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STRES NA POSLU U UGOSTITELJSTVU

WORK STRESS IN HOSPITALITY

SAŽETAK: Cilj ovog istraživanja bio je ispitati: (1) najčešće čimbenike stresa u ugostiteljstvu Mađarske, (2) učestalost izloženosti radnika stresu, (3) povezanost između mijenjanja posla i stresa, (4) stupanj utjecaja motivacije na nošenje sa stresom zaposlenika. Istraživanje se bazira na upitniku provedenom putem interneta na uzorku od 482 ugostiteljska radnika. Analiza podataka uključivala je ispitivanje postotne distribucije, unakrsno tabeliranje, deskriptivnu statistiku i analizu glavnih komponenata. Rezultati pokazuju da su najčešći uzroci stresa u ugostiteljstvu preopterećenost zadacima, niski dohodak, neugodna atmosfera i stil upravljanja, proturječna ili uzajamno isključujuća očekivanja te neprikladni radni uvjeti. Skoro su svi ispitanici već osjetili simptome stresa. Bez obzira na spol ili godine, ovi su se simptomi očitovali u obliku emocionalne, fizičke ili mentalne iscrpljenosti.

KLJUČNE RIJEČI: ugostiteljstvo, stres na poslu, uzroci stresa, motivacija, fluktuacija osoblja

ABSTRACT: The aim of this research is to examine (1) the most common stress factors in the Hungarian hospitality industry, (2) how often workers are exposed to stress, (3) the relationship between job turnover and stress, and (4) the extent to which stress tolerance is influenced by the motivation of employees. The survey was based on an online questionnaire completed by 482 hospitality workers. The data was analyzed by examining percentage distributions, cross-tabulating, descriptive statistics, and principal component analysis. The results show that in hospitality, the most frequent stressors are task overload, low salary, uncomfortable atmosphere and management style, expectations that contradict or mutually excluding each other, and inadequate working conditions. Almost all respondents had already encountered symptoms of stress and, independently from gender or age, they mostly had the form of emotional, physical, or mental fatigue.

KEY WORDS: hospitality, work stress, stressors, motivation, staff turnover

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1. UVOD

Turizam je aktivnost koja možda najviše pokazuje najdinamičniji razvoj diljem svijeta, kako s obzirom na ostvarene prihode, tako i na stvorena radna mjesta. Od 2009. do 2019. godine realan rast prihoda od međunarodnog turizma (54%) nadmašio je rast svjetskog BDP-a (44%). Iako je 2019. godine dinamičan rast turizma usporio, ipak se popeo na 4% (UNWTO, 2020). Zbog ograničenja uvedenih radi virusa Covid-19, višegodišnji rast turizma pretvorio se u ogromnu recesiju. Broj međunarodnih putovanja pao je za 74% u usporedbi s rezultatima za prethodnu godinu, a prema UNWTO-u, pandemija je ugrozila preko 100 milijuna radnih mjesta u turizmu širom svijeta (2021).

Ugostiteljstvo, kao jedan od najvažnijih segmenata turizma, doživjelo je ogroman krah. Situaciju je pogoršala činjenica da su se restorani u mnogim zemljama, uključujući i Mađarsku, morali zatvarati kako za strane tako i za domaće goste. Zadnjih se godina na području organizacije i menadžmenta ljudskih potencijala – neovisno o pandemiji Covid-19 – sve više pozornosti pridaje sindromu stresa i izgaranja. Mnogi znanstveni članci ističu da su zaposlenici u ugostiteljstvu i turizmu općenito u velikoj mjeri izloženi stresu na poslu (Davis, 2015) te da su se čimbenici stresa dodatno proširili tijekom pandemije (Bajrami *et al.*, 2020). Sve je veći broj studija koje istražuju odgovornost poslodavca i značaj prikladnih radnih uvjeta u očuvanju mentalnog zdravlja zaposlenika (Kuşluvan *et al.*, 2010; Jaramillo *et al.*, 2011; Tiyce *et al.*, 2013; Erdogan i Gonca, 2017; Csatlós, 2018; Khuong i Linh, 2020; Park *et al.*, 2021).

Utemeljenost ove teme također podupire činjenica da turizam i ugostiteljstvo igraju značajnu ulogu u nacionalnoj ekonomiji Mađarske. Udio turizma u BDP-u Mađarske iznosi čak 10%, a udio zaposlenih u turizmu iznosi 13% ukupnog broja svih zaposlenih. U

1. INTRODUCTION

Tourism is one of the industries showing the most dynamic growth worldwide regarding both the income generated and the workplaces created. Between 2009 and 2019, the real growth of receipts generated by international tourism (54%) exceeded that of the world GDP (44%). In 2019, although its dynamic growth slowed down, tourism still experienced a 4% rise (UNWTO, 2020). Due to the restrictions introduced against Covid-19, the continuous growth that tourism had seen for several years has turned into a massive recession. The number of international trips dropped by 74%, compared to the previous year's results. The pandemic jeopardized over 100 million jobs in tourism all over the world, UNWTO pointed out (2021).

Hospitality, one of the most important domains of tourism, has also seen a massive meltdown. The situation was further aggravated by the fact that in many countries, with Hungary among them, restaurants had to close not only for foreigner guests but also for locals. In recent years – independently from the Covid-19 pandemic – stress and burnout syndrome have received more and more attention in the field of organizational and human management. Many research papers point out that workers in hospitality and tourism are exceptionally exposed to work stress (Davis, 2015), and that stress factors have further expanded throughout the pandemic (Bajrami *et al.*, 2020). There is an increasing number of studies investigating the employer's responsibility and importance of adequate working conditions in maintaining the mental health of the employees (Kuşluvan *et al.*, 2010; Jaramillo *et al.*, 2011; Tiyce *et al.*, 2013; Erdogan and Gonca, 2017; Csatlós, 2018; Khuong and Linh, 2020; Park *et al.*, 2021).

The relevance of the subject is further underpinned by the fact that tourism and hospitality play a crucial role in the Hungarian national economy. Tourism contributes as

okviru turizma, ugostiteljstvo ima posebnu ulogu u zapošljavanju. Potražnja za radnom snagom u tom je segmentu visoka budući da zapošljava 1/3 svih turističkih radnika (Zerényi, 2020). Učinkovitost u sektoru smještaja i usluge pripremanja hrane u usponu je od 2013. godine, a njihova dodana vrijednost svake je godine premašila stopu rasta nacionalnog BDP-a (ksh.hu, 2019). Prije izbijanja pandemije u Mađarskoj čak je nedostajalo radne snage u turizmu i ugostiteljstvu. Stalan nedostatak radne snage predstavlja, kako za poslodavce tako i za zaposlenike, trajan čimbenik stresa (Csatlós, 2018).

Cilj je ove studije bio ispitati glavne uzroke i posljedice stresa na poslu u ugostiteljstvu s posebnim naglaskom na poveznicu između motivacije i stresa kod ugostiteljskih radnika različite dobi i spola. U tom smjeru istraživačka pitanja su sljedeća:

1. Koji su tipični čimbenici stresa u ugostiteljstvu?
2. U kojoj mjeri su uključeni ispitanici izloženi stresu na poslu?
3. Koja je razina fluktuacije osoblja u ugostiteljstvu i je li ona povezana s otpornošću na stres?
4. Koji su motivacijski čimbenici zaposlenicima najbitniji i postoji li povezanost između motivacije i otpornosti na stres?

2. PREGLED LITERATURE

Mnoga poduzeća zaposlenike vide kao jednu od najrelevantnijih prednosti pa im je stoga najvažnije održavati njihovo fizičko i mentalno zdravlje. Nelagoda od stresa koja je prisutna na mnogim radnim mjestima, kao reakcija pojedinca na moguće prijeteće uvjete u radnom okolišu (Selye, 1969; Lee i Lee, 2001; Colligan i Higgins, 2005; Hayes i Weathington, 2007; Seklecka *et al.*, 2013), negativno utječe na zaposlenike, poduzeća, obitelji i društvo. Stres od kojeg pate zaposlenici i njegovi uzročnici uglavnom ostaju zanemareni u njihovim poduzećima (Tiyce

much as 10% to the country's GDP and provides work for 13% of all persons employed. Within tourism, the hospitality sector takes a special place in terms of employment. The labor demand of the industry is high, 1/3 of all tourism workers are employed in hospitality (Zerényi, 2020). The performance of the accommodation and food services sector has been on the rise in Hungary since 2013, and the added value of accommodation and food services exceeded the growth rate of the national GDP each year (ksh.hu, 2019). Before the breakout of the pandemic in Hungary, there was even a shortage of labor in tourism and hospitality. Constant labor shortage is a continuous stress factor for employers and employees alike (Csatlós, 2018).

The aim of this research is to examine the main sources and consequences of work stress in the hospitality industry, with a particular focus on the link between motivation and stress among hospitality workers, both by and gender. Hence the research questions are:

1. What are the typical stress factors in hospitality?
2. To what extent are the surveyed population exposed to stress at work?
3. What is the level of staff turnover in the hospitality industry and is it related to stress resilience?
4. Which motivational factors are the most important for employees and whether there is a relationship between motivation and stress tolerance?

2. LITERATURE REVIEW

For most companies, employees are one of the most important assets, thus it is paramount for them to maintain their physical and mental health. The (di)stress present in many workplaces as the individual's reaction to the features of the work environment that appear threatening (Selye, 1969; Lee and Lee, 2001; Colligan and Higgins, 2005; Hayes and Weathington, 2007; Seklecka *et al.*, 2013)

et al., 2013). Ipak, u nekim slučajevima mogu se vidjeti i pozitivni primjeri, gdje poslodavci poduzimaju mjere kako bi smanjili stres na poslu (Péter, 2018). Treba naglasiti da je podrška institucija jedan od načina ublažavanja negativnih učinaka stresa (Wang *et al.*, 2020).

Ljudski potencijali jedan su od najvažnijih čimbenika produktivnosti u turizmu i ugostiteljstvu u smislu kvalitete usluge, zadovoljstva i lojalnosti klijenta, konkurentske prednosti i rezultata poduzeća. Ovu tvrdnju potvrđuju mnoge teorije i empirijske studije (Pienaar i Willemse, 2008; Kuşlivan *et al.*, 2010; Tiyce *et al.*, 2013; Davis, 2015; Lőke, 2020; Djajasinga *et al.*, 2021). Budući da usluge u turizmu i ugostiteljstvu karakteriziraju česte osobne interakcije između davatelja usluga i klijenata, kvaliteta tih interakcija ima veliki utjecaj na način na koji je ocijenjena kvaliteta određenih usluga (Reisinger, 2009; Djajasinga *et al.*, 2021). U skladu s time, kvaliteta usluga koje pružaju poslodavci u turizmu ima veliki utjecaj na razinu zadovoljstva gostiju (Stephen i Smith, 2005; Gamor *et al.*, 2014; Erdogan i Gonca, 2017). Tako su prevencija stresa, uočavanje i smanjenje čimbenika stresa, kao i njegovo suzbijanje, najvažniji za turizam i ugostiteljstvo.

Zbog stresa su ljudi često skloni ovisnosti poput pušenja ili zlouporabe droge ili alkohola. Uz to, kada radnici dođu u fazu izgaranja, mogu dovesti u pitanje ne samo smisao svog posla nego i samog postojanja (Ember, 2009; Farzianpour *et al.*, 2013; Yirik *et al.*, 2015). U Mađarskoj *Zakon o zaštiti na radu* propisuje da su poslodavci od 2008. godine obavezni procjenjivati psihičke rizike. Međutim, tada nije postojao validirani upitnik na mađarskome jeziku dizajniran u skladu sa zakonom. Mađarsku adaptaciju i validaciju upitnika COPSOQ II (Copenhagen Psychosocial Questionnaire II), koji je široko priznat u međunarodnoj istraživačkoj praksi, proveli su Nistor i suradnici (2015). COPSOQ II unaprijeđena je inačica upitnika COPSOQ I (Pejtersen *et al.*, 2010), a raz-

negatively effecting employees, organizations, families and society. Stress suffered by employees and the work stressors creating them are mostly left unfought by the organizations (Tiyce *et al.*, 2013). Occasionally though, there are positive examples where employers take action to minimize work stress (Péter, 2018). It needs to be noted that institutional support is a way to mitigate the negative effects of stress (Wang *et al.*, 2020).

Human resources are among the most important productive factors for tourism and hospitality as regards service quality, customer satisfaction and loyalty, competitive advantage, and performance of the organization. This is supported by many theories and empirical studies (Pienaar and Willemse, 2008; Kuşlivan *et al.*, 2010; Tiyce *et al.*, 2013; Davis, 2015, Lőke, 2020; Djajasinga *et al.*, 2021). As services in tourism and hospitality are characterized by frequent personal interaction between service providers and customers, the quality of their interactions has a great impact on how the quality of certain services is reviewed (Reisinger, 2009; Djajasinga *et al.*, 2021). Hence, the quality of the services provided by employees in tourism further impacts the satisfaction levels of guests (Stephen and Smith, 2005; Gamor *et al.*, 2014; Erdogan and Gonca, 2017). Thus, stress prevention, identifying and lowering stress factors as and tackling stress in tourism and hospitality is paramount for the industry itself.

People suffering from stress are often prone to addictions like smoking, drug, or alcohol abuse. And once stressed workers reach the phase of burnout, they might question not only the meaning of their work, but also that of their very existence (Ember, 2009; Farzianpour *et al.*, 2013; Yirik *et al.*, 2015). In Hungary, the Labour Protection Law stipulates that employers are obliged to assess psychosocial risk since 2008. However, at that time no validated questionnaire in Hungarian that was specifically designed to comply with the law was available. The Hungarian adaptation and validation of the

vili su ga Kristensen i suradnici na danskom Nacionalnom institutu za zdravlje na radu (Kristensen *et al.*, 2005). U upitniku se grupiraju psihološki čimbenici rizika u sedam dimenzija: zahtjevi radnog mjesta; organizacija i uloga posla; suradnja i vodstvo; klima povjerenja; ravnoteža između rada i života; nasilje i zlostavljanje; neki indikatori rizika za zdravlje i blagostanje (Nistor *et al.*, 2015). COPSOQ II je učinkovit alat za procjenu rizika stresa koji se uspješno koristi u mnogim zemljama, a njegova je psihometrijska vrijednost dokazana u različitim socio-kulturnim sredinama poput Danske (Kristensen *et al.*, 2005; Pejtersen *et al.* 2010; Thorsen i Bjorner, 2010), Njemačke (Nuebling i Hasselhorn, 2010), Francuske (Dupret *et al.*, 2012) i Španjolske (Moncada *et al.*, 2014).

2.1. Uzročnici stresa

Stres na poslu mogu potaknuti mnogi razlozi, ali radni zadaci i okolnosti koji će ga aktivirati razlikuju se od osobe do osobe (Pediwal, 2011; Tamunomiebi i Mezeh, 2021). Ako je stress potaknut poslom, elementi koji su ga izazvali nazivaju se uzročnicima stresa. To su okolnosti, sile i ostali elementi koji izvana utječu na osobe, a mogu se manifestirati u obliku toksičnog radnog okoliša, negativnog radnog opterećenja, izoliranosti, generacije, velikog broja radnih sati, sukobljenih uloga, nedostatka samostalnosti, preprekama za razvoj karijere, teškoćama u odnosima s administratorima/suradnicima, uznemiravanja od strane menadžmenta i atmosferi u poduzeću (Colligan i Higgins, 2005). Ovi vanjski okidači mogu potaknuti promjene u mentalnom i fizičkom zdravlju pojedinca (Juhász, 2002; Colligan i Higgins, 2005). Prema istraživanju Vatankhah i sur. (2021), značajke posla najvažniji su kriteriji u osnovnim komponentama uzročnika stresa na poslu u turizmu i ugostiteljstvu, kao i psihički zahtjevi kao podvrsta tih kriterija.

COPSOQ II (Copenhagen Psychosocial Questionnaire II) questionnaire, widely recognized in international research practice, was carried out by Nistor and colleagues (Nistor *et al.*, 2015). The COPSOQ II is an improved version of the COPSOQ I questionnaire (Pejtersen *et al.*, 2010) developed by Kristensen and colleagues at the Danish National Institute for Occupational Health (Kristensen *et al.*, 2005). It groups psychosocial risk factors in seven dimensions: workplace requirements; organization and job role; cooperation and leadership; climate of trust; work-life balance; violence and bullying; some risk indicators of health and well-being (Nistor *et al.*, 2015). COPSOQ II is an effective and successfully used stress risk assessment tool in many countries. Its psychometric validity has been demonstrated in different socio-cultural settings, such as Denmark (Kristensen *et al.*, 2005; Pejtersen *et al.*, 2010; Thorsen and Bjorner, 2010), Germany (Nuebling and Hasselhorn, 2010), France (Dupret *et al.*, 2012) and Spain (Moncada *et al.*, 2014).

2.1. Stressors

Workplace stress can have many reasons, but the work tasks and circumstances that trigger it vary from person to person (Pediwal, 2011; Tamunomiebi and Mezeh, 2021). If stress is triggered by work, the elements that brought it about are called work stressors. Stressors are circumstances, elements and forces that impact a human being from the outside. These can have the form of toxic work environment, negative workload, isolation, high number of working hours, role conflicts, lack of autonomy, hurdles of career development, difficult relations with administrators/co-workers, harassment from management and the atmosphere of the organization (Colligan and Higgins, 2005). These outside triggers can bring about a change in mental and physical health of the individual (Juhász, 2002; Colligan and Higgins, 2005).

2.2. Fluktuacija na radnom mjestu

Nedostatak kvalificiranih zaposlenika također je problem mađarskog ugostiteljstva. Iako turizam generira daleko najviše radnih mjesta, na popisu deficitarnih zanimanja Europske komisije iz 2014. godine kuhari su se našli na prvom, a konobari na 13. mjestu. Uzrok novonastalog manjka radne snage su, među ostalim, i migracije koje su u Mađarskoj najviše bile potaknute niskim plaćama (vendeglatasmagazin.hu, 2017).

Kako bi smanjili osipanje radne snage, u hotelijerstvu je potrebno unaprijediti strategiju upravljanja ljudskim potencijalima. Zaposlenicima je potrebno dati prilike za razvoj vještina i kompetencija koje će ih motivirati na zadržavanje na radnom mjestu što je dulje moguće. Treba provoditi redovita ocjenjivanja uspješnosti i vezivati ih s novčanim i nenovčanim poticajima koji poboljšavaju potencijalne rezultate zaposlenika (Djajasinga *et al.*, 2021).

2.3. Generacijske razlike

Sljedeći razlog nedostatka kvalificirane radne snage su obrasci rada različitih generacija (vendeglatasmagazin.hu, 2017). Postojanje četiriju generacija (Baby boomeri, X, Y i Z) na tržištu rada predstavlja teškoće za poduzeća. Svaka generacija ima svoja obilježja i načine ponašanja u radnoj okolini (Meretei, 2017; Kiss, 2017; Mejia i Pinto, 2021). Različitost multigeneracijske radne snage otvara nove perspektive za turizam i ugostiteljstvo, ali su među kohortama mogući i sukobi, naročito u upravljanju očekivanjima i rezultatima (Mejia i Pinto, 2021). Taj suživot predstavlja nekoliko izazova za ovu ekonomsku aktivnost u kojoj se želi postići međugeneracijski sklad i izbjegavanje sukoba koji ometaju učinkovitost čak i u najnaprednijim poduzećima (Zopiatis *et al.*, 2012); a njihovi lideri odlučuju o upravljanju napetostima i nesuglasicama (Bakó, 2019).

According to Vatankhah's study, job characteristics are the most important criteria in the main components of workplace stressors in the tourism and hospitality industry, and mental demands as the sub-criterion most influencing job stress (Vatankhah *et al.*, 2021).

2.2. Workplace turnover

Shortage of skilled employees is also a problem in the hospitality sector in Hungary. Even though tourism is by far the largest job creator, the European Commission's 2014 list of shortage occupations ranked cooker first and waiter's 13th. The emerging labor shortage is due, among other things, to labor migration, the main cause of which is low wages in Hungary (vendeglatasmagazin.hu, 2017).

To minimize staff attrition, the hotel industry needs to improve its human resource management strategy. Employees should be given the opportunity to develop their skills and competences, which will motivate them to stay with the company for as long as possible. Performance appraisals should be carried out on a regular basis and linked to monetary and non-monetary incentives that improve the employee's potential performance (Djajasinga *et al.*, 2021).

2.3. Generational differences

Another reason for the shortage of skilled labor is the working patterns of different generations (vendeglatasmagazin.hu, 2017). There are currently 4 generations (*Baby boomers*, X, Y, and Z) in the labor market, which makes it difficult for companies. Each has its own characteristics and behavior in the work environment (Meretei, 2017; Kiss, 2017; Mejia and Pinto, 2021). The generational diversity of the workforce offers new perspectives for tourism or hospitality organizations, while conflicts between cohorts can also be found, especially in managing

Generaciju Baby boomera rođenih između 1946. i 1964. godine zanima pronalaženje novih načina rada te ih karakterizira glad za znanjem i osjećaj svrhe. Oni izvršavaju svoje obaveze uz skromnost, poštovanje i disciplinu, a glavne su im poslovne vrijednosti lojalnost i privrženost radnom mjestu. Vole raditi u timu te prepoznaju važnu ulogu razvoja, ali nevoljko prihvaćaju i sporo se privikavaju na tehnologiju (Meretei, 2017; Kiss, 2017; Komár, 2017; Bakó, 2019).

Generacija X (rođeni između 1965. i 1979. godine), poznata i kao digitalni pridošlice, rasla je s roditeljima koji su oboje radili. Naučili su se rano koristiti rezultatima tehnološkog napretka. Kreativni su, snalažljivi i samodostatni te imaju dobre vještine rješavanja problema. Često pretpostavljaju rad privatnom životu. Motivirani su većim plaćama, usponu karijere, odgovornošću i statusom. Ta je generacija prva osjetila značajan stres na poslu koji se pogoršao dolaskom multinacionalnih kompanija (Meretei, 2017; Kiss, 2017; Komár, 2017; Bakó, 2019).

Generaciju Y (rođeni između 1980. i 1995. godine) karakteriziraju kreativne, energične i provokativne osobe koje, ako se ne osjećaju ugodno na poslu, daju otkaz (Solnet i Kralj, 2011). One su upoznate s najnovijim tehnologijama i lako ovladavaju novim digitalnim alatima i programima. Obilježava ih mobilnost, individualna sloboda i neposrednost, a rad od kuće im je prirodan pa poslovne zadatke s lakoćom mogu obavljati od kuće po cijelome svijetu putem interneta. Ravnoteža između posla i života im je bitna (Meretei, 2017; Kiss, 2017; Komár, 2017; turizmusonline.hu, 2017).

Generacija Z (rođeni između 1996. i 2009. godine) u globalnom postmodernom svijetu su poznati kao digitalni domoroci. Neopterećeno se kreću u virtualnim svijetu i uvijek su povezani internetom. U stvarnom svijetu često doživljavaju komunikaciju kao stres i teško rješavaju sukobe. Prilagodili su se užurbanom svijetu, istovremenom obavljanju zadataka i praktičnosti. Za njih je

expectations and outcomes (Mejia & Pinto, 2021). This coexistence poses a number of challenges for an industry that strives to achieve a sense of internal comfort while avoiding the conflicts that hamper the effectiveness of even the most advanced organizations (Zopiatis *et al.*, 2012). It is up to the leaders of organizations to manage tensions and disagreements (Bakó, 2019).

Baby Boomers, those born between 1946 and 1964, are interested in finding new ways of doing things, have thirst for knowledge and a sense of purpose. They carry out their duties with humility and respect and are disciplined. Their main work values are loyalty and commitment to the workplace. They like working in a team and recognize the central role of development, are reluctant to embrace technology and slow to get used to it (Meretei, 2017; Kiss, 2017; Komár, 2017; Bakó, 2019).

Generation X (born 1965-1979), also known as digital immigrants, grew up with both parents working. They learned to use technological advances early on. They are creative, resourceful, and self-sufficient, with good problem-solving skills. Work is often put before private life. They are motivated by higher pay, career advancement, responsibility, and status. The first to face significant workplace stress, exacerbated by the emergence of multinationals (Meretei, 2017; Kiss, 2017; Komár, 2017; Bakó, 2019).

Generation Y (born between 1980 and 1995) are creative, energetic, open, and proactive. If they do not feel comfortable at work, they leave (Solnet and Kralj, 2011). They are up to date with the latest technology and can easily learn to use new digital tools and programs. They are characterized by mobility, individual freedom, and immediacy. Home office is natural for this, who can easily and seamlessly perform their tasks anywhere in the world via the internet. Work-life balance is important to them (Meretei, 2017; Kiss, 2017; Komár, 2017; turizmusonline.hu, 2017).

osobna sloboda bitna i često mijenjanje poslova im ne predstavlja poteškoće (Meretei, 2017; Kiss, 2017; Komár, 2017). Ova generacija općenito ima pozitivan odnos prema ugostiteljstvu, budući da ga vide kao uzbudljivu aktivnost usmjerenu na ljude s mogućnostima putovanja i nekim izazovima poput ophođenja s ljudima, dugim/kratkim radnim danima i potencijalnim zdravstvenim i sigurnosnim problemima na radnom mjestu (Goh i Lee, 2018).

2.4. Razlike u spolu i manifestacije stresa

Jedan od najčešćih zdravstvenih problema u mnogim poduzećima je stres na poslu (Mensah, 2021). Ispitivanja rodni razlika po spolu u prošlih dvadesetak godina su pokazala oprečne rezultate, među kojima su neka pokazala bilo kakve razlike, dok su druga nagovještavala da muškarci i žene doživljavaju veći psihološki stres. Oni koji kažu da su muškarci i žene izloženi različitim razinama stresa na poslu tvrde da se razlikuju u pogledu posla, percepcije i postupanja u društvu kao i uvjeta rada koji su im na raspolaganju. Razlog ovome nalazi se u koncentraciji muškaraca i žena u različitim sektorima (horizontalna segregacija) i razlikama u klasifikaciji poslova, radnih mjesta i satnica (vertikalna segregacija) (Cifre *et al.*, 2015; Warr, 2007).

Ostali argumenti navode da, iako se žene sve više uključuju u radne aktivnosti, one još uvijek preuzimaju na sebe više poslova i skrbi u kući nego muškarci (Gutek *et al.*, 1991; Hochschild i Machung, 2012). Žene daju prednost poslovima s boljom očekivanom ravnotežom između rada i života te se manje identificiraju sa stereotipno muškim poslovima (Barbulescu i Bidwell, 2013). Rezultati uzorka od 2.775 ispitanika također pokazuju da žene doživljavaju više razine profesionalnog stresa nego muškarci. Niti kada su se u analizu uključili bračni status,

Generation Z (born between 1996-2009) are the natives of the global postmodern world, also known as digital natives. They are carefree in the virtual world and always online. In real life, they often experience communication as stress and find it difficult to handle conflict. Its members have adapted to a fast-paced world, multitasking and practicality. Individual freedom is essential to them, and they have no difficulties in changing jobs often (Meretei, 2017; Kiss, 2017; Komár, 2017). Z has an overall positive attitude towards the hospitality industry, as it is an exciting, people-oriented industry with travel opportunities and some challenges such as dealing with people, long/short working hours and potential health and safety issues in the workplace (Goh and Lee, 2018).

2.4. Gender differences in stress manifestations

Stress at work is one of the most common health problems in many organizations (Mensah, 2021). Studies on gender differences over the past two decades have produced contradictory results, with some finding no difference and others suggesting that men and women experience greater psychological stress. Those who say that men and women are exposed to different levels of stress at work argue that they differ in terms of their work, their perception and treatment in society, and the working conditions available to them. This is due to the concentration of men and women in different sectors (horizontal segregation) and differences in job classification, position, and wages (vertical segregation) (Cifre *et al.*, 2015; Warr, 2007).

Other arguments suggest that although women are becoming more involved in work activities, they still take on more household and care responsibilities than men (Gutek *et al.*, 1991; Hochschild and Machung, 2012). Women prefer jobs with better expected work-life balance and identify less with the

starost i školovanje nisu se pokazale nikakve značajne rodne razlike (Michael *et al.*, 2009).

3. METODOLOGIJA

Istraživanje je provedeno anonimno putem interneta. Upitnik se sastojao od 21 tematski povezanog pitanja. Iako su pitanja bila uglavnom zatvorena, korištene su metode više odgovora, označavanja kućica i Likertove skale (Schuman, 1966). Struktura je bila sljedeća: prva tri pitanja bila su dizajnirana oko demografskih informacija (spol, dob, prebivalište); zatim je slijedio skup informacija o zaposlenju (kao npr., jeste li radili u ugostiteljstvu i, ako je tako, koje poslove te broj godina provedenih na tom poslu); potom se mjerilo koliko dugo je ispitanik radio u ugostiteljstvu i kako je često mijenjao posao; na kraju upitnika pokušalo se identificirati uzroke stresa i ocijeniti izloženost stresu. Tehnički dio zasnivao se na istraživanju koje se može naći u literaturi.

3.1. Ispitanici

Istraživanje je završeno 2021. godine. Uzorkovanje je bilo neprobabilističko, tj. elementi uzorka bili su oni subjekti koji su jednostavno bili dostupni (Vehovar *et al.*, 2016). Upitnike je ispunilo 482 ispitanika i svi su bili prikladni za analizu. Distribucija prema spolu je bila kako slijedi: 64,5% žena i 35,5% muškaraca. Što se tiče starosnih skupina, generacija Z bila je najzastupljenija (50,8%), slijedila je generacija Y s 30,9% ispitanika, generacija X s 13,3% te je najmanje bilo predstavnika generacije Baby boomera (5%). Geografska distribucija pokazala je da 26,56% ispitanika dolazi iz glavnog grada, 16,6% iz središta županija i 33,61% iz drugih gradova. Stanovnika ruralnih krajeva bilo je 19,5%, a onih iz inozemstva bilo je 3,7%. Većina je muškaraca bila zaposlena kao kuhari, konobari i barmeni, dok su najčešći poslovi na kojima su radile žene bile konobarenje,

stereotypically masculine jobs (Barbulescu and Bidwell, 2013). The results from a sample of 2,775 respondents also suggest that women experience higher occupational stress than men. When marital status, age and educational attainment were included, the analysis showed no significant gender differences either (Michael *et al.*, 2009).

3. METHODOLOGY

The survey was completed via internet anonymously. The questionnaire listed 21 questions, with thematically interlinked topics. The questions were mainly closed questions, but multiple response methods were used (multiple choice, tick box, Likert scale) (Schuman, 1966). The structure was as follows: the first three questions were designed to gather demographic information on the respondents (gender, age, place of residence); this was followed by information on employment (such as whether they worked in hospitality and, if so, what job and the number of years spent in it); then how long they worked in hospitality and how often they changed jobs. The last part was used to identify the stressors and to assess stress exposure. The technical part was based on research that could be found in the literature.

3.1. Respondents

The survey was completed in 2021. The sampling was non-probability and the sample elements were simply the available subjects (Vehovar *et al.*, 2016). The questionnaire was filled in by 482 respondents and all completions were eligible for analysis. In terms of gender distribution, 64.5% of the respondents were female and 35.5% were male. In terms of age, Generation Z accounted for the largest proportion (50.8%), followed by Generation Y (30.9%), Generation X (13.3%) and Baby Boomers (5%). With regard to the geographic distribution, 26.56% of the

posluživanje za barom, pripremanje slastica i pomaganje u kuhinji (Slika 1).

respondents came from the capital, 16.6% from the county seats and 33.61% from other cities. The participants living in rural areas were represented by 19.5% and those living abroad by 3.7%. Most men worked as cooks, waiters, and bartenders, while women's occupations were most commonly waiters and bartenders were, followed by pastry chefs and kitchen assistants (Figure 1).

Slika 1: Distribucija ispitanika prema spolu, dobi i porijeklu

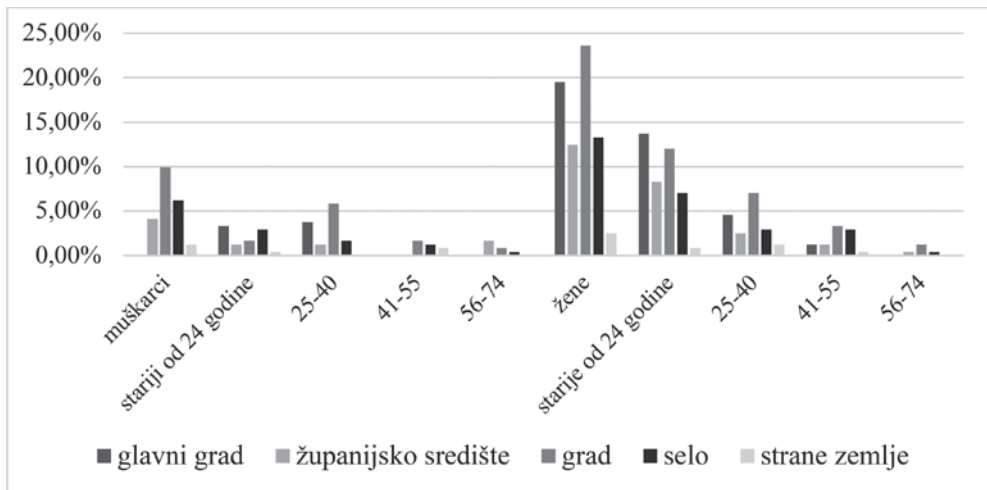
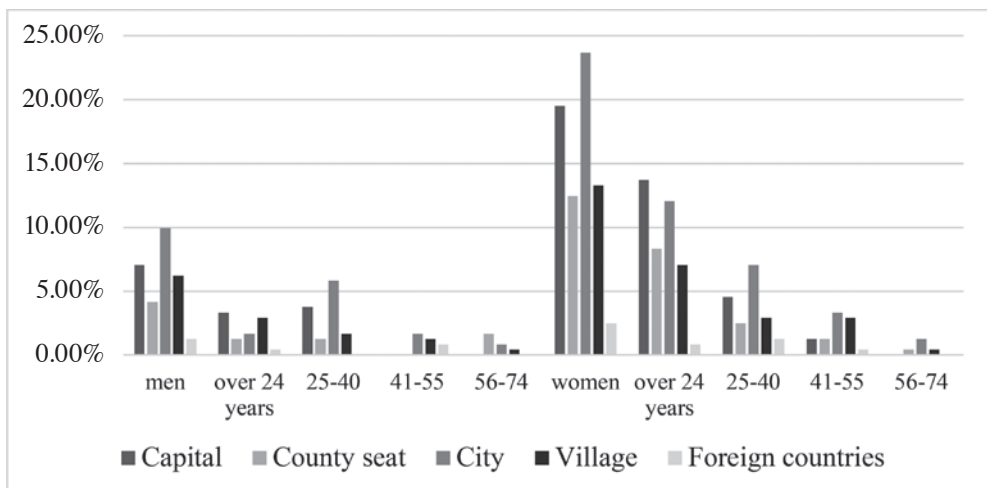


Figure 1: Distribution of respondents by gender, age and place of residence



3.2. Analiza podataka

Provedeno je ispitivanje distribucije postotaka, unakrsna tabelacija te analize deskriptivne statistike i analiza glavnih komponentata (PCA). U slučajevima često korištenih testova t-test ili ANOVA, matematički uvjet je normalna distribucija parametara. U osam istraživanih parametara utvrđena je negativna eksponencijalna distribucija dok ostalih šest nije slijedilo značajniju distribuciju, niti normalnu. Budući da nije bilo uvjeta, ti testovi nisu provedeni, što opravdava i korištenje analize glavnih komponentata (PCA). Kako se analiza može rabiti samo za obradu odgovora na pitanja na koja su ispitanici dali numeričke odgovore (Jolliffe, 2002), taj kriterij ispunjavaju pitanja poput „Koliko Vam je važno imati sljedeće?“ kojim se ispituje ‚kvaliteta‘ radnog mjesta; a također daje mogućnost stupnjevanja razina stresa i motivacije. Cilj je ovdje bilo ispitati temeljne čimbenike koji su ispitanike ‚usmjeravali‘ i utjecali na njihovo mišljenje. Odgovori su generirali latentne varijable. Glavne komponente su ortogonalne i zbog toga dobivene informacije iz glavnih komponenti ne sadržavaju redundantnosti. Glavne komponente istražene su tako da komprimiraju informaciju dobivenu iz istraživanih varijabli vjerojatnosti – tj., pitanja – i sačuvaju najveći dio varijanci s minimalnim brojem glavnih komponenti.

Prva glavna komponenta sadrži najveći udio varijance uzorka, druga pojašnjava najveći udio ostatka varijance dok treća tumači većinu ostale varijance nakon prvih dviju, i tako dalje. Moguće je stvoriti onoliko glavnih komponenti koliko ima slučajnih varijabli. Međutim, zadnje glavne komponente pokazuju toliko malo varijance (sadržaja informacije) da se mogu zanemariti. Zato je napravljen kompromis između ostalih glavnih komponenti i izostavljenih informacija. Naši se parametri protežu kroz različite skale, a za uporabu zajedničke skale bilo je potrebno standardizirati podatke. To je jednako korištenju korelacijske matrice umjesto

3.2. Data analysis

Percentage distributions were examined, cross-tabulations, descriptive statistics, and principal component analysis (PCA) were performed. In the cases of commonly used t-tests or ANOVAs, the mathematical condition is the normal distribution of the parameters. The eight examined parameters had Negative Exponential Distribution, while the remaining six did not follow any notable distribution, including a normal one. As the conditions of use were not fulfilled, these tests could not be carried out, which (also) justifies the use of PCA. As this analysis can only be used to process responses to questions for which respondents gave numerical answers (Jolliffe, 2002), this criterion is met by the answers to the question “How important it is to you to have the following?” that investigates the ‘quality’ of the workplace; besides, answers grading stress and motivation were also eligible. Here the aim was to examine the underlying factors that ‘guided’ the respondents and influenced their thinking. The responses generated latent variables. As principal components were orthogonal the information provided by the principal components did not contain any redundancy. These were obtained by compressing the information of the probability variables under investigation – i.e., questions – and preserve its largest fraction with a minimum number of principal components.

The first principal component contains the biggest share of the variance (information) of the sample, the second explains the biggest share of the remaining variance, and the third clarifies most of the remaining variance after the first two principal components, etc. As many principal components can be created as there are random variables. However, the last principal components explained so little of the variance (the information content) that they could be neglected. Thus, we created a trade-off between the retained principal components and the omitted

kovarijantne matrice u analizi. Jedan od najvažnijih rezultata istraživanja je korelacija izvornih parametara s glavnim komponentama (komponentna matrica), koja omogućava nalaženje inherentnih procesa u mjerenim podacima (tj., odgovori na pitanja u upitniku). Za dobiveni skup podataka, pokazatelj izvedivosti PCA je Kaiser-Meyer-Olkin test (Kaiser, 1970). Za obradu podataka korišten je program SPSS 25 za Windows.

4. REZULTATI

4.1. Potencijalni izvori stresa

Na temelju proučene literature, navedeni su najrelevantniji izvori stresa na poslu te je istraženo kojem se stresu ispitanici osjećaju najizloženijima. Odgovori su pokazali da je najučestaliji uzrok stresa u ugostiteljstvu preopterećenost i/ili monotoni rad s udjelom od 58,9%, a zatim slijede male plaće (50,8%) i neprikladna organizacijska klima (48%). Čak je 45,4% ispitanika kao uzrok stresa označilo sukob uloga, tj. stres koji proizlazi iz sukobljenih očekivanja i/ili zahtjeva koji se uzajamno isključuju. Preko 40% ispitanika doživljava stres zbog neadekvatnih uvjeta rada (Slika 2).

Obradom odgovora utvrđeno je da je za generaciju Baby boomera teško izdvojiti tri najčešća odgovora, budući da je pet uzroka stresa jednako rangirano na prva tri mjesta. Izdvojeni odgovori uspoređeni su s generacijama X, Y i Z. Ispitanici iz generacije Baby boomera kao najvažnije uzroke stresa navode promjene u radnim procesima kojima se trebaju prilagođavati, remetilačke čimbenike u radnoj sredini, previše zadataka i/ili monotoni rad, sukobljena očekivanja ili ona koja se isključuju i neodgovarajuću radnu atmosferu i/ili nefunkcionalan način upravljanja. Zadnja tri uzroka stresa navedena su i u upitnicima mlađih generacija te su navedeni među prva četiri uzroka stresa za generacije X i Z te među prvih šest za generaciju Y.

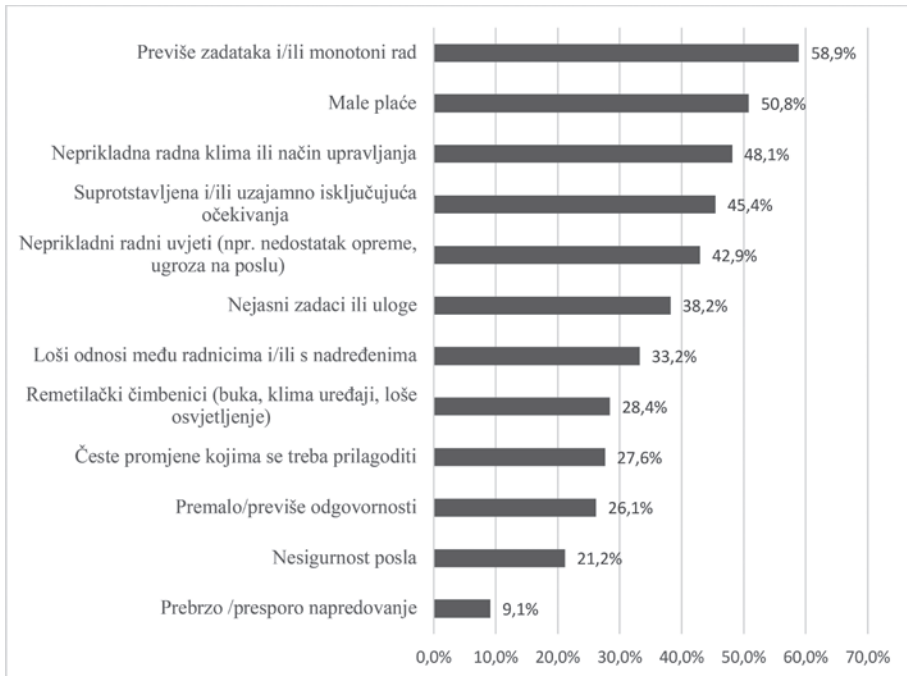
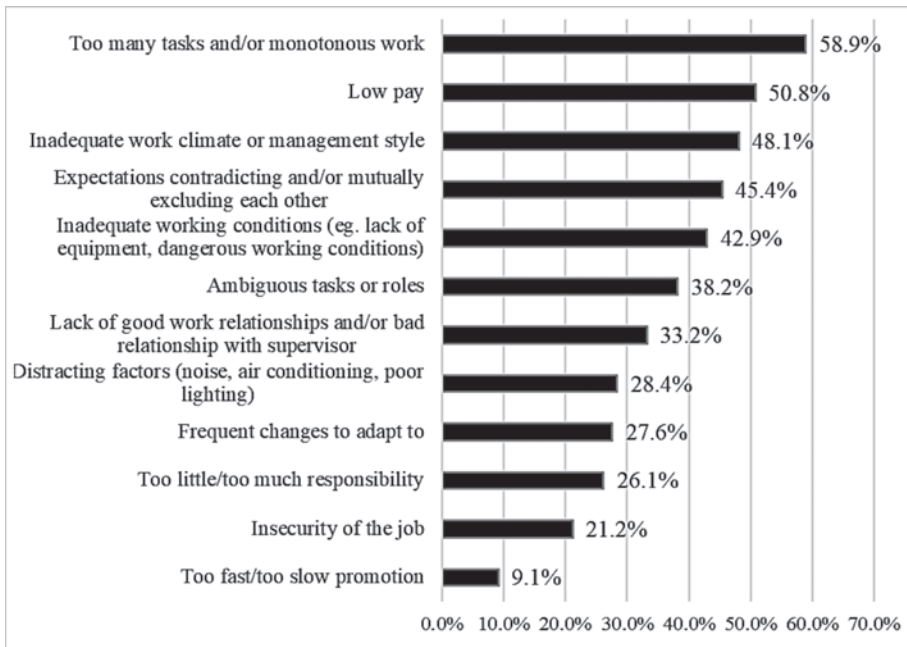
information. Our parameters ranged on different scales, but for using a common scale, the data needed to be standardized. This is the equivalent to using a correlation matrix instead of a covariance one. One of the most important results of the studies is the correlation of the original parameters with the principal components (component matrix), which facilitates finding the underlying processes of the measured data (i.e., the questionnaire responses). The obtained data was tested by Kaiser-Meyer-Olkin statistics (Kaiser, 1970) for PCA feasibility. SPSS 25 Windows program was used for data analysis.

4. RESULTS

4.1. Potential sources of stress

Based on the reviewed literature, we have listed the most relevant sources of work stress and investigated which of them our respondents feel most exposed to. Responses show that the most prevalent stressor in hospitality was overwork and/or monotonous work with 58.9%, followed by low pay with 50.8% and an inadequate organizational climate with 48%. As many as 45.4% of the respondents considered role conflict as a source of stress, i.e., stress resulting from conflicting expectations and/or demands mutually excluding each other. More than 40% experience stress due to lack of adequate working conditions (Figure 2).

The analysis of the responses showed that the top three most frequently nominated responses could not be singled out for the *Baby Boomers* as the five stressors were equally ranked in the top three. The answers were compared with the results of the generations X, Y and Z. The *Baby Boomers'* responses see adapting to frequent changes in work processes, distractions in their work environment, too many tasks and/or monotonous work, contradicting and/or mutually excluding expectations, and inadequate work atmosphere and/or improper management

Slika 2: Izvori stresa u ugostiteljstvu*Figure 2: Sources of stress in the hospitality industry*

Značajna razlika vidljiva je kod odgovora „Česte promjene kojima se treba prilagoditi“. Ovaj je čimbenik bio naveden kao uzrok stresa kod 50% Baby boomera i 59% ispitanika iz generacije X, dok je 26% ispitanika iz generacije Y i samo 19% iz generacije Z navelo ovu okolnost kao stresnu. Ovaj se izvor stresa, uzimajući u obzir i odgovore mlađih generacija, našao na kraju popisa. Značajna razlika može se objasniti međugeneracijskim razlikama budući da su mlađe generacije fleksibilnije i otvorenije novim situacijama pa ne doživljavaju promjene kao stresne.

Drugi izvor stresa koji je podijelio generacije bio je „Remetilački faktori u radnoj sredini“ (npr. buka, klima uređaj, loše osvjetljenje). Članovi generacije Baby boomera naveli su ga kao najvažnijeg, dok su ga ispitanici generacije X stavili na zadnje mjesto, a oni iz generacija Y i Z na osmo mjesto. Povrh toga, zadnje dvije generacije navode da su „Niske plaće“ najvažniji izvori stresa – 55% u generaciji Y i 54% u generaciji Z. S druge strane, generacija X navela ga je na sedmom mjestu, a generacija Baby boomera na devetom. Isto tako generacija Y smatra da su „Neadekvatni radni uvjeti“ važan izvor stresa dok su ih ostale generacije rangirale u sredini.

Odgovori ispitanika i ispitanica malo su se razlikovali te su obje skupine uvrstile među najveća tri uzroka stresa „Opterećenost i/ili monotoni rad“ i „Neprikladnu organizacijsku klimu i/ili način upravljanja“. Među razlikama u odgovorima prema spolu uočene su dvije značajne diskrepancije: ispitanici smatraju da su „Suprotstavljena i/ili uzajamno isključujuća očekivanja“ najveći izvor stresa, dok je kod ispitanica on tek na petom mjestu. Iako obje skupine nisu postavile „Remetilačke čimbenike (buka, klima uređaji, loše osvjetljenje)“ na vrh liste, treba primijetiti da su se oni kod ispitanika popeli do sredine, a kod ispitanica među zadnja tri.

style as the key sources of stress. The latter three are also relevant for younger generations, being in the top four stressors for generations X and Z and in the first six for Y.

Significant difference can be observed regarding the answer “Frequent changes to adapt to”. This one factor was considered a stressor by 50% of our Baby Boomer respondents, and 59% of the respondents from X, whereas 26% of Y and merely 19% of Z saw this circumstance as stressful. Thus, also taking the responses of the younger generations into account, this stressor ranked among the last items of the list. The significant difference can be explained by internal differences, as younger generations, owing to their flexibility and openness for new situations, do not see this as stressful.

Similarly, “Distractions in the work environment (e.g., noise, air conditioning, poor lighting)” was another stressor that divided the generations. Baby Boomers ranked it as the most pronounced stressors, whereas the members of Generation X ranked it as the least stressful one, while the generations Y and Z as 8th. Furthermore, the two latter groups consider “Low pay” a key stressor – 55% in Y and 54% in Z. On the other hand, it only ranks as 7th for generation X and 9th for Baby Boomers. Generation Y also considered the “Lack of adequate working conditions” an important stressor, but this response landed in the middle pack for all the others.

Male and female respondents’ lists were similar ranking “Overwork and/or monotonous work” and “Inadequate organizational climate and/or management style” among the top three stressors. Regarding the responses by gender, two significant differences can be observed: male respondents consider “Expectations contradicting and/or mutually excluding each other” the main source of stress, whereas female respondents ranked it 5th. Although “Distractions in the work environment (noise, air conditioning, poor lighting)” did not reach the top with either genders, men ranked it in the middle whereas women positioned it among the last three.

4.2. Stres među ugostiteljskim radnicima

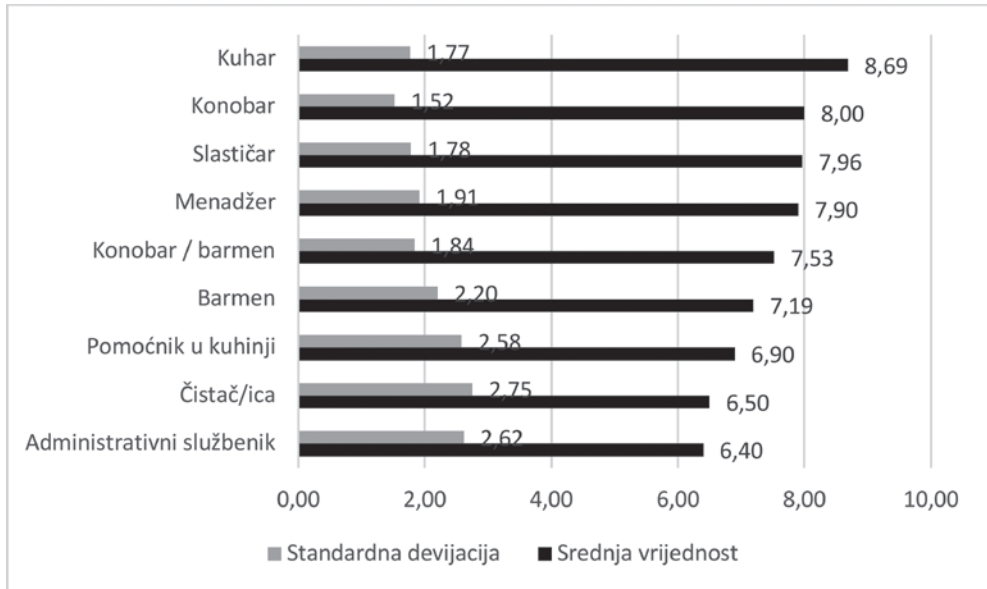
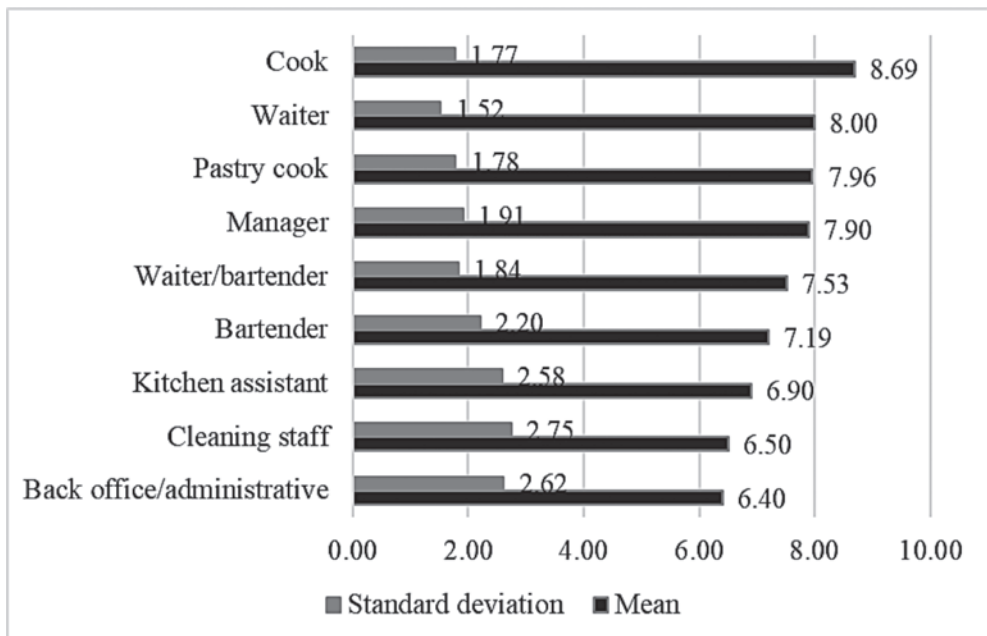
Simptome stresa još nije osjetilo 5,4% ispitanika, a oni koji jesu (82%) uglavnom su se žalili na emocionalnu, fizičku ili mentalnu iscrpljenost. Gotovo polovica populacije osjeća potpuno pomanjkanje entuzijazma za posao i/ili život (42,3%), ili se prema gostima i suradnicima odnose s apatijom ili cinizmom (40,5%). Dok se 36,7% žali na osjećaj smanjene učinkovitosti ili kompetencije, 26,8% ih se osjeća napušteno, bespomoćno i beznadno. Oko četvrtine ispitanika (25,9%) već se moralo baviti problemima manjka samopoštovanja i/ili poricanja smisla života. Detaljniji pogled na generacijsku sliku ukazuje da su generacije Baby boomera i X navele barem jedan od simptoma, dok generacije Y (4,7%) i Z (7,8%) nisu još osjetile niti jedan od simptoma. Sve četiri generacije najviše su se žalile na emocionalnu, fizičku i mentalnu iscrpljenost. Simptom se pojavio kod 86,5% ispitanika generacije Z, 83,9% ispitanika generacije Y, 70,3% generacije X i 58,3% generacije Baby boomera. S obzirom na druge simptome, apatiju i cinizam u odnosu na goste i/ili kolege pokazalo je 50% Baby boomera, 43,8% ispitanika generacije X, 47% generacije Y i 34,7% generacije Z. Rezultati su slični i za stavku manjka entuzijazma u poslu i/ili životu. Analiza po spolu pokazuje da je 74,3% ispitanika i 86,5% ispitanica doživjelo emocionalnu, fizičku i mentalnu iscrpljenost. Ostale simptome istaknuo je veći broj ispitanika nego ispitanica.

Ispitanici su ocjenjivali od 1 do 10 razinu doživljaja stresa na poslu u ugostiteljstvu. Na temelju rezultata može se tvrditi da je najstresniji posao kuhara (8,69), odmah zatim konobara (8,0), slastičara (7,96) pa menadžera (7,9). Standardna devijacija odgovora zaposlenika na navedenim radnim mjestima je bila ispod 2 u svim slučajevima (Slika 3). Nije bilo razlike u zastupljenosti prema spolu (žene 7,6; muškarci 7,8). S obzirom na generacije, generacija X je ocijenila svoj rad najstresnije

4.2. Stress among hospitality workers

Stress symptoms have not been reported by 5.4% respondents. Of those who experienced stress symptoms most (82%) felt emotional, physical, or mental fatigue. Almost half of the population reported complete lack of enthusiasm about work and/or life (42.3%), or apathetic or cynical attitudes towards guests or co-workers (40.5%). Moreover, 36.7% stated a feeling of decreased performance and/or incompetence, 26.8% felt left behind, helpless, or hopeless. About a quarter of all respondents (25.9%) had to tackle low self-esteem and/or a sense of denial about life. If we take a closer look at the generations, respondents from the Baby Boomer and X generations have marked at least one symptom, while 4.7% of Generation Y and 7.8% of Generation Z have not experienced any of the symptoms. The most prevalent experience among the four generations was emotional, physical, and mental fatigue. This symptom occurred in 86.5% of Generation Z, 83.9% of generation Y, 70.3% of generation X and 58.3% of Baby Boomers. Different proportions were found for other symptoms. Apathetic or cynical attitudes toward guests and/or colleagues were reported by 50% of Baby Boomers, and 43.8%, 47% and 34.7% of generations X, Y and Z respectively. The results are similar regarding the complete lack of enthusiasm for work and/or life. Gender analysis shows that 74.3% of men and 86.5% of women have experienced emotional, physical, and mental fatigue. Other symptoms were reported by a higher proportion of men than women.

Respondents rated on a scale from 1 to 10 how stressful they deem their own work in the hospitality industry. Based on the results, it can be stated that the most stressful job is that of a cook (8.69), closely followed by that of a waiter (8), pastry chef (7.96) and manager (7.9). The standard deviation of the responses of those working in the positions above was below 2 in all cases (Figure 3).

Slika 3: Odnos između percipiranog stresa i radnog mjesta*Figure 3: The relationship between perceived stress and the position held*

(8,4), zatim su slijede Baby boomeri (8,1), generacija Y (7,5) i generacija Z (7,5).

Učinci pandemije dodatno su pojačali utjecaj uzroka stresa. Zbog virusa Covid-19 35,7% ispitanika izjavilo je da je njihova situacija na poslu postala stresnija, 34,9% ih je izgubilo posao zbog pandemije, a 23,6% ih još nije našlo novi posao. Od onih koji su izgubili posao 41,8% ih je ponovno našlo posao u ugostiteljstvu, a 34,5% ih se moglo zaposliti samo izvan ugostiteljstva. Dok 17,1% ispitanika ne osjeća da su im radna mjesta osigurana, polovica (51,9%) vjeruje da su im radna mjesta sigurna, dok 31% ispitanika nije moglo ocijeniti situaciju.

U pogledu upravljanja stresom, ispitanici su opet ocjenjivali na ljestvici od 1 do 10 koliko dobro mogu upravljati stresom. Prema rezultatima, ispitanici (7,2) su se pokazali boljim u ovom području u usporedbi s drugim spolom (6,7). U odnosu na dobne skupine, generacija X (7,6) pokazala se daleko najboljom u rješavanju stresnih situacija, a potom su slijedile generacija Y (7), i generacija Z (6,7). Prosjek odgovora skupine Baby boomera bio je 6,1, čime su se pripadnici te skupine pokazali najmanje sposobnima za upravljanje stresom.

4.3. Fluktuacija osoblja u ugostiteljstvu

U sljedećem koraku ispitan je opseg fluktuacije osoblja u ugostiteljstvu. Ta analiza nije bila posebno usmjerena na neku posebnu instituciju ili poduzeće nego na zaposlenike u ugostiteljstvu pa je kreiran grafički prikaz frekvencije njihovih promjena poslova i staž u ugostiteljstvu, kako bi se ispitala fluktuacija osoblja. Od onih koji su radili u ugostiteljstvu 3 do 4 godine 59,4% je već promijenilo posao barem dva do najviše pet puta (44,1% ih je prešlo na novi posao dva ili tri puta, 15,3% četiri ili pet puta). Među onima sa stažem u ugostiteljstvu od pet do 10 godina, postotak je bio 41,6% (od kojih je 33,8%

There was no difference in the gender breakdown (women 7.6; men 7.8). In terms of generations, X found their activities the most stressful (8.4), followed by Baby Boomers (8.1), and generations Y (7.5) and Z (7.5).

The effects of the pandemic further aggravated the impact of stressors. Due to Covid-19 as 35.7% of the respondents feel that the situation had become more stressful at his or her workplace, 34.9% have lost their job consequently to the pandemic, and 23.6% of them have not yet managed to find a new position. Thus, 41.8% of those losing their jobs could find a position again in the hospitality branch, 34.5% could only find employment outside of the industry. While 17.1% of the respondents do not feel that their position is secure, half of them (51.9%) consider it secure, whereas 31% could not assess this situation.

In terms of stress management, respondents could again rate on a scale from 1 to 10 to evaluate how well they feel they could manage stress. The results show that male respondents (7.2) perform better in this field against the other gender (6.7). Regarding age groups, Generation X (7.6) performs by far the best in tackling stress, followed by generations Y (7), and Z (6.7). The average of the answers coming from the group of Baby Boomers was 6.1, meaning that their groups is the least apt to manage stress.

4.3. Staff turnover in the hospitality industry

The next step was to examine the extent of staff turnover in hospitality. The analysis was not especially focused on a given institution or organization but on employees working in hospitality. Hence, to investigate the staff turnover we mapped the number of times the respondents changed jobs and the time they spent in hospitality. As many as 59.4% of those active in hospitality for 3-4 years had already changed their workplaces at least 2 to 5 times (44.1% changed for a new

promijenilo posao dva do tri puta, a 7,8% četiri ili pet puta). Onih koji u ugostiteljstvu rade između 10 i 15 godina bilo je 56,3%, a onih sa stažem dužim od 15 godina bilo je 42,6% (Slika 4).

employment 2 or 3 times, 15.3% 4 or 5 times). Among those working in hospitality for 5-10 years, the percentage was 41.6% (with 33.8% having changed 2-3 times, 7.8% 4 or 5 times), those working for 10-15 years the value was

Slika 4: Broj promjena posla za vrijeme rada u ugostiteljstvu

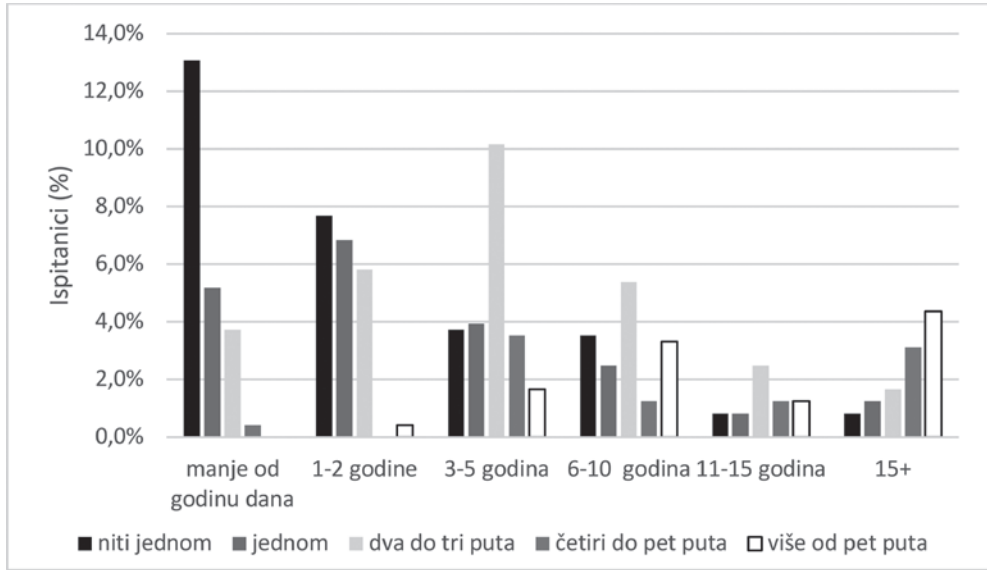
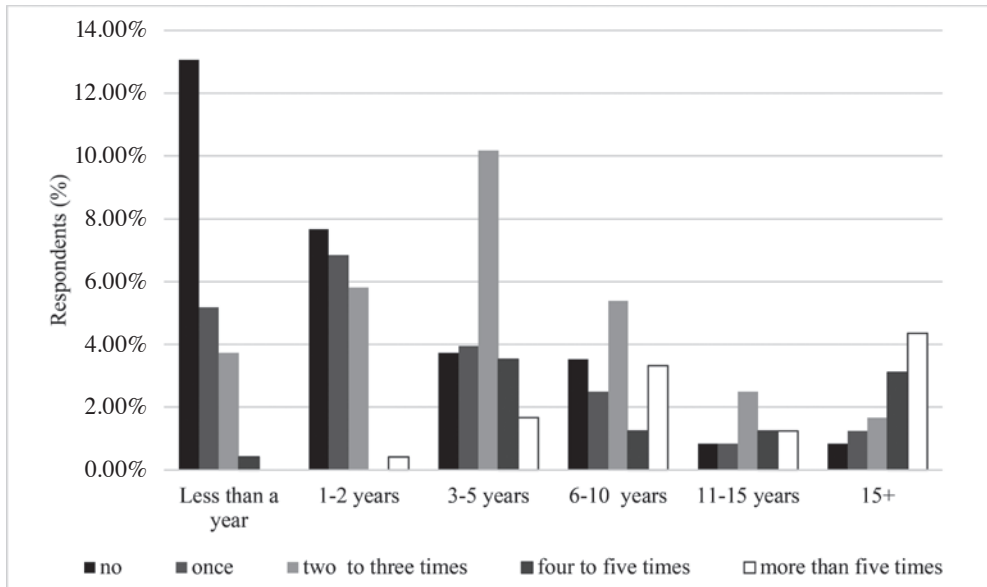
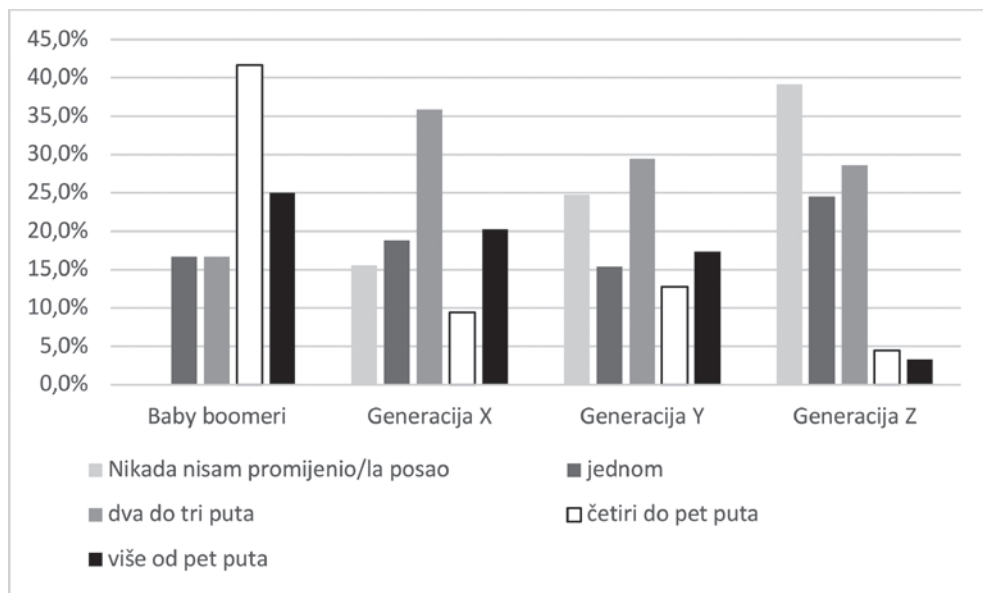
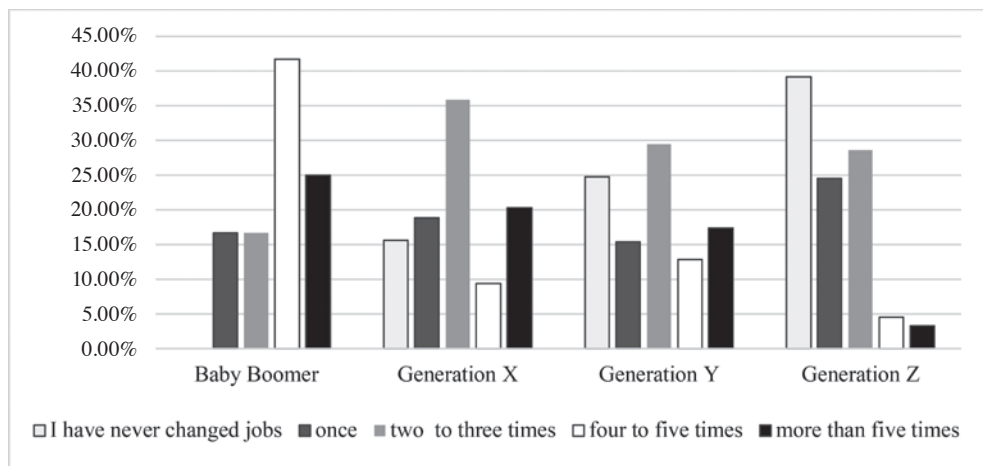


Figure 4: Number of job changes while working in the hospitality industry



Slika 5: Broj promjena posla prema generacijama*Figure 5: Number of job changes by generations*

Kad se ispituje broj promjena posla prema generacijama (Slika 5), iako generacija Z ima najmanji staž u ugostiteljstvu do sada, postotak njezinih članova koji su posao promijenili dva ili tri puta skoro je jednako velik kao i kod mlađe generacije Y. Barem četiri puta već je promijenilo posao 29,7% pripadnika

56,3%, and those working in hospitality for longer than 15 years, the percentage stands at 42,6% (Figure 4).

The examination of the number of job changes by generations shows that, although Generation Z spent the shortest time in hospitality, the percentage of its members with

generacije X, što je otprilike isto kao i kod mlađe generacije Y, tj. 30,2 % ih je učinilo isto. Rezultati za generacije X i Y vrlo su slični u svakom pogledu, a njihov primjer podupiru i opažanja izložena u literaturi.

Analiza broja promjena posla prema spolu pokazala je da su ispitanici češće mijenjali poslove nego ispitanice (Slika 6).

2 or 3 job changes behind them is almost as high as with the generation before them (Y). Generations X and Y changed jobs at least 4 times in similar percentages – 29.7% and 30.2 % respectively. The comparable results of generations X and Y in every aspect and their example underpins the observations laid out in literature (Figure 5).

The number of job changes was also analyzed by gender. The overall, male respondents changed jobs much more often than the opposite gender (Figure 6).

Slika 6: Broj promjena posla prema spolu

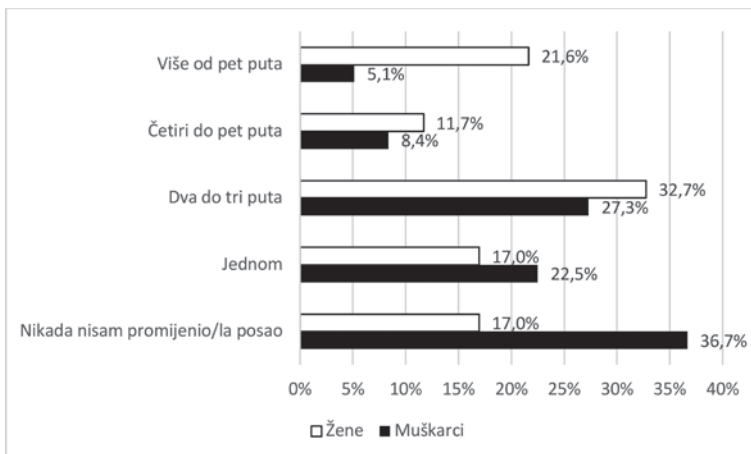


Figure 6: Number of job changes by gender



4.4. Povezanost motivacije i otpornosti ispitanika

Jedan od najvažnijih parametara u deskriptivnoj statistici je srednja vrijednost (Tablica 1). Zbog ljestvica, uspoređivanje je trebalo podijeliti u dvije skupine parametara. Najvažniji čimbenik za ispunjavanje istraživanih uvjeta je postojanje srednje vrijednosti rada, a najmanje važan je nedostatak varijacije u evaluaciji rada. Zaposlenici su jasno percipirali svoje poslove kao stresne, bili su uglavnom motivirani i relativno dobro su podnosili stres. Dobiveni odgovori manje su varirali. Ispitanici su izrazili najviše slaganja (standardna devijacija) oko plaća i učinkovitog radnog alata. U relativnom smislu, najveće razlike u mišljenjima pojavile su se u vezi odgovornosti prema drugima kolegama. Slične varijable bile su i za odgovore o toleranciji na stres i motivaciju.

4.4. Links between motivation and stress resilience of respondents

One of the most important descriptive statistics for the parameters under study is the mean (Table 1). Because of the scales, the comparison needs to be split into two groups of parameters. The most important factor for the fulfilment of the conditions surveyed is the existence of the means of work, while the least important is the lack of variation in the evaluation of the work. Workers clearly perceive their jobs as stressful, feel mostly motivated and tolerate stress relatively well. The responses given are less variable. The highest levels of agreement (Std. Deviation) are found for wages and efficient work tool. In relative terms, the biggest differences of opinion are about responsibility towards other colleagues. Similar variables are the responses on stress tolerance and motivation.

Tablica 1: Glavni podaci deskriptivne statistike za proučavane parametre

	N	Medijan	Srednja vrijednost	Standardna devijacija	Koeficijent varijacije
1. Definiranje zadatka, količine, kvalitete	482	5	4,28	0,941	0,22
2. Alati i uvjeti za učinkovit rad	482	5	4,51	0,875	0,19
3. Nepromijenjeni kriterij ocjenjivanja posla	482	4	3,73	1,050	0,28
4. Odgovarajuća radna sredina	482	5	4,31	0,894	0,21
5. Precizna definicija zadataka i odgovornosti	482	5	4,29	0,946	0,22
6. Razvoj karijere	482	5	4,13	1,083	0,26
7. Odgovornost prema drugima kolegama	482	4	3,80	1,106	0,29
8. Dobri odnosi s kolegama i šefovima	482	5	4,40	0,891	0,20
9. Praćenje i povratne informacije	482	4	4,08	0,959	0,23
10. Nagrade su u skladu sa zadacima	482	5	4,49	0,858	0,19
11. Idealna organizacijska klima	482	5	4,37	0,887	0,20
12. Koliko motivirani se osjećate za svoj posao?	482	7	7,04	2,108	0,30
13. Koliko stresnim doživljavate svoj posao?	482	8	7,67	2,022	0,26
14. Koliko uspješno mislite da podnosite stres?	482	7	6,89	2,177	0,32

Table 1: Key descriptive statistics for the parameters studied

	N	Median	Mean	Std. Deviation	Coefficient of variation
1. Task quantity, quality defined	482	5	4.28	0.941	0.22
2. Have the tools and conditions to work effectively?	482	5	4.51	0.875	0.19
3. The job evaluation criterion remains unchanged	482	4	3.73	1.050	0.28
4. A suitable working environment	482	5	4.31	0.894	0.21
5. Precise definition of tasks and responsibilities	482	5	4.29	0.946	0.22
6. Career development	482	5	4.13	1.083	0.26
7. Responsibility towards other colleagues	482	4	3.80	1.106	0.29
8. Good relations with colleagues and bosses	482	5	4.40	0.891	0.20
9. Monitoring and feedback	482	4	4.08	0.959	0.23
10. Rewards commensurate with the task	482	5	4.49	0.858	0.19
11. Ideal organizational climate	482	5	4.37	0.887	0.20
12. How motivated do you feel about your job?	482	7	7.04	2.108	0.30
13. How stressful do/did you find your job?	482	8	7.67	2.022	0.26
14. How well do you think you tolerate stress?	482	7	6.89	2.177	0.32

Na kraju su zaposlenici odgovarali na pitanje o relevantnim motivacijskim čimbenicima i vide li povezanost između motivacije i otpora na stres. Prvo je analizirana prikladnost odgovora za analizu glavne komponente, za što se koristi mjera Kaiser-Meyer-Olkin. Njezina je vrijednost u uzorku bila 0,918, što znači da je PCA pogodna za ovo istraživanje (tj. odgovore na pitanja). Varijance koje objašnjavaju glavne komponente prikazane su u Tablici 2. Prva glavna komponenta ima 44% od ukupne informacije, dok druga i treća pokazuju značajno manje, tj. blizu 9% i 7,5%. Sve tri glavne komponente zajedno objašnjavaju 60% informacija.

Finally, we analyzed which motivational factors are relevant for employees and whether there is a link between their motivation and stress resilience. First, we studied whether the responses are suited for PCA. This can be done using the Kaiser-Meyer-Olkin measure. Its value for our sample was 0.918, which means that PCA is well suited to the sample under investigation (in our case, the responses to the questions). The variances explained by the principal components are shown in Table 2. The first principal component contains 44% of the total information. By contrast, the second and the third principal components explain significantly less, close to 9% and 7.5%. These three principal components together explain 60% of the information.

Tablica 2: Varijance objašnjene glavnim komponentama

Komponenta	% varijance	kumulativno %
PC1	44,107	44,107
PC2	8,847	52,954
PC3	7,511	60,466

Komponentna matrica prikazuje rezultate za interpretaciju (Tablica 3). Na prvi parametar najviše utječu idealna organizacijska klima i nagrade, zatim slijede uvjeti rada. Prikladni uvjeti rada i alati kao i okolnosti koje traži rad snažno su povezani u odgovorima. Zatim slijedi razumijevanje zadataka i održavanje dobrih odnosa sa suradnicima i upravom. Treći faktor sadrži samo mali dio informacije, ali se uglavnom odnosi na dva pitanja, motivaciju i otpornost na stres. To upućuje na zaključak da su na stres otporniji oni koji su motiviraniji za posao.

Table 2: Variances explained by principal components

Component	% of Variance	Cumulative %
PC1	44.107	44.107
PC2	8.847	52.954
PC3	7.511	60.466

The component matrix shows the results for interpretation (Table 3). The first background factor is impacted by the ideal organizational climate and rewards the strongest, followed by working conditions. Adequate working conditions and tools, and circumstances necessitated by work are strongly interlinked in the responses, followed by knowing the task and maintaining a good relationship with co-workers and management. The third factor contains only a small share of the information, but it mainly circles around two questions, motivation, and stress resilience. This suggests that those who are more motivated about their work are more resilient to stress.

Tablica 3: Matrica komponenti

	Komponenta			Srednja vrijednost
	1	2	3	
1. Definicija kvantitete i kvalitete zadataka	0,745	-0,164	0,047	4,28
2. Alati i okolnosti potrebne za učinkovit rad	0,809	-0,187	-0,095	4,51
3. Stalnost zadataka i kriterija evaluacije	0,589	0,086	0,024	3,73
4. Prikladna radna sredina	0,794	-0,191	-0,101	4,31
5. Jasna definicija zadataka i odgovornosti	0,766	-0,170	-0,051	4,29
6. Razvoj karijere	0,703	0,150	0,148	4,13
7. Odgovornost za ostale kolege	0,670	0,332	0,143	3,80
8. Održavanje dobrih odnosa s kolegama i nadređenima	0,762	0,041	-0,155	4,40
9. Prikladan nadzor i povratne informacije	0,678	0,114	-0,159	4,08
10. Nagrade primjerene zadacima	0,808	-0,075	-0,015	4,49
11. Idealni organizacijski zadaci	0,839	-0,060	0,110	4,37
12. Koliko motivirani se osjećate/ste se osjećali na poslu?	0,221	0,673	-0,038	7,04
13. Koliko stresan Vam se čini/o Vaš posao?	0,090	-0,224	0,932	7,67
14. Koliko mislite da možete dobro upravljati stresom?	0,076	0,667	0,231	6,89

Table 3: Component matrix

	Component			Mean
	1	2	3	
1. Definition of quantity and quality of tasks	0.745	-0.164	0.047	4.28
2. Tools and circumstances necessary for efficient work	0.809	-0.187	-0.095	4.51
3. Unchanging tasks and evaluation criteria	0.589	0.086	0.024	3.73
4. Adequate work environment	0.794	-0.191	-0.101	4.31
5. Clear definition of tasks and responsibilities	0.766	-0.170	-0.051	4.29
6. Career development	0.703	0.150	0.148	4.13
7. Responsibility for other colleagues	0.670	0.332	0.143	3.80
8. Maintaining good relations with colleagues and superiors	0.762	0.041	-0.155	4.40
9. Adequate monitoring and feedback	0.678	0.114	-0.159	4.08
10. Rewards commensurate with the tasks	0.808	-0.075	-0.015	4.49
11. Ideal organizational tasks	0.839	-0.060	0.110	4.37
12. How motivated do/did you feel about your job?	0.221	0.673	-0.038	7.04
13. How stressful do/did you deem your job?	0.090	-0.224	0.932	7.67
14. How well do you think you can manage stress?	0.076	0.667	0.231	6.89

Važno je uočiti da uloge koje su dane neovisnim varijablama zbog analize glavne komponente nisu iste kao i procjene ispitanika kod ispunjavanja anketa. Na primjer, najvažniju ulogu u prvom čimbeniku dobila je idealna organizacijska klima dok su ju ispitanici u ovom istraživanju ocijenili kao osrednje značajnu. Prema rezultatima analize glavne komponente, može se reći da su, prema odgovorima u anketi, temeljne pretpostavke učinkovitog rada financijsko nagrađivanje, okolina i organizacijska klima.

Istom cilju pridonose i prikladna radna okolina, jasno definirani zadaci, prijateljski odnos sa suradnicima i nadređenima. Ispitanici se nisu previše žalili na nadzor, povratne informacije ili evaluacijske kriterije ili na odgovornost ostalih. Stres je uključen u odvojene glavne komponente, što ukazuje da nije povezan s radnim uvjetima, organizacijskim strukturama ili kolegama. Kao poseban čimbenik svrstana je motivacija i otpor na stres. Budući da dva parametra čine jedan čimbenik, povezani su u odnosu prema radu ispitanika. Istovremeno, uloga stresa u

It is important to observe that the roles assigned to random variables because of PCA are not the same as the assessment given by the respondents during completion. For instance, the ideal organizational climate is given the most important role in the first factor, whereas our respondents ranked it as of mediocre importance. According to the results of PCA, it is safe to claim the respondents deem financial appreciation, environment and organizational climate facilitating efficient working are the basic prerequisites for work.

Adequate work environment, clear definition of tasks, friendly relationship with co-workers and superiors all serve the same aim. Respondents were relatively unconcerned by monitoring, feedback, or evaluation criteria, or by responsibility for others. Stress is represented in separate principal components, signaling no links to working conditions, organizational structures, or colleagues. A separate background factor contains motivation and stress resilience. As the two compose one single background factor, they are interlinked in the respondents' work attitudes. In parallel,

odnosu na provođenje određenih zadataka je značajna, što je predstavljeno posebnim čimbenikom. Ovaj rezultat pokazuje da je najvažnija motivacija za zaposlenika plaća (može se nazvati osnovni čimbenik), jer su najrelevantniji odgovori na druga pitanja oni koji osiguravaju stjecanje prihoda.

Rezultate analize glavne komponente djelomično potvrđuju odgovori na otvorena pitanja u kojima su ispitanici zamoljeni navesti tri čimbenika koje doživljavaju značajnima za rad bez stresa. Odgovori su sa državali kako materijalne tako i nematerijalne poticaje. Visoki udio ispitanika naglasio je ulogu odgovarajuće naknade, prikladne plaće, sigurnog dohotka, nagrađivanju prema rezultatima rada te beneficijama za osiguranje rada bez stresa. Osim monetarnih, i nemonetarni poticaji također su imali važnu ulogu. Brojni su odgovori ukazivali na potrebu izražavanja priznanja za rezultate rada, što se uglavnom odnosi na odgovarajuće povratne informacije, dobre odnose s nadređenima te njihovu pristupačnost i dostupnost. Među poticajima koji povećavaju zadovoljstvo poslodavaca, treba naglasiti odgovore koji se odnose na dobro ili pogodno radno vrijeme, kao npr. značaj odmora, praznika i pauza, ulogu smanjenja prekovremenog rada i predvidljivi raspored rada. Prikladni radni uvjeti poput ugodne temperature, dostupnost potrebne opreme te dobra radna atmosfera su također često spomenuti u odgovorima. Isto tako su kao preduvjeti za rad bez stresa često navedeni sigurnost, poštovanje, komunikacija i priznanje.

5. RASPRAVA

Visoka pojavnost stresa može ozbiljno naštetiti životu pojedinaca kao i poslovanje organizacija, posljedično utječući na cjelokupno gospodarstvo. Istraživanja potvrđuju da iskustvo stresa i njegovi učinci na zaposlenike nisu prvenstveno povezani sa strukom ili radnim mjestom, nego s osobnim otporom na stres (AIS, s.a.). Druga istraživanja opet

the role of stress related to carrying out certain tasks is significant, which is represented by a separate factor. This result indicates that the most important motivation for the employee is income (as background factor), as the key answers to all other questions are those that ensure the acquisition of income.

The results of PCA are partly supported by the answers to the open questions to name three factors that are important for them for stress-free work. Both material and non-material incentives were present among the repeated responses. A large proportion of the respondents highlighted adequate pay, commensurate pay, secure income, performance-based rewards, and benefits in ensuring stress-free working. In addition to money, non-monetary incentives also played an important role. Numerous responses pointed out the need to express the acknowledgement of performance, that mostly draws on the relevant feedback, good relationship with one's superiors and their accessibility and approachability. Among the incentives enhancing employer satisfaction, the importance of responses related to positive or beneficial working hours, such as the importance of rest, holidays and breaks, less overtime, and predictable working times were highlighted. Adequate working conditions like acceptable temperature, the availability of necessary equipment, and a good working atmosphere were also frequently mentioned in the answers of respondents. Security, respect, communication, and appreciation were also commonly named as prerequisites for stress-free work.

5. DISCUSSION

The extreme prevalence of stress can severely damage the life of individuals as well as the operation of organizations, thus impacting the whole economy. Research suggests that the experience and effects of stress on employees are not primarily linked to profession or position but their individual stress resistance (AIS, s.a.). Other studies prove by

pokazuju postojanje određenih dijelova turizma (poput, obrazovanja, zdravstva ili usluga) gdje su zaposlenici izloženi većem stresu nego drugdje (Carayon, 1994; Cranwell-Ward i Abbey, 2005; Zakor, 2014; Williams, 2021). U okviru rada Instituta za istraživanja ponašanja Sveučilišta Semmelweis koje se provodi u Mađarskoj, skupina znanstvenika započela je 2013. godine veliko istraživanje na temu „Stres na poslu i upravljanje stresom“. Uzorak ovog istraživanja temeljenog na COPSOQ II provedenom u Danskoj bio je nereprezentativan, ali je zbog velikog broja odgovora (N = 13.104) obuhvatio sve gospodarske grane u cijeloj zemlji. Prema tom istraživanju, u Mađarskoj je stres najzastupljeniji u području usluga smještaja, cateringa i turizma (Zakor, 2014). Kako i autori misle da je ugostiteljstvo djelatnost u kojoj su zaposlenici više izloženi stresu, važno je bilo otkriti koji su uzroci stresa najrelevantniji u toj djelatnosti kao i u kojoj mjeri su zaposlenici izloženi njima te postoji li povezanost između fluktuacije radne snage, motivacije i izloženosti stresu. Novost u ovom istraživanju jest činjenica da se ovi parametri ispituju i u odnosu na razlike među spolovima i starosnim skupinama u ovoj djelatnosti.

5.1. Potencijalni uzroci stresa

Ovo istraživanje uzroka stresa u ugostiteljstvu potvrdilo je nalaze prethodnih istraživanja koja su izdvojila niske plaće (Lo i Lamm, 2005), neprikladne radne uvjete (Lo i Lamm, 2005; O'Neill i Davis, 2011), međuljudske napetosti (O'Neill i Davis, 2011; Acar i Ekran, 2018). Jedan članak (O'Neill i Davis, 2011) također je istraživao razliku između ispitanika i ispitanica, kao i u ovom istraživanju, te nije pronađena značajna razlika u pogledu vrsta i prevladavanja relevantnih uzroka stresa.

Naš najbitniji nalaz je da su članovi generacije Baby boomera i generacije X značajno pod stresom zbog čestih promjena, dok su druge generacije puno manje pogođene.

contrast that there are certain branches of industry (like education, healthcare, or services) where workers are exposed to more stress than elsewhere (Carayon, 1994; Cranwell-Ward and Abbey, 2005; Zakor, 2014; Williams, 2021). A major study was carried out in Hungary by the Behavioural Studies Institute of Semmelweis University: their “Work stress and stress management” research group started out with their research in 2013. The basis of the research was the COPSOQ II conducted in Denmark. The sample was non-representative, but thanks to the high number of completions (No: 13.104) all industries and age groups from all over the country were represented in the sample. The industry analysis suggests that work stress in Hungary is most prevalent in the field of „Accommodation services, catering and tourism” (Zakor, 2014). We are also convinced that hospitality is a branch of industry where workers are exposed to more stress, therefore it was important for us to identify the stressors that are most relevant in the field of hospitality, to see to what extent workers are exposed to them and if there is a link between turnover, motivation, and exposure to stress. The originality of this research lies with the fact that the paper examines the phenomenon by gender and by age group within given industrial branch.

5.1. Potential sources of stress

Earlier research in hospitality industry points out the same stressors as identified in this one, like low pay (Lo and Lamm, 2005), inadequate working conditions (Lo and Lamm, 2005; O'Neill and Davis, 2011), interpersonal tension (O'Neill and Davis, 2011; Acar and Ekran, 2018). O'Neill and Davis (2011) have also examined the difference between male and female respondents, and similarly to our result, they have not found significant difference in terms of types and prevalence of the relevant stressors.

It is most important to observe that members of the Baby Boomer and X generations are

Niske plaće kao uzrok stresa vrlo su značajan čimbenik za generacije Y i Z, dok su Baby boomeri i generacija X pridavali puno manje važnosti tom čimbeniku. To vjerojatno proizlazi iz činjenice da generacija Z pridaje puno više značaja ravnoteži između rada i privatnog života te slobodnom vremenu i svijesti o učestalosti emocionalnog zamora pa za njih važnost posla ne nadmašuje važnost privatnog života i slobodnog vremena. S druge strane, Baby boomeri skloniji su podnositi emocionalni zamor i ne pripisuju ga radnom mjestu; snažno su usredotočeni na posao jer se boje promjene radnog mjesta (Lu i Gursoy, 2016).

5.2. Stres među zaposlenicima u ugostiteljstvu

Gotovo svi ispitanici su se već bili susreli sa simptomima stresa. Neovisno o spolu ili godinama, ovi su se simptomi uglavnom pojavili u obliku emotivnog, fizičkog ili mentalnog zamora. Niti našim ispitanicima također nisu nepoznati osjećaji gubitka entuzijazma prema radu ili životu i apatičnim ili ciničnim stavovima prema gostima ili suradnicima. Prema ovom istraživanju, u ugostiteljstvu postoje neki poslovi koji su stresniji od drugih. Utvrđeno je da su najstresnija zanimanja kuhara, konobara i slastičara, a odmah za njima su menadžer, konobar/barmen, i to bez obzira na spol. U pogledu generacijskih razlika, Baby boomeri i generacija X doživljavaju svoj posao stresnijim nego njihove kolege iz generacija Y i Z. Kako pandemija Covida-19 nije poštedjela niti ovo branšu, rezultati pokazuju da trećina ispitanika misli da je njihov posao postao stresniji, a neki još uvijek misle da im je posao nesiguran iako su ga uspjeli zadržati. Isto tako, ispitanici su se općenito bolje nosili sa stresom nego ispitanice, i to više generacije X i Y nego Z i Baby boomeri.

significantly stressed out by frequent changes, whereas the younger generations ranked change much lower. Low pay as a stressor is a very important factor for the generations Y and Z as opposed to Baby Boomers and Generation X. This probably roots in the fact that Generation Z prefer the balance of work and private life, and free time, and tend to be more aware of their emotional fatigue as for them the importance of work does not exceed that of their private life, and free time. Contrarily, Baby Boomers tend to tolerate emotional fatigue to a higher extent instead of blaming it on their workplace; they have a strong focus on work as they are afraid of changing their workplace (Lu and Gursoy, 2016).

5.2. Stress among hospitality workers

Almost all respondents had encountered symptoms of stress. Independently from gender or age, these symptoms mostly had the form of emotional, physical, or mental fatigue. The phenomena of loss of enthusiasm towards work or life, and of apathetic or cynical attitudes towards guests or co-workers are not unknown to our respondents either. Our results show that within the hospitality industry, there are certain positions that are more stressful than others. The most stressful position is that of cooks, waiters, and pastry cooks; these are closely followed by management positions, waiters, and bartenders. There is no significant difference by gender. Age-wise, generations X and the Baby Boomer deem their work to be more stressful than their colleagues from the generations Y and Z. The Covid-19 pandemic did not spare the employees in this industry: the results show that one third of the respondents feel that their job became even more stressful, and also some still feel their positions to be insecure even though they managed to keep them. Results show that, by their own estimation, men tend to be better at coping with stress than women, and generations X and Y excel over Z and Baby Boomers.

5.3. Fluktuacija radne snage u ugostiteljstvu

Kod ispitivanja fluktuacije, identificirani su brojevi promjena posla ispitanika i njihov staž u ugostiteljstvu. Čak i oni koji u ugostiteljstvu nisu radili više od godinu dana, skoro je polovica ispitanika već jednom promijenila radno mjesto. Ovaj postotak obično se povećavao sa stažem u branši kao i s godinama života. Ispitanici su bili skloniji češćoj promjeni posla nego njihove kolegice. Brojni autori (Halbesleben i Buckely, 2004; O'Neill i Davis, 2011; Holston-Okae i Mushi, 2018; Al-Badarneh *et al.*, 2019, Bajrami *et al.*, 2020) pokazali su da prekomjeren stres smanjuje zadovoljstvo i predanost poslu te može utjecati na povećanje fluktuacije osoblja. Ako uprave shvate tu opasnost i osiguraju zadovoljstvo i motivaciju zaposlenika, fluktuacija osoblja može se značajno smanjiti (Parakandi i Behery, 2016; Jarkovská i Jarkovská, 2022).

5.4. Veza između motivacije i nošenja sa stresom ispitanika

Čimbenici koji utječu na motivaciju ispitanika za rad uglavnom su financijsko nagrađivanje, uvjeti za učinkovit rad i kvaliteta organizacijske klime. Snažno su povezani još prikladna radna sredina, jasno definiranje zadataka i dobri odnosi s nadređenima. Analiza glavne komponente dokazala je da su motivacija ispitanika za rad i njihova otpornost snažno povezani. Činjenica da je stres posebno klasificiran kao odvojen čimbenik ukazuje na to da stres zbog izvođenja određenih zadataka značajno utječe na živote ispitanika.

Budući da je tema ovog istraživanja stres na poslu, ovdje se može razmatrati odnos između posla, obitelji i stresa, iako je jasno da tu isto postoje brojni uzroci stresa (Cleveland *et al.*, 2007; Gamor *et al.*, 2014; Hofmann i Stokburger-Sauer, 2017; García-Cabrera *et al.*, 2018). Neizravan dokaz za tu tvrdnju

5.3. Workplace turnover in hospitality

Regarding turnover, the number of job changes among respondents and their time spent in the hospitality industry were identified. Even among those working in hospitality for less than a year, almost half of the respondents have already changed employment at least once. This percentage tends to increase with the number of years spent in the industry as well as with age. Male respondents changed jobs more often than their female counterparts. Excessive stress decreases work satisfaction, dedication towards their workplaces, and can further increase staff turnover (Halbesleben and Buckely, 2004; O'Neill and Davis, 2011; Holston-Okae and Mushi, 2018; Al-Badarneh *et al.*, 2019, Bajrami *et al.*, 2020). If an organization's management are aware of the danger and actively safeguard employee satisfaction and motivation staff turnover can drop significantly (Parakandi and Behery, 2016; Jarkovská and Jarkovská, 2022).

5.4. The link between respondents' motivation and their stress tolerance

The factors behind our respondents' motivation to work are mainly financial appreciation, conditions for effective work and quality of the organizational climate. Strongly related are adequate work environment, clear definition of tasks, and good relationship with superiors. PCA has proven that the respondents' motivation to work and their stress resilience are strongly interlinked. The fact that stress is represented separately suggests that stress originating from performing certain tasks plays a significant role in the lives of the respondents.

Since the scope of our research is work stress the relationship between work, family, and stress is excluded, although we know these can also create several stressors (Cleveland *et al.*, 2007; Gamor *et al.*, 2014; Hofmann

može se naći u odgovorima ispitanika na pitanje o pretpostavkama za rad bez stresa: odgovori na pitanje o dobrom radnom vremenu ističu značaj odmora i vremena za stanku, ulogu smanjenja prekovremenog rada i predvidljivog rasporeda rada, što zapravo ukazuje na važnost ravnoteže između rada i života. Isto je potvrđeno i u istraživanju regije Sekondi-Takoradi Metropolis u Gani, čiji je cilj bio otkriti čimbenike koji utječu na sukobe između profesionalnih i obiteljskih uloga među zaposlenicima u hotelijerstvu. Rezultati pokazuju da su zaposlenici bili najviše osjetljivi na duljinu radnog vremena nasuprot obiteljskoj koristi, vrsti posla ili podršci supružnika. Tako su se pokazale značajne razlike u odnosu na duljinu radnog vremena između zaposlenika u braku i izvan te između starosnih godina. Zaključili su da je jedan od glavnih uzročnika stresa u hotelijerstvu nepredvidivost radnog vremena i nesmjenski način rada hotela (Gamor *et al.*, 2014). Očekivanja da se na poslu ostaje dulje dodatno povećava emocionalni zamor zaposlenika (Kickul i Posig, 2001).

6. ZAKLJUČAK

Iako uzorak na kojem se temelji ovo primarno istraživanje nije reprezentativan, mnogi elementi u kojima se dobiveni rezultati slažu s rezultatima drugih istraživanja (Lo i Lamm, 2005; O'Neill i Davis, 2011; Bajrami *et al.*, 2020) potvrđuju relevantnost zaključaka. Usporedbom rezultata sekundarnih i primarnih istraživanja može se zaključiti da je proučavanje ove teme nesumnjivo značajno. Zaposlenici u hotelijerstvu ozbiljno su izloženi stresu na poslu pa stoga poduzeća koja posluju u ovoj djelatnosti imaju ogromnu odgovornost. U određenoj mjeri stres na poslu može zaposlenike motivirati na bolje radne rezultate. S druge strane, iako stres ima negativan utjecaj ne samo na fizičko i mentalno zdravlje pojedinca, ako zaposlenici prestanu vjerovati u izvedivost zadanih zadataka, to može dovesti u opasnost i učinkovito

and Stokburger-Sauer, 2017; García-Cabrera *et al.*, 2018). This can be proved by the responses to the question about the preconditions of stress-free work; answers related to positive working hours, like the significance of rest, holidays and breaktimes, the role of less overtime and predictable working hours all implicitly refer to the importance of work-life balance. This is also underpinned by research carried out by Sekondi-Takoradi Metropolis (Ghana) that sought to identify the factors that influence conflicts between professional and family roles among hotel industry employees. The results suggest the length of working hours was the most sensitive issue, as opposed to family benefits, type of work or spouse support. Thus, significant differences could be observed between married and non-married employees re the length of the working hours as well as between age groups. They concluded that one of the main stressors in the hotel industry is the unpredictability of working hours and the anticyclic way of operation in hotels (Gamor *et al.*, 2014). The expectations of working extra further increase the employees' emotional fatigue (Kickul and Posig, 2001).

6. CONCLUSION

Although the sample our primary research is based on is not representative, the many cases of consistency of our findings with those of other research results (Lo and Lamm, 2005; O'Neill and Davis, 2011; Bajrami *et al.*, 2020) confirm the relevance of our conclusions. Comparing the results of the secondary and the primary research, it is safe to say that the study of this subject is of undoubtable importance. Employees in hospitality are severely exposed to work stress, and consequently, the organizations operating in this field of industry have an enormous responsibility. To a certain extent, work stress can inspire workers to enhanced performance. Conversely though, if employees feel that the tasks placed on their shoulders

poslovanje cijelog poduzeća (Ember, 2009; Farzianpour *et al.*, 2013; Yirik *et al.*, 2015, Üngüren *et al.*, 2017).

Česti simptomi stresa u poduzeću su niska produktivnost, često izostajanje s posla i teškoće pri zamjeni zaposlenika te visoka fluktuacija radne snage i napetosti na poslu (Marshall i Cooper, 1979; Juhász, 2002; Lazányi, 2016). Postoje razne mogućnosti sprječavanja ovih problema, ali je važno razviti fleksibilnu organizacijsku filozofiju i odgovoran i otvoren stav menadžmenta jer je njihova odgovornost kreiranje i održavanje zdravih odnosa u radnoj sredini (Gill *et al.*, 2006). Stoga kadrovanje, osposobljavanje i integriranje novozaposlenih zahtijevaju posebnu pozornost (Bako i Aladelusi, 2017; He *et al.*, 2019), iako to nije jedini preduvjet za izbjegavanje stresa budući da postojeća radna klima i sredina također imaju veliku ulogu (Erdogan i Gonca, 2017; Csatlós, 2018; Khuong i Linh, 2020; Park *et al.*, 2021). Osposobljavanje za borbu sa stresom i upravljanje stresom također su važan alat koji poduzeća imaju na raspolaganju (Kárpáti Daróczy *et al.*, 2016; Hurley i Kirwan, 2018; Johnson i Park, 2020).

Među članovima uprave također je neobično važna i osviještenost o potrebi poštovanja generacijskih razlika pri stvaranju radne sredine i klime. Kako je stres moguće smanjiti ispravnim načinima motivacije, neophodno je procijeniti očekivanja i potrebe zaposlenika kako bi im se dale relevantne povratne informacije i osmislili konstruktivni sustavi nagrađivanja (Quadri, 2019; Ali i Anwar, 2021).

Stres utječe na brojne aspekte zapošljavanja od kojih je jedan i učestalost promjene posla (O'Neill i Davis, 2011; Rehman i Mubashar, 2017; Holston-Okae i Mushi, 2018). U ugostiteljstvu su fluktuacija osoblja i odlazak (čak i migracija) radnika prilično velike, što vrlo dobro ilustrira potrebu za naporima za zadržavanje radne snage. U Mađarskoj, na primjer, godinama postoji nedostatak šefova i kuhara, a to je i prema našem istraživanju

are not feasible anymore, it impacts negatively not only the physical and mental health of the individual but can also endanger the efficient operation of the organization (Ember, 2009; Farzianpour *et al.*, 2013; Yirik *et al.*, 2015, Üngüren *et al.*, 2017).

For an organization, common symptoms of stress are low productivity, frequent absenteeism, and difficulties in replacing workers, high levels of labor turnover and tension at work (Marshall and Cooper, 1979; Juhász, 2002; Lazányi, 2016). Organizations have numerous possibilities to prevent these problems. It is important to develop a flexible organizational philosophy, and a responsible and open-minded attitude for the management. It is their responsibility to create and maintain healthy circumstances at work (Gill *et al.*, 2006). Recruiting, training, and integrating new hires also demand special attention (Bako and Aladelusi, 2017; He *et al.*, 2019), but this is not the sole prerequisite of success: the already existing working climate and environment also play a major role (Erdogan and Gonca, 2017; Csatlós, 2018; Khuong and Linh, 2020; Park *et al.*, 2021). Trainings in fighting stress and stress management are also a great tool at the companies' disposal (Kárpáti Daróczy *et al.*, 2016; Hurley and Kirwan, 2018; Johnson and Park, 2020).

It is also of utmost importance that management should respect all differences when creating work environments and work climate. As it is possible to reduce stress by the right means of motivation, it is important to assess the expectations and needs of the employees, to be able to give them relevant feedback and create meaningful appreciation systems (Quadri, 2019; Ali and Anwar, 2021).

Stress impacts numerous aspects of employment, one of them being how often workers change jobs (O'Neill and Davis, 2011; Rehman and Mubashar, 2017; Holston-Okae and Mushi, 2018). In hospitality, staff turnover and the exodus (even migration) of workers is quite considerable, that very well illustrates the need for efforts to keep labor

najstresnije radno mjesto unutar djelatnosti. Značajan udio radnika doživljava simptome i posljedice stresa, a to može ozbiljno utjecati kako na mikro tako i na makro razinama. Prepoznavanje i sprječavanje posljedica stresa ozbiljan je izazov za djelatnost, ali neuspjeh u toj misiji onemogućit će mađarsko ugostiteljstvo da okonča probleme ogromnog manjka radne snage u toj djelatnosti.

Ovo je istraživanje pokazalo da je stres vrlo značajan u životima radnika, ali i da im je važniji dohodak koji zarade. Drugim riječima, radnici su spremni podnositi veći stres za veću plaću! Rezultati pokazuju da je dohodak najvažniji čimbenik. Stres se pojavljuje odvojeno i podređen je tomu. Nadalje, stres i motivacija funkcioniraju u istom smjeru kod zaposlenika: kad postoji motivacija, stupanj nošenja sa stresom je veći, a kad je motivacija niska, stupanj nošenja sa stresom se smanjuje. Značaj njegovanja motivacije, naročito intrinzičke motivacije i upravljanja emocijama zaposlenika potvrđeno je u istraživanju koje su proveli Wang *et al.* (2021), što je relevantno jer uzroci stresa vezani uz posao imaju pozitivan izravan učinak na motivaciju zaposlenika, ali neizravno utječu na zadovoljstvo poslom i lojalnost zaposlenika (Khuong i Linh, 2020).

Nedostatak uključenosti zaposlenika, smanjena motivacija, nezadovoljstvo poslom i neprikladne naknade imaju značajan utjecaj na stope fluktuacije osoblja (Holston-Okae i Mushi, 2018). Stoga ovo istraživanje ukazuje na činjenicu da su stres na poslu, motivacija, zadovoljstvo, nagrađivanje i fluktuacija osoblja usko povezani čimbenici u ugostiteljstvu. Međutim, da bi se otkrilo koji su čimbenici najuže povezani uz fluktuaciju osoblja na pojedinim lokacijama, važno je ne samo to promatrati od zemlje do zemlje, nego i od radnog mjesta do radnog mjesta. U ovom uzorku istraživanja dohodak se pokazao najvažnijim čimbenikom.

In Hungary, for instance, chefs and cooks have been a shortage occupation for years, and according to our research, this is the most stressful position in the sector. A significant share of the sectoral workers experiences the symptoms and consequences of work stress, which can have severe consequences both on micro and macro levels. Recognizing and preventing the effects of stress is a serious challenge for the industry but failing to do so will make it impossible for the Hungarian hospitality industry to put an end to its vast labor shortage in the sector.

Our research shows that, although stress is very important in the lives of workers, they value more the income they earn. In other words, workers are willing to tolerate more stress for a higher income, i.e. income is the most important factor. Stress appears separately and subordinated. Besides, stress and motivation work in the same direction with the employee. When there is motivation, the degree of stress tolerance is higher, and without it the degree of stress tolerance decreases. The importance of cultivating motivation, especially intrinsic motivation and employee emotion management is confirmed by the research of Wang *et al.* (2021). This is important because work-related stressors have a positive direct effect on employee motivation, but indirectly affect job satisfaction and employee loyalty (Khuong and Linh, 2020).

A lack of employee engagement, lower motivation, job dissatisfaction, and inadequate employee compensation have a significant impact on employee turnover rates (Holston-Okae and Mushi, 2018). Thus, our research draws attention to the fact that job stress, motivation, satisfaction, remuneration and turnover are closely related factors in the hospitality industry. However, it is also worth examining not only on country-by-country basis, but also on workplace-by-workplace basis, to see which factors are most closely related to turnover in each location. In our study sample, income was the most important factor.

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