woman	79	33.1
Missing value: 1		
Total: 240		
Age		
Below 25	83	35.2
25-34	88	37.3
35-55 and above 55	65	27.5
Missing value: 4		
Total:240		
Civil Status		
Married	103	43.6
Single	133	56.4
Missing value: 4		
Total: 240		
Working Department		
Front Office	99	41.9
Household	35	14.8
Banquet Service Staff	60	25.4
Kitchen	42	17.8
Missing value: 4		
Total: 240		
Education status		
Primary school	42	17.7
High school	107	45.0

Higher Education	89	37.4
Missing value: 2		
Total: 240		
Experience in Tourism Sector		
Less then a year	32	13.5
1to 5 years	87	36.7
6 to 10 years	50	21.1
11 to 15 years	68	28.7
Missing value: 3		
Total: 240		
Experienc in the same company		
No experience	30	15.5
1-to 5 years	113	58.2
6 to 10 years	30	15.5
11 to 25 years	21	10.8
Missing value: 46		
Total: 240		

shortage in the department which is also a stress factor for them. Lack of staff urges them to work more, they overwork and as a result they suffer from mental and physical exhaustion.

Table 2: Cyrptanalysis of Stress Factors determined by the Qualification of Work

Cyrptanalysis of Stress Factors determined by the Qualification of Work	Totally disagree	undecided	Totally agree	average	Standart
1. Long working hours	62 %26.2	13 %5.5	162 %68.3	2,4219	,87770
2. Various duties rather then defined wok	93 %40.6	28 %12.2	108 %47.2	2,0655	,93663
3. Over work during a day	55 %23.6	36 %15.5	142 %61	2,3734	,84209
4. Uncertainty of the duties	81 %34.6	37 %15.8	116 %49.6	2,1496	,90721
5. The qualification of the work is above the staff qualification	136 %58.4	30 %12.9	67 %28.8	1,7039	,88709
6. The qualification of the work is belove the staff qualification	100 %43.5	46 %20.0	84 %36.5	1,9304	,89366
7. Time pressure and misuse of time	57 %24.3	28 %12.0	149 %63.7	2,3932	,85374
8. Staff shortage in the department	57 %25.1	26 %11.5	144 %63.4	2,3833	,86130
9. Shifted work hours and long night working hours	71 %30.7	34 %14.7	126 %54.5	2,2381	,89420
10. Conflict between social roles and work roles	76 %33.2	60 %26.2	93 %40.6	2,0742	,85773
11. Conflict in various demands	68 %29.7	44 %19.2	117 %51.1	2,2140	,87488
12. Undescribed workload	105 %45.5	39 %16.9	87 %37.6	1,9221	,91032
13. Shortage of information on expected work behaviour	89 %38.7	42 %18.3	99 %43	2,0435	,90502
14. Shortage of information on expected work performance	75 %32.1	36 %15.5	122 %52.4	2,2017	,89904
15. Follow up files and instructions and paper work slows the work down	66 %28.6	30 %13.0	135 %58.4	2,2987	,88561
16. Instructions from employer's differ from each other	58 %24.9	41 %17.6	134 %57.6	2,3262	,84896
17. Work load is seasonal	59 %25.1	36 %15.3	140 %59.6	2,3447	,85505
18. High season demands too much work and no annual leave permitted	79 %33.7	29 %12.4	126 %53.9	2,2009	,91614
19. Work load at home	120 %51.8	25 %10.8	87 %37.4	1,8578	,93583

Cyrptanalysis of Stress Factors determined by the Qualification of Work

Participants has given their answers has lined up in the Table 2. According to answers **Stress Factors determined by the Qualification of Work** has increased their stresses. Long working hours (68.3%), over work (63.7%), few number of staff (61%) are the most stressed factors of all. These factors is reflecting the lodging industry parameters because these company's are full of obstacles in terms of labour like overworking hours, seasonal working time, shift working. All these contain the pressure of time and deadline of the works that needs to be done.

Woman workers are facing the struggle of working in shifts, this interrupts their social role and they need to face this dilemma as well.40.6% of the women agreed that they have been stressed because of the conflict in their social and work roles while 33% disagrees to this. There is a minor difference in the answers of the participants who agreed to this factor and who does not agree. 51.8% of the women says they are stressed because after their shift at work they have more duties at home and this causes stress too, which also confirms the first statement. Staff stressed because of unexpected work load (43%) and misinformation on performances (52.4%) That also confirms the communication in between the firms and people is not effective and the transparency among the human sources is not working well which needs to be a priority. 63.4% of the participants think that they staff

Cyrtanalysis of Stress Factors determined by the Qualification of Work

Factor analysis (cyrtanalysis) has been applied to the qualification of the work. To assess the perception of “Stress Factors determined by the Qualification of Work” Likert style questions has been applied and factor analysis embedded to categorize the questions asked to the staff excluded the administrative staff. The output of the analysis has been tabled in Table 3. We can clearly see that the first 5 factors are explaining the total opinion as a percentage of 52%. The matrix assets given in the Table 4 gained by the principal component analysis, 5 factors have been determined and the factor load pictured in Table 4. After this, factors examined one by one and 52% of the total amount of variability explained and these factors have been marked as “significant”. The interperatation is as follows;

1. Long working hours (over working), working over time in high season and banned from the annual leave or any leave, misleading time management, time pressure, over paper work, Undescribed workload, Instructions from employer’s differ from each other, Shortage of information on expected work performance, The qualification of the work is above the staff qualification, The qualification of the work is below the staff qualification described expressions has been adressed in Table 2. These expressions are 3 dimensional. These dimensions are time pressure, role conflicts/uncertain roles, the monotonous in the work. These factors are hard to be seperated so these had been asked as three expressions.
2. This factor includes, seasonal working load and shifted working hours stress. Also 1st factor “uncertainty of load and shortage of information related to work” are negative loaded. These expressions can be united in “over working”.

Table. 3: Stress Factors determined by the Qualification of Work survey Outputs

Variables	Factors		
	Total	%	Cumulative %
1. Over working hours	4,586	24,138	24,138
2. Monotonous work	1,627	8,565	32,703
3. too much work for a day	1,341	7,060	39,763
4. Uncertainty of work (undescribed work)	1,222	6,430	46,194
5. The qualification of the work is above the staff qualification	1,113	5,857	52,051
6. The qualification of the work is below the staff qualification	,991	5,217	57,267
7. Time pressure and mislead in time management	,967	5,091	62,358
8. Lack of staff	,865	4,552	66,910
9. Shifted working hours, long night shifts	,824	4,336	71,246

10. Conflict between roles in work and outside of work	,757	3,982	75,228
11. Different demands caused stress	,734	3,864	79,092
12. Not aware of your own work	,659	3,471	82,563
13. Shortage of information on expected work behaviour	,636	3,348	85,911
14. Shortage of information on expected work performance	,607	3,196	89,106
15. Follow up files and instructions and paper work slows the work down	,541	2,846	91,953
16. Instructions from employer’s differ from each other	,500	2,630	94,583
17. Work load differs to season	,477	2,509	97,092
18. High season demands too much work and no annual leave permitted	,363	1,910	99,002
19. The work load at home	,190	,998	100,000

1. Factor includes: *Conflict between roles in work and outside of work and Different demands caused stress* are 2 categories of expressions. They can be united as conflicting in roles.
2. Factor includes, *Follow up files and instructions and paper work slows the work down and The work load at home* are 2 categories of expressions can be united under “time pressure”.
3. Factor includes *The qualification of the work is below the staff qualification*.

Results show the stress factors in total these total opinions are time pressure, uncertainty in roles, monotonous work, over working stresses.

Table 4: Component Matrix

	Bileşen				
	1	2	3	4	5
Shortage of information on expected work behaviour	,653	-,475			
Instructions from employer’s differ from each other	,651				
Uncertainty of work (undescribed work)	,647	-,567			
Shortage of work description	,631				
Time pressure and mislead in time management	,570				
The qualification of the work is above the staff qualification	,565				
Shortage of information on expected work performance	,554				

High season demands too much work and no annual leave permitted	,533				
Long working hours	,524				
Monotonous work	,493				
Follow up files and instructions and paper work slows the work down	,483			,497	
The work load at home				,542	
Work load differs to season		,618			
Shifted working hours, long night shifts		,478			
Different demands caused role conflicts			,690		
Role conflicts (work and home)			,642		
The qualification of the work is below the staff qualification					,574
Lack of staff					
Too much work for a daywork					

Comparison of Stress Factors determined by the Qualification of Work and Staff Demographic Factors

To determine if there is a significant difference of the stress factors according to demographic factors (gender, age, marital status, education status, experience in tourism sector, experience in the same company) Ki-kare contenjant table examined. The hypothesis according to this determination:

H₀: The group perception is not similar

H₁: The group perception is similar

There seems to have a similarity between man and woman groups in “monotonous work” (p=0,001) when we examine the stress factors perceptions, this is meaningful statistically in 0.5 value level. That's because H1 hypothesis has been applied. There seems to have no similarity in age groups in “monotonous work” (p=0,001) when we examine the stress factors perceptions, this is meaningful statistically in 0.5 value level. (p<α = 0,0). Excluding this determination all the expressions are similar in all ages. That's because H1 hypothesis has been applied. There seems to have no similarity according to marital status of the staff in “monotonous work” (p=0,048) when we examine the stress factors perceptions, this is meaningful statistically in 0.5 value level. (p<α = 0,0). Excluding this determination all the expressions are similar in married and single participants. That's because H1 hypothesis has been applied. There seems to have no similarity according to the working departments in “The qualification of the work is above the staff qualification” (p=0,009) an “The qualification of the work is below the staff qualification” (p=0,024) when we examine the stress factors perceptions, this is meaningful statistically in 0.05 value level. (p<α = 0,5). Excluding this determination all the expressions are similar in various departments participants. That's because H1 hypothesis has been applied. There seems to have no

similarity according to the education status in “monotonous work” (p=0,014) an “High season demands too much work, work load differs to season” (p=0,021) when we examine the stress factors perceptions, this is meaningful statistically in 0.05 value level. (p<α = 0,5). Excluding this determination all the expressions are similar in all educational status participants. That's because H1 hypothesis has been applied. There seems to have no similarity according to the experience in tourism sector in “monotonous work” (p=0,028) and “too much work load for a day” (p=0,049) when we examine the stress factors perceptions, this is meaningful statistically in 0.05 value level. (p<α = 0,5). Excluding this determination all the expressions are similar in different experienced staff. That's because H1 hypothesis has been applied. There seems to have no similarity according to the experience in the same company in “uncertainty in work/undescribed work” (p=0,033) and “shortage of information on work” (p=0,006), “Shortage of information on expected work performance” (p=0,002), “Follow up files and instructions and paper work slows the work down” (p=0,013) when we examine the stress factors perceptions, this is meaningful statistically in 0.05 value level. (p<α = 0,5). Excluding this determination all the expressions are similar in different experienced staff in the same company. That's because H1 hypothesis has been applied.

CONCLUSION AND CONSTRUCTIVE SUGGESTIONS

The lodging industry is very open to cause deeply stress to its staff because of its qualifications. It is possible to say that like other industries the lodging has its own kind of time pressure, role conflicts, overload and etc. Apart from this there are various other conditions that affecting the staff adversely. Increase in turnover, uncertainty, unemployment etc factors are examples of lodging industry. Also this kind of company has its own kind of working timetable which causes the overload seasonally and its affecting the staff to be unemployed after the high seasons. Plus economic crisis, natural disasters, terror attacks are affecting lodging industry more directly and considerably than any other industries. This leads the fear of lodging industry staff to be unemployed at any time. This research has a focus in conditioning the perception of the staff to the conditions that has been spotlighted above. Conditioning these perception attitudes gives us the opportunity to guide the industry while increasing the efficiency and performances stress of the staff can be decreased. The analysis has culminated that the questionnaire consisted of mostly man. This is not outrageous considering Turkish labour force percentages between man and woman. The survey has been applied to mostly educated people this leads us to the output that stress and education has a correlation. When the level of education is low, people seek for only their own living and ask for no more. When level of education is on the increase people ask for more benefits and this causes them a lot of stress. Likert scale equitable applied the *Cyrtanalysis of Stress Factors determined by the Qualification of Work and expressions on stress factors also consists of 4 categories of the participants opinions:*

Time pressure, role conflict/uncertainty, monotonous of work

and overload. This 4 main categories comprehends all stress factors and nearly all the participants has perceived these categories as stress factors. Very similarly Zohar's (1994) research on staff of the lodging industry uncertainty and over load considered to be the most powerful stress factors among all (Jogaratnan ve Buchanan, 2004: 238).

The lodging industry has its own qualifications and essentially the stress caused by long working hours, night shifts / weekend shifts parameters affect mostly woman employees. Meanwhile research has proved the conflict in between the work/house roles rate is under 50% and disagrees in stress caused by the house work after the completion of daily work load is 51.8%. The research tries to investigate the differences between woman and man. Apart from the stress factor, *monotony of the work*, all the other factors have the same perception in between man and woman. This situation can be interpreted in 2 ways. The survey has been applied to man 66.9% that is because mostly participants come up with the answers that they do not have such stresses. Secondly, married couples in the metropolis needs to work, they need to support each other and they need to share the household, man had to share some of the work at home which considered to be "woman work", so man can also have a stress of role conflict. Literature consist of text based academic information on woman in work life, duties like baby care, cooking cause them more stress. (Piercy vd., 2001: 45) Multi-roling (work/mothering) woman have more health issues them the non-workers. (Fielden ve Cooper, 2001: 3-4). Moreover, reducing the conflict in roling posit an assumption that woman needn't to work and they started to be healthy again. But this assumption have not been supported by both administrative staff and non-administrative staff as well as people who are continuing their research on unemployed woman. (Fielden ve Cooper, 2001: 3-4) .Similarly, perception of the stress factors in married/single participants, apart from *invariety of work* two groups share mostly the same opinions on contrary to Greenhaus and Beutell (1985: 80)'s work which came up with the conclusion on married/unmarried role conflict ratio.

As a result, lodging industry staff has the stress factors from 4 main categories. Increase in performance, motivation and loyalty is appertain to decrease in stress factors. Cutting through the stress may not be possible however reducing it to low levels will be an asset. This post needs to be undertaken by the administrative staff of lodging company's. What needs to be done is lined up below:

- Woman staff taking care of children needs to work in the timetable which she can coordinate her Daily routine.
- Encouraging daily nursery service sor supporting family on this matter.
- Staff needs to be involved in decisions specially regarding themselves again
- Staff needs to be placed according to their abilities.
- Work descriptions need to be done accordingly
- Staff needs to be informed on performances criteria and work behaviour
- Time management needs to be a priority

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