A RESEARCH ON ORGANIZATIONAL STRESS SOURCES OF BLUE AND WHITE COLLAR EMPLOYEES IN HOTEL BUSINESSES[1]

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ABSTRACT

The main purpose of this study is to examine the possible differentiations of the stress sources that employees in the accommodation sector, according to the department they work, especially the blue- and white-collar distinction. The field research was carried out within the scope of four- and five-star hotels in Istanbul. As a research method, "Semi-Structured Interview" technique was applied. Interviews were held with 6 blue-collar and 6 white-collar employees working in different units of four- and five-star hotels operating in Istanbul. Content analysis was applied to the data obtained with the MAXQDA qualitative data analysis program. According to the findings obtained, while task intensity, work area and managerial decisions create stress in white-collar employees; Stress in blue-collar employees arises from managerial decisions. It has been determined that relations with guests and employees' thinking that their own departments are more stressful are common sources of stress.

Keywords: Organizational Stress, Stress Management, Stress Factors, Hotel Businesses, Tourism.

Jel Codes: L83, M10, M12.

1. INTRODUCTION

The fact that hotel businesses are in the service sector includes the human element in the focus of the service produced and consumed. The limited automation in the sector, the fact that service providers are predominantly human, and customer satisfaction is of critical importance, paves the way for a stressful working environment in the tourism sector. It is important for the employees in the managerial group to manage the unit they are in effect and to ensure coordination with other units, and for the employees to be able to perform the work completely and without errors. The units that make up the hotel businesses have different characteristics from each other. These differences in departments that have more physical strength, have more intense communication with customers, and are in closer contact

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with personnel can lead to a differentiation in the stress experienced. At this point, it is necessary to know where the stress originates from and to take preventive measures accordingly.

It aims to keep the stress level in organizations at the most appropriate level, as in neoclassical and modern management approaches, instead of removing it as in the classical management approach. This understanding has been developed to obtain the maximum benefit expected from the human element. Stress can have a constructive or destructive effect on individuals. Although the reactions to stress vary according to the situation, task or person (Organ & Bateman, 1991:391), it is definitely experienced more or less. Stress experienced at a certain level can be a factor that motivates individuals positively (Aamondth, 2007:556). Correctly managed stress will both create motivation for success and be a precaution against possible psychological and physiological problems.

In addition, it will yield beneficial results such as giving importance to human virtues and teaching employees to evaluate stressful work events more positively (Rodriguez, Kozusznik, & Peiro, 2013:302). The formation of negative stress depends on a number of factors, including the individual, his work and work-related relationships, and relationship with others, and these are shaped by the individual's ability to manage stress (Cranwell-Ward & Abbey, 2005:52).

The extreme stress environment creates negative effects both psychologically and physically for individuals, such as low performance, organizational inefficiency, reluctance to go to work (Sökmen, 2005:8), the idea of leaving the organization, feeling of inadequacy, inability to cooperate, making mistakes at work, being away from work. It also cause problems such as the desire to make wrong decisions, decrease in quantity and quality (Pehlivan, 1995:61-62-63).

Recognizing the stress by the managers and taking the right precautions, it becomes manageable; it will greatly contribute to employee productivity, business performance, quality service and customer satisfaction. The aim of this study is to reveal the differences of organizational stress sources according to the positions, especially the blue and white collar distinction of the employees in four and five star hotels.

2. LITERATURE REVIEW

2.1. Conceptual Overview of Organizational Stress

The concept of stress comes from the words "Estrica" in Latin and "Estrece" in Old French. This concept was used in the 17th century with the meanings of disaster, trouble, calamity, affliction, grief, sorrow. In the 18th and 19th centuries, the meaning of the concept was changed and it was used in terms of power and pressure for an object, person or spiritual structure (Pehlivan, 1995:5). The first definition of the concept of stress was made by Cannon in 1914. According to Cannon, stress is expressed as the physiological stimuli necessary to restore the internal balance against the physiological stimuli that deteriorate due to negative environmental factors (Düzgün, 2014:3). In general, stress is expressed as a

feeling of tension that makes people feel the danger of disturbing their existing peace. If this feeling of tension lasts for a long time, the stress becomes chronic. For example, the fear of being fired in the future or the feeling of being constantly watched in call centers can cause chronic stress (Hitt, Miller, & Colella, 2011:235). Individuals who fulfill certain roles and duties in the business environment may face organizational stress arising from the organizational environment. This concept can also be called work stress or occupational stress (Pehlivan, 1995:11; Yonkkang, Weixi, Yalin, Yipeng, & Liu, 2014:8).

Job stress is of great importance in terms of psychological, physiological and organizational behavior (Ertekin, 1993:25; Shahsavarani, Marzabadi, & Hakimi Kalkhoran, 2015:232). Organizational stress comes with the tension in organizations. Depending on the speed of organizational change, the level of stress experienced by the employees and managers of the organization may change. Rapid changes in information and technology, big changes in the goals of organizations (Shahsavarani et al., 2015:233) and the uncertainty about roles and duties in the face of sudden changes such as crisis increases the stress level (Genç, 2007:283). In general, the problem of stress can cause negative consequences such as organizational inefficiency, decrease in quality, increase in anxiety, increase in health-related costs and decrease in job satisfaction (Gül, 2007:321).

According to the results of the study, which deals with the effects of work stress on personal health; it has been revealed that job stress has a strong effect on the health outcomes and organizational commitment of all employees (Thorsteinsson, Brown, and Richards, 2014: 1306).

2.2. Organizational Stress Sources

In today's living conditions, people try to cope with stress in all areas of life. The stress experienced can be caused by social life as well as work life. The reasons for employees to experience stress can be mostly due to the structure of the job, the structure of the organization, the physical characteristics of the workplace and the interpersonal relations with the organization.

One of the stressors related to the structure of the job is excessive workload or monotony. If employees are not under enough stress about their jobs, they may feel bored and lose motivation, and thus their performance may suffer (Ajgaonkar, 2006: 23). In this context, both excessive workload and low workload can cause stress in individuals (Spiers, 2003: 24). Exposure of workers to intense stress for a long time in a work environment under time pressure causes mental health problems as well as other health problems (Zuzanek, 2004:133). The most typical accidents in the regions where the danger is most intense in hotel businesses; burns, muscle strains and falls, equipment accidents and fire (Koçak, 2012). Shift work, on the other hand, includes fixed evening and night work, list work and normal three-shift work, which are usually outside daytime working hours (Boggild and Knutsson, 1999: 85). The human organism, as a way of creation, is programed to work during the day and rest at night. Going out of this order creates a danger for the physical and psychological health of people (Tutar, 2016: 129).

One of the stress factors arising from organizational structure is organizational structure and size. Work stress will remain at the lowest level in businesses with a healthy organizational structure (Gül, 2007:329). The size of the organization is closely related to the stress experienced by the individual, because as organizations grow, the bureaucratic structure increases and the areas of creativity of individuals narrow along with the areas of control (Düzgün, 2014: 48). For the activities to be carried out in a good way, each department must work in an organized and harmonious manner. In this way, as a result of coordinated efforts, the desired efficiency can be achieved and the problems encountered can be avoided (Yılmaz, 2012: 116). It should be guaranteed that the policies and procedures of the organization are enough to maximize the welfare of the employees and to minimize any factor that may cause stress (Spiers, 2003: 25).

One of the stress factors arising from interpersonal relations with the organization is unfair performance evaluations and remuneration. Productivity from work is based on the interrelationship between efforts and rewards. The imbalance between high effort and low rewards can create stress for employees and lead to negative health consequences (Taouk, Spittal, LaMontagne, and Milner, 2019; Siegrist and Li, 2017). Since the salary received can contribute to the motivation and performance level of the employees in the workplace, imbalances in the wages cause problems between the employee and the employer. The wage attributed to the employees is also a message in terms of showing the person's contribution to the job and the level of success in his performance (Batista, 2018: 17).

Role conflict, which is another source of stress, is due to the different and contradictory roles played by individuals belonging to different groups when they are united under the same group (Koçel, 2014:718; Yonkkang, 2014:8) and that personal goals, values, and needs are shared by individuals within the group. and because it causes hostile behavior between groups (Pehlivan, 1995:39). At the same time, reasons such as multiple and simultaneous assignments are also sources of stress arising from role conflict (Shahsavarani et al., 2015:238). Role ambiguity arises due to the ambiguity in the job description regarding the duties and responsibilities of the employees (Organ and Bateman, 1991:387). To stop organizational stress, it is necessary to clarify the tasks in the organization. Otherwise, problems such as indifference, groaning, discontent, and blaming responsibility of others, which are the leading problems caused by task conflict, may occur (Batista, 2018:31).

The adequacy dimension of the elements such as heat, light, sound and hygiene in the working environment of the employees can create work-related stress within the scope of the physical conditions at the workplace. Since the air temperature directly affects the body temperature, the body tends to keep the temperature constant with sudden reflexes. For these reasons, it is necessary to take care to keep the temperature difference of the working environment constant as much as possible (Eren, 2001:281). The time of use and the level of illumination of the light to be used in the workplace should be compatible with the environment. Shining light can cause ambiguity in the person's field of vision and problems such as not being able to see clearly. In terms of employees, this situation may cause problems such as

eye watering, temporary blindness, headaches (Eren, 2001:279) and lead to a decrease in performance and productivity with the increase in the number of mistakes in the work. The concept of stress can be expressed as the response to a stimulus or the physiological consequences of this response (Kemeny, 2003:124). Accordingly, when the noise occurs suddenly, it can cause shock and fear in the person. Excessive noise can cause temporary or permanent deafness. The problems created by air pollution, soil pollution, garbage and waste also make the biological and social psychological environment of the individual dangerous. Various respiratory diseases and poisonings occur due to this type of environmental pollution (Serdar, 2010:49).

The effectiveness of the communication between the employees and the managers within the organization can be another factor for the formation of stress. In hotel businesses, especially between the managers and the managed, there are often disagreements due to problems such as emotional exhaustion and lack of motivation. In addition, the high labor turnover rate is another obvious factor (Yuanlaine, 2010:3). In general, it has been revealed that problems such as the lack of control of the management or the high demands of the employees cause the balance in the organization to deteriorate and the depression-stress relationship to increase positively (Gyllensten and Palmer, 2015:101).

Individuals who are not successful in expressing any of their critical thoughts in their interpersonal relations tend to share these thoughts with third parties and maintain their relations in society in this way. This situation reveals the miscommunication style expressed as gossip, which is generally biased and shaped for specific purposes (Serdar, 2010:54). It has been revealed that in organizations where the perception of organizational justice is weak, there is an increase in the stress level together with the negative feelings and thoughts seen in the employees (Perez-Rodriguez, Topa, & Belendez, 2019). It has been determined that there is an increase in suicidal tendency along with stress in the employees who feel the lack of organizational justice and job insecurity (Kim, Shin, Oh, Shin, Lim, Cho, and Jeon, 2019). On the other hand, individuals have to adapt to the values and norms of the organization they are and to identify with the informal group within that organization. Employees may accept or reject the values and norms taught to them by groups in the organization. The pressure they think they will experience in case of rejection is an important factor that creates stress for them (Tutar, 2016:130-131).

2.3. Organizational Stress in Hotel Businesses

Choi, Mohammad, and Kim (2019) conducted a study on the effects of emotional intelligence and labor on stress coping strategies and burnout in the job stress experienced by front office workers. For this study, data of 344 hotel employees were examined. According to the findings, it was determined that emotional intelligence and labor alleviated the feeling of burnout caused by job stress, while methods of coping with stress did not have a significant effect. In the study conducted by Şimşek and Cin (2019), the causes of stress in accommodation businesses, how it is managed and its effects on

productivity are discussed. According to the findings, it has been revealed that stress is generally caused by organizational structure and the work environment. In order to increase productivity, the importance of providing appropriate training to employees in parallel with technological developments, unlike the measures to be taken against the most effective stressors determined in previous studies, was emphasized. In the study conducted by Lin and Ling (2018) with data collected from 1645 employee-auditor pairs in 49 tourism regions in China, it was aimed to determine the factors that trigger role stress.

According to the research results; It has been determined that role stress does not have a significant effect on the stress experienced, and that overload and role ambiguity do not cause stress and have a negative effect on service quality. In the study conducted by Bora (2017) on stress management in hotel businesses, the data of 394 employees from 39 businesses that provide service at a similar level were examined. According to the findings obtained as a result of the research, it has been determined that the human resources unit plays an important role in stress management. The necessity of effective stress management for quality-oriented performance and service is emphasized. In addition, as a result of the study, recommendations were made for employers to create a healthy working environment for employees and to take preventive measures in order to avoid work stress. A study was conducted by Gedik, Gedik, and Demirer (2017) to determine the causes of stress and their reactions to 284 personnel working in five-star hotels in Antalya. According to the findings; It has been determined that lack of self-confidence is the determining factor of stress, while the factors arising from the organizational structure and policy remain in the background. Within the scope of the study conducted by Saltık (2016) in order to determine the stress levels of the employees in 4 and 5 star hotels in Istanbul and its effects on their performance and their tendency to quit, the data of 379 employees were examined. According to the findings obtained as a result of the research, it has been determined that the most stressful factor is the injustice in promotion opportunities by drawing attention to the stress factors arising from career development. Akgündüz (2015) investigated the effect of role stress and self-esteem of employees in hotel businesses in Kuşadası on performance. In this study, the data of 227 hotel employees were examined. According to the findings, it has been determined that role ambiguity and role conflict decrease performance and increase stress level. Sardavor (2015) investigated the organizational stress and performance perceptions of employees in five-star hotel businesses in Azerbaijan and whether there is a relationship between these two variables. In the study, the data of 412 hotel employees were examined. According to the findings obtained as a result of the research, it has been determined that general organizational stress factors negatively affect the performances of all department employees. In a study conducted by Sampson and Akyeampong (2014) to evaluate the causes and effects of work-related stress, data from 296 front office workers were examined. As a result of the research, it was determined that seven factors had a significant effect on stress. These; promotion, role ambiguity and conflict, workload, effective communication between employees and customers, issues of bullying and harassment, the degree to which employees have the right to speak, and wage inequality. As a result of

all these, the most obvious effects are seen as the headache and disappointment of the employees during working hours, and the inability to concentrate on their work due to work stress. The conclusion that the employees are insufficient in their relations with the guests revealed that the managers should increase the training they will give to the employees in this regard. It is also among the suggestions that employees should exercise for their daily routines and get enough rest. Chiang, Birtch, and Kwan (2010) investigated the relationships between job stressors, coping resources, and job stress in the hotel and catering industry. The findings obtained as a result of the research are that the combination of high job demands and the lack of job control increases the stress level and reveals the necessity of work-life balance practices. Kim, Murrmann, and Lee (2009) examined the data of 310 employees on the effect of gender and organizational level differences of hotel employees in Korea on role stress and job satisfaction. The findings obtained as a result of the research show that the effects of role stress on job satisfaction are significantly more effective in female employees and supervisory employees than in male employees and unsupervised employees.

Akova and Işık (2008) examined the data of 380 employees, most of whom were employees of the Food and Beverage, Housekeeping and Front Office departments, in order to determine the stress-creating factors, employee reactions and coping strategies in five-star hotel businesses in Istanbul. According to the findings obtained as a result of the research, it has been determined that the most important stress factor is organizational policy and structure. It has been determined that the reactions of employees in situations where they are faced with stress cause inefficiency and poor performance. As methods to combat stress; It has been determined that strategies for physical and mental healing are preferred. Saldamlı (2006) analyzed the data obtained from 25 hotels and 663 personnel selected among the five-star hotel businesses operating in Turkey with a tourism management certificate. Participants; 133 front office, 124 housekeeping, 143 food and beverage, 60 kitchen, 98 accounting and 105 other departments. 104 of the participants are top level managers, 253 are middle and lower level managers, and 306 are other skilled and unskilled workers. In this study, it is aimed to determine the factors that disturb the personnel in achieving their goals and reduce their performance, and their effects on people, rather than the psychological discomfort experienced by the personnel. According to the findings, it has been determined that the stress experienced by the majority is due to role ambiguity and organizational structure. Sökmen (2005) conducted a research with the participation of 62 managers, including middle (such as reservation manager, floor supervisor) and upper level (such as general manager, accounting manager, human resources manager) in four and five star hotel businesses in Adana. In the study, it was aimed to determine whether the gender factor is determined in the determination of the stress sources and intensity of the managers. According to the findings, although the stress sources of male and female managers are generally similar, it has been revealed that male managers are under higher stress than female managers. It has been revealed that the causes of stress are mostly caused by the structure of the job, the working environment and the manager-guest relations. Data belonging to 792 participants, from

the Front Office, Housekeeping and Food and Beverage departments of four and five-star hotel businesses, which have tourism operation certificates serving in İzmir, Aydın, Manisa, Denizli, Uşak and Afyon provinces located in the Aegean region, examined by Aydın (2004). According to the findings obtained as a result of the research conducted to determine the stress factors arising from working conditions, it was concluded that the stress phenomenon of employees is high. It has been found that stress is mostly caused by organizational structure, such as insufficient salary, wage imbalance, excessive workload and uncertainty in working hours. In a study by Law, Pearce and Woods (1995), in which it was tried to determine the sources of stress for hotel workers in 14 tourism regions of Australia, the data of 102 Front Office employees were examined. According to the obtained results; It has been revealed that certain structural features of the jobs performed by the employees create stress. In addition, it has been revealed that managers and management behaviors are the main source of stress experienced by employees.

It is seen that the studies in the national and international literature are generally aimed at all hotel employees, there are also a few studies that focus only on the front office department (Law et al., 1995; Sampson and Akyeampong, 2014; Choi et al., 2019). When the results are examined, it is seen that the source of stress is generally related to the structure of the job or the organizational structure. Studies that concluded that organizational stress is caused by a lack of self-confidence (Gedik et al., 2017) and managers (Law et al., 1995) also draw attention. According to the results of the study conducted by Sökmen (2005) on middle and upper level managers, it was revealed that male managers were more stressed due to their work structure and work environment, on the contrary; According to the study conducted by Kim et al. (2009) on hotel employees, it was determined that female employees were more stressed than male employees. According to the results of the research conducted by Lin and Ling (2018) in China, it has been revealed that overload and role ambiguity do not negatively affect service quality by creating stress. Considering the recent studies on organizational stress, it is among the striking findings that a healthy mood is not enough to defeat stress (Choi et al., 2019) and that developing technology is a source of stress for employees (Şimşek and Cin, 2019).

In general, it is possible to say that employees in hotel businesses give importance to career development, but the opportunities for promotion do not meet the expectations of employees, and this causes stress by creating anxiety and job dissatisfaction along with future anxiety.

3. METHODOLOGY

3.1. Research Problem

Research on stress in hotel businesses is generally handled within the scope of a single department employee (Law et al., 1995; Sampson and Akyeampong, 2014; Choi et al., 2019), focusing only on middle and senior managers in terms of employee positions (Sökmen, 2005). sources are discussed according to gender (Kim et al., 2009) or the results obtained by conducting a large research are

presented as a general evaluation (Aydın, 2004; Sökmen, 2005; Saldamlı, 2006; Akova & Işık, 2008; Akgündüz, 2015; Sardavor, 2015; Saltık, 2016; Bora 2017; Chiang, Birtch and Kwan, 2010; Gedik et al., 2017; Lin and Ling, 2018; Şimşek and Cin, 2019). Starting from this, the research problem is designed as: "Do the sources of organizational stress change according to the blue-collar and white-collar distinction of the employees working in the hotel enterprises?".

3.2. Method, Population and Sample

In the research entitled "A Research On Organizational Stress Sources of Blue and White Collar Employees In Hotel Businesses" scientific and ethical rules were being followed in all processes. Changes were not made to the collected data. This study has not been sent to any other academic publication medium. The study was allowed ethics from the Ethics Committee of Sakarya University of Applied Sciences at the meeting numbered 04 and dated 15.03.2021.

In the research, "Semi-Structured Interview" technique, which is one of the qualitative research methods, was used in order to examine the factors causing stress in hotel employees in-depth and to provide the necessary data. The universe of the research consists of 236 four - and five-star hotels registered in Istanbul according to the 2019 data of the Ministry of Culture and Tourism (KTB, 2019). The sample (24 five-star and 42 four-star hotels) was determined by convenience sampling technique, considering the advantages in practice. Previous studies on hotel businesses have been made specifically for employees in a single department or throughout the hotel, and determining the sources of stress by distinguishing between blue and white collars and identifying possible differences belonging to these two groups is the original aspect of the research.

10 questions prepared by the researchers based on the literature were directed to 12 personnel, 6 blue collar and 6 white collar, working in different units of the hotels. The interviews were conducted between December 2019 and February 2020. To prevent data loss during the interviews, a voice recording was made with the permission of the participants and the participants were informed about the research subject beforehand. The data obtained from the interviews were subjected to "content analysis" through the MAXQDA qualitative data analysis program.

Gender, department information and frequency distributions of the participants are shown in Table 1. Out of the hotel employees participating in the research, 50% were women and 50% were men. When we look at the distribution of the departments where the participants work, it is seen that the majority are from the front office department and the food/beverage department.

Table 1. Findings Regarding the Interview Participants

		N	%
Gender	Female	6	50
	Man	6	50
Departments	Front Office	3	25
	Food&Beverage	3	25
	Housekeeping	2	18
	Human Resources	1	8
	Sales&Marketing	1	8
	Bellboy	1	8
	Risk Management and Securisty	1	8

The fact that modern management techniques are applied more effectively in four and five-star hotels necessitated the limitation of the universe in terms of research subject. The reluctance of some sector employees to participate in the research due to company policy, workload and personal reasons caused the number of samples to decrease, while the time constraints of the participants limited the number of questions. At the same time, the limited time to complete the research is another factor limiting the study.

The reliability formula suggested by Miles and Huberman (1994) was used to calculate the reliability of the research. The reliability formula suggested by Miles and Huberman (1994) is shown below (Baltacı, 2017:8):

Reliability Coefficient = Consensus / (Agreement + Disagreement) x 100.

(1)

The reliability coefficient is expected to be at least 80% (Baltacı, 2017:8). As a result of the calculations, the reliability of this research was calculated as 85%.

3.3. Findings

3.3.1.DataAnalysis

As shown in Table 2. the data obtained with the MAXQDA qualitative data analysis program were subjected to content analysis. As a result, 3 main themes and 11 sub-themes were determined. The contents of these themes were evaluated in detail.

Table 2. Interview Analysis Results (Main and Sub-Themes)

First of all, the findings obtained from the content analysis were discussed in general and the main and sub-themes reached were evaluated. The obtained results were also evaluated according to these two groups in order to see the possible differences between blue collar and white collar personnel.

Findings on the Main Theme of Communication Factor

In the context of the main theme of the communication factor, the findings emerging in 3 sub-themes will be examined. With the questions posed with the sub-themes of "Relations with Guests, Communication between Employees, Employee-Manager Relationship", it was tried to determine which dimension caused the most stress in the relations of the employees with the guests in the enterprise, the communication of the employees with each other and the relations with the employee-manager. All of the participants (12 participants) stated that they had problems in relations with guests. While hosting guests from all nationalities differs in expectations, it is difficult to please each and every one of them, while most guests stated that they expect the comfort of their homes and even more from the hotel management and the staff, and pointed out that these factors are the factors that cause the most stress on them.

While some of the participants (8 participants) stated that they did not have problems in communication between employees, their teammates were mostly constructive, they tended to convey their knowledge and they showed a solution-oriented approach, while a small number of participants (4 participants) stated that they had problems in communication with their teammates. They stated that the problems were mostly caused by the lack of information and the weak organizational bond within the enterprise.

Most of the participants (9 participants) pointed out that when they have a problem in the business, their managers act accordingly, they are consulted in the decisions taken, there is no imposition, and there is inner peace within the business. A very small number of participants (3 participants) pointed out that their managers often do not have a say and they show an approach of "whatever I say" and that this type of behavior creates stress on them and also causes them to dislike the job.

Findings on the Main Theme of Management Factor

In the context of the main theme of the management factor, the findings emerging in 3 sub-themes will be examined. With the questions asked within the scope of "Management Skills, Executive Decisions, Justice Perception" sub-themes, it has been tried to determine how effective the managers are in their management duties, the level of impact of their decisions on the work done, and whether they can provide a fair environment within the enterprise.

Half of the participants (6 participants) stated that the managers were successful in establishing and managing the organization, and that they had solution-oriented and job-solving managers, and they also drew attention to the fact that this had a positive effect on their performance. The other half of the participants (6 participants) stated that they think that their managers do not have a good command of the employees and the work being done, and that they lack knowledge and skills in the execution of the work. One of the participants expresses his views on this issue as follows: "My current manager has worked abroad and on the European side before, he is mostly dominant in the market there, we are on the Anatolian side and I think my manager's management style is not suitable for our hotel. I report the points that I see wrong with my manager, if necessary, I take the initiative and try to do my job in the right way."

Half of the participants (6 participants) stated that the managers successfully carried out the processes related to the work to be done and that the directives given were in the right place and time. The other half of the participants (6 participants) stated that the decisions made by the managers generally caused the work to conflict with each other, bringing the work to the point of disruption, and this situation adversely affected their performance.

When the participants were asked whether there was a fair environment in their business, most of the participants (9 participants) stated that a fair environment was provided within the business as much as possible and that their managers always had a fair management style. A very small number of participants (3 participants) stated that justice is not provided in the business they work for, their rights are often defeated, they are not brought to the position they deserve, and uneducated people are in better positions, and they mostly drew attention to the injustice experienced in terms of wages.

Findings on the Main Theme of Business Structure Factor

In the context of the main theme of the business structure factor, the findings emerging in 5 sub-themes will be examined. With the questions posed with the sub-themes of "Work Area, Task Intensity, Department Difference, Job-Related Uncertainty, Career Development", it has been tried to determine whether the employees have any problems in their workplace, the department they work in, the work they do and their future planning.

Half of the participants (6 participants) stated that there is no obstacle in their work area that prevents them from doing their work. The other half of the participants (6 participants) are among the factors that prevent them from doing their work in the workplace; They pointed out that issues such as lack of light, lack of air, noise, and lack of comfort caused them to be unable to focus on their work. One of the participants expresses his views on this issue as follows: "There are things that challenge me in my work area, especially the work environment. Because our rooms are on the ground floor, without light and air. Furniture such as the chairs and tables we use do not have enough ergonomics." A very small number of participants (3 participants) stated that the workload was not excessive and that the work progressed as it should. Most of the participants (9 participants) pointed out that their workload is high, that they often have to be completed in a short time, and that this is one of the factors that creates the most stress for them.

When the participants were asked whether they found their department to be stressful compared to other departments, few (2 participants) answered that the department they were in (food/beverage, sales/marketing) was not more stressful than other departments, while the tourism industry was not more stressful than other industries. Almost all of the participants (10 participants) are responsible for the department they are in (food/beverage department (2 participants), HR department (1 participant), front office department (3 participants), risk management and security department (1 participant), housekeeping department (2 participants). participant), bellboy (1 participant)) stated that they were more stressful than other departments, while they also stated that they thought the tourism sector was more stressful than other sectors. One of the participants expresses his thoughts on this issue as follows: "I think the front office department I work in is the most stressful department compared to others. We are the only department that guests know from start to finish, communicate with, and convey their requests and complaints. E.g; Guests always want their room to be clean but they don't know who cleans it. When they have breakfast in the restaurant, they expect the products they want to be on that plate, but they don't know who prepared it in the kitchen, they don't know, but the department they communicate with, the department they can touch from the entrance to the exit, is the front office." Half of the participants (6 participants) stated that there is no uncertainty or confusion about the work done, and that every work is clearly and unambiguously stated. The other half of the participants (6 participants) stated that they often go beyond the job description and they have to do more than one job at the same time, and pointed out that dealing with too many jobs that need to be completed in a short time causes high levels of stress for them.

More than half of the participants (7 participants) stated that they did not experience any problems related to their career development in the company they are in, and that they do not think they will experience any more, and pointed out that they trust their knowledge, skills and experience, and that they do not have any worries about the future. Less than half of the participants (5 participants) stated

that they could not plan for the future in their business, they thought that the performance evaluation system did not work fairly, and they had plans to quit the job in a short time.

Findings for the comparison of white-collar and blue-collar personnel

In the 3 sub-themes (Relations with Guests, Communication between Employees, Relationship between Employees and Managers) created in the context of the main theme of the communication factor, it was determined that the most stressful factors for white-collar personnel (6 participants) stemmed from guest relations. It has been determined that the most stressful factor for the blue-collar personnel (6 participants) is the guest relations, similar to the white-collar personnel. In the context of the main theme of the work structure factor, in 5 sub-themes (Work Area, Task Intensity, Department Difference, Job-Related Uncertainty, Career Development) the most stressful factor for white-collar personnel (6 participants) was the work area, the intensity of the tasks and the participants. It has been determined that it is caused by the problems they experience in the departments they work in. It has been determined that the most stressful factor for the blue-collar personnel (6 participants) is due to the problems experienced by the participants in the departments they work in.

4. DISCUSSION AND CONCLUSION

The fact that modern management techniques are applied more effectively in four and five-star hotels required the limits of the universe in terms of the research subject. The reluctance of some sector employees to participate in the research due to company policy, workload, and personal reasons caused the number of samples to decrease, while the time constraints of the participants limited number of questions. At the same time, the limited time to complete the research is another factor limiting the study. While determining the number of participants, due to the research problem, attention has been paid to the equal distribution of participants. When the answers received during the interviews started to show similarity, the interview was completed with 12 people, 6 of whom were blue-collar and 6 were white-collar.

The factors that create the most stress on hotel employees included in the research; guest relations, departments, task intensity, managers' ability to manage and the decisions they take. It is seen that the necessity of keeping customer satisfaction at the forefront for hotel businesses and being able to respond appropriately and adequately to the varying demands of guests from all nationalities increases the work stress. For hotel employees, the increase in workload, especially during the check-in and check-out hours of the guests, is another factor that creates stress. The work skills required by the department and the differentiation of the working environment are also factors that increase stress. On the other hand, managerial competencies of managers, their dominance over the job and whether the decisions made are correct and sufficient are also important factors that increase stress.

The factors that create the most stress for the white-collar employee group are; guest relations, managers' ability to manage, departments, work area and task intensity. It has been determined that white-collar employees are mostly exposed to stress due to problems arising from communication with guests and managers. Problems arising from the comfort quality of their workspaces and the fact that they think that the departments they are in are more stressful than the others, are another stress factor that draws attention. As a result of the research, it is determined that the source that causes the white-collar employees to experience the most stress is the work area, departments and task intensity; The study of Kocaman, Kocaman and Çakır (2012) coincides with the presentation of organizational culture as a factor that triggers conflicts in organizations. At this point, whether people are familiar with situations such as previous organizational structures, effective communication skills, ability to act with common goals, and support for teamwork affects people's expectations.

The factors that create the most stress for the blue-collar employee group are; guest relations, managerial decisions, and departments. The most striking factor among the factors that increase the stress level of the blue-collar employee group is that the decisions made by the managers are not seen as enough and appropriate, and that they think that the special working conditions required by the departments they are in cause more stress than other departments. As a result of the research, the ineffective decisions of managers, who are among the prominent sources of stress for blue-collar employees, were revealed in the study by Topaloğlu (2004) by expressing that the imbalance of authority and responsibility creates an environment of stress in organizations by creating environments of interpersonal, intergroup and intra-group conflict. In cases where authority and responsibilities are not balanced, both managers and employees will not be able to dominate the work they will do. This situation may lead to not being able to learn the jobs properly and to be alienated from the job. In the equality of authority and responsibility, employees will be more committed to their work and the organization by paying attention to the accountability of their work. Thus, in addition to boasting with positive feedbacks such as customer satisfaction or approval of superior subordinates, they will also work with a constructive attitude towards problem solving when negative criticism or dissatisfaction occurs. Blue-collar employees state that the department they are in is a source of stress by talking about the many challenging aspects in terms of their abilities. It is seen that this situation overlaps with studies that emphasize that the emotional commitment of employees affects their sensitivity to conflict and stress perception (Kavacık et al., 2003) and that the personality traits of employees are effective in situations that are mostly perceived as negative, such as conflict or stress experienced by perceiving the environment differently (Tekin et al., 2012).

It turns out that the factors that create stress in the white-collar and blue-collar employee groups are caused by guest relations and departments. Both groups of employees are stressed about achieving satisfaction in relations with guests and establishing the right communication. Among the reasons for the difficulties experienced in the relations with the guests can be shown in the hotel businesses that

provide labor-intensive service, providing a friendly and high quality service for the employees, and the fact that the factors determining satisfaction are highly variable in terms of visitors. In addition, the participants mostly think that the departments they work in are more stressful than the others due to the special knowledge and skill requirements arising from the work structure of the department they work in and the problems arising from the workload.

While determining the sources of stress within the scope of the research, it is important to consider blue-collar and white-collar employees both together and separately, to distinguish what the causes of stress are, and to reduce stress-causing factors sufficiently, especially in terms of the benefits it can provide to managers. Hotel businesses have been shaped on multi-departmental relationship to provide services according to needs and to create potential demand. The basic element of creating quality service and providing satisfaction in the service sector also passes through human resources. The coordinated work of many employees with different personality types and different expectations in departments with different job descriptions and requiring different skills makes organizational stress inevitable. The determinations made as a result of the research will make a great contribution to enterprises in providing customer satisfaction and competitive advantage along with employee satisfaction and quality service. In addition, clearly identifying the stress sources of employees and offering solutions will increase their job satisfaction levels and organizational commitment.

5. RECOMMENDATIONS

The stress in the white-collar employee group is mostly due to the workload and work area. It will be beneficial for the managers to reduce the stress by including the sufficient number of subordinates to share the tasks. Designing physical working environments to receive optimum heat/light will also increase employee performance. In the blue-collar employee group, the fact that most of the stress stems from the manager's decisions shows that it is necessary to be more open in communication with the employees.

Human labor is the basis of the tourism sector; situations such as intense workforce turnover, seasonality of the sector, and the sharing of the same environment by many employees with different cultures increase stress. In this context, to learn how to work effectively in a stressful environment, stress management should be included in the training programs for every business. It is thought that solution suggestions can be put forward by evaluating the expectations of blue and white collar employees separately in the trainings. It is also beneficial to present these trainings by differentiating them according to the departments.

Four and five star hotels in Istanbul were included in this study. The scope of the study can be expanded by making different comparisons by choosing individual and lower-star hotels and other destinations. Thus, the sources of stress will be diversified. In order to achieve the most appropriate level of stress in the organization, it will also be possible to develop different solution proposals.

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