Chapter 19
Relationship Between Organizational Stress and Organizational Cynicism in the Tourism Industry: A Study

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ABSTRACT

This chapter analyzes the relationship of organizational stress and cynicism in the tourism industry. To do this, a survey was given to hotel workers at a five-star hotel in Antalya, Turkey. The method is quantitative.

INTRODUCTION

Today, organizations face intense competition and reckless change. Rapid developments in technology and a broadening base of competition force organizations to focus more on human resources. Therefore, improving the efficiency and effectiveness of human resources and boosting the prevailing mood and motivation are more important than ever. As a matter of fact, organizational success does not seem possible by merely technological developments or capital increases at the expense of human material. Accordingly, both developing positive elements in terms of human resources and minimizing their negative aspects bear crucial importance for organizations. Therefore, minimizing the inter-related issues of organizational stress and organizational cynicism, which clearly paint a negative picture for organizations and employees, is an important topic. Organizational stress, in particular, is an issue that deserves specific attention, and it is described as the sum of organizational stress perceptions by employees. In this context, stress is critical not only for individuals, but for organizations, as well. On the other hand, organizational cynicism may be described as the negative feelings and attitudes of employees towards their
organization. It may be stated that both organizational stress and organizational cynicism are undesired themes in an organizational setting, because they cause extremely negative feelings and attitudes on the level of employees and in organizational life. Nevertheless, analyzing the relationship between these two important elements of negative organizational behavior may produce extremely positive results for organizations and employees. A review of the field literature shows that the relationship between these two crucially important issues has not been adequately analyzed. In this study, the relationship between organizational cynicism and organizational stress is analyzed in a business setting from the tourism industry, namely at a hotel located in Turkey. Thus, the population of the study is a 5-star touristic hotel in the province of Antalya, Turkey. For the purpose of our study, 354 employees provided analyzable feedback in a successful survey. The study used the quantitative research method and the regression model. Organizational cynicism and organizational stress questionnaires prepared for the employees were delivered via e-mail as a modern survey technique. The obtained results were analyzed with the SPSS 20.0 software in order to identify any relationship between organizational stress and organizational cynicism in the tourism industry on the basis of various hypotheses.

BACKGROUND

In this part of the study, the concepts of organizational stress and organizational cynicism are theoretically evaluated within a conceptual framework. Firstly, the concept of organizational stress is discussed.

Organizational Stress

Stress is a concept that should be taken seriously not only in the case of individuals, but for the administrations of organizations, as well. It may directly affect the useful and successful attitudes of employees, after all. Stress may develop due to personal or organizational reasons. Factors causing personal stress include “character, complexity of the role and role conflicts” (Luthans, 1994). As for the factors that cause organizational stress, they may include injustice in wages and bonus systems, unfair promotion systems, lack of objective management practices and policies and failure of the performance system to function in a healthy and effective manner.

Many definitions of organizational stress may be found in the literature. For example, Akgündüz (2006) described organizational stress as “a reaction, varying based on individual differences and psychological processes and expressed as an individual’s relationship to the environment which over burdens the individual with psychological or physical demands as a result of an external factors, situations, or events. In this context, organizational stress is a situation that develops from personal and work relationships to bring changes that prevent people from functioning normally” (Akgündüz, 2006:24). Therefore, anxiety and discomfort in the workplace may rather be blamed for organizational stress. This leads individuals to failure in maintaining their normal performance and efficiency.

In fact, stress is commonplace in today’s world, but it can have significant consequences for an organization. In particular, members of certain professions may be less resistant to stress due to the business environment, the nature of the job, responsibilities and the importance of communication. On the other hand, stress maybe a result of continuous communication and interaction with a large number of people in and outside the organization (Kunaviktikul, 2002). In today’s business life, both employees and managers operate in market conditions where circumstances change constantly, and uncertainties prevail.