



Determination of Organizational Stress and Organizational Burnout Levels of Mid Level Managers Working in Four and Five Star Hotel Businesses

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ABSTRACT

The present study emphasizes the concepts of stress and organizational stress which are the main concepts constituting theoretical foundation of the research; evaluates influences of stress on organization; discusses the concept of organizational burnout as well as its sub-dimensions; and analyses organizational stress and burnout levels of mid level managers working in four and five star hotels. The purpose of this study is to analyze the relationship between organizational stress and organizational burnout levels of mid level managers of four and five star hotel businesses. Survey has been conducted on 318 employees of four and five star hotels operating in Alanya, Turkey. According to the analysis of data, it has been observed that ages of mid level managers have an influence on their organizational stress and burnout levels. Genders of mid level managers are influential on their organizational stress levels while they have no influence on their burnout levels. Education levels of managers influence their organizational stress levels while they have no influence on their burnout levels. The departments of managers are influential both on organizational stress and burnout. Positions of managers influence their burnout levels while they have no influence on their organizational stress levels.

Keywords: Hotel Personnel, Organizational Stress, Organizational Burnout, Tourism

JEL Classifications: L83, M1

1. INTRODUCTION

Throughout history, people have established various organizations in order to realize their economical, social and political objectives. Organizations are social systems constituted of individuals with attitudes, values, behaviors and emotions, and they have a social climate in which individuals live, work and establish relations with each other (Aydın, 2004. p. 54).

Modern life requires individuals of organization to continuously attempt to adjust themselves according to economical, social, cultural and technological developments. And organizations as social systems have a necessity to keep pace with these rapid changes in the outer world. Now, management process has to take on not only the task of meeting the requirements of organizational expectations but also the task of meeting the economical, social and psychological requirements of workers as members of

organization. Meeting the expectation of personnel, i.e. providing internal customer satisfaction, has become one of the main tasks of organizations.

The issue of adaptation of workers to their own organization's environment is an issue of high concern. Harmony necessitates a relationship system that is needed in organization's environment in order to conduct organization's activities in a healthy way as well as maintain the sense of well-being in the workplace together with efficient working order of individuals. Harmony provides satisfaction and sense of well-being in work life for individuals while it is one of the fundamental requirements of productive conduct of works from the perspective of the organization (Mihçioğlu, 1985. p. 53). Adaptation may be defined as the state of equilibrium in which no stimulus change occurs which would not require worker to response in an intense way during her/his interaction with the organizational environment (Basaran, 1991. p. 215).

One of the most important factors to make a difference under the working conditions of the business environment in 2000's is a committed, productive, highly motivated and innovative human resource. The success, survival and competing power of organizations depend on the physical and mental health of their members, supporting their individual developments and ensure their participations (Aydogdu and Asıkgil, 2011. p. 43). Especially in hotel businesses, employees are expected to have certain qualities specific to the service they provide since they play the key role in labor intensive sector. Workers' "hands" or "brains" determine the quality of work in manufacturing businesses while the most important factor to determine the quality of the service provided in service industry is "friendliness, sincerity and smiles" of workers towards customers, i.e. their emotions (Chu and Murrmann, 2006. p. 1181).

Yet, under rapidly changing and developing life conditions, it is inevitable for humans as social creatures, to show different reactions and attempts in order to adapt to these changes in the face of pressures and threats concerning their physical and psychological limits. Rapid changes in the contemporary world, on the other hand, cause individuals to live in a stressful environment and create their possible state of burnout as a result of stress (Alanyalı, 2006. p. 1).

2. LITERATURE REVIEW

2.1. Stress and Organizational Stress

In spite of the increase seen in the studies concerning the issue of stress, living with stress and the experience of stress are not new events or concepts. Since events which create tension in people have always been there and people have always encountered many events causing stress and are continuing to encounter them. Especially rapid changes in technological, social, cultural, political and economical areas of social life have caused problems. These problems are able to cause stress for the individual and stress is considered as a concept that affects individual's health and productivity.

The term "stress" comes from "estrica" in Latin, "estrece" in old French. The term has been used in the sense of catastrophe, trouble, disaster, sorrow, grief in 17th century. 18th and 19th centuries have seen a change in the sense of the term; it has been used in the senses of difficulty, pressure, forcefulness with regard to objects, persons, organs and mental structure. Therefore, "stress" has began to be used in the sense of resistance shown in the face of degeneration, deviation in shape of objects and people with the affect of these kinds of forces (Pehlivan, 2002. p. 2; Baltaş and Baltaş, 1991. p. 265).

"Stress" has totally established itself in Turkish language although it is a foreign word. The term "stress" has been used by Selye (1977. p. 23-25), an authority in the subject of stress, for the first time and defined as "non-specific reaction of body to any external demand." According to Shermerborn et al. (1988. p. 532), stress is the state of tension that arises in individual due to extraordinary demands, pressures or opportunities. According to Magnuson (1990. p. 24), stress is the response of individual to the difference between his/her actual world and expectations.

Monat and Lazarus, on the other hand, have stated that stress arises in conditions where internal or external demands go beyond individual's adaptation resources or become a heavy burden for the individual (Feitler and Tokar, 1986. p. 256). As for science world, the term "stress" has been used for the first time in 17th century to explain "the relation between the elastic body and external force that is applied to it" by physicist Robert Hook (Graham, 1999. p. 24). Taking place in physics and engineering sciences in the beginning and later entering psychology and management sciences, the term "stress" has been studied due to the affects of rapid changes occurring in industrial societies on people.

At the present time, an individual working in a certain organization spends most of his/her time in work place and carries out the roles and duties expected from him/her in order to realize certain objectives. The stress of individual generates organizational stress. Therefore, problems of people working in the organization affect the organization as organizational problems affect people. This situation introduced the term "organizational stress" caused by the environment of organization.

Individual entering into work life establishes relationships with other people in the organization, tries to adapt to organization's values and norms and is included in various groups within the organization in addition to performing productive work. And these processes cause the worker to engage in an intense and forceful attempt to adapt. In short, individuals fulfilling certain roles and carrying on certain duties in work place are faced with "organizational stress" caused by organization's environment. This notion is also called as "work stress" or "occupational stress" (Pehlivan, 1995. p. 11).

In order to fully comprehend the appearance of organizational stress, it is necessary to take into account that stress arises out of interaction of two factors. These two factors are personal characteristics and organizational or work-related qualities. The ones concerning personal characteristics are impatience, disquiet, aggressiveness, competitiveness, feeling the pressure of time significantly, age and variables in genetic features such as gender. And organizational factors are variables such as working conditions and difficulty of the job, malfunctioning of the organization of work place, excessive work load, management style, malfunctioning in the distribution of roles, duties and responsibilities in the structure of organization, participation in decision-making processes, insufficiency of wages, the distance to work place (Eren, 2000. p. 112).

Various studies support that personnel working in labor intensive service sector experience organizational stress in line with negative influences. "Organizational Stress Management and An Implementation on Flight Personnel" named study of Gümüştekin and Öztemiz (2004) discusses the concepts of stress and organizational stress as theoretical foundation of the research, indicates the symptoms of stress on human being and analyzes the effects of stress on organizations. In scope of stress management, individualistic and organizational approaches and programs have been given. Stress sources for employees and stress symptoms seen on employees have been analyzed with a survey conducted

on flight personnel. The premises included in the survey which has been conducted on employees, have been constituted through determination of the conditions specific to the work as well as literature review. Data has been evaluated by grouping first according to general and then demographic characteristics of employees. The result of study has showed that flight personnel are exposed to various stress sources although not at a disturbing level.

In the study of Onay and Kılıcı (2011) named “The Effects of Work Stress and The Feeling of Burnout on The Intention of Quitting Job: Waiters and Cooks,” a survey has been conducted on waiters and cooks working in four and five star hotels in Izmir, Alsancak. According to the survey, most influential factors on the intention of quitting the job have been determined as individual stress sources and organizational stress sources within all the stress sources related to work. Another important finding of the study was that the feeling of emotional burnout influences the intention of quitting the job in a positive way. No significant relationship has been found between cynicism and the intention of quitting the job. Özkan and Özdevecioğlu’s (2012) study named “The effects of occupational stress on burnout and life satisfaction: A study in accountants” has been carried out on 217 accounting employees in Turkey, Kayseri. Organizational stress has been found to have a positive effect on three sub-dimensions of burnout while it had a negative effect on life satisfaction. With this study, organizational stress has been proven to be an important factor in determining accountants’ burnout levels and life satisfaction. Yirik et al. (2014) study named “Examination of the Relationship between Organizational Stress and Organizational Burnout Levels of Mid Level Managers Working in Four and Five Star Hotel Businesses Based on Demographic Variables” has been conducted on 445 employees of four and five star hotels operating in Alanya, Turkey. A high level relationship between organizational stress and emotional exhaustion and also organizational stress and cynicism has been observed in the age group of 34-41 of mid level managers. Mid level managers who worked in the sector for more than 13 years have been observed to have high levels of organizational stress, emotional exhaustion and cynicism.

2.2. Burnout Concept and Extent

Burnout is a much studied concept defined as “the condition of exhaustion in internal resources of individual due to failure, fatigue, energy and stamina decrease or unsatisfied desires” for the first time in 1974 by Herbert Freudenberger in order to identify the conditions of fatigue, disappointment and withdrawal from work seen within St. Mark’s voluntary health workers in east state of New York; and its definitions have been developed.

The concept of burnout is often associated with the concept of stress. Burnout is described as “the reaction against chronic personal and emotional stress in work place.” Hobfoll and Shirom (2000) describe burnout as long term exposure to stress. Schaufeli and Enzmann (1998) argue that burnout arises especially due to work stress related to personal needs and expectations (Pines and Keinan, 2005. p. 626).

The most widespread and commonly agreed definition of burnout today is Christina Maslach’s definition that also developed

Maslach Burnout Inventory (MBI). Burnout is defined as following by Maslach et al.: “emotional burnout developed as a response to stress in work place, is a stress syndrome consisting of low sense of professional efficacy against customers and managers in line with cynicism of employees” (Siegal and McDonald, 2003. p. 291).

In order to study organizational burnout problem, Maslach and Jackson conducted intensive interviews with employees in the sector and developed a model with three sub-dimensions concerning burnout. They introduced a model with three sub-dimensions as emotional burnout, cynicism and professional efficacy, and developed MBI with the purpose of measuring burnout level (Maslach and Jackson, 1981. p. 111).

Maslach developed three-dimensional MBI as a result of her researches Maslach (2003).

1. Exhaustion
 - Emotional exhaustion: Feeling tired when thinking of going to work
 - Physical exhaustion: Decrease in sleeping time, feeling cold, headaches.
2. Cynicism
 - Cynical attitude towards co-workers
 - Negative feelings about people one interacts in relation with work
 - Withdrawal within oneself, avoiding difficulties, doing as little work as possible.
3. Professional efficacy
 - It defines the feelings of self-efficacy and achievement within oneself.

Reduced professional efficacy indicates individual’s negative feelings about himself/herself and belief of low activity (Barutçu and Serinkan, 2008. p. 546).

When the effects of burnout are analyzed the following may be determined as the consequences of burnout for organizations: Negative behavior towards customers or people to whom service is provided, deterioration of relations with people and actively not entering to environments including people and withdrawal, deterioration in the quality of provided service, making mistakes, increase in accidents and injuries, loss of interest in organization and occupation, loss of creativity, dissatisfaction with work, low performance and reduction in professional efficacy, loss of idealism about work, coming late to work and discontinuity, postponing or delaying certain things, absence, decrease in job satisfaction and organizational commitment and as a results of all, tendency to quit the job and the desire to change job (Arı and Bal, 2008. p. 141).

Various studies support that personnel working in labor intensive service sector experience burnout syndrome in line with negative influences. Various studies support that personnel working in labor intensive service sector experience burnout syndrome in line with negative influences. Kozak (2001) conducted “A Study Concerning Burnout Conditions of Women Working in Accommodation Sector in Turkey.” In this study, the level of exhaustion related to working

in accommodation sector as a woman has been proven and “Beck Hopelessness Scale” has been used as a data gathering tool. The results of the study showed that 55% of women working in hotel businesses included in the scope of the study were far removed from burnout feeling, while 45% experienced feeling of exhaustion due to uncertainty of the future of the sector, uncertainty of career, busy schedule, and behavior of managers and social status of women (Pelit and Türkmen, 2008. p. 122).

Another study conducted on hotel businesses concerning the issue at hand is “Burnout Syndrome in Hotel Employees” by Tepeci and Birdir (2003). In the mentioned study, authors have used “MBI” which was adapted to Turkish language in order to measure burnout level. Mentioned study has been conducted on 135 workers in total working in different hotels including one all-year-round open four star hotel, two five star hotels and one resort operating in the region of Antalya. Burnout level of hotel workers has proven to be low as a result of the study. In addition, burnout factors have been observed to effect employees’ job satisfaction. In another study using MBI in order to determine burnout levels of workers working in catering service units within the international terminal of Izmir Adnan Menderes Airport, general burnout levels of workers in question have been proven to be low (Özgen, 2007. p. 120).

So, it is assumed that personnel working in hotels would encounter many stress sources and would experience burnout of the same scale. From this point of view, the purpose of the present study is to determine organizational stress and burnout levels of personnel working in hotels of Alanya and to put forth the relationship between the two.

3. RESULTS

3.1. Model of the Study

This study is modeled according to descriptive method and relational screening model. Since organizational stress and burnout levels of mid level managers of tourism sector is attempted to be determined, the present study has been modeled according to descriptive method, and since the question of whether there is any relationship between organizational stress and burnout levels is asked, it has been modeled according to relational screening model. Hypotheses of the study are given below:

- H₁: Burnout levels of mid level managers of tourism sector have a significant effect on their organizational stress levels.
- H₂: Organizational stress levels of mid level managers of tourism sector differ with respect to their ages.
- H₃: Burnout levels of mid level managers of tourism sector differ with respect to their ages.
- H₄: Organizational stress levels of mid level managers of tourism sector differ with respect to their genders.
- H₅: Burnout levels of mid level managers of tourism sector differ with respect to their genders.
- H₆: Organizational stress levels of mid level managers of tourism sector differ with respect to their educational levels.
- H₇: Burnout levels of mid level managers of tourism sector differ with respect to their educational levels.
- H₈: Organizational stress levels of mid level managers of tourism

sector differ with respect to the department they work in.

- H₉: Burnout levels of mid level managers of tourism sector differ with respect to the department they work in.
- H₁₀: Organizational stress levels of mid level managers of tourism sector differ with respect to their seniority status.
- H₁₁: Burnout levels of mid level managers of tourism sector differ with respect to their seniority status.

3.2. Population and Sample of the Study

The population of the study consists of mid level managers of four and five star hotels operating in Antalya, Alanya. But, since there would be some difficulties in reaching the population in terms of time and resources, random sampling method has been chosen to represent the determined population. In this scope, sample of the study consisted of 318 hotel mid level managers in total working in four and five star hotel businesses operating in Alanya. Survey form has been distributed to 350 people but only 335 of them have been returned. During recording data to the computer, 17 survey forms have been found to be invalid. Return rate of the survey has been 90.9%.

3.3. Data Gathering Tools

Survey forms have been used as data gathering tools in the study. Survey form consists of three main sections. First section consists of personal information form, second section consists of organizational stress scale and third section consists of burnout inventory. First section consists of questions related to age, gender, level of education and seniority status in order to determine demographic characteristics of mid level managers. In second section, a scale constituted of items of approved validity and reliability taken from the inventory that has been developed by Inayet Pehlivan, Yücel Ertekin and Aliye Aktaş with the purpose of determining organizational stress levels of mid level managers, and that has been used in many studies concerning stress, is used in line with the purpose of study. Five point Likert scale (1=definitely disagree, 5=definitely agree) has been evaluated by total score obtained from 28 items. The increase in total points indicates high levels of organizational stress. Cronbach’s alpha coefficient has been calculated as 0.709 as a result of reliability analysis and the scale has been proven to be reliable. Third section consists of burnout inventory developed by Christina Maslach with the purpose of determining burnout levels of mid level managers. Five point Likert scale (1=never, 5=always) has been evaluated by total score obtained from 22 items. The increase in total points indicates high levels of burnout in mid level managers. Cronbach’s alpha coefficient has been calculated as 0.610 as a result of reliability analysis and the scale has been proven to be reliable.

3.4. Analysis of Data

Data needed for study has been obtained through a survey conducted on subject. Raw data obtained through survey has been recorded in computer. SPSS 16.0 program has been utilized in the process of looking for answers to problems of the study.

Frequency distributions have been analyzed in order to determine personal characteristics of mid level managers of tourism sector. Regression analysis has been conducted in order to determine whether burnout levels of mid level managers of tourism sector

have a significant affect on their organizational stress. In addition, independent samples t-test and one-way analysis of variance (one-way ANOVA) have been used with respect to the variable under analysis with the purpose of determining the differentiation of organizational stress and burnout levels according to certain personal characteristics of mid level managers.

Throughout the study, significance levels have been taken as 0.05 and 0.01.

3.5. Findings

This section consists of findings of the data obtained through survey conducted on participants.

3.5.1. Findings related to personal information of participants

Frequency distributions have been examined in order to determine the demographic structures belonging to mid level managers of tourism sector who participated to the survey and the results have been given in Table 1.

According to the findings observed in Table 1, 6.6% of mid level managers working in tourism sector and constituting the sample of the study are between the ages of 18 and 22, 40.6% are between the ages of 26 and 33, 44.0% are between the ages of 34 and 41, 7.5% are between the ages of 42 and 49, and 1.3% are 50 years old or more. 46.9% of mid level managers working

in tourism sector which constitutes the sample are female and 53.1% are male. 7.5% of mid level managers working in tourism sector and constituting the sample are found to be graduated from secondary school while 37.4% were graduates of high school, 37.4% were graduates of associate degree and 17.6% were undergraduates. 41.8% of the sample which consists of mid level managers working in tourism sector has indicated that they received tourism training while 58.2% of them didn't. The departmental distribution of tourism sector mid level managers is observed to be as follows: 3.8% in general management, 4.1% in accounting-financing, 6.3% in sales-marketing, 11.0% in front desk, 9.4% in food and beverages, 17.6% in housekeeping, 8.8% in public relations, 24.8% in human resources, 5.0% in technical service and 9.1% in security. Durations of working in tourism sector for mid level managers of tourism sector has been observed to be as follows: 15.7% were working in tourism sector for 1-3 years, 24.5% for 4-6 years, 21.7% for 7-9 years, 3.3% for 10-12 years, and 14.8% for 13-15 years. As for the monthly incomes, 29.2% of mid level managers working in tourism sector have been observed to earn 1000-1999 TL, 45.3% of them were earning 2000-2999 TL, 18.6% of them were earning 3000-3999 TL and 6.9% of them were earning 4000 TL and more.

3.5.2. Statistical findings

This section consists of determination of relationships between organizational stress and burnout of mid level managers working in tourism sector who participated to the survey, and comparisons of organizational stress and burnout levels of managers according to their demographic characteristics. But before moving on to statistical implementations, normality test of total points obtained from organizational stress and burnout inventories has been analyzed through Kolmogorov-Smirnov and its results have been given in Table 2.

As seen in Table 2, asymptotic significance (two-tailed) values are <0.05 significance level, so total points obtained from organizational stress and burnout scale are proven to be distributed normally. Parametric techniques are deemed to be suitable in statistical hypothesis tests to be implemented.

According to the findings observed in Table 3, the effect burnout of mid level managers on organizational stress has been found to be statistically significant (significant <0.05). One unit increase in burnout causes 0.364 units of increase in organizational stress. A positive relation has been proven between organizational stress and burnout levels of mid level managers. In addition to this, 13.3% of organizational stress levels of mid level managers have been seen to be explained by their perception of burnout. So, H₁ alternative hypothesis which constitutes the problem statement of the study has been accepted.

Table 1: Frequency distributions related to personal information

Variable	Group	f	%
Age	Ages of 18-25	21	6.6
	Ages of 26-33	129	40.6
	Ages of 34-41	140	44.0
	Ages of 42-49	24	7.5
	Ages 50 and more	4	1.3
Gender	Female	149	46.9
	Male	169	53.1
Educational State	Secondary school	24	7.5
	High school	119	37.4
	Associate degree (2 years)	119	37.4
	Undergraduate (4 years)	56	17.6
You received a tourism training	Yes	133	41.8
	No	185	58.2
Department you work in now	General management	12	3.8
	Accounting-financing	13	4.1
	Sales-marketing	20	6.3
	Front desk	35	11.0
	Food and beverage	30	9.4
	Housekeeping	56	17.6
	Public relations	28	8.8
	Human resources	79	24.8
	Technical service	16	5.0
Security	29	9.1	
How long have you been working in tourism sector	1-3 years	50	15.7
	4-6 years	78	24.5
	7-9 years	69	21.7
	10-12 years	74	23.3
	13-15 years	47	14.8
Monthly income	1000-1999 TL	93	29.2
	2000-2999 TL	144	45.3
	3000-3999 TL	59	18.6
	4000 TL and more	22	6.9

Table 2: Frequency distributions related to Kolmogorov-Smirnov Z-test for normality

	Organizational stress	Burnout
Kolmogorov-Smirnov Z	1.221	1.273
Asymptotic significant (two-tailed)	0.101	0.078

Table 4 shows the ANOVA results obtained in order to determine whether organizational stress and burnout levels of mid level managers of tourism sector differentiate according to their ages. Differentiation of organizational stress levels according to ages is found to be statistically significant at the level of 0.01. Least significant difference (LSD) has been implemented in order to determine age groups causing difference between averages and as a result, mid level managers in the age group 18-15 have been found to have higher levels of organizational stress compared to other age groups. So, H₂ alternative hypothesis has been approved.

Differentiation of burnout levels according to ages is found to be statistically significant at the level of 0.01. LSD has been implemented in order to determine age groups causing difference between averages and as a result, mid level managers in the age group 26-33 have been found to have lower levels of burnout compared to other age groups. So, H₂ alternative hypothesis has been approved.

Table 5 shows the independent sample t-test results obtained in order to determine whether organizational stress and burnout levels of mid level managers of tourism sector differentiate according to their gender.

Differentiation of organizational stress levels according to genders is found to be statistically significant at the level of 0.01. Examinations of averages showed that female mid level managers have higher levels of organizational stress compared to male managers. So, H₄ alternative hypothesis has been approved. Differentiation of burnout levels according to genders is found to be statistically not significant at the level of 0.05. In this case, H₅ alternative hypothesis has been denied.

Table 6 shows the ANOVA results obtained in order to determine whether organizational stress and burnout levels of mid level

Table 3: Results of regression analysis concerning the effect of burnout levels on organizational stress

Model	Non-standardized coefficients		Standardized coefficients	t	Significant
	Beta	Standard error	Beta		
Invariable	56.721	5.769	-	9.831	0.000
Burnout	0.591	0.085	0.364	6.956	0.000

R²=0.133

F=48.380, P=0.000

managers of tourism sector differentiate according to their educational level.

Differentiation of organizational stress levels according to educational level is found to be statistically significant at the level of 0.01. LSD has been implemented in order to determine educational levels causing difference between averages and as a result, mid level managers who are of associate degree and undergraduate have been found to have higher levels of organizational stress compared to the ones who graduated from secondary school and high school. So, H₆ alternative hypothesis has been approved. Differentiation of burnout levels according to educational levels is found to be statistically not significant at the level of 0.05. In this case, H₇ alternative hypothesis has been denied.

Table 7 shows the ANOVA results obtained in order to determine whether organizational stress and burnout levels of mid level managers of tourism sector differentiate according to their departments.

Differentiation of organizational stress levels according to departments is found to be statistically significant at the level of 0.01. LSD has been implemented in order to determine departments causing difference between averages and as a result, mid level managers working in general management have been found to have higher organizational stress levels than the ones working in technical service and security while the ones working in sales-marketing and front desk had higher levels of organizational stress than the ones working in general management, accounting-financing, human resources, technical service and security. Mid level managers working in food and beverages had higher levels of organizational stress than the ones working in general management, accounting-financing, sales-marketing, front desk, housekeeping, human resources, technical service and security. The ones working in housekeeping had higher levels of organizational stress than the ones working in accounting-financing, human resources, technical service and security. Mid level managers working in human relations had higher levels of organizational stress than the ones working in general management, accounting-financing, housekeeping, human resources, technical service and security. In general, mid level managers working in front desk and food and beverages departments had the highest level of organizational stress while the ones working technical services and security departments had the lowest level. So, H₈ alternative hypothesis has been approved.

Table 4: ANOVA results concerning differentiation of organizational stress and burnout levels according to age

	Age	N	Average	SS	F	Sig.
Organizational stress	Ages of 18-25	21	105.000	5.51362	5.250	0.000
	Ages of 26-33	129	95.3721	10.29341		
	Ages of 34-41	140	96.9214	7.96672		
	Ages of 42-49	24	95.7917	10.60344		
	50 and above	4	94.2500	6.60177		
Burnout	Ages of 18-25	21	70.1905	5.11487	5.739	0.000
	Ages of 26-33	129	65.8682	5.96655		
	Ages of 34-41	140	68.6500	4.95726		
	Ages of 42-49	24	68.7083	7.18379		
	50 and above	4	67.7500	2.62996		

Differentiation of burnout levels according to departments is found to be statistically significant at the level of 0.01. LSD has been implemented in order to determine departments causing difference between averages and as a result, mid level managers working in general management have been found to have higher burnout levels than the ones working in other departments while the ones working in accounting-financing department had lower levels of burnout compared to all the other department workers. Mid level managers working in front desk, food and beverages and public relations departments had higher burnout levels than the ones working in sales-marketing, human resources, technical service, and security departments. In general, burnout levels of mid level managers working in general management have been found to be the highest while burnout levels of the ones working in accounting-financing department were the lowest. So, H_9 alternative hypothesis has been approved.

Table 5: t-test results concerning differentiation of organizational stress and burnout levels according to gender

	Group	N	Average	SS	T	Significant
Organizational stress	Female	149	98.2685	7.87712	2.841	0.005
	Male	169	95.3314	10.22586		
Burnout	Female	149	68.1544	5.06675	1.575	0.116
	Male	169	67.1420	6.23670		

Table 8 shows the ANOVA results obtained in order to determine whether organizational stress and burnout levels of mid level managers of tourism sector differentiate according to their seniority. Differentiation of organizational stress levels according to seniority is found to be statistically not significant at the level of 0.05. In this case, H_{10} alternative hypothesis has been denied. Differentiation of burnout levels according to seniority is found to be statistically significant at the level of 0.05. LSD has been implemented in order to determine seniority level causing difference between averages and as a result, mid level managers who have seniority level of 1-3 years and 13-15 years have been found to have higher levels of burnout than the ones who have seniority level of 7-9 years and 10-12 years. So, H_{11} alternative hypothesis has been approved.

4. CONCLUSIONS

The results concerning the sample which consists of 318 participants working in tourism business in Antalya, Alanya are summarized below. In the sample, ratio distribution of participants who are in the age group of 34-41, male, graduated from high school and associate degree, not trained in tourism, working in human resources and housekeeping departments, and who are department managers is higher. Ratio distribution of the sample concerning the duration of working in tourism sector is observed to be approximately similar, although ratio distribution of the

Table 6: ANOVA results concerning differentiation of organizational stress and burnout levels according to educational level

	Educational level	N	Average	SS	F	Significant
Organizational stress	Secondary school	24	92.2500	13.94477	4.947	0.002
	High school	119	95.1765	9.34975		
	Associate degree (2 years)	119	98.2521	8.24232		
	Undergraduate (4 years)	56	98.5893	7.85268		
Burnout	Secondary school	24	66.0833	7.68916	2.115	0.098
	High school	119	67.7647	5.36420		
	Associate degree (2 years)	119	67.1008	5.12785		
	Undergraduate (4 years)	56	69.0536	6.53778		

Table 7: ANOVA results concerning differentiation of organizational stress and burnout levels according to departments

	Department	N	Average	SS	F	Significant
Organizational stress	General management	12	95.0833	5.61586	22.2320	0.000
	Accounting-financing	13	91.1538	7.19776		
	Sales-marketing	20	100.420	10.32320		
	Front desk	35	109.720	8.28708		
	Food and beverage	30	104.633	8.56006		
	Housekeeping	56	99.6250	8.54626		
	Public relations	28	104.178	5.95697		
	Human resources	79	92.7595	4.27640		
	Technical service	16	84.3125	8.72329		
	Security	29	88.7241	7.63870		
Burnout	General management	12	78.4167	7.15362	12.828	0.000
	Accounting-financing	13	60.8462	6.51724		
	Sales-marketing	20	64.9000	6.27359		
	Front desk	35	68.3429	6.37524		
	Food and beverage	30	69.5000	4.78323		
	Housekeeping	56	69.7679	4.55269		
	Public relations	28	67.7857	4.56522		
	Human resources	79	65.8734	4.32455		
	Technical service	16	66.3125	3.53494		
	Security	29	66.3793	3.58980		

Table 8: ANOVA results concerning differentiation of organizational stress and burnout levels according to seniority

	Department	N	Average	SS	F	Significant
Organizational stress	1-3 years	50	96.8800	9.85122	0.653	0.625
	4-6 years	79	96.9620	11.47287		
	7-9 years	69	95.1739	8.08404		
	10-12 years	73	97.1370	8.64792		
	13-15 years	47	97.6809	7.15696		
Burnout	1-3 years	50	69.2800	7.45884	2.832	0.025
	4-6 years	79	67.7215	6.41100		
	7-9 years	69	66.5797	4.83980		
	10-12 years	73	66.5616	4.03797		
	13-15 years	47	68.8298	5.42265		

participants who are in the first 3 years of their occupational life stands out as lesser. In the sample, ratio distribution of mid level managers who earn a monthly income of 2000-2999 TL is higher.

There is a positive relation between organizational stress and burnout levels of mid level managers. Burnout levels of mid level managers are effective on organizational stress in the amount of 13%. Ages of mid level managers is also effective on their levels of organizational stress and burnout. Organizational stress levels of mid level managers in the age group of 18-25 are higher than that of other age groups while burnout levels of mid level managers in the age group of 26-33 are higher than that of other age groups. Gender of mid level managers is influential on their organizational stress levels while it has no influence on their burnout levels. Female mid level managers have a higher level of organizational stress than males. Education level of managers is influential on their organizational stress levels while it has no influence on their burnout levels. Organizational stress of mid level managers who have associate degree and undergraduate degree is higher than that of secondary school and high school graduates. Organizational stress level increases with the increase in educational level. The departments of mid level managers are influential on both organizational stress and burnout. The highest level of organizational stress belongs to mid level managers working in front desk and food and beverages departments while the lowest level belongs to the ones working in technical service and security departments. The highest burnout level is observed within the ones working general management while the lowest burnout level belongs to the ones working in accounting-financing department.

Status of mid level managers influences their burnout levels while it has no affect on their organizational stress levels. General Managers have a higher burnout level than that of department managers and assistant managers. Seniority of mid level managers influences their burnout levels while it has no affect on their organizational stress levels. Burnout levels of tourism sector's mid level managers, who have an experience of 1-3 years and 13-15 years in the job, are higher than the ones with 7-9 years and 10-12 years experience. High burnout levels of the ones who are in the beginning and ending years of their occupation draw attention.

All of the above summarized findings have been important indicators of how burnout levels and the organizational stress they create can vary in different organizational conditions. Although occupational burnout levels of hotel employees have been observed

to have little impact on organizational stress levels, the difference in burnout and stress levels of the hotel personnel showed variation as the organizational conditions of the hotel personnel vary and this pointed out to the need of some preventive actions in this matter. Thus, all kinds of preventive actions taken in order to improve organizational conditions may create a preventive impact in terms of burnout and stress the employees feel. Many studies conducted in various areas emphasize the fact that organizational burnout and the organization stress originating from it constitute a significant problem in today's business world. Therefore, organizational arrangements along with personal prevention techniques should also be increase as organizational arrangements are considered to have more impact on the issue. Limitations of the study consist of its having been conducted in a limited period of time and implemented in four and five star hotels located only in a certain destination, namely Alanya. Moreover, the units for analysis were selected only among hotels and the analysis was conducted only on hotel personnel by leaving out other stakeholders of the sector. Similar studies may be conducted on other operational areas such as accommodation, tourism guidance, transportation etc. and detailed with comparative analyses. The present study may also be conducted on different destination by using different measurement techniques.

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