



The Effect of Organizational Stress on Organizational Silence: An Application in Five Star Thermal Hotel Establishments

Gonca KILIÇ

Afyon Kocatepe University
ANS Campus- Afyonkarahisar, Turkey
kilicgonca@hotmail.com

Tülin TUNÇ

Üsküp Caddesi (Çevre Sokak)
26/10 Çankaya, Ankara, Turkey
tunc.tulin@gmail.com

Sinan SARAÇLI

Afyon Kocatepe University
ANS Campus- Afyonkarahisar, Turkey
sinan_saracli@hotmail.com

İbrahim KILIÇ

Afyon Kocatepe University
ANS Campus- Afyonkarahisar, Turkey
kilicibrahim@hotmail.com

Extensive Summary

The tourism sector is characterized with the factors like low price in a stressful working condition, long working times, low worker morals and confliction of family and work. High working period may cause high costs, loss of time, unproductiveness of workers, dissatisfaction from work and decrease in service quality in this sector. One of the effective factor for this situation is also organizational stress. It's clear that in organizations like in service sector and other sectors, the stress becoming as a process related with many reasons may result with negative outcomes both for individual and organizational side. Organizational silence, which can be explained as less talking fact and collectively doing less things for the problems that organization is faced with, is also an important concept that may effected from organizational stress and be one of the negative outcomes. It may be assumed that there are many variables affective on organizational silence but the effects of these variables on organizational silence which is whether a process variable or explanatory variable must be analyzed on some areas or on some samples.

In this study its aimed to examine the effects of organizational stress on organizational silence with an application on five-stars thermal hotel establishments and to give some general knowledge about organizational stress and organizational silence. By realizing this purpose, we hope that this study will add some contribution to this literature and will be an important data source for the administrators of related organizations.

The population of this study is the workers in five-stars thermal hotel establishments in Afyonkarahisar city. In 2012, when the study is completed, there are four five-stars thermal hotel establishments in Afyonkarahisar city. As a sampling method, the stratified sampling is applied to represent the workers working in different departments. With this purpose 490 questionnaire is applied to the worker to collect the

related data set but because of some missing and no replied questionnaires, the analyze is concluded with 387 questionnaires.

To determine the ideas of workers working in five-stars thermal hotel establishments about organizational stress and organizational silence, the questionnaire which is formed with three chapters is applied on between March and July 2012. Where the demographical features of the workers are researched in the first chapter of the questionnaire, the organizational stress and organizational silence scales are given in second and the third chapter of the questionnaire. Each of the items in these scales is prepared as five point Likert type scale.

Mean and standard deviations are calculated to describe the opinions of the workers about organizational stress and organizational silence. On the other hand to determine the relation between organizational stress and organizational silence the Pearson correlation analyze is applied. To determine the causal relationship between variables, multivariable linear regression analysis is also applied. To test the structural reliability of the scales of organizational stress and organizational silence, factor analysis is applied and Cronbach's Alpha coefficients are calculated to test the reliability of these coefficients. It's seen that all of these coefficients are over 0.70.

Its determined that in the sample, the levels of the workers on organizational stress and organizational silence is about 3 points which is a mid-point. This may be explained that the opinions of the workers are not negative. When the means of "The sources of stress about the type of the work" and "sources of the stress about the economic conditions" which are the sub-dimensions of the stress scale are examined, it can be seen that they are higher than the means of the other dimensions.

All of the correlation coefficients about organizational stress and the sub-dimensions of stress and organizational silence and the sub-dimensions of silence are statistically significant. Pearson correlation coefficient shows that there is a positive and high correlation between general stress and general silence. According to results of the regression analysis, one unit increase in organizational stress makes 0,541 unit increases on organizational silence. The results of the multivariable regression analysis also show that the most important sub-dimension of stress is the "sources of the stress about the economic conditions" on organizational silence.

According to results, obtained in this study, it can be advised that to keep away the possible negative problems of silence, stress levels may be decreased by determining the factors which effects the stress levels of the organizations and by some arrangements about these factors. Also it is thought that for the future studies, taking the organizational silence as a focus point will get some contribution to the literature.