The Relationship between Organizational Trust and Stress in Tourism Enterprises: The Case of Kitchen Department Employees

Nurettin AYAZ
Karabük University
Safranbolu Faculty of Tourism
Department of Tourism Management
Karabük, Turkey
nurettinayaz@karabuk.edu.tr

Taner BATI
Karabük University
Institute of Social Sciences
Department of Tourism Management
Karabük, Turkey
tanerbati@gmail.com

Extensive Summary

Introduction

Food and beverage enterprises constitute a relatively hard sector for the employees due to higher expectations of the customers. The main qualifications that are required for the employees include high information about the services, technical capacity, social interaction and being a part of the team (Cousins et al., 2011: 189). Although these qualifications may be considered as a part of personal traits of the employees working at food and beverage enterprises, their sustainability is dependent on right management practices in line with the characteristics of the enterprises.

Food and beverage enterprises, which have two main departments of production and service, provide food and beverage to the customers that consume these services outside of their residences due to various reasons, including, nutrition, price, easiness, or socialization (http://globaledge.msu.edu; https://www.tutorialspoint.com; Cousins et al., 2014). Organizational trust and stress management are among the management practices on the employees, who are considered as internal stakeholders in the production and service of goods in food and beverage industry.

This research aims to contribute to the literature on tourism management from the perspective of the employees by dealing with the relationship between organizational trust and stress for the case of the kitchen department employees of food and beverage enterprises. Within this context, we collect data from the kitchen department employees of food and beverage enterprises, which are located in Safranbolu and Amasra, two important tourism destinations in Turkey. By using primary data collected, we test the relationship between organizational trust and stress.

Methodology

This study intends to develop a scientific view on the relationship between organizational trust and stress of kitchen department employees of the food and

beverage enterprises in tourism sector. With this aim in mind, we test the relationship between the organizational trust perceptions of employees working in kitchen department on and their levels of organizational stress. The research model and hypotheses are the followings:

H₁: There is a meaningful relationship between the organizational trust perceptions of the kitchen department employees and their levels of organizational stress.
H₁₋₁: There is a meaningful relationship between the organizational trust perceptions of the kitchen department employees and their levels of organizational stresscaused by individual factors.
H₁₋₂: There is a meaningful relationship between the organizational trust perceptions of the kitchen department employees and their levels of organizational stresscaused by organizational factors.
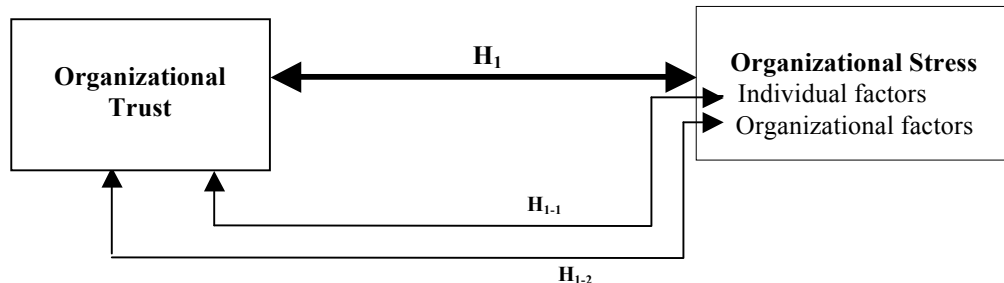

Figure 1: Model of research

Employees working in the kitchen departments of the food and beverage enterprises that are located in Turkish tourism destinations of Safranbolu and Amasra constitute the universe of the research. The size of the universe comprises 310 employees (Safranbolu: 210 employees; Amasra: 100 employees). In order to access the employees, we used sampling. We calculated the sample size as 172 for the confidence interval of +-5% and Z score of 1,96. However, we obtained data from 243 employees working in kitchen departments in the region.

Data collection process was conducted in two steps. In the first step, we reviewed the literature by using secondary resources in order to construct the research problem and the theoretical framework. In the second step, we constructed the questionnaire to find out the organizational trust perceptions of the employees working in kitchen department and their levels of organizational stress, by using the studies of Tokgözand Seymen (2103) and Eşitti and Akyüz (2015) on organizational trust and the studies of Aydın (2008), European Agency for Safety and Health at Work (2008), Gibbons and Gibbons (2012) and ÇSGB (2013) on organizational stress. The questionnaire was further developed by using the opinions of the academicians from the field of study.

The questionnaire that we developed consists of three parts. The first part deals with the demographic characteristics of the employees, including gender, marital status, age, education, income and professional experience. The second and the third parts include questions to measure organizational trust perception and level of organizational stress. The respondents were asked to evaluate the statements by using five-point Likert scale. The items in our questionnaire are specified Strongly disagree=1; Disagree=2; Neither agree nor disagree=3; Agree=4; Strongly agree=5. Reliability and descriptive

factor analyzes were conducted to test the hypotheses of the research. We used correlation analysis in order to reveal the relationship between organizational stress of the employees working in kitchen departments and their levels of organizational stress.

Findings and Suggestions

Food and beverage constitute the second necessity after accommodation for the tourists in their journeys. Food and beverage industry comprises various enterprises, such as hotels, bars, restaurants, fast-food services, cafes and cafeterias. The complexity of the sector leads to various functions and risks (European Agency for Safety and Health at Work, 2008). Given that the expectations of the customers are high and that there is a high number of employees working in the process of food and beverage production and service, a working atmosphere that maintains committed employees with low stress and high trust in the enterprise is vital. In this sense, scientific research on food and beverage sector is highly important.

This research aims to support the kitchen department, which constitutes the first step in food and beverage service sector. Within this context, we developed a framework from the perspective of the employees that takes organizational trust and stress into account. The research found two dimensions of organizational trust perceptions of the kitchen department employees: trust in other employees ($\bar{x}$=4,47), and trust in enterprise ($\bar{x}$=3,43), respectively. The findings suggest that the kitchen department employees trust more to their colleagues than their companies. On the other hand, we found that stress caused by organizational factors ($\bar{x}$=3,57) and individual factors ($\bar{x}$=2,76) constitute the two main sources affecting the organizational stress levels of the kitchen department employees. This finding implies that stress caused by organizational factor is more important than the stress caused by individual factors. Finally, the research found a negative and meaningful relationship between organizational trust and organizational stress of the kitchen department employees (r=-0,222). In this sense, organizational stress will decrease as the perception of organizational trust among the kitchen department employees will increase.

Based on these findings, we may suggest the followings in order to increase organizational trust and decrease organizational stress levels of the kitchen department employees working in food and beverage sector:

-In order to meet the demands of the tourism sector, the enterprises may help the kitchen department employees to develop skills of self-esteem, ethics, kindness, good manners, creativity, time management and discipline.

-Kitchen department employees may engage in decision-making process and express their opinions in order to avoid role ambiguity and clashes.

-Kitchen department employees may be periodically informed about the changing customer expectations, market trends and customer profiles.

-Kitchen department employees may be informed about the physical threats and may be educated about the ways to deal with the poisonous and explosive chemicals that they may face in their working places.

Concluding Remarks

This study dealt with the relationship between organizational trust and stress of the kitchen department employees from the employees' perspectives. Further studies may be carried on the perceptions of the kitchen department employees on management

concepts, such as organizational justice, commitment or cynicism. Besides, the questionnaire developed in this research in order to measure the relationship between organizational trust and stress may be used on the employees working in other sectors.