Emerald Insight

International Journal of Contemporary Hospitality Management

Impact of organisational culture on job stress and burnout in graded
accommodation establishments in the Free State province, South Africa
Deseré Kokt Relebohile Ramarumo

Article information:

Users who downloaded this article also downloaded:

For Authors

About Emerald www.emeraldinsight.com

*Related content and download information correct at time of download.

Impact of organisational culture on job stress and burnout in graded accommodation establishments in the Free State province, South Africa

Deseré Kokt and Relebohile Ramarumo

Department of Hospitality Management, Central University of Technology, Free State, Bloemfontein, South Africa

Abstract

Purpose – The purpose of this paper is to investigate the impact of organisational culture on job stress and burnout in graded accommodation establishments. The demanding nature of work in the hospitality industry (e.g. long hours and shift work) renders job stress and burnout, a persisting challenge for the industry. Employees that are constantly subjected to a challenging work environment may experience increased levels of job stress and burnout or even leave the industry entirely. The Free State province of South Africa has a well-established hospitality sector, and this investigation shows the extent to which job stress and burnout are mitigated by a favourable organisational culture.

Design/methodology/approach – A structured questionnaire was administered to 46 graded accommodation establishments in the two main economic clusters (Bloemfontein and Clarens) of the Free State province of South Africa. The investigation was quantitative in nature and the robust competing values framework (CVF) was used as conceptual guide.

Findings – The findings indicate that graded accommodation establishments had a predominantly Rational Culture, which points to strong external positioning and competitiveness. Correlation and regression analyses further confirmed that although the Rational Culture does have a mitigating effect on job stress and burnout, the values associated with the Group Culture and Developmental Culture exert an even stronger mitigating effect.

Practical implications – Managers need to establish a flexible, employee-oriented work environment where employees are allowed to be innovative and entrepreneurial.

Originality/value – The main causes of job stress and burnout in accommodation establishments revolve around the intense customer focus of the industry and the subsequent performance expected from employees.

Keywords South Africa, Hospitality industry, Stress, Burnout, Organisational culture, Graded accommodation establishments

Paper type Research paper

1. Introduction

The tourism industry is recognised as one of the world's largest and fastest-growing industries (Jamieson, 2006). In many developing countries, such as South Africa, it is the sector with the highest contribution to gross domestic product (GDP) (Rogerson and Kotze, 2011). The hospitality industry comprises the largest sector of the tourism industry and could be seen as the heart of the industry (Rogerson and Kotze, 2011). It

contributes significantly to job creation by stimulating the overall economy of regions and countries (Naidoo, 2004; Visser, 2007). Furthermore, the hospitality industry is a service industry that is dedicated to customer service and excellence (Walters and Raybould, 2007; Karatepe *et al.*, 2012). The complex and dynamic environment of the hospitality industry presents constant challenges which can exacerbate job stress and burnout. Thus, it is no surprise that the literature (Airey, 2005; Kim *et al.*, 2007; Wang, 2009; Karatepe *et al.*, 2012) records job stress and burnout as a major challenge in the hospitality industry. It is well-documented that a conducive organisational culture creates an environment where employees feel valued and appreciated – aspects that have a mitigating effect on job stress and burnout. Job stress does not always lead to burnout, but if staff members are continuously exposed to an arduous work environment the occurrence of burnout becomes more pronounced. It is for this reason that both job stress and burnout are examined in this study.

2. Literature
2.1 Organisational culture, job stress and burnout
It is generally accepted that human culture enables individuals to fit in as members of a particular society (Bailey and Peoples, 2002). It enables individual members to comprehend the appropriate and acceptable behavioural patterns expected from them. The sanctioning of acceptable behavioural patterns also applies to organisations, and individuals must conform to the demands and expectations of organisations – referred to as organisational culture. According to Schein (1992) it is imperative for members of the same organisation to share certain assumptions and values which shape uniform behavioural patterns. Organisational culture acts as the "glue" that elicits a unified effort from individual employees. If the organisational culture is strong, this implies that individual employees are informed and conform to what is expected in the organisational context. There are many definitions of organisational culture, a concept that is often difficult to define (O'Reilly, 1989; Martin, 2001; Hellriegel *et al.*, 2004). Contributions to the development of organisational culture have become prominent since the 1990s, especially from leading scholars such as Hofstede (1994) and Schein (1992) (O'Reilly *et al.*, 1991; Rowe *et al.*, 1994). Schein (2004) asserts that organisational characteristics are based on the values that organisations ascribe to. These values transcend into practices that define organisations and influence aspects, such as how individuals are managed, promoted and retained. Management structures have an important task in understanding, creating and managing organisational culture.

For the purpose of this research, organisational culture will be defined as the distinctive pattern of shared assumptions, values and norms that shape the socialisation activities, language, symbols, rites and ceremonies of a group of people. This corresponds with the view of O'Reilly *et al.* (1991), Schein (1992), Rowe *et al.* (1994) and Hellriegel *et al.* (2004). Robbins (2000) further argues that organisational culture is strongly influenced by the characteristics of the industry in which the company operates and that, within industries, certain cultural characteristics are widespread among organisations, as they are exposed to common challenges and constraints. Jung *et al.* (2009) identified more than 70 instruments and approaches for measuring organisational culture, which means the concept of organisational culture is well-established and researched. Numerous studies have also been conducted on the impact of organisational culture on organisational variables such as organisational performance (Xenikou and Simosi, 2006), organisational effectiveness (Kemp

and Dwyer, 2001), service orientation (Kilic and Dursun, 2010), service quality (Kokt and Van der Merwe, 2009; Trivellas and Dargenidou, 2009), job satisfaction and intent to remain with an organisation (Tepeci, 2011). Organisational culture is widely considered to be one of the most significant factors in bringing about organisational change and delivering enhanced levels of service (Waterhouse and Lewis, 2004; Kloot and Martin, 2007).

In a study conducted in the hospitality industry, Asree *et al.* (2010) found that leadership competency and organisational culture impact positively on the responsiveness of employees, which, in turn, has a favourable impact on hotel revenue. Research on organisational culture in the hospitality industry is fairly recent, and some attempts were made to develop scales to accurately measure organisational culture. This includes the Hospitality Industry Culture Profile (HICP) of Tepeci and Bartlett (2002) that assesses organisational culture (perceived culture) and individual values (preferred culture), as well as the Hospitality Culture Scale of Dawson *et al.* (2011) that measures both organisational and personal dimensions associated with working in the hospitality industry. A prominent finding of both studies is that industry characteristics should be considered in the development of an organisational culture scale and that more research is needed in designing and validating a robust measure for gauging organisational culture in hospitality establishments.

As previously indicated, there is ample evidence of the detrimental effect of job stress and burnout in the hospitality industry (Airey, 2005; Kim *et al.*, 2007; Wang, 2009; Karatepe *et al.*, 2012). Job stress could be described as an individual's reaction to the challenges in the environment that appear intimidating and difficult (Sunny and Cheng, 2010). Burnout could be explained as a consequence of an individual's exposure to chronic job stress (Hobfoll and Shirom, 2000). According to Schaufeli and Enzmann (1998), job stress and burnout should be viewed as two separate constructs. According to these authors, job stress may be seen as a temporary process requiring short-term adjustments that are usually accompanied by mental and physical symptoms. Burnout, on the other hand, is a result of prolonged job stress that could cause chronic malfunction at work (Schaufeli and Enzmann, 1998; Kim, 2008). Burnout represents the final stage of breakdown and could be attributed mainly to the imbalance of personal and professional demands placed on an individual (Mostert and Joubert, 2005).

Although Lee and Chang (2008) found a relationship between organisational culture and employee attitudes when dealing with job stress and burnout, studies on the impact of organisational culture on job stress and burnout in accommodation establishments have not been prolific, adding to the contributory value of this investigation. The cultural values to which organisations ascribe are reflected in the actual behavioural patterns of individual members (Schein, 1992). In this regard, organisational culture is expected to moderate the levels of job stress and burnout within hospitality establishments only when the culture addresses norms regarding internal constituents (Ogbonna, 1993). This is consistent with Quinn and Rohrbaugh's (1983) distinction between organisational values regarding internal constituents, such as employees, and external constituents, such as customers. They refer to values related to cooperation and morale as internal values and values related to innovativeness and productivity as external values.

Organisational culture could contribute to higher performance in several ways, for example greater motivation, more positive views of the organisation and higher staff retention, which could lead to employees experiencing lower stress levels (Ogbonna and

Harris, 2000). Moreover, organisational culture could be associated with greater job satisfaction if there is enough support for work-related problems, a positive view of leadership and a sense of participation in the organisation, thus diminishing the likelihood of employees developing job stress and burnout (Ogbonna and Harris, 2000). In his study of the South African Post Office, Ogbonna (1993) found that a strong organisational culture enhances stability in the organisational context. A strong organisational culture implies that employees know what the organisation's goals are and they are able and committed to work towards achieving those goals.

2.2 The competing values framework

For the sake of this investigation, the widely applied competing values framework (CVF) was utilised, as it highlights the competing cultural values organisations experience in their quest for effectiveness (Quinn and Rohrbaugh, 1983; Cameron and Quinn, 2006). The CVF framework is visually presented in Figure 1.

According to the CVF, organisations can have either an internal or external focus, emphasising either control or flexibility. Organisations with an internal focus emphasise integration, information management and communication, whereas organisations with an external focus emphasise growth, resource acquisition and interaction with the external environment. Organisations with a focus on control emphasise stability and cohesion, while organisations with a focus on flexibility
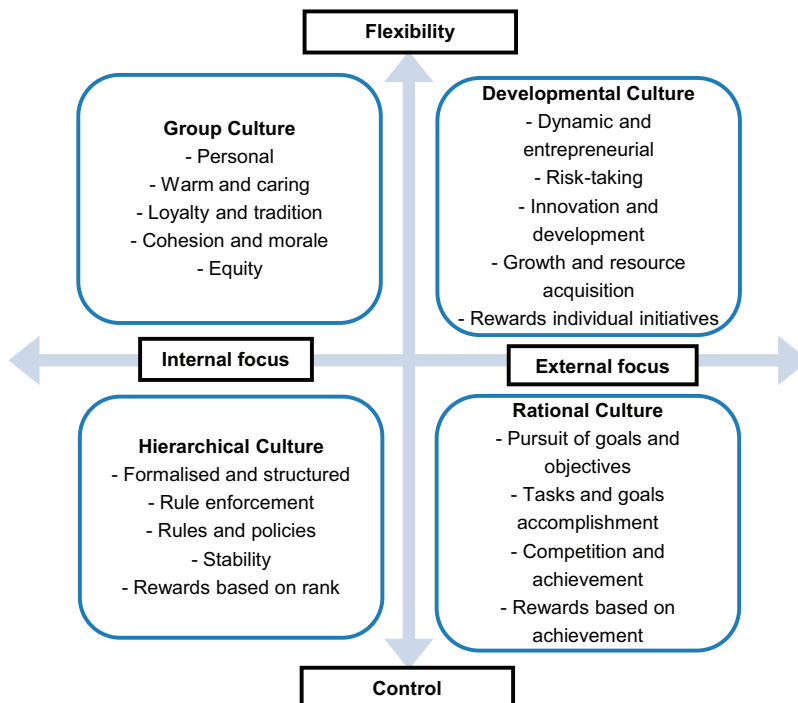
Source: Parker and Bradley (2000)

Figure 1.
The competing
values framework

emphasise adaptability and spontaneity (Cameron and Quinn, 2006). The CVF proposes four cultural types that constitute opposing values, labelled the Group Culture, Developmental Culture, Hierarchical Culture and the Rational Culture. The next section will provide a brief description of the four cultural types.

2.2.1 Group Culture. An organisation with a dominant Group Culture is a friendly and comfortable place to work, and employees feel like they are an extended family. The leaders act like mentors, maybe even parent figures. In this type of culture, the organisation is held together by loyalty and tradition, and employees are highly committed to the organisation. The organisation also values long-term human resource development and attaches great importance to cohesion and morale. Success is defined in terms of sensitivity to customer needs and concern for people. Teamwork, participation and consensus are key focus areas (Cameron and Quinn, 2006).

2.2.2 Developmental Culture. An organisation with a predominantly Developmental Culture is a dynamic, entrepreneurial place to work. People stick their necks out and take risks, and the leaders are innovators and risk-takers. Commitment to experimentation and innovation defines the organisation. The long-term emphasis of the organisation is on growth and the acquisition of resources. Success is defined in terms of unique products and service offerings, and being a product or service leader is important. Individual initiative and freedom are key focus areas (Cameron and Quinn, 2006).

2.2.3 Hierarchical Culture. An organisation with a largely Hierarchical Culture is a formalised and structured place to work where procedures govern the work that the employees perform. Leaders are good organisers, coordinators and effective administrators. Formal rules and policies maintain a smooth-running organisation. The long-term concern of the organisation is stability and performance with efficient smooth operations. Success is defined in terms of dependable delivery, smooth scheduling and low cost. Secure employment and predictability are key focus areas (Cameron and Quinn, 2006).

2.2.4 Rational Culture. An organisation with a Rational Culture is very results-oriented – getting the job done is the main concern. Competitiveness and goal orientation are prominent, and leaders are hard-driven, tough and demanding. The focus is on winning, reputation, success and competitiveness. The long-term focus is on competitive actions and the achievement of organisational goals. Success is defined in terms of market share and penetration. Competitive pricing and market leadership are important. Hard-driving competitiveness constitutes the key focus area (Cameron and Quinn, 2006).

3. Methods
3.1 Research design
This investigation adheres to the interpretive paradigm. According to the interpretivist paradigm, the social world cannot be fully comprehended by using the research methods applied by the natural sciences – labelled "positivism" or the "positivist paradigm". According to the positivist paradigm, the social world exists externally and should be viewed objectively by collecting observable facts (Blumberg *et al.*, 2005; Leedy and Ormrod, 2010). The researcher should be objective and independent. The interpretivist paradigm attests to the fact that objective observation of human behaviour is not possible, and individuals interpret their social environments differently. The researcher is believed to be part of what is observed, and there is place

for subjective meaning to inform the findings. The research design applicable to this investigation was quantitative and is consistent with previous research on organisational culture (Tepeci and Bartlett, 2002; Asree *et al.*, 2010), job stress (Spielberger, 1991) and burnout (Maslach and Jackson, 1996; Maslach, 2001).

3.2 Population
All graded accommodation establishments in the two main economic clusters of the Free State province were targeted for data collection, with a total of 46 participating in the study – 32 in Bloemfontein and 14 in Clarens. Graded accommodation establishments were selected, as these need to comply with the rules and regulations of the Tourism Grading Council of South Africa (TGCSA, 2014). This implied that these establishments conformed to certain quality standards. Most establishments had between five and ten employees, and the researcher personally collected all the data. As convenience sampling applied to this investigation, only employees on duty on the day of data gathering were included in the study. A total of 227 questionnaires were collected for data analysis. Staff members from all organisational levels were included in the study, i.e. owners/managers, front-of-house (staff in reception, reservations, restaurant staff, porters and concierges) and back-of-house staff (house-keeping, cleaning, kitchen, maintenance and security).

3.3 Data gathering instrument
A structured questionnaire was used to gather the data for this investigation and included an organisational culture section (based on the CVF), a job stress section (based on Spielberger's Job Stress Survey) and a burnout section (based on Maslach's Burnout Inventory). Cronbach's alpha coefficients were calculated to confirm the reliability of the questionnaire. These yielded a score of 0.894977 for the organisational culture section, 0.824693 for the job stress section and 0.766726 for the burnout section. The scores indicate good reliability.

3.4 Data gathering
Data were personally gathered at each establishment, and appointments were made beforehand. Questionnaires were completed in hard copy, and those who experienced language difficulties were assisted. Questionnaires were in English, but as South Africa has 11 official languages, it is comprehensible that not all respondents are equally fluent with English. As part of the instructions section of the questionnaire, the anonymity and confidentiality of respondents were confirmed, and they were assured that their responses would be used for research purposes only.

3.5 Data analysis
Consistent with current trends in organisational culture research, as well as research on job stress and burnout, both descriptive (i.e. mean scores) and inferential statistics (i.e. factor analysis, correlation and regression analysis) were used to interpret the data.

4. Results
4.1 Demographics
Table I provides the demographic detail of the respondents that formed part of the investigation.

	Count		(%)
Gender			
Male	142		62.56
Female	82		36.12
Missing values	3		1.32
Total	227		100
Position			
Owner	11		4.85
Manager	16		7.05
Front-of-house	109		48.02
Back-of-house	91		40.09
Total	227		100

Table I.
Demographics

It emerges from Table I that the majority of respondents were male and worked in the front-of-house sections.

4.2 Organisational culture section
The average score of each respondent was obtained for each of the four cultural groups. The most prominent cultural orientation of each respondent was ascertained by considering the highest average score of each individual per cultural group. The mean scores per cultural group are reflected in Table II.

Table II details the mean scores per culture group. Group Culture obtained a mean score of 3.27, Developmental Culture 3.21, Hierarchical Culture 3.56 and Rational Culture 3.76. It is postulated that the highest average score per cultural group represents the dominant culture. According to Table II, Rational Culture showed the highest average score. To confirm the dominant culture, a T-test was performed on the data (Table III).

The T-test performed on the data confirmed that Rational Culture scored highest, as this differed significantly from the other scores.

4.3 Job stress section
Factor analysis was used to determine the prominent factors contributing to respondents' job stress. Factor analysis is a multivariate statistical technique that can be used for variable reduction and the identification and interpretation of latent or underlying factors. This explains the variation in the items (variates) measured, where factors can usually not be measured directly. The more closely related the variables, the fewer factors are needed to represent the entire matrix of variables (Salkind, 2006). Table IV shows the factor analysis for the job stress section of the questionnaire.

Variable	N	Mean	SD	Median	Lower quartile	Upper quartile
Average Group Culture	227	3.27	0.60	3.38	3.00	3.75
Average Developmental Culture	227	3.21	0.56	3.33	2.83	3.67
Average Hierarchical Culture	227	3.56	0.40	3.60	3.40	3.80
Average Rational Culture	227	3.76	0.31	3.83	3.67	4.00

Table II.
Mean scores per cultural group

Cultural groups	DF	p-value	Interpretation
Group Culture versus Developmental Culture	227	0.0676	No significant difference exists between the average Group Culture and Developmental Culture scores
Group Culture versus Hierarchical Culture	227	0.0001*	A significant difference exists between the average Group Culture and Hierarchical Culture scores
Group Culture versus Rational Culture	227	0.0001*	A significant difference exists between the average Group Culture and the Rational Culture scores
Developmental Culture versus Hierarchical Culture	227	0.0001*	A significant difference exists between the average Developmental Culture and the average Hierarchical Culture scores
Developmental Culture versus Rational Culture	227	0.0001*	A significant difference exist between the Average Developmental culture and average Rational Culture scores
Hierarchical Culture versus Rational Culture	227	0.0001*	A significant difference exist between the average Hierarchical Culture and average Rational Culture scores

Table III.
Analytical statistics
of the mean
comparison of
culture groups

Note: *Indicates significant differences between the mean scores of culture groups

Rotated factor loadings	Factor 1: Work environment	Factor 2: Relationships	Factor 3: Training
Q6_5_Irregular	0.80861	0.06403	−0.02024
Q6_4_Stress	0.80506	0.05066	−0.05132
Q6_1_Demanding	0.66870	−0.01733	0.08146
Q6_15_Pressure	0.63432	−0.17256	−0.06856
Q6_9_Anxious	0.61139	0.17156	−0.07203
Q6_7_Tired	0.59182	0.18136	0.01094
Q6_16_Work	0.55235	−0.21155	0.01870
Q6_10_Dissatisfied	0.51757	0.40422	−0.06983
Q6_6_Family	0.50259	0.31627	0.04758
Q6_17_Exhausted	0.47577	0.02059	−0.11267
Q6_19_Care	0.47067	0.39381	−0.07897
Q6_14_Complete	−0.13290	−0.11361	0.12922
Q6_12_Conflict	−0.07569	0.63965	0.09283
Q6_11_Alcohol	0.13950	0.59745	−0.04069
Q6_21_Control	0.20583	0.58411	0.05648
Q6_13_Employees	0.19238	0.55873	−0.04594
Q6_8_Heart_rate	0.04125	0.52845	−0.18482
Q6_18_Peform	−0.04650	0.48163	0.08027
Q6_20_Friendly	−0.10840	0.47832	−0.00256
Q6_2_Trained	0.00503	−0.08064	0.87976
Q6_3_Duties	−0.04961	0.00409	0.86056

Table IV.
Rotated factor
loading per item (job
stress)

Note: Kaiser's measure of sampling adequacy: overall MSA = 0.75589926; colours indicate factor loadings for Factors 1, 2 and 3

Due to its applicability, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was applied. A KMO measure of below 0.50 is considered unacceptable, while an overall KMO measure greater than 0.80 is preferable. A measure of 0.60 and above is considered tolerable. A primary factor loading of 0.4 and above was used as minimum criteria for the factor loadings presented in Table IV.

Factor analysis revealed three factors that contributed to job stress among respondents: work environment, relationships and training. The work environment included aspects such as staff working long, irregular hours, where customers are demanding and where there is increased pressure to perform. Furthermore, this also included situations where staff members feel tired and anxious and where the work that needs to be performed requires a great deal of effort. This is aggravated by staff members feeling that they do not spend enough time with their families and feelings of exhaustion and detachment from their jobs and families. They can also feel that they do not care about their jobs.

The second factor centres on relationships, especially where there is conflict among employees, and between employees and the owner/manager. Job stress is also caused when employees are not sure of the duties they need to perform, if they feel they cannot complete their duties during work hours and when they have no control over the duties they have to perform. The third factor is training, where staff members need to be trained to deal effectively with customers and perform their duties.

4.4 Burnout section
Factor analysis was performed on the results of the burnout section of the questionnaire (Table V).

By applying the same parameters as in Table IV, Table V reveals two factors that cause burnout among the respondents: psychological issues and performance issues. Psychological issues implies feelings of being drained and strained emotionally, not

Rotated factor loadings	Factor 1: Physiological issues	Factor 2: Performance issues
Q7_1_Drained	0.78193	0.14744
Q7_2_Morning	0.75480	−0.03167
Q7_3_Strain	0.74223	−0.12692
Q7_5_Job	0.52649	0.38797
Q7_9_Every_Day	0.51531	0.15775
Q7_12_Blame	0.37848	0.11718
Q7_4_Solve	0.36239	0.31892
Q7_8_Feel	0.05125	0.69788
Q7_6_Contribution	0.06583	0.67239
Q7_10_Effective	0.07464	0.52258
Q7_7_Opinion	0.04900	0.39204
Q7_13_Assist	0.20580	0.35725
Q7_11_Provide	0.02680	0.32960
Q7_14_Mantain	0.05565	0.27210

Table V.
Rotated factor loadings per item (burnout)

Note: Kaiser's measure of sampling adequacy: overall MSA = 0.7536024; colours indicate factor loadings for Factors 1 and 2

wanting to get up in the morning, not interested in the job and not looking forward to work every day. Performance issues imply feelings of contentment and a sense of making a contribution to the organisation.

4.5 The impact of organisational culture on job stress and burnout

Correlation analyses were conducted to examine the relationship between each of the culture groups and the total job stress score and total burnout score. Regression analysis was used to evaluate if the individual culture groups significantly predicted the total job stress score and total burnout score. Table VI below summarises the results of the correlation and regression analyses for the culture groups and the total job stress score.

Table VI shows that the total Group Culture, total Developmental Culture and total Rational Culture scores are negatively and significantly correlated with the total job stress score. This indicates that those with higher total culture scores in these three groups tend to have lower total job stress scores. No significant correlation was observed between the total Hierarchical Culture and the total job stress score. It was found that the total Group Culture score significantly predicted the total job stress score ($p < 0.0001$, $R^2 = 0.3429$), as did total Developmental Culture ($p < 0.0001$, $R^2 = 0.1364$) and total Rational Culture ($p = 0.0007$, $R^2 = 0.0500$).

Table VII below summarises the results of the correlation and regression analyses for the culture groups and total burnout score.

Table VII shows that the total Group Culture, total Developmental Culture and total Rational Culture scores were negatively and significantly correlated with the total burnout score. This indicates that those with higher total culture scores in these three groups tend to have lower total burnout scores. No significant correlation was observed between the total Hierarchical Culture and the total burnout score. It was found that the total Group Culture score significantly predicted the total burnout score ($p < 0.0001$,

Culture groups	Correlation Spearman correlation coefficient	F-value	Regression p-value	R^2
Total Group Culture	$r = -0.586$ ($p < 0.0001$*)	117.44	< 0.0001	0.3429
Total Developmental Culture	$r = -0.370$ ($p < 0.0001$*)	35.55	< 0.0001	0.1364
Total Hierarchical Culture	$r = 0.059$ ($p = 0.381$*)	0.77	0.3818	0.0034
Total Rational Culture	$r = -0.224$ ($p = 0.0007$*)	11.84	0.0007	0.0500

Note: *$p < 0.0001$

Table VI.
Correlation and regression results between the culture groups and the total job stress score

Culture groups	Correlation Spearman correlation coefficient	F-value	Regression p-value	R^2
Total Group Culture	$r = -0.45819$ ($p < 0.0001$*)	59.79	< 0.0001	0.2099
Total Developmental Culture	$r = -0.28232$ ($p < 0.0001$*)	19.49	< 0.0001	0.0797
Total Hierarchical Culture	$r = 0.04954$ ($p = 0.4576$)	0.55	0.4576	0.0025
Total Rational Culture	$r = -0.21975$ ($p = 0.0009$*)	11.42	0.0009	0.0483

Note: *$p < 0.0001$

Table VII.
Correlation and regression results between the culture groups and the total burnout score

$R^2 = 0.2099$), as did total Developmental Culture ($p < 0.0001$, $R^2 = 0.0797$) and total Rational Culture ($p = 0.0009$, $R^2 = 0.0483$).

5. Discussion and conclusions

The overall aim of this study was to investigate the impact of organisational culture on job stress and burnout in graded accommodation establishments. The Free State province has a well-established hospitality industry of which the accommodation sector is the most prolific. The accommodation establishments that formed part of the investigation are mainly owned by small business owners that cater to the needs of both national and international tourists. The two main economic clusters (Bloemfontein and Clarens) of the Free State province were selected for data collection as they contain the largest percentage of graded accommodation establishments. Data were gathered at 46 graded accommodation establishments, which meant that clear patterns regarding the industry culture of graded accommodation establishments can be reported. The culture of an organisation is strongly influenced by the characteristics of the industry, as they are exposed to similar challenges and constraints (Robbins, 2000).

5.1 Theoretical implications

The CVF proposes that organisational effectiveness is based on the underlying values in an organisational context. The key assumption of the CVF is that no single goal exists in an organisation, but that a number of competing values are held by the various stakeholders, which could lead to diverse goals and objectives. Cameron and Quinn (2006) found, after application of the CVF to thousands of organisations, that most organisations displayed a predominantly cultural orientation, and in more than 80 per cent of organisations, one or more dominant cultural types could be distinguished. Organisations may, thus, have more than one dominant value system.

If an organisation does not have a dominant cultural type or if the four cultural types are equally emphasised, organisations tend to be unclear about their organisational culture. The findings show that graded accommodation establishments had a predominantly Rational Culture. As indicated before, the Rational Culture is results-oriented and based on the needs of the external constituents, which can include suppliers, customers, contractors and so forth. The Rational Culture is focused on achieving the economic goals of the organisation through planning and goal setting. The inception and development of the Rational Culture could be traced to the 1960s when organisations were faced with increased challenges, especially related to their external positioning. Given the current tough economic times, it is comprehensible that accommodation establishments are focused on their external positioning to ensure that they make maximum profit and survive in the long term. It is also necessary for accommodation establishments to be visible in the marketplace and to be competitive and customer-oriented.

A second dominant culture type could also be distinguished, i.e. the Hierarchical Culture (Table II). The Hierarchical Culture is internally oriented, emphasising aspects such as rules, hierarchy, specialisation, meritocracy, separate ownership and the like. It could, thus, be concluded that the accommodation establishments that formed part of this investigation have two competing cultural dimensions – one externally focused (Rational Culture) and one internally focused (Hierarchical Culture). Both the Rational and Hierarchical Cultures rely on control as a means of securing organisational

effectiveness (Figure 1). Consistent with the dominant Rational Culture, the drive to be competitive and productive means that more pressure will be placed on managers and staff to perform to the satisfaction of customers and other stakeholders. This applies especially to accommodation establishments that constantly need to cater for the needs and wants of paying customers. This is likely to increase the pressure on staff to perform, increasing their job stress and possibly even leading to burnout. This supports the notion that job stress and burnout are pertinent issues in the hospitality industry (Airey, 2005; Kim *et al.*, 2007; Wang, 2009; Karatepe *et al.*, 2012).

5.2 Practical implications
Factor analysis identified the main job stress factors in accommodation establishments as the work environment, followed by relationships and lack of training. As relationships are such an important component of the hospitality industry, it is comprehensible that the relationship dimension (between employees and between employees and management) can also be a prominent source of job stress. This also applies to a lack of training, as employees tend to be unsure of their duties if they are not adequately trained. The main contributors to burnout were identified in terms of psychological issues and performance issues, and it emerged that when individuals feel drained and strained on the one hand, they also feel they are they are not able to perform at their jobs on the other. It should be kept in mind that job stress does not always lead to burnout, and that burnout is only likely to occur if the detrimental levels of job stress were ignored continuously.

The correlation and regression analyses performed on the data (Tables VI and VII) shows that the Rational Culture impacts slightly on job stress and burnout and that the Group Culture and Developmental Culture scores do so more prominently. Both the Group Culture and the Developmental Culture emphasise flexibility as a means of obtaining organisational effectiveness. Group Culture, with its internal focus, is more conducive to catering for the needs of employees, and organisations with a dominant Group Culture usually create a caring and people-oriented environment where cohesion and morale are emphasised. The Developmental Culture, on the other hand, although externally oriented, emphasises a dynamic, entrepreneurial, innovative, risk-taking and growth-oriented approach. A more flexible approach to organisational effectiveness might imply that employees are likely to receive a greater amount of support from management and are motivated to be innovative and entrepreneurial. This corresponds with the view of Ogbonna (1993), who conceded that organisational culture is expected to moderate the levels of job stress and burnout within hospitality establishments only when the culture addresses norms regarding internal constituents, notably employees. The Hierarchical Culture scores had no impact on either the job stress or burnout scores. This shows that a cultural orientation that is based on control and rigid internal structuring does not mitigate the occurrence of job stress and burnout.

5.3 Conclusions and further research
There is mounting evidence to suggest that a conducive organisational culture, where employees feel appreciated and important, creates a strategic competitive advantage for organisations. This may imply organisational culture change where organisations need to incorporate the values associated with organisational effectiveness. Organisational culture change is not something that happens overnight, and any change initiative

1210

needs to be carefully considered and gradually implemented. If this does not happen, the likelihood increases that change initiatives might be resisted by employees, rendering them obsolete. It is clear from this investigation that the discernible values of accommodation establishments are centred on competitiveness and being externally visible. This is comprehensible given the tough economic times organisations are faced with.

It is imperative, however, that internal constituents, especially employees, be considered, and establishments must adequately address their needs. Once organisational culture change is contemplated, it is imperative that establishments do not forfeit their competitiveness and external focus. This observation is consistent with the rationale for the CVF, which asserts that organisational effectiveness could be achieved through the existence of values that may compete on both an internal and external level. It is suggested that more flexible values of the internally oriented Group Culture and externally oriented Developmental Cultures should be incorporated. This investigation presented empirical results that showed both the Group and Developmental Cultures mitigated the occurrence of job stress and burnout.

As indicated before, organisations should gradually move towards organisational culture change. This could be affected by the following means:

- By communicating the desired values, a variety of methods can be used. This can include discussion meetings, posters, telling stories and using the successes of other organisations to serve as best practice.
- Employees can be coached on ways to apply and incorporate the most conducive values. This would require the assistance of a knowledgeable facilitator.
- It is imperative that managers and owners should reflect on the aspects that make their business exceptional and purposefully strive to reach those goals.
- Managers could give employees some control over how they perform their duties. This relates to an internal *locus* of control where employees are likely to feel they are responsible for their own destiny, which has an impact on whether they feel stressed or invigorated when faced with a challenge.

A major limitation of this investigation was that it included only graded accommodation establishments in the two main economic areas of South Africa's Free State province. Ideally, an investigation of this nature should also include other major areas, provinces and countries. This limitation unfortunately restricts the generalisability of the research results. Although some instruments are available on measuring the organisational culture of hospitality establishments (such as the HICP), more empirical investigation is needed.

References

Airey, D. (2005), *Growth and Development: An International Handbook of Tourism Education*, Elsevier, Oxford.

Asree, S., Zain, M. and Razalli, M.R. (2010), "Influence of leadership competency and organisational culture on responsiveness and performance of firms", *International Journal of Contemporary Hospitality Management*, Vol. 22 No. 4, pp. 500-516.

Bailey, G. and Peoples, J. (2002), *Essentials of Cultural Anthropology*, Wadsworth/Thompson Learning, Belmont.

Blumberg, B., Cooper, D.R. and Schindler, P.S. (2005), *Business Research Methods*, McGraw-Hill Education, Maidenhead.

Cameron, K.S. and Quinn, R.E. (2006), *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*, Jossey-Bass, San Francisco, CA.

Dawson, M., Abbott, J. and Shoemaker, S. (2011), "The hospitality Culture Scale: a measure organizational culture and personal attributes", *International Journal of Hospitality Management*, Vol. 30 No. 2, pp. 290-300.

Hellriegel, D., Jackson, S., Slocum, J., Staude, G., Amos, T., Klopper, H.B., Louw, L. and Oosthuizen, T. (2004), *Management*, 2nd South African ed., Oxford University Press Southern Africa, Cape Town.

Hobfoll, S. and Shirom, A. (2000), "Conservation of resources theory application to stress and management in the workplace", in Golembiewski, R.T. (Ed.), *Handbook of Organisational Behaviour*, Marcel Dekker, New York, NY, pp. 57-81.

Hofstede, G. (1994), "Business cultures", *UNESCO Courier*, Vol. 47 No. 4, pp. 12-16.

Jamieson, W. (2006), "Defining urban tourist destination management", in Jameson, W. (Ed.), *Community Destination Management in Developing Economies*, The Haworth Hospitality Press, New York, NY, pp. 3-13.

Jung, T., Scott, T., Davies, H.T.O., Bower, P., Whalley, D., McNally, R. and Mannion, R. (2009), "Instruments for exploring organisational culture: a review of literature", *Public Administrative Review*, Vol. 69 No. 6, pp. 1087-1096.

Karatepe, O., Babakus, E. and Yavas, U. (2012), "Affectivity and organisational politics as antecedents of burnout among frontline employees", *International Journal of Hospitality Management*, Vol. 31 No. 1, pp. 66-75.

Kemp, S. and Dwyer, L. (2001), "An examination of organizational culture – the Regent Hotel, Sydney", *International Journal of Hospitality Management*, Vol. 20 No. 1, pp. 77-93.

Kilic, C. and Dursun, T. (2010), "The effect of organizational culture on customer orientation", *The Journal of American Academy of Business*, Vol. 15 No. 2, pp. 1-7.

Kim, H. (2008), "Hotel service providers' emotional labour: the antecedents and effects on burnout", *International Journal of Hospitality Management*, Vol. 27 No. 2, pp. 151-161.

Kim, H., Shin, K. and Umbreit, W. (2007), "Hotel job burnout: the role of personality characteristics", *International Journal on Hospitality Management*, Vol. 26 No. 2, pp. 421-434.

Kloot, L. and Martin, J. (2007), "Public sector change, organizational culture and financial information: a study of local government", *Australian Journal of Public Administration*, Vol. 66 No. 4, pp. 485-497.

Kokt, D. and Van der Merwe, C.A. (2009), "Using the competing values framework (CVF) to investigate organisational culture in a major private security company", *South African Journal for Economic and Management Sciences*, Vol. 12 No. 3, pp. 343-352.

Lee, Y.D. and Chang, H.M. (2008), "Relations between team work and innovation in organisations and the job satisfaction of employees: a factor analytic study", *International Journal of Management*, Vol. 25 No. 3, pp. 732-779.

Leedy, P.D. and Ormrod, J.E. (2010), *Practical Research: Planning and Design*, 9th ed., Pearson Education International, New York, NY.

Martin, J. (2001), *Organisational Behaviour*, Thomson Learning, London.

Maslach, C. and Jackson, S.E. (1996), Maslach Burnout Inventory Manual, *Consulting Psychologists Press*, Palo Alto, CA.

Maslach, W. (2001), "Job burnout", *Annual Review of Psychology*, Vol. 52 No. 1, pp. 397-422.

Mostert, K. and Joubert, A.F. (2005), "Job stress, burnout and coping strategies in the South African police service", *South African Journal of Economic Management and Sciences*, Vol. 8 No. 1, pp. 39-53.

Naidoo, S. (2004), "Waiters blamed for poor service, failing tourism", *Business Day*, 19 January, p. 2.

Ogbonna, E. (1993), "Managing organizational culture: fantasy or reality?", *Human Resource Management Journal*, Vol. 3 No. 2, pp. 42-54.

Ogbonna, E. and Harris, L. (2000), "Leadership style, organisational culture and performance: empirical evidence from UK companies", *International Journal of Human Resource Management*, Vol. 11 No. 1, pp. 766-788.

O'Reilly, C. (1989), "Corporations, culture, and commitment: motivation and social control in organisations", *California Management Review*, Vol. 31 No. 4, pp. 9-25.

O'Reilly, C., Chatman, J. and Caldwell, D. (1991), "People and organizational culture: a profile comparison approach to assessing person – organization fit", *Academy of Management Journal*, Vol. 34 No. 3, pp. 487-516.

Quinn, R. and Rohrbaugh, J. (1983), "A spatial model of effectiveness criteria: towards a competing values approach to organizational analyses", *Management Science*, Vol. 29 No. 3, pp. 363-377.

Robbins, S.P. (2000), *Management Today*, Prentice-Hall, NJ.

Rogerson, J.M. and Kotze, N. (2011), "Market segmentation and the changing South African hotel industry 1990 to 2010", *African Journal of Business Management*, Vol. 5 No. 35, pp. 13523-13528.

Rowe, A., Mason, R., Dickel, K., Mann, R. and Mockler, R. (1994), *Strategic Management: A Methodological Approach*, Addison-Wesley, New York, NY.

Salkind, N. (2006), *Exploring Research*, Pearson Prentice-Hall, NJ.

Schaufeli, W. and Enzmann, D. (1998), *The Burnout Companion to Study and Research: A Critical Analysis*, Taylor & Francis, London.

Schein, E. (1992), *Organizational Culture and Leadership*, Jossey-Bass, San Francisco, CA.

Schein, E.M. (2004), *Organizational Culture and Leadership*, 3rd ed., Jossey-Bass, San Francisco, CA.

Spielberger, C. (1991), *Preliminary Test Manual for the Job Stress Survey (JSS)*, Psychological Assessment Resources, Odessa.

Sunny, H.H. and Cheng, C. (2010), "Job stress, coping strategies and burnout among hotel industry supervisors in Taiwan", *International Journal of Human Resources Management*, Vol. 21 No. 8, pp. 1337-1350.

Tepeci, M. (2011), "The impact of person-organization fit on employee attitudes in the hospitality industry", *Journal of Travel and Tourism Research*, Vol. 11 No. 1, pp. 19-35.

Tepeci, M. and Bartlett, A. (2002), "The hospitality industry culture profile: a measure of individual values, organizational culture, and person organization fit as predictors of job satisfaction and behavioural intentions", *International Journal of Hospitality Management*, Vol. 21 No. 2, pp. 151-170.

Tourism Grading Council of South Africa (TGCSA) (2014), available at: www.tourismgrading.co.za/ (accessed 4 February 2014).

Trivellas, P. and Dargenidou, D. (2009), "Organizational culture, job satisfaction and higher education service quality", *The TQM Journal*, Vol. 21 No. 4, pp. 382-389.

Visser, G. (2007), "Urban tourism in Bloemfontein: current dynamics, immediate challenges and future prospects", *Urban Forum*, Vol. 18 No. 4, pp. 351-370.

Walters, G. and Raybould, M. (2007), "Burnout and perceived organisational support among front-line hospitality employees", *Journal of Hospitality and Tourism Management*, Vol. 14 No. 2, pp. 144-156.

Wang, J. (2009), "Issues, challenges, and trends that are facing hospitality industry", *International Journal of Management Science and Engineering*, Vol. 3 No. 4, pp. 53-58.

Waterhouse, J. and Lewis, D. (2004), "Communicating culture change", *Public Management Review*, Vol. 6 No. 3, pp. 353-376.

Xenikou, A. and Simosi, M. (2006), "Organizational culture and transformational leadership as predictors of business unit performance", *Journal of Managerial Psychology*, Vol. 21 No. 6, pp. 566-579.

About the authors

Deseré Kokt is a Research Professor in Leisure Management at the Central University of Technology (CUT), Free State. She holds a doctorate in human resources management and has published more than 29 papers in both peer-reviewed and other journals. She has also delivered 25 papers at national and international conferences and is a Master Human Resources Practitioner with the South African Board for Personnel Practice. Her research focuses mainly on human resource issues in the tourism and hospitality industry on the one hand, and on developing researchers and the concept of research education on the other. She acted as editor for the book *A practical guide to guest house management* and was co-author for the book *Seven imperatives for success in research*. She further acts as supervisor for post-graduate students and is a member of the editorial board for the *Journal of New Generation Sciences*. Deseré Kokt is the corresponding author and can be contacted at: koktd@cut.ac.za

Relebohile Ramarumo is currently a full-time master's student at the CUT. She obtained her Baccalaureus Technologiae degree in Tourism Management in 2011 from Walter Sisulu University and embarked on her master's studies in 2012.