

AN INVESTIGATION OF THE PERCEIVED LEVEL OF STRESS IN
VARIOUS HOTEL SUPERVISORS AND THEIR PREFERRED LEISURE
ACTIVITIES

By

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ABSTRACT

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A Survey to Investigate the Perceived Level of Stress in Various Hotel			
Employees and Their Preferred Leisure Activities.			
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The purpose of this study was to investigate the perceived level of stress of hospitality supervisors and their choice of leisure activities. In doing so, there will be a greater understanding of leisure and the role it plays in decreasing the level of stress during off-work hours. This is of vital importance within the new millennium as the hospitality industry is more than ever in need of competent and better-trained employees to meet the ever-increasing demands for leisure and recreation.

The researcher designed and piloted the survey instrument, which was distributed to supervisory employees in hotels during the year of 1999. A survey instrument was developed to collect information from all employees in all types

of lodging facilities in Minnesota. The survey was distributed to selected supervisory personnel during a 10-day period. The questionnaire listed 45 common leisure activities tabulated as: sports, sedentary, home, arts/culture, social, and technology for data computation. The 120 returned questionnaires represented 83% of the total hospitality supervisors surveyed. Statistics took into account gender, age, marital status, number of children, etc. The results of the assessment showed that leisure activities play a crucial role in easing stress from work.

Of the total respondents, 10.8% perceived work as “extremely stressful”, 36.7% perceived work as “moderately stressful”, 40% perceived work as “occasionally stressful”, and 12.5% indicated work as “not stressful”

The activities engaged in most frequently by respondents were: visiting with friends, listening to music and watching TV. The activities engaged in with moderate frequency by respondents were: swimming, day-dreaming and playing cards. The activities engaged in least frequently by respondents were: counted cross-stitch, exercise class and crocheting or knitting.

The results indicated that hotel supervisors who work in the reservation department have the highest amount of stress; hotel supervisors who work in the front desk department, housekeeping department and banquet department have a

moderate amount of stress, while hotel supervisors who work in the food and beverage department have the lowest amount of stress.

The results indicated that hotel supervisors who are 21 years or more in their jobs have the highest amount of stress, while hotel supervisors who are between 0 and 5 years in their jobs have the lowest amount of stress.

The results showed that hotel supervisors who are under a high level of stress participates in home activities and arts/culture activities more than any other activities.

The results indicated that the more the hotel supervisors are relaxed the less stress level they have at work.

The aim of the study was to assess the influence of stress on hotel supervisors and to try and improve it through their preferred leisure activities. The strength of the study lies in its power to assist human resource personnel in determining the influence of stress upon hospitality supervisors. Further research should be undertaken to determine the perceived level of stress for various hotel employees and their preferred leisure activities in other parts of the country, especially those parts affected by a different climate.

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Chapter I

Introduction

Unfortunately, the benefits of leisure sometimes go unnoticed in the working environment. Society, business and work culture tend to devalue leisure and think of it as a "frill," a reward for hard work, or even a waste of time. Therefore, people sometimes pay little attention to the need for leisure and the many benefits derived from direct involvement in leisure activities. Nevertheless, leisure activities can have important and positive effects on workers' lives in a number of different ways including health, relational, personal, and societal benefits.(Witkin, 1995)

During the last decade, America has witnessed a rapid increase in the pursuit of leisure; that is, periods of time at the complete disposal of the individual. The following major socio-economic factors have contributed to the leisure explosion: population growth, increased leisure time, urban concentration, a more secure income, greater mobility, better education, and improved health. One of the greatest leisure-explosion industries happens to be the lodging industry which witnessed a tremendous boom (McNamara, 1991).

The lodging industry is but one component of the larger tourism industry. This industry is “the aggregate to facilitate business, pleasure, and leisure activities away from the home environment” (Smith, 1988). In the year 2000, over 141 million Americans will be going to work. This is nearly three times the number which was employed half a century ago. (McNamara, 1991). This means that the new millennium will witness an unparalleled boom in the leisure industry on all levels but nonetheless, most American companies are unprepared for the metamorphosis that will sweep their workforce. As a result, they will find themselves with serious deficits in workforce talent unless they initiate a program to prepare for the future. Most members of the American workforce expect that the 2000s will simply be another decade without change. They are unaware that a new series of fundamental values are building which will affect their traditional benefits, opportunities for advancement, retirement age, and working environment. (McNamara, 1991). All this in one form or another builds stress and, more than ever, people seek to alleviate their stress through various leisure pursuits.

Basically, it is among the hospitality industry employees that stress accumulates as work pressure increases with the increase in demand.

What is hospitality supervision?

Hospitality supervision is a service-oriented profession, which means dealing with needs and demands incurred by guests, business travelers and employees. Good service results in a happy customer and hence good business. For the staff members to be able to give their best performance their individual needs and work environment should be given a priority (Fuller, 1994).

The key element for achieving this is to cater to the different needs and demands of hospitality supervisors in order to help eliminate stress in work time.

The definition of leisure:

Leisure activities were defined by John Robinson in the 80's as watching television, socializing, reading, recreational sports and cultural activities, and participation in clubs and organizations. But others do not see that leisure activities are merely physical and see a difference between leisure and free time (Robinson, 1985). For instance, Sebastian de Grazia says: "Free time cannot be identified directly with leisure, since leisure implies such things as a state of being, a mental attitude involving contemplation and serenity" (de Grazia, 1985). But Brightbill (1980) sees that there are two types of leisure: true leisure and enforced leisure.

There is no one definition of leisure, as it is seen by some people as a purely physical entertainment while others see it as a means of satisfying the

mind. For instance, Kelly (1990) defines it as: "an activity chosen in relative freedom for its qualities of satisfaction", while Rogers (1969) bases his earlier view of leisure on a more holistic view with leisure being a state of mind. Almost any human endeavor has the potential for leisure depending on the theory put forward by Kelly, 1990; Godbey, 1990; Pieper, 1963. If leisure is a state of mind, an individual may have the skills to participate but still be unable to obtain optimal benefits due to other factors as well as the question of the attitudes the individual brings to the leisure activity. "Leisure" as defined by Webster's Dictionary is: "time free from work or duties and in a one-word statement is ease."

How leisure time is spent:

Surveys of leisure habits often show diverging results. Two surveys, by the University of Maryland and by Michigan's Survey Research Center, suggest that most Americans enjoy about 39 hours of leisure time weekly. However, a survey conducted by the National Research Center of the Arts came to a very different conclusion and found that "Americans report a median 16.6 hours of leisure time each week" (Rybczynski, 1991).

The major problem for society will be the task of creating a civilization that does not deteriorate under limited access to leisure and stress-reduction activities. Past researchers showed that leisure can be an asset or a liability.

(Henderson, Bialeschki, Shaw, Freysinger, 1996). Leisure that cannot be used constructively can be just as dangerous as no leisure at all. Leisure today is a movement from one kind of work into another, from imposed work to a pleasant self-imposed work. The essential quality of the new leisure is that we have discarded the sense of guilt about what used to be called wasting time (Henderson, Bialeschki, Shaw, Freysinger, 1996). In fact we can come to understand leisure as a means of providing physical and mental ease for the individual by means of shifting or directing work stress and other unseen stressful factors through proper media of relaxation and entertainment. This understanding is backed up in a research presentation which points out:

“When the energy inherent in the stress responses is not channeled outward, stress takes on a negative balance. It is this misdirection of energy, rather than the stress itself, which can be detrimental. The body turns on itself, so to speak, and in so doing, may cause serious physical or emotional disturbances.” (Skully, 1980).

For instance, many seek relief in alcohol, tranquilizers, and other socially-acceptable and illegal drugs. Others simply ignore the stress and its effects. However, a growing number are turning to recreation as a primary mode for stress reduction and relaxation. Some people find relaxation through physical activities such as sports, jogging, or gardening. For others the intense mental activity of

playing chess or bridge, working a crossword puzzle, or reading a difficult novel brings relaxation. Still others find relaxation not through physical or mental activity but from an absence of it, daydreaming, dozing, or possibly watching TV. All these relaxation activities involve some element of escape; while this does not solve problems, it certainly provides needed relief and refreshment. (Schor, 1991).

What is stress?

Stress is an everyday fact of life. Stress ranges from the negative extreme of actual physical danger to the exhilaration of falling in love or achieving some long-desired success. And in between, day-to-day living confronts even the most well-managed life with a continuous stream of potentially stressful experiences (Davis, Eshelman, McKay, 1995).

To counteract stress leading to burnout, an employee should be encouraged to develop "space" away from work preventing overcommitment to the job. Alexander (1980) notes that interests other than work help people restore the balance in their lives and put them into contact with other aspects of life that contain different rewards, and in so doing, could help them to return to work as well as to all aspects of life with renewed vigor and commitment.

Stress is an interesting word: most lay persons have no difficulty saying when they are under stress, and attributing all manner of problems to stress. Researchers, on the other hand, have considerable difficulty defining stress. They

have tended to avoid the concept as too global, although, in recent years, there has been a modest amount of research on the physiological and psychological consequences of environmental stimuli perceived to be stressful. (Garnezy & Rutter, 1983) Stress combines, in one term, the external stimuli, such as death of a relative, divorce, or a move, and the host's or individual's response to the stimulus, such as anxiety or depression (Garnezy & Rutter 1983).

The single most remarkable historical fact concerning the term “stress” is its persistent, widespread usage in biology and medicine in spite of almost chaotic disagreement over its definition (Mason, 1975).

It is a concept which is familiar to both lay person and professional alike, and hence it can be understood by all, so long as it is used in a sufficiently vague and general context (Cox, 1978).

On the other hand, because stress lacks any agreed-upon definition, it is understood by very few, and even by those few in totally contradictory ways, whenever a precise account is required. This confusion over the meaning of stress is not new. As the *Oxford English Dictionary* makes clear, the use of the term goes back to at least the early fourteenth century, at which time the word had already acquired several rather different meanings. Thus, stress seems to apply equally to a form of stimulus (or stressor), a force requiring change of adaptation

(strain), a mental state (distress), and a form of bodily reaction or response.

(Garmezy and Rutter, 1983)

Defining Work Stress

One definition suggests that job stress results from job features that pose a threat to the individual (Caplan et al., 1975). Threat may be due to either excessive job demands or insufficient supplies to meet employees' needs. When the job requires too much work in too short a time, job overload exists. Supply deficits concern things employees expect from their jobs: adequate salary, job satisfaction, and promotion or growth in the job.

Terry Beehr and John Newman (1978) reviewed numerous definitions of job stress. They conclude that job stress is the interaction of work conditions with worker traits that changes normal psychological functions. Their definition also provides for stress that improves performance. This is important for both industry and employees. So job stress can be defined as “work demands that exceed the worker's coping ability”. (Karasek, 1992).

More work, less leisure, more stress:

In the last two decades, the amount of time spent by Americans at their jobs has risen steadily. Each year the change has been small, amounting to about nine hours, or slightly more than one additional day of work. (Schor, 1991). Not surprisingly, as work rises, leisure time falls. People report nationwide that their leisure time has declined by as much as a third since the early 1970's. According to one survey, Americans have only 16.5 hours of leisure a week after taking care of the obligations of job and household. (Schor, 1991).

The following tables indicate the increase in the number of hours for fully-employed U.S. workers: (Schor, 1991).

Hours worked per year (Schor, 1991)

Figure 1

	1969	1987	Increase
All workers	1786	1949	163
Men	2054	2152	98
Women	1406	1711	305

Hours worked per week (Schor, 1991)

Figure 2

	1969	1987	Increase
All workers	39.8	40.7	0.9
Men	43.0	43.8	0.8
Women	35.2	37.0	1.8

Weeks worked per year (Schor, 1991)

Figure 3

	1969	1987	Increase
All workers	43.9	47.1	3.2
Men	47.1	48.5	1.4
Women	39.3	45.4	6.1

A common employee problem is overextending oneself to work many shifts, leaving little time to nurture the relationships at home or to cultivate social interaction outside the work setting. This makes leisure time activities of extreme importance as they can be beneficial in strengthening family and social relationships, thus allowing the employee to give optimal output at work. (Schor, 1991). However, leisure is not always accessible or available to all people. Many women, as well as men, struggle with the problem of how to have meaningful and balanced activities in their lives. Meaning and balance are affected by gender, gender relations in the broader society, and the ways women and men think about

themselves, their perceptions, and their experiences with the problems of too much work and too little time. Women "cut back on their personal needs, give up reading, hobbies, television, visiting with friends, exercise, time alone" (Henderson, Bialeschki, Shaw, Freysinger, 1996). Thus it is important to bear in mind the needs of both sexes and to create the means to help reduce stress. Leisure involvement, including both active and passive forms of leisure, contributes to mental and emotional health. This benefit is important especially for women because they tend to have higher reported rates of mental health disorders compared to men (Henderson, Bialeschki, Shaw, Freysinger, 1996).

Research conducted in 1991 has shown that physical activity participation reduces stress and stress-related problems (Ulrich, Dimberg, & Driver, 1991). Leisure research also has demonstrated the benefits of other forms of recreation. For example, higher levels of participation in a range of leisure activities are thought to be associated with stress reduction and general health and wellbeing (Caldwell & Smith, 1988; Coleman & Isahola, 1993). Why the relationship between leisure and wellbeing exists is not entirely clear. The social component of leisure and the perceptions of freedom, control, intrinsic motivation, and self-determination through leisure may carry over into other aspects of life and result in overall wellbeing (Coleman & Isahola, 1993).

Pilot Study

Prior to this research project, the researcher conducted a pilot study to determine how hotel employees spent their leisure, or “off-work” time and to examine implications for utilizing leisure to lessen the stress related to the work environment. A survey was designed to determine what kinds of leisure time activities are used by hotel employees and how these activities are used to decrease job stress. The amount of time engaged in these various activities was also collected. Another focus of the case study was to determine the perceived level of stress of various hotel employees and their preferred leisure activities and the primary goal achieved through the use of leisure.

The purpose of the study was to utilize the findings to formulate a new study addressing stress in the hotel workplace. Based upon the findings of this pilot study it was determined that employees at the selected hotel have a high level of perceived work-related stress. Collectively, their returned questionnaires indicated that there was little time spent pursuing any leisure interest.

The literature has noted that mentally breaking away from work can be a method of self-renewal concerning workplace productivity. Often the workers return to tasks feeling invigorated and more alert. This can result in safer and more effective service.

Statement of the Problem

The purpose of this present study was to investigate how hotel supervisors spend their leisure time to reduce work-related stress.

Time spent in leisure activities as defined by any interest, hobby or recreational pursuit of an avocational nature was also evaluated for hotel employees. Perceived level of work stress and progress achieved through leisure-time activities was also assessed.

This study used an earlier pilot study of hotel workplace stress to model objectives and questionnaire design.

Objectives of the Study

This study focused on the following objectives:

- 1 To determine the work stress profile as related to hotel supervisors.
- 2 To determine the types of leisure time activities used by hotel supervisors in their off-work hours
- 3 To evaluate the use of leisure to reduce stress for hospitality supervisors.
- 4 To determine the positive aspects of leisure from male and female perspectives.

Definition of Terms

Budget property: Also referred to as economy or limited-service; typically a rooms-only property, providing all the basics that a traveler needs, but usually little in the area of amenities (e.g. Motel 6, Super 8).

Career: A job which is personally salient, having a developmental sequence, requiring a high degree of commitment and requiring a college degree (Schulz, 1990).

Career Satisfaction: A fulfillment or gratification from a job, which is highly salient personally.

Employee: A person employed by another usually, for wages or salaries

Employment: The work in which one is engaged.

Enforced leisure: This is not the leisure which people seek or want. It is the time one has on his hands when he is unemployed, ill, or made to retire from his work when he wants to continue. (Brightbill, 1980)

Hospitality: The friendly, generous reception and treatment of guests or strangers (Schulz, 1990).

Hospitality Industry: The hospitality industry is comprised of those businesses which practice being hospitable; those businesses which are characterized by generosity and friendliness to guests (Schulz, 1990).

Leisure: An activity chosen in relative freedom for its qualities of satisfaction (Kelly, 1990).

Luxury property: Also referred to as a full-service or world-class; the best the lodging industry has to offer, characterized by high quality décor, large public areas, a full complement of amenities (e.g. gourmet dining room, valet service, chauffeured limousine service, etc)

Management: The executive function of planning, controlling, and supervising any industrial or business operation with responsibility for achieving desired results.

Manager: A person whose work or profession is the management of a specific thing (as a business or institution or particular phase of activity within a business or institution.)

Mid-range property: Also known as mid-scale; located between the budget and luxury properties, offering more public space and services than a budget property, a greater investment in décor has been made (e.g. Holiday Inn, Ramada Inn).

Stress: The external stimulus, such as death of a relative, divorce, or a move, and the host's or individual's response to the stimulus, such as anxiety or depression (Garmezy, 1983).

True leisure: is the kind of leisure which is not imposed upon the individual.
(Brightbill, 1980)

Theory: A hypothetical statement or group of statements assumed for the sake of argument or investigation.

Chapter II

Literature Review

Introduction

The literature review of this study focused on five main areas: (1) leisure time from previous generations to the present; (2) the meaning of leisure and the purpose which it serves; (3) the meaning of stress and how to avoid it; (4) the vital role of leisure for both males and females; (5) hospitality employment and supervision; and (6) the vital role of leisure in reducing stress for the hospitality employment supervisors. Also considered was the relationship of leisure to work and its role in stress reduction.

Historical Perspective:

To understand the concept of leisure time in our society today, one has to look at its historical origin. Leisure was promoted by the ancient Greeks. Their advanced technological state provided very distinct divisions of labor. Being citizens of a “democracy”, which was ironically supported by slavery, Athenians enjoyed both the opportunity and the right to enjoy the higher things in life. The classical Greek wished to be wise. To attain wisdom, he felt he needed the leisure,

or freedom, to think, to reason, and to invent. Freedom from the mundane daily occupations of ensuring food and shelter could offer the citizens, the free males of Athens, the time to soar to remarkable heights. Aristotle, in stating his case for slavery, felt that some men are born to lead a life of leisure. Leisure was freedom but with the purpose of attaining a higher aesthetic plane of logic and reasoning.(de Grazia, 1962).

Unlike the Greeks, leisure for the work-orientated Roman, meant primarily rest from work. The quest of the Romans was empire-building. Conquest and organization were feats which could only be accomplished by very hard work. Therefore, leisure became a time for rest and recreation of the drive needed for his working world. Leisure was a right of both the young and the old and was viewed as a necessity for fruitful existence. (Kando, 1975).

Shifting away from the Greeks and Romans, the Medieval conceptual framework of leisure time was guided by economic conditions which led to the development of a work ethic placing leisure secondary in importance to work. After the fall of the Roman Empire, the cities had been reduced and the world again was brought back to a rural, frontier condition. This life demanded work from all factions of society-men, women and children. Working usually meant

toiling and laboring in the fields. (Kando, 1975). “Work for work’s sake” served as a means of self-purification and of repentance for the soul. (Best, 1973).

The need for work changed as the Reformation era shed a new light on the function of work. Work was to serve God. Man, who had once worked to be able to live, now worked because somehow it was the right and morally-ethical thing to do. All who were able must work, idleness was bad, and the concept of work being "good for you" and giving purpose to one’s life evolved. (Clayre, 1974).

Leisure in the Twentieth Century

This century puts value on doing things and estimates the value by looking at the purpose and the end result achieved from pursuing a certain activity. So, in viewing leisure as useful free time, recreation is identified as the constructive way people use their leisure. One author cites these useful functions of recreation as he divides them into the following:

A- Physical needs:

Can help to develop and coordinate manual skills. If the body is tense, physical exercise can offer a release from the tension, or act as a means of stress reduction.

B- Social needs:

Leisure can be a boost to one's social development and interaction with others. Many recreational activities afford an opportunity to deal with people one enjoys and who share common interests.

C- Practical skills:

Engaging in a specific hobby could benefit the individual by imparting experience, knowledge, training and skills. For the schoolchild this could be a means of trying out a career interest. For the adult it could be the start of a new career, switching jobs, or when one's avocation turns into his new vocation.

D- Mental and emotional needs:

Humans have within them a powerful force to create. This creativity can be sublimated into acceptable social outlets by designing, painting or inventing. For some, this psychological need can be a problem, as their jobs permit no creative outlet.

E- Channeling aggressive drives that seek expression:

If these drives are left uncontrolled, they could show up as hate, destructive activity or fighting. If properly channeled, they could become an initiative or an ambition and the drive for achievement. (Menninger, 1950).

Stress in the Twentieth Century:

Much has been said this century about stress and well-being. In an extensive review of the subject Sabastian de Grazia describes the increasing levels of stress in our times:

"Modern man has developed a social and economic structure and a sense of time urgency which subject him to more and greater stresses than have been experienced at any other time in human history, and the effect is often devastating. Most individuals feel that they have no choice but to accept these levels of stress as a fixed component of their Western heritage"(de Grazia, 1962).

While high levels of stress can make a life-style unpleasant, the health effects are more serious. Fifty to eighty percent of all diseases have stress-related origins. Peptic ulcers, alcoholism, cardiovascular disorders, hay fever, and hypertension are just a few of the many widespread illnesses related to stress. It is estimated that hypertension alone affects an estimated 20 to 25 million people (Verrduin, 1990)

Leisure Today:

Today's society produces stress, particularly in urban industrial areas, by bombarding us with a confusing array of smells, sounds, and people's rights. For most individuals the necessity of living in urban environments prevents escape from such stress. Eliminating the major sources of stress in one's life might mean

a change in jobs, spouse, friends, and goals. Few people are sufficiently bold, free enough of commitments to others or willing to forfeit the security of a place in the system to make such changes.

Schor in 1991 determined that participation in active recreation helps ensure physical well-being. In the past, walking and physical labor provided sufficient exercise for most people. Today, however, motorized transportation and mechanization of labor have resulted in most people not attaining sufficient exercise in their daily routine. The dramatic rise in cardiovascular illness in recent decades can be partly attributed to lack of exercise, while being overweight, a major contribution to many health problems, is also associated with a lack of exercise. One of the striking phenomena of the 1970's was the tremendous interest in physical activities such as running, jogging, tennis, and racquetball. Commercial advertising coupled with continual medical reports on the value of exercise have certainly stimulated this interest.

Back in the 50's, due to continual increases of complexity and over-stimulation in modern society, a countermovement began to control stress while promoting relaxation and health. This movement is termed life-styling, a conscious determination on the part of the individual to control the conditions of a personal living environment in a manner that will maximize personal development of body, mind, and spirit. This holistic concept is analogous to the

concept of leisure as a state of well-being, and many life-styling techniques rely on good use of free time through appropriate recreational activities (Menninger, 1950). Thus the need to control stress to maintain a healthy life was seen in the 40's.

Men/Women and Work:

In the past, we can find that men have occupied more of the workplace, But now we can find that this phenomena had been shifted to be 50% between men and women in the workplace, while in the future it is expected that females will occupy more of the workplace. (Henderon, Bialeschki, Shaw, Freysinger, 1996)

Leisure/stress and Women

Hospitality employment is increasingly a female-dominated industry, so if we can understand how these women spend their leisure time after work, we can offer more useful advice to the employees and their companies.

There is no denying that the ways in which men and women spend their time are different. Arlie Hochschild in *The Second Shift* coined the term "leisure gap" with the rationalization that "just as there is a wage gap between men and women in the workplace, there is a general 'leisure' gap between them at home"(Hochschild, 1989). This gap points at the differences in which males and females spend the amount of time available for leisure. Despite the gains made regarding women's rights, many women personally feel leisure gaps exist in their lives due to a lack of

balance and because gender profoundly affects what people do in all spheres of life. (Henderon, Bialeschki, Shaw, Freysinger, 1996)

A leisure gap exists when women feel they must "juggle" all the expectations of their lives. The leisure gap does not exist for all females, but is a reality for many women. The lives of all men and women are gendered, and thus we find commonalities among many women and some differences between men and women. All individuals, however, want to define and find meaning and quality in their lives. Most people want to surmount any gaps that retard life's meaning and fullness. (Henderon, Bialeschki, Shaw, Freysinger, 1996).

A gap also exists between research and practice; little is known about leisure and some groups of women. Although more research exists today than ever before about women's leisure, huge gaps prevail particularly in information about women of color and women in low socioeconomic situations. Further, a gap exists between the research being conducted and its translation into public policy and personal action that affects women's lives.

Seager and Olson (1986) described the plight of women with complete statistics for each country in *Women in the World: An International Atlas*. Even in the latter years of the twentieth century, women still experienced a number of constraints to full participation in society which also restricted their leisure. Seager and Olson, found, for example, that domestic violence stems from the fact that in

most countries women are considered to be men's property, and girls are less valued than boys. Also, divorce is increasing worldwide. Women who don't marry or become widowed or divorced are often viewed as failures. Divorce often leaves women and children in financial disaster. On the other hand, divorce can increase women's options and allow them an escape from unhappy and even abusive relationships. As for motherhood it is one of the true universals in women's lives, but it is not always a choice for women. The conditions of pregnancy and motherhood, however, vary greatly due to different population policies, varying standards of health and wealth, and the degree of autonomy of women and girls. It is thought that childcare accounts for the largest share of women's household labor and limits their ability to take paid work outside the home. Only a few countries offer affordable, quality, alternative childcare facilities. It can also be seen that women generally work longer hours than men. (Henderon, Bialeschki, Shaw, Freysinger, 1996).

Women everywhere get little financial or social recognition for working more, resting less, and doing a greater variety of work than men. Their work is often statistically invisible; it is estimated that the official enumerators count only about two-thirds of women's work. In addition, women represent about one-third of the paid labor force worldwide. This share is growing slowly with the largest increases occurring in industrialized countries. The range of jobs that women fill in the

workforce is much narrower than for men. In every region of the world, some jobs are specifically defined as "women's work." Although varied, jobs generally defined as women's work carry low pay, low status, and little security. In a two-income family, women's earnings are often viewed as a "supplemental" income. Women's continued underpayment in work is a major factor for the growing feminization of poverty worldwide. Poverty is disproportionately borne by women, especially those with children and by older women. (Seager and Olson, 1986).

Leisure/stress and Men

On the other hand, we can find that leisure and stress play a vital role in men's lives. Important early signs of stress, which can contribute to or foreshadow life-threatening symptoms, are very often ignored by men even though waiting might mean it's too late. Some of these early warning signs are physical symptoms, such as hyperventilation, chronic fatigue, heartburn, or nausea. Others are habitual behaviors, such as smoking, overeating, or drinking excessively. Still others are psychological dispositions, such as defiance, depression, or defensiveness. (Witkin, 1995).

For men, why are these important signals often ignored?. The men participating in the male-stress survey which was done by Witkin (1995) gave many answers. First, many respondents indicated that they may not be very sensitive to their own discomfort. Research also supports the notion that men may

have a higher pain threshold than women. This means that discomfort may have to build to higher levels before men become aware of it or check with their physicians. (Witkin, 1995).

Second, men admit that they are skilled at denial. More than 60 percent of the respondents said when they are faced with physical problems that worry, frighten, or annoy them, they try to forget about them. Almost every one of these men volunteered a criticism of this dangerous approach.

Taking care of physical problems, in their minds, would leave less time to do the things they think really must be done. Taking care of their physical health would mean scheduling medical appointments when they see themselves as already overscheduled. Or attending to their bodies might mean a change in life-style.

Analyzing men's lives provides a broader basis for understanding their leisure. Concomitantly, an understanding of men's leisure may provide insight into the interrelationships of all areas of men's lives. (Bunch, 1985).

Medical issues can cause stress and stress can cause medical issues. Since men resist medical reality and other medical markers, it can be assumed that they avoid stress reducing behaviors (Witkin, 1995). Men now need to monitor signs of diseases and disorders that are not caused or aggravated by stress, but which

can create stress by incapacitating physical movement, compromising sexual functioning, or diminishing intellectual concentration.

In addition to the physical conditions that signal or create stress, men may now need to recognize psychological and behavioral signs of lifestyle stress.

(Witkin, 1995).

Health and Recreation Leisure Benefits

The physical benefits of participation in leisure activities are fairly obvious. Physically active recreation helps prevent cardiovascular disease (Froelicher 1991) as well as many other physical health problems such as certain forms of cancer, and respiratory and circulatory disorders (Paffenbarer, Hyde, & Dow, 1991). Physical activity helps maintain physical strength and flexibility, particularly for older men and women, who want to keep active and independent longer.

Culture, Marriage, Family and Life Benefits

The benefits of leisure have typically been discussed in terms of marriage and the family. A consistent finding in the research literature is that wives and husbands who spend time together in joint leisure activities are more satisfied with their marriages than couples who do not (Orthner & Mancini, 1991). The high levels of participation in independent individual activities are negatively associated with marital satisfaction. This negative assessment of individual activities seems to be particularly true for women who tend to place higher value than men do on leisure as

a means of communication and bonding among family members (Orthner & Mancini, 1991). The crucial variable, however, may be the quality of interaction that occurs during leisure, not the amount of time itself.

The benefits of joint leisure in an intimate relationship may not mean that the ideal partnership is one in which all leisure activities are shared. Research by Bialeschki, Pearce, and Elliot (1994) indicated how lesbian mothers valued and recognized the need for women to have some independence in their leisure and some time for themselves as well. The interaction benefits of leisure, of course, are not limited to marriage, family, or intimate relationships. During adolescence leisure activities are primarily social in nature and leisure settings provide the main context in which friendships are built and maintained (Kleiber, Caldwell, & Shaw, 1993).

The social benefits of leisure are also true at other stages of the lifespan, and leisure interaction may be particularly important in helping individuals deal with major life transitions such as starting a new school or job, moving to a new geographic location, and/or dealing with a relationship breakdown, a divorce, or the death of a spouse (Kelly, 1991). Leisure participation can also provide benefits for community integration (Allen, 1991). Further, the importance for community participation in diverse, geographically mobile and sometimes socially isolating modern culture, is being increasingly recognized (Pedlar, 1995).

Individual Benefits

Physical and relational benefits of leisure are important for the individual as it provides the person with a sense of personal identity (Haggard & Williams, 1991); that is, an individual can gain self-confidence and self-esteem by identifying himself or herself as a basketball player, an outdoor adventurer, an artist, a baseball fan, a gourmet cook, or a jazz enthusiast.

The notion of individual benefits implies that individuals can grow and develop in positive ways and make beneficial changes in their lives. Since leisure activities are characterized by freedom of choice, changes can probably be accomplished most easily in this sphere of life compared to other spheres such as work or family.

Through autonomous and self-determined leisure, whether that means learning to windsurf, mastering the Internet, or deciding "it's OK" to take time out from other responsibilities to read a novel, a person can experience a feeling of independence, autonomy, and empowerment (Freysinger & Flannery, 1992).

Societal Benefits

Another benefit of leisure that can be seen as both a personal and societal benefit is the role that leisure can play in changing gender roles and improving society in general. Leisure participation can affect the ways in which gender roles are societally constructed in a number of different ways. The study of identity in late

adolescence, for example, described ways which resisted gender stereotypes through participation in athletic activities.

A second way that individuals challenge traditional gender structure is by asserting their right to leisure and claiming time for themselves. For example, mothers of young children may seek independent and autonomous leisure (Wearing, 1990; Samuel, 1992). By taking personal time, they are challenging the idea of motherhood as total devotion to family, even if they do not verbalize their actions in this way.

A third way in which societal change can be accomplished through leisure behavior is when leisure leads to personal empowerment and that sense of empowerment spills over into other aspects of life. That is, self-determination in leisure can encourage a person to challenge forms of inequity or discrimination that they might face at work or at school.

This discussion indicates that leisure can provide a range of different benefits. Typically, researchers have focused on the individual or family-interaction benefits of leisure, and on ways in which leisure can improve the quality of individual's life.

Community and social benefits are also important but sometimes overlooked. In fact, the ways in which personal benefits can spill over and become

social benefits serve to reinforce the well-known slogan that "the personal is political".

Freedom of choice and freedom from constraint are important components of leisure; the lack of freedom and choice faced in everyday life means that the leisure experience often is difficult to attain. Other important aspects of the leisure experience include affiliation with others, opportunities for independent and autonomous action, and time for self away from family and other responsibilities. (Wearing, 1990; Samuel, 1992).

Dimensions of Work Stress

First, work stress generally involves both the organization and its employees. Job stress and its isolation generally is not a private matter for the employee to deal with alone. Employees may transport personal and family problems to the job, but work problems also spill over to the home (Rousseau, 1978).

Second, job stress produces negative effects for both the company and the employee. For the organization, the results are disorganization, disruption in normal operations, lowered productivity, and lower margins of profit. For the employee, the effects are threefold: increased physical health problems, psychological distress, and behavioral changes. Problems with health may not be so much related to the onset of a specific disease but to the quiet and gradual loss

of health. Psychological distress usually comes with loss of job satisfaction and several related negative emotions. The resulting changes in behavior tend to affect both productivity within the company and lifestyle outside the workplace. (Karasek, 1992).

Third, job stress requires both organizational and personal solutions (Ivancevich, Matteson, freedman, & Phillips, 1990). Employee assistance programs that focus solely on the employee perpetuate the myth that job stress is the worker's problem and the worker's fault. Removing job stress also requires some intervention and change in the organization. Until this happens, personal coping strategies are little more than Band-Aids that help the employee survive from one crisis to the next (Karasek, 1992).

The Costs of Work Stress

A preeminent concern is the immense economic loss from job stress and from unsafe conditions on the job. The cost of work stress has to be calculated across a spreading network of accounts from personal to family, to business, to society. Based on studies of many occupations, the federal government estimates that 100,000 die each year from job-related illness. In addition, 14,000 workers die each year from job-related diseases, and another 390,000 develop some type of job-related illness. In addition, 14,000 workers die each year from accidents on the job. Another 2.2 million suffer some type of disabling injury (Institute of

Medicine, 1979). Acute reactive stress probably contributes to accidents (Green, 1985).

Based on the data from a 1976 survey by the Bureau of Labor Statistics, Robert Veniga and James Spradley (1981) estimated that American workers lose 3.5 percent of their total work hours through absenteeism. Further, they estimated that one in every three workers, on any given day, called in sick because of stress-related problems. The cost is millions of dollars in unpaid wages annually. (Karasek, 1992).

Terry Beehr and John Newman (1978) reviewed many job stress studies and concluded that three negative personal outcomes result from work stress: psychological health symptoms, physical health symptoms, and behavioral symptoms. The following paragraphs summarize symptoms that reveal the onset of work stress.

Psychological Symptoms of Work Stress

Psychological disorders bear an important relation to occupation conditions. This is evident from the inclusion of an occupational-stress category in the *Diagnostic and Statistical Manual of Mental Disorders, Third Edition, Revised* (DSM-W-R) (American Psychiatric Association, 1978; Sauther, Murphy & Hurrell, 1990). The following list is typical of findings from the job stress research in various occupational settings:

1. Anxiety, tension, confusion, and irritability
2. Feelings of frustration, anger, and resentment
3. Emotional hypersensitivity and hyperactivity
4. Suppression of feelings
5. Reduced effectiveness in communication
6. Withdrawal and depression
7. Feelings of isolation and alienation
8. Boredom and job dissatisfaction
9. Mental fatigue and lower intellectual functioning
10. Loss of concentration
11. Loss of spontaneity and creativity
12. Lowered self-esteem

An article by Langstern discussed "stress carriers" in the working environment. These persons were identified as those who bring stress into your life, making an individual feel uptight and tense. The author suggests that an effective way to eliminate carryover of stress from work to off-time is the utilization of leisure time. The individual should engage in activity totally unrelated to the work environment. This affords a method of "defusing" and renewing the body both physically and psychologically. (Langstern, 1980)

An article discussing the concept of stress inoculation, or gradually exposing yourself to small amounts of stress before you enter a high-pressure situation, can actually boost your emotional defenses against it. Important in this concept is the need to get away from the stressor; totally divorcing yourself from the situation that causes the stress. This would be the benefit of leisure time affording the brain a refractory period to approach the problem in a fresh manner. (Belson, 1981)

A psychiatrist wrote a response to the question "should you live to work or work to live?" He views work as the fullest expression of human power. It is the means by which one can achieve the highest aspirations and desires and the deepest source of satisfaction. He does caution those who work constantly and so hard that they are unable to enjoy the "immediacies of direct experience". Work should not blot out other values or make it impossible for you to appreciate others. He emphasized the value of quality leisure time as a method to allow "revival of the spirit" and create a better worker. (Kurtz, 1978)

Hotel employees are prime candidates for role stress. An interesting phenomenon was noted, that there was no previous literature, such as journals and textbooks, that will help in recognizing and dealing with stress in the hospitality industry.

Schor notes that to learn stress management is to discover one's own optimum stress level, or that level at which one functions most effectively and creatively. The first step in stress management is to recognize stressors and their significance. Incorporating stress-reducing activities into our lives could restore and retrain the body's self-protective resource. One of these major activities is exercise, which strengthens the body and therefore the employee's ability to confront life's stressors. Another method of stress management is to take time to play. Time is needed each day to do what we want to do; a time to feel free and spontaneous. Play is too important to just be left for weekends, vacations, and holidays. It must be integrated into the daily routine. Employees not only deserve free time each day, they need it in order to be healthier. (Schor, 1991)

A third technique to aid in stress management is to learn to relax. A favored hobby or leisure activity can be an effective means to this end. (Freudengerge, 1975)

The concept or written proof of "burnout" first began in the early 1970's. Symptoms indicated were withdrawal, boredom, irritability, and open anger at one's job. One educator, Dr. Frances Storlie, describes burnout as "an insidious process with an etiology which is difficult to trace". The idealistic young employee may see learned ideals in conflict with the real world of work. The author of *Reality Shock* spent eight years researching the problem and also points

to the cause as the discrepancy between what students learn in school and what is actually practiced in the work setting. (Kramer, 1974)

Kramer suggests methods to lessen the physiological changes seen with stress leading to possible burnout. The employee should stop trying to prove that he/she is "superman/woman, superdad/mom, and superhusband/wife." The employee can develop a good social support system from his or her friends. An effective way of dealing with a stressful job is to have many friends who are not co-workers. This researcher strongly endorses this concept. Employees need to branch out and develop relationships with people outside their professional sphere. (Kramer, 1974)

Support groups made up of employees can allow members to freely vent their feelings, realize others share the same feelings, and contribute to a better understanding between staff members. Support groups can provide a network to offset burnout and offer a system of positive stress management. One such group emphasizes the importance of leaving "work at work" and the need for its members to engage in play as a means of therapy and self renewal for the spirit. (Francis, 1980). Once employees are consciously aware of their stress response, they can and should learn to deal with the energy constructively. An alternative is to consciously drain the energy through relaxation exercise. Daily relaxation programs can allow tension to "flow from the body". Another alternative is a

"decompensation routine" as a less structured approach to drain tension. These are "time-out" activities which can be interspersed between stress-producing work situations. Some of these are sitting in a hot tub for twenty minutes, sitting in a park or by a lake; just any quiet time for oneself. A different choice would be the active alternative or directing the energy outward. This may consist of jogging, cycling, swimming, dancing or some form of physical exercise. (Skully, 1980). Complete freedom from stress is death. Our body is constantly reacting, changing and receiving input stimuli around us. Stress must be managed or it can manage the employee. The employee who feels he "just can't take it anymore" has to learn to adapt and cope. Employees must also take care of themselves to be effective to others. Leisure can be viewed as putting aside a time to engage in avocational activities and as a means of dealing with and lessening the inevitable stress of the work environment. (Donnelly, 1980)

On the other hand, it is essential to take a deep look at all the work aspects that surround the hospitality worker. The following points pertain to the hospitality industry workplace regarding wages and salaries, job satisfaction and career advancement.

Wages and Salaries

The majority of hospitality supervisors were found to begin their careers at salaries ranging between \$15,000 and \$19,999 (Pavesic and Brymer, 1990). These

figures correspond to a study conducted in 1988 on the expectations of hospitality students regarding entry-level positions in the hospitality industry. The study surveyed 705 students from 11 four-year hospitality programs and found that 50.6 percent of the students surveyed expected a starting salary between \$14,000-\$19,999 (McCleary and Weaver, 1988). A study which was done by Roth Young Consultants to the projected average low-high range in salaries for the United States 1989 hospitality industry indicates that average salaries start from \$20,000 to \$155,000 (Roth Young, 1989).

Since pay is one of the major reasons for leaving the hospitality industry, the study done by Pavesic and Brymer examined the salaries of those who had left the industry and found the following: more people who had left the industry were making less than \$25,000 per year than those who stayed in. At the same time, however, more people who left the industry were making over \$30,000 than those who stayed in. Dividing the salaries by gender differences shows that 59 percent of the men earn \$25,000 or more, while 59 percent of the women earn less than \$25,000.

Moreover, this salary difference between men and women started right after graduation. Most men and women, about two-thirds of each group, start at salaries between \$15,000 and \$19,999. Twenty-five percent of the women, however, started their working lives earning less than \$15,000, while only 15

percent of the men started at such a low salary (Pavesic and Brymer, 1990). But by 1999 wages were up 18% or more.

Job Satisfaction, Turnover and Career Advancement in Hospitality the Industry

By spending four years studying hospitality management for a Bachelor's degree and two years for a Master's degree, graduates of college-level hospitality administration have demonstrated that they are more than casually interested in careers in the food service, lodging, or travel-related industries. Despite this commitment and enthusiasm, there is a disquieting phenomenon among recent hospitality-college graduates. Many of them are leaving the industry relatively soon after graduation. The dimensions of this loss and the reasons for the departure of these people are important for both employers and educators.

The personal lives of hospitality supervisors have changed in the past 25 years. In the 1960's, when many of today's upper-level managers and administrators entered the industry, 80 to 90 percent were single. Today, in contrast, 80 to 90 percent are married (Pavesic and Brymer, 1990). In a study conducted by Wick & Co., 26 percent of the 110 men surveyed cited that their children had been the reason which most influenced the decision to quit their jobs (Trost, 1990).

The main causes of job dissatisfaction according to Alice Elliot, president of Elliot Associates, Inc., a mid-management executive search firm in Tarrytown, NY, were listed as inadequate or ineffective communication, including job descriptions and lack of performance reviews; long hours; noncompetitive salaries and compensation packages; and not being able to participate in the company's entrepreneurial spirit (Restaurant USA, 1989).

In a study conducted by *Restaurants & Institutions*, the following table indicates the percentages of people who left their last positions and the reasons: (Weistein and Gotschall, 1989)

Figure 4

Percentages	Reason
42%	More responsibility
22%	More money
6%	Relocated
6%	Laid off/fired
5%	Company sold/closed
3%	Started own business

The hospitality industry has a reputation of having a very high turnover rate for both salaried and hourly employees. In the study by Pavesic and Brymer, just 42 percent of the respondents indicated that they had been with their current employer for two years or more. Almost 50 percent of the respondents had given

the main reason for changing jobs as an opportunity to advance or for a chance for a better hospitality job. Financial reasons or low pay were a distant second (17 percent) and were nearly tied with management related reasons (16 percent). Just 12 percent of the sample cited hours or scheduling as a reason for changing jobs, and another 12 percent cited reasons involving working conditions or the quality of life. (Pavesic and Brymer, 1990).

Preliminary Research into Hospitality Employee Leisure Activities

The purpose of the pilot study was to investigate the perceived level of stress in various hotel employees and their preferred leisure activities. Implications for utilization of leisure time for work stress reduction and the value attributed to leisure time was also determined.

The research for the pilot study was conducted by means of a questionnaire distributed to current employees in a full-service hotel in Minneapolis, Minnesota. The research was conducted during the spring of 1999.

A total of one hundred questionnaires was distributed to currently-employed hotel employees. The intent of the survey was to determine the various types of leisure time activities and their relation to the level of stress by this professional group. The completed returned questionnaires represented a 39% return. As indicated earlier in this study, the researcher had determined to initiate a followup survey of non-responders if the return was below 70%. The need for a

followup survey was indicated for the Plan A Thesis, but it is fine for the pre-test study.

Respondents within the hotel were from these departments: Front Desk, Reservation, Banquets, Food and Beverage, Sales, Catering, and Housekeeping.

The Findings of the pilot study

The researcher felt the years employed in the hotel would tend to reduce the perceived work stress. This theory was reflected by the population surveyed, 2.6% of the hotel employees perceived their work stress as extreme, 28.2% of the hotel employees perceived their work as moderately stressful, 51.3% of the hotel employees perceived their work as occasionally stressful and 17.9% of the hotel employees perceived their work as not stressful.

A comparison of the value attributed to leisure activities was almost the same as the hypothesis of the researcher, 7.9% of the hotel employees indicated that leisure provides social interaction, 47.4% of the hotel employees indicated that leisure provides relaxation, 7.9% of the hotel employees indicated that leisure takes your mind off your job, 18.4% of the hotel employees indicated that leisure provides personal self-enrichment and 18.4% of the hotel employees indicated that leisure provides various functions.

The activities engaged in most frequently by respondents were: inviting friends to home, listening to music, watching TV, attending movies, jogging or

walking, and swimming. The activities engaged in moderate frequency by respondents were: playing cards, bicycling, bowling, painting, fishing, and reading. The activities engaged in least frequently by respondents were: golfing, counted cross-stitch, exercise class, skiing.

The following results from the 1999 hospitality employees leisure/stress pilot study indicate the percentages of each specific kind of activity engaged in by hotel employees:

Figure 5

Activities	Percentages
Golfing	7.7%
Jogging or walking	51.3%
Swimming	46.2%
Skiing	7.7%
Exercise class	2.6%
Boating	23.1%
Roller skating:	10.3%
In-line skating	12.8%
Tennis	12.8%
Volleyball	17.9%
Basketball	20.5%
Softball	28.2%
Bicycling	33.3%
Bowling	35.9%
Sewing	10.3%
Crocheting or knitting	10.3%
Counted Cross Stitch	00.00%
Attending Movies	61.5%
Playing cards	46.2%
Shopping	48.7%
Painting	5.1%
Reading	46.2%
Watching TV	48.7%
Cooking or baking (for fun!)	5.1%
Photography	46.2%
Fishing	64.1%
Hunting	43.6%
Play musical instrument	25.6%
Listening to music	28.2%
Inviting friends to the home	64.1%

From the results of the pilot study, the researcher discovered that leisure does play a vital role in reducing stress. This pilot study and its findings were used to formulate a more significant study focusing on hotel supervisors and their leisure consumption. The pilot study was done to quantify leisure activities and stress in hotel workers.

Chapter III

Methodology

This chapter describes the research question, sample, survey instrument, data collection and data analysis used to determine the level of stress for the hotel supervisors and how they spend their leisure time.

The intent of this descriptive study was to determine how hotel employees spent their leisure, or “off-work” time and examine implications for utilizing leisure to lessen the stress related to the work environment.

Research Questions:

A primary objective of this study was to determine and evaluate the use of leisure to reduce stress for hotel employees in supervisory positions.

This study also addressed the following research questions:

1. What are the general characteristics of the hospitality workers in relation to age, income, marital and family status?
2. What are the work conditions, job environments or personal feelings that hospitality workers encounter in their jobs?
3. In what activities do the hospitality workers have a regular commitment to participate?
4. What are the basic components that help reduce stress for hospitality workers?

Population:

The population included all supervisory hospitality supervisors (n = 120) from five full-service upscale hotels in Minneapolis, Minnesota and ten limited service hotels in Minneapolis, Minnesota.

The hospitality supervisors were from seven departments: Front Desk, Reservation, Banquets, Food and Beverage, Sales, Catering, Housekeeping and Human Resources. The subjects in this research investigation were employed in full-and limited-service hotels in Minneapolis, Minnesota. These subjects responded to a researcher-designed questionnaire. These subjects were selected to gather information needed since the topic under study would have more meaning to them.

Site Selection:

The researcher chose five full-service hotels in Minneapolis, Minnesota. Currently an average of 125 employees are working in these hotels in different departments. All of the five hotels are considered famous in Minnesota and have a unique location among business facilities.

The researcher also chose ten limited-service hotels in Minneapolis, Minnesota. Currently an average of 35 employees are working in these hotels in different departments. All of the ten hotels are considered bed-and-breakfast hotels and have a unique location among different business facilities.

Time frame:

A questionnaire was utilized to gather information during a 10-day period. Respondents included all the employees in full- and limited-service hotels in Minneapolis, Minnesota. Participation in the leisure activities listed was indicated by a check mark.

Instrumentation:

The instrument chosen for this research study was a questionnaire, which was determined by the researcher to be the most effective, efficient and economical method to ensure the gathering of data from a large sample of employees. Hotel employees were asked to respond with regard to the time they spend on leisure, what kinds of activities they participate in, and to determine whether they are stressed or not. This survey was conducted to determine how hotel employees spend their leisure, or off-work time.

The survey instrument consisted of three sections. Section A included thirteen questions relating to general demographic information. Personal information was requested regarding gender, age, marital status, and number of children. Career information requested included employment status, shift employed and annual gross income. Respondents were asked if any additional education beyond their degree was completed and to identify the types of education completed. Question 1 asked the respondents about rating their stress

level at work, as this question is not included within the category of demographics, but the researcher preferred to start the demographic section by this question.

Section B presented a series of 27 statements that identify and describe the work conditions, job environment, or personal feelings that hospitality workers may encounter in their jobs. The first part consisted of nine statements under the title of "My Interpersonal". The second part consisted of nine statements under the title of "My Physical Condition". The third part consisted of nine statements under the title of "My Job Interest".

Section C presented information about all the activities in which the respondents may have a regular commitment to participate. Also this section presented the different vital items that may help the hospitality workers in reducing stress.

Data collection:

The researcher obtained a return rate of 83%; from 145 questions sent, 120 were returned to the researcher.

A cover letter (Appendix A) included with the survey emphasized the importance of responding, as this was the first survey that was ever attempted from a hospitality perspective. To ensure confidentiality an addressed post-paid envelope was included in some of the questionnaires. Surveys were sent on

December 5, 1999 and respondents were given 10 days to reply. A reminder card was mailed out on December 12, 1999 reemphasizing the importance of responding to the survey.

During the following two-week period, 85 of the surveys were returned to the researcher. At the end of the third-week period the researcher had 120 surveys back.

Statistical Analysis:

Frequency counts, percentages, mean, median, alpha reliability, anova, t-tests, correlation and standard deviations were calculated for all items. There was a lot of cross-tab analysis between different questions in order to determine the vital role of leisure in reducing stress.

Participating hotels:

Hotel A is located in downtown Minneapolis, Minnesota. It is a 218-room property owned by an American management firm. It is an upscale full-service hotel. Facilities include: restaurant, bar, meeting facilities, swimming pool and fitness center.

Hotel B is located in downtown Saint Paul, Minnesota. It is a 428- room property owned by an American management firm. It is an upscale full-service hotel. Facilities include: restaurant, bar, meeting facilities, swimming pool and fitness center.

Hotel C is located in the Bloomington area, Minnesota. It is a 265- room property owned by an American management firm. It is an upscale full-service hotel. Facilities include: restaurant, bar, meeting facilities, swimming pool and fitness center.

Hotel D is located in the Bloomington area, Minnesota. It is a 263- room property, which is privately owned. It is an upscale full-service hotel. Facilities include: restaurant, bar, meeting facilities, swimming pool and fitness center.

Hotel E is located in downtown Saint Paul, Minnesota. It is a 228- room property owned by an American management firm. It is an upscale full-service hotel. Facilities include: restaurant, bar, meeting facilities, swimming pool and fitness center.

Hotel F is a combination of 10 limited-service hotels in Minneapolis, Minnesota. Most of these hotels are self-owned.

The following figure presents the description of each hotel:

Figure 6

	Rooms	Full Service	Employees
Hotel A	218	X	160
Hotel B	479	X	225
Hotel C	310	X	210
Hotel D	263	X	185
Hotel E	210	X	150

Treatment conditions:

Permission to distribute the instrument to currently-employed hospitality employees was sought from both the Human Resources manager and director of each department for the participating hotels.

To further enhance respondent participation, the researcher personally distributed the questionnaire to the hospitality workers of the participating hotels. The researcher felt participation in the project would be promoted by anonymity. Therefore respondents were asked to not sign the questionnaire. However, this factor made follow up efforts of non-respondents more difficult to achieve.

To further increase participation in the study, a self-addressed envelope accompanied the questionnaire. A cover letter attached to the instrument identified the objectives of the study and why their participation was important and requested.

Unknowns:

The time selected to administer the questionnaire was in the winter of 1999. The researcher felt whichever season of the year was chosen to distribute the questionnaire could alter the results. Many leisure activities were seasonal in nature. Thus, the respondent may have difficulty remembering the kind of activity done six months prior.

Some respondents would engage in more physically active leisure events in the summer than in the winter months of the year. To counter this effect, the instrument could be administered to the same sample during various times throughout the year, which would allow for comparisons on this variable.

Another factor, which could possibly alter the results of the study, would be the respondents who are still in school or college, who would have more time to engage in leisure activities during the summer.

Limitations:

The respondent would have had complete freedom regarding truth of responses with in an unstructured format. This method was not chosen for the

following reasons: often the respondent does not wish to take the time required to give written results; analyzing and scoring the data received would be another problem; categorizing and attempting to draw conclusions related to the topic under examination would be difficult.

A limitation to the questionnaire method of instrumentation is that oftentimes the directions are misleading. The wording must be explicit and clearly understood. This could be noted during the pre-testing procedure when the respondent was requested to point out any suggestions for improvement.

Another limitation could be in the percentage of returned completed questionnaires. The known national average of returned questionnaires is 70%. In order to substantiate validation of the study, the completed returns should number at least 70%. The researcher feels maintaining anonymity probably increases the truthfulness of responses and the rate of returns. However, anonymity makes followup efforts of non-responders more difficult. The researcher determined to initiate a followup effort of non-responders if the completed questionnaires did not number 70% or greater.

Another vital limitation for the limited-service hotels was the lack of supervisors, as most of the limited or budget hotels' operation teams consist of general manager and assistant manager and housekeeping supervisor. So there

were no supervisor positions on most of the limited-service hotels, as the researcher thinks that this point was very critical in his study.

Chapter IV

Results of study

One hundred forty-five questionnaires were distributed to hospitality supervisors in selected hotels. The intent of the survey was to determine their various types of leisure time activities and their related levels of stress. The returned questionnaires numbered one hundred twenty. This represented an 83% return. As indicated earlier in this study, the researcher had determined to initiate a followup survey of non-responders if the return was below 70%.

Respondents within the study were from seven departments: Front Desk, Reservation, Banquets, Food and Beverage, Sales, Catering, Housekeeping and Human Resources. This section begins with the profiles of the population and sample respondents from all the hotels. The remainder of this chapter will focus on the objectives and the resulting responses from the survey instrument.

This chapter will review and describe the data received from the respondents. The first section will include the demographic information and characteristics of the hospitality employees. Section two will exhibit the work stress profile for hospitality employees. Section three will include the leisure

activities for hospitality employees. Section four will exhibit more result analysis for stress concerning the hotel supervisors.

Section I

Demographic Information

1-Rate of stress level at work

Question one asked for the rate of stress levels of the respondents. The total number of respondents was 120. Of the total, 10.8% rated their stress level as extreme, while 36.7% rated their stress level as moderate, as 40% rated their stress level as occasional, and 12.5% had no stress. (See Table1)

Table 1

	Frequency	Percent
Extremely stressful	13	10.8
Moderately stressful	14	36.7
Occasional stressful	48	40
Not stressful	15	12.5
Total	120	100

2-Gender of respondent

Question 2 asked for the gender of the respondents. The total number of respondents was 120. Of the total, 46.7% were male and 53.3% were female. (See Table 2)

Table 2

	Frequency	Percent
Male	56	46.7
Female	64	53.3
Total	120	100

3-Marital Status of respondent

Question 3 asked for the marital status of the respondents. The total number of respondents was 118. Of the total, 41.7% were single, while 35.8% were married, 16.7% were divorced, .8% were widowed, and 3.3% were separated. (See Table 3)

Table 3

	Frequency	Percent
Single/Never married	50	41.7
Married	43	35.8
Divorced	20	16.7
Widowed	1	.8
Separated	4	3.3
Missing	2	1.7
Total	120	100

4-Age category of respondent

Question 4 asked for the age category of the respondents. The total number of respondents was 119. Of the total, 41.7 % were between the age of 18-30 years, while 54.2% were between the age of 31-50, and 3.3% were 51 years or older. (See Table 4)

Table 4

	Frequency	Percent
18-25	29	24.2
26-30	21	17.5
31-40	39	32.5
41-50	26	21.7
51 or Older	4	3.3
Missing	1	.8
Total	120	100

5-Number of children per respondent

Question 5 asked for the number of children per respondent. The total number of respondents was 110. Of the total, 55.5% had no children, while 43.7% had between 1 to 4 children, and.9% had 5 children or more. (See Table 5)

Table 5

	Frequency	Percent
0 Children	61	55.5
1 Children	20	18.2
2 Children	15	13.6
3 Children	6	5.5
4 Children	7	6.4
5 Children	1	.9
Missing	10	8.3
Total	120	100

6-Area of employment for respondent

Question 6 asked for the area of employment of the respondents. The total number of respondents was 120. Of the total, 31.7% were working in the front desk department, while 6.7% were working in the reservation department, 10.8% were working in the housekeeping department, 6.7% were working in the banquet department, and 10% were working in the food and beverage department. (See Table 6)

Table 6

	Frequency	Percent
Front Desk	38	31.7
Reservation	8	6.7
Housekeeping	13	10.8
Banquets	8	6.7
Food and Beverage	12	10
Other	41	34.2
Total	120	100

7-Shift employed of respondent

Question 7 asked for the shift employed of the respondents. The total number of respondents was 110. Of the total, 44.2% were working from 7 a.m. to 3 p.m., while 17.5 % were working from 3 p.m. to 11 p.m., 5% were working from 11 p.m. to 7 a.m, and 25% were working in rotating shifts. (See Table 7)

Table 7

	Frequency	Percent
7 a.m. to 3 p.m.	53	44.20
3 p.m. to 11 p.m.	21	17.50
11 p.m. to 7 a.m.	6	5
Rotating	30	25
Missing	10	8.3
Total	120	100

8-Employment status of respondent

Question 8 asked for the employment status of the respondents. The total number of respondents was 119. Of the total, 77.5% were working full-time, while 10% were working part-time, 8.3% were working more than one job, .8% were working full-time and more than one job, and 2.5% were working part-time and more than one job. (See Table 8)

Table 8

	Frequency	Percent
Full-time	93	77.5
Part-time	12	10
More than one job	10	8.3
Full-time and more than one job	1	.8
Part-time and more than one job	3	2.5
Missing	1	.8
Total	120	100

9-Number of years in hospitality industry

Question 9 asked for the number of years in hospitality industry of the respondents. The total number of respondents was 120. Of the total, 70% were working between 0 and 10 years, while 26.6% were working between 11 and 20 years, and 3.3% were working 21 years or more. (See Table 9)

Table 9

	Frequency	Percent
0-5 years	54	45
6-10 years	30	25
11-15 years	22	18.3
16-20 years	10	8.3
21 years or more	4	3.3
Total	120	100

10-Education level for respondent

Question 10 asked for the education level of the respondents. The total number of respondents was 120. Of the total, 20.8% had a high school education, 44.2% had some JR-tech. College, 29.2% were college graduates, 3.3% were post graduate, and 2.5% had a Master's/Doctorate. (See Table 10)

Table 10

	Frequency	Percent
High School	25	20.8
Some JR-Tech. College	53	44.2
College Graduate	35	29.2
Post Graduate	4	3.3
Master's/Doctorate	3	2.5
Total	120	100

11-Number of people in household of the respondent

Question 11 asked for the number of people in the household of the respondents. The total number of respondents was 119. Of the total, 81.16% had between 1-3 persons in the household, while 12.5% had between 4-5 person in the household, and 5% had 6 persons or more in the household. (See Table 11)

Table 11

	Frequency	Percent
1 Person	42	35
2 Person	37	30.8
3 Person	19	15.8
4 Person	10	8.3
5 Person	5	4.2
6 Person	6	5
Missing	1	.8
Total	120	100

12-Approximate gross family income for respondent

Question 12 asked for the gross family income for the respondents. The total number of respondents was 113. Of the total, 5.8% were making less than \$10,000, while 40.8 % were making between \$10,000 and \$40,000, 5% were making between \$40,001 and \$45,000, and 22.5% were making \$45,001 or more. (See Table 12)

Table 12

	Frequency	Percent
Less than \$10,000	7	5.8
\$10,000-\$15,000	1	.8
\$15,001-\$20,000	10	8.3
\$20,001-\$25,000	20	16.7
\$25,001-\$30,000	18	15
\$30,001-\$35,000	10	8.3
\$35,001-\$40,000	14	11.7
\$40,001-\$45,000	6	5
\$45,001 or more	27	22.5
Missing	7	5.8
Total	120	100

13-Considered a two income household for respondent

Question 13 asked for the household income of the respondents. The total number of respondents was 116. Of the total, 40% were considered as a two-income household and 56.7% were not considered as a two-income household.

(See Table 13)

Table 13

	Frequency	Percent
Yes	48	40
No	68	56.7
Missing	4	3.3
Total	120	100

14-Name of hotel where data was collected

Table 14 indicated the response rate for each hotel. There were a total of 6 hotels from which the data was collected. Of the total, 13.3% of the respondents were from Hotel A, while 4.2 % of the respondents were from Hotel B, 39.2% of the respondents were from Hotel C, 8.3% of the respondents were from Hotel D, 20.8% of the respondents were from Hotel E, and 14.2% were from Hotel F.(See Table 14)

Table 14

	Frequency	Percent
Hotel A	16	13.3
Hotel B	5	4.2
Hotel C	47	39.2
Hotel D	10	8.3
Hotel E	25	20.8
Hotel F	17	14.2
Total	120	100

This section was a summary of the demographic information for all the hospitality supervisors. By reading and understanding this section we can know all the demographic characteristics for the hospitality supervisors.

Section II

Work stress profile for hospitality supervisors

This section describes and analyzes the work conditions, job environments, or personal feelings that hospitality workers encounter in their jobs. A table will follow each statement, which represents the result of this statement. This section is divided into three parts: Interpersonal, Physical Condition and Job Interest.

Interpersonal

1-Support personnel are incompetent or inefficient

Table 15 indicated that 48.4% of the total respondents answered "never" or "rarely", while 20% of the total respondents answered "sometimes", and 25.8% of the total respondents answered "often" or "most times". (See Table 15)

Table 15

	Frequency	Percent
Never	26	21.7
Rarely	32	26.7
Sometimes	24	20
Often	15	12.5
Most Times	16	13.3
Missing	7	5.8
Total	120	100

2-My job is not very well defined

Table 16 indicated that 59.2% of the total respondents answered "never" or "rarely", while 19.2% of the total respondents answered "sometimes", and 16.7% of the total respondents answered "often" or "most times". (See Table 16)

Table 16

	Frequency	Percent
Never	41	34.2
Rarely	30	25
Sometimes	23	19.2
Often	15	12.5
Most Times	5	4.2
Missing	6	5
Total	120	100

3-I'm not sure what is expected of me

Table 17 indicated that 64.2% of the total respondents answered "never" or "rarely", while 20% of the total respondents answered "sometimes", and 10.8% of the total respondents answered "often" or "most times". (See Table 17)

Table 17

	Frequency	Percent
Never	39	32.5
Rarely	38	31.7
Sometimes	24	20
Often	4	3.3
Most Times	9	7.5
Missing	6	5
Total	120	100

4-I'm not sure what will be expected of me in the future

Table 18 indicated that 60.8% of the total respondents answered "never" or "rarely", while 20.8% of the total respondents answered "sometimes", and 13.3% of the total respondents answered "often" or "most times". (See Table 18)

Table 18

	Frequency	Percent
Never	39	32.5
Rarely	34	28.3
Sometimes	25	20.8
Often	9	7.5
Most Times	7	5.8
Missing	6	5
Total	120	100

5-I seem to be able to talk with my superiors

Table 19 indicated that 13.3% of the total respondents answered "never" or "rarely", while 10% of the total respondents answered "sometimes", and 71.7% of the total respondents answered "often" or "most times". (See Table 19)

Table 19

	Frequency	Percent
Never	9	7.5
Rarely	7	5.8
Sometimes	12	10
Often	36	30
Most Times	50	41.7
Missing	6	5
Total	120	100

6-My superiors seem to care about me as a person

Table 20 indicated that 22.5% of the total respondents answered "never" or "rarely", while 13.3% of the total respondents answered "sometimes", and 60% of the total respondents answered "often" or "most times". (See Table 20)

Table 20

	Frequency	Percent
Never	13	10.8
Rarely	14	11.7
Sometimes	16	13.3
Often	36	30
Most Times	36	30
Missing	5	4.2
Total	120	100

7-There is a feeling of trust, respect, and friendliness between my superiors and me

Table 21 indicated that 15.8% of the total respondents answered "never" or "rarely", while 24.2% of the total respondents answered "sometimes", and 55.9% of the total respondents answered "often" or "most times". (See Table 21)

Table 21

	Frequency	Percent
Never	7	5.8
Rarely	12	10
Sometimes	29	24.2
Often	32	26.7
Most Times	35	29.2
Missing	5	4.2
Total	120	100

8-I feel as though I can shape my own destiny in this job

Table 22 indicated that 25.9% of the total respondents answered "never" or "rarely", while 25.8% of the total respondents answered "sometimes", and 43.4% of the total respondents answered "often" or "most times". (See Table 22)

Table 22

	Frequency	Percent
Never	14	11.7
Rarely	17	14.2
Sometimes	31	25.8
Often	26	21.7
Most Times	26	21.7
Missing	6	5
Total	120	100

9-I feel that my educational background is just right for this job

Table 23 indicated that 28.3% of the total respondents answered "never" or "rarely", while 18.3% of the total respondents answered "sometimes", and 48.3% of the total respondents answered "often" or "most times". (See Table 23)

Table 23

	Frequency	Percent
Never	16	13.3
Rarely	18	15
Sometimes	22	18.3
Often	28	23.3
Most Times	30	25
Missing	6	5
Total	120	100

Physical Condition

1-My physical work environment is crowded, noisy, or dreary

Table 24 indicated that 52.5% of the total respondents answered "never" or "rarely", while 18.3% of the total respondents answered "sometimes", and 23.4% of the total respondents answered "often" or "most times". (See Table 24)

Table 24

	Frequency	Percent
Never	27	22.5
Rarely	36	30
Sometimes	22	18.3
Often	14	11.7
Most Times	14	11.7
Missing	7	5.8
Total	120	100

2-My Hospitality workload is never ending

Table 25 indicated that 37.5% of the total respondents answered "never" or "rarely", while 20.8% of the total respondents answered "sometimes", and 36.6% of the total respondents answered "often" or "most times". (See Table 25)

Table 25

	Frequency	Percent
Never	25	20.8
Rarely	20	16.7
Sometimes	25	20.8
Often	22	18.3
Most Times	22	18.3
Missing	6	5
Total	120	100

3-The pace of work is too fast

Table 26 indicated that 51.6% of the total respondents answered "never" or "rarely", while 29.2% of the total respondents answered "sometimes", and 15% of the total respondents answered "often" or "most times". (See Table 26)

Table 26

	Frequency	Percent
Never	31	25.8
Rarely	31	25.8
Sometimes	35	29.2
Often	13	10.8
Most Times	5	4.2
Missing	5	4.2
Total	120	100

4-There is no time for relaxation, coffee breaks, or lunch breaks on the job

Table 27 indicated that 50.8% of the total respondents answered "never" or "rarely", while 25.8% of the total respondents answered "sometimes", and 19.2% of the total respondents answered "often" or "most times". (See Table 27)

Table 27

	Frequency	Percent
Never	25	20.8
Rarely	36	30
Sometimes	31	25.8
Often	14	11.7
Most Times	9	7.5
Missing	5	4.2
Total	120	100

5-At the end of the day, I am physically exhausted from work

Table 28 indicated that 41.6% of the total respondents answered "never" or "rarely", while 28.3% of the total respondents answered "sometimes", and 25.8% of the total respondents answered "often" or "most times". (See Table 28)

Table 28

	Frequency	Percent
Never	19	15.8
Rarely	31	25.8
Sometimes	34	28.3
Often	18	15
Most Times	13	10.8
Missing	5	4.2
Total	120	100

6-I have to take work home to keep up

Table 29 indicated that 70.9% of the total respondents answered "never" or "rarely", while 12.5% of the total respondents answered "sometimes", and 12.5% of the total respondents answered "often" or "most times". (See Table 29)

Table 29

	Frequency	Percent
Never	65	54.2
Rarely	20	16.7
Sometimes	15	12.5
Often	4	3.3
Most Times	11	9.2
Missing	5	4.2
Total	120	100

7-Support personnel are too few

Table 30 indicated that 54.1% of the total respondents answered "never" or "rarely", while 20% of the total respondents answered "sometimes", and 21.6% of the total respondents answered "often" or "most times". (See Table 30)

Table 30

	Frequency	Percent
Never	34	28.3
Rarely	31	25.8
Sometimes	24	20
Often	19	15.8
Most Times	7	5.8
Missing	5	4.2
Total	120	100

8-I'm not sure of what is expected of me

Table 31 indicated that 63.3% of the total respondents answered "never" or "rarely", while 17.5% of the total respondents answered "sometimes", and 14.2% of the total respondents answered "often" or "most times". (See Table 31)

Table 31

	Frequency	Percent
Never	40	33.3
Rarely	36	30
Sometimes	21	17.5
Often	11	9.2
Most Times	6	5
Missing	6	5
Total	120	100

9-I leave work feeling burned out

Table 32 indicated that 53.3% of the total respondents answered "never" or "rarely", while 19.2% of the total respondents answered "sometimes", and 23.4% of the total respondents answered "often" or "most times". (See Table 32)

Table 32

	Frequency	Percent
Never	25	20.8
Rarely	39	32.5
Sometimes	23	19.2
Often	14	11.7
Most Times	14	11.7
Missing	5	4.2
Total	120	100

Job Interest

1-The complexity of my Hospitality job is enough to keep me interested

Table 33 indicated that 22.5% of the total respondents answered "never" or "rarely", while 22.5% of the total respondents answered "sometimes", and 49.2% of the total respondents answered "often" or "most times". (See Table 33)

Table 33

	Frequency	Percent
Never	9	7.5
Rarely	18	15
Sometimes	27	22.5
Often	36	30
Most Times	23	19.2
Missing	7	5.8
Total	120	100

2-My job is very exciting

Table 34 indicated that 19.1% of the total respondents answered "never" or "rarely", while 37.5% of the total respondents answered "sometimes", and 37.5% of the total respondents answered "often" or "most times". (See Table 34)

Table 34

	Frequency	Percent
Never	7	5.8
Rarely	16	13.3
Sometimes	45	37.5
Often	27	22.5
Most Times	18	15
Missing	7	5.8
Total	120	100

3-My job is varied enough to prevent boredom

Table 35 indicated that 18.3% of the total respondents answered "never" or "rarely", while 28.3% of the total respondents answered "sometimes", and 49.2% of the total respondents answered "often" or "most times". (See Table 35)

Table 35

	Frequency	Percent
Never	6	5
Rarely	16	13.3
Sometimes	34	28.3
Often	36	30
Most Times	23	19.2
Missing	5	4.2
Total	120	100

4-I seem to have lost interest in my Hospitality work

Table 36 indicated that 55.8% of the total respondents answered "never" or "rarely", while 20.8% of the total respondents answered "sometimes", and 18.3% of the total respondents answered "often" or "most times". (See Table 36)

Table 36

	Frequency	Percent
Never	39	32.5
Rarely	28	23.3
Sometimes	25	20.8
Often	13	10.8
Most Times	9	7.5
Missing	6	5
Total	120	100

5-I feel as though I can shape my own destiny in this job

Table 37 indicated that 28.4% of the total respondents answered "never" or "rarely", while 19.2% of the total respondents answered "sometimes", and 46.6% of the total respondents answered "often" or "most times". (See Table 37)

Table 37

	Frequency	Percent
Never	14	11.7
Rarely	20	16.7
Sometimes	23	19.2
Often	28	23.3
Most Times	28	23.3
Missing	7	5.8
Total	120	100

6-I leave work feeling burned out

Table 38 indicated that 54.2% of the total respondents answered "never" or "rarely", while 28.3% of the total respondents answered "sometimes", and 12.5% of the total respondents answered "often" or "most times". (See Table 38)

Table 38

	Frequency	Percent
Never	24	20
Rarely	41	34.2
Sometimes	34	28.3
Often	6	5
Most Times	9	7.5
Missing	6	5
Total	120	100

7-I would continue to work at my job even if I did not need the money

Table 39 indicated that 49.1% of the total respondents answered "never" or "rarely", while 21.7% of the total respondents answered "sometimes", and 24.1% of the total respondents answered "often" or "most times". (See Table 39)

Table 39

	Frequency	Percent
Never	31	25.8
Rarely	28	23.3
Sometimes	26	21.7
Often	13	10.8
Most Times	16	13.3
Missing	6	5
Total	120	100

8-I'm trapped in this job

Table 40 indicated that 60.8% of the total respondents answered "never" or "rarely", while 15% of the total respondents answered "sometimes", and 19.2% of the total respondents answered "often" or "most times". (See Table 40)

Table 40

	Frequency	Percent
Never	48	40
Rarely	25	20.8
Sometimes	18	15
Often	15	12.5
Most Times	8	6.7
Missing	6	5
Total	120	100

9-If I had it to do all over again, I would still choose this job

Table 41 indicated that 23.4% of the total respondents answered "never" or "rarely", while 18.3% of the total respondents answered "sometimes", and 53.4% of the total respondents answered "often" or "most times". (See Table 41)

Table 41

	Frequency	Percent
Never	20	16.7
Rarely	8	6.7
Sometimes	22	18.3
Often	32	26.7
Most Times	32	26.7
Missing	6	5
Total	120	100

From this section we can understand the interpersonal situation, physical condition, and job interest for the hospitality supervisors during work hours. This will help us to understand whether or not the hospitality supervisors are under stress. Section 4 will further discuss the stress levels of supervisors in the various hotel departments.

Section III

Activities by type

This section shows us all the leisure activities in which the hospitality employees regularly participate.

Activities:

Table 42 indicated that the leisure activities engaged in most frequently by respondents were: inviting friends to home 48.3%, visiting with friends 67.5%, listening to music 53.3%, watching TV 67.5%, attending movies 54.2%, jogging or walking 42.5%, reading 55.8%, shopping 39.2%, going to church 40.8%, drinking at bar 41.7% and browsing the Internet 40.8%. The activities engaged in with moderate frequency by respondents were: swimming 20%, bicycling 19.2%, daydreaming 27.5%, playing cards 38.3%, bicycling 19.2%, team sports 19.2%, bowling 13.3%, swimming 20%, fishing 18.3%, volunteer work 16.7%, photography 18.2%, golfing 17.5% and working out at gym 22.5%. The activities engaged in least frequently by respondents were: counted cross-stitch 10.8%, exercise class 13.3%, skiing, 9.2% crocheting or knitting 10%, football 11.7%, handball 4.2%, basketball 11.7%, roller-skating 5%, computer programming 7.5%, and painting 10%. (See table 42)

Table 42**N=120**

	Frequency	Percent
Watching TV	81	67.5
Visiting with my friends	81	67.5
Reading	67	55.8
Attending Movies	65	54.2
Listening to music	64	53.3
Inviting friends to my home	58	48.3
Jogging or walking	51	42.5
Drinking at bar	50	41.7
Browsing the Internet	49	40.8
Shopping	47	39.2
Playing cards	46	38.3
Playing music	45	37.5
Going to Church	45	37.5
Cooking or baking (for fun)	42	35
Visiting with my neighbors	38	31.7
Day Dreaming	33	27.5
Working out at gym	27	22.5
Swimming	24	20
Volunteer work	20	16.7
Bicycling	23	19.2
Team sports	23	19.2
Photography	22	18.3
Fishing	22	18.3
Golfing	21	17.5
Boating/sailing	18	15
Exercise class	16	13.3
Softball	16	13.3
Bowling	16	13.3
Sewing	16	13.3
Football	14	11.7
Basketball	14	11.7
Counted Cross Stitch	13	10.8

Hunting	13	10.8
In-Line Skating	12	10
Volleyball	12	10
Crocheting or knitting	12	10
Painting	12	10
Skiing	11	9.2
Computer Programming	9	7.5
Diving	9	7.5
Tennis	9	7.5
Roller Skating	6	5
Racquetball	6	5
Handball	5	4.2

Others:

Table 43 shows the rest of the activities that were not included in the survey instrument, but were included under others. Table 43 indicated that .8% of the total respondents were involved in Bible class, interaction with children, Church activity, coaching baseball, cub scout leader, eating, internet mail with family, Flying, gardening, hockey, going out to dinner, teaching music, while 1.7% of the total respondents were involved in fix-up home repairs, going to theater, writing, and studying. (See Table 43)

Table 43

	Frequency	Percent
Bible class	1	.8
Interaction with children	1	.8
Church activity	1	.8
Coaching baseball	1	.8
Cub scout leader	1	.8
Eat	1	.8
Internet mail with family	1	.8
Fix-up home repairs	2	1.7
Flying	1	.8
Gardening	1	.8
Hockey	1	.8
Going out to dinner	1	.8
Studying	2	1.7
Teaching music	1	.8
Theater	2	1.7
Writing	2	1.7
Missing	100	83.3
Total	120	100

Sports

Table 44 showed how many sports activities each employee participated in. Table 44 indicated that 19.2% of the total respondents participated in 0 activity, as 68.3% participated in 1 to 5 activities, while 12.5% participated in 6 to 7 activities, and 4.8% participated in 8 to 21 activities. (See Table 44)

Table 44

	Frequency	Percent
0 Activities	23	19.2
1 Activities	21	17.5
2 Activities	22	18.3
3 Activities	18	15
4 Activities	12	10
5 Activities	9	7.5
6 Activities	6	5
7 Activities	3	2.5
8 Activities	1	.8
9 Activities	1	.8
11 Activities	1	.8
13 Activities	1	.8
14 Activities	1	.8
21 Activities	1	.8
Total	120	100

Sedentary

Table 45 showed how many sedentary types of activities each employee participated in. Table 45 indicated that 80% of the total respondents participated in no activity, while 10% participated in 1 activity, as 5.8% participated in 2 activities, and 4.2% participated in 3 activities. (See Table 45)

Table 45

	Frequency	Percent
0 Activities	96	80
1 Activities	12	10
2 Activities	7	5.8
3 Activities	5	4.2
Total	120	100

Home

Table 46 showed how many home activities each employee participated in. Table 46 indicated that 20% of the total respondents participated in no activity, while 29.2% participated in 1 activity, 18.3% participated in 2 activities, 20.8% participated in 3 activities, and 11.7% participated in 4 activities. (See Table 46)

Table 46

	Frequency	Percent
0 Activities	24	20
1 Activities	35	29.2
2 Activities	22	18.3
3 Activities	25	20.8
4 Activities	14	11.7
Total	120	100

Arts/Culture

Table 47 showed how many arts/culture activities each employee participated in. Table 47 indicated that 8.3% of the total respondents participated in no activity, while 69.2% participated in 1 to 5 activities, and 22.5% participated in 6 to 9 activities. (See Table 47)

Table 47

	Frequency	Percent
0 Activities	10	8.3
1 Activities	15	12.5
2 Activities	10	8.3
3 Activities	23	19.2
4 Activities	12	10
5 Activities	23	19.2
6 Activities	6	5
7 Activities	9	7.5
8 Activities	5	4.2
9 Activities	7	5.8
Total	120	100

Social

Table 48 showed how many social activities each employee participated in. Table 48 indicated that 25.8% of the total respondents participated in 0 activity, while 47.5% participated in 1 activity, 15.8% participated in 2 activities, 7.5% participated in 3 activities, and 3.3% participated in 4 activities. (See Table 48)

Table 48

	Frequency	Percent
0 Activities	31	25.8
1 Activities	57	47.5
2 Activities	19	15.8
3 Activities	9	7.5
4 Activities	4	3.3
Total	120	100

Technology

Table 49 showed how many technological activities each employee participated in. Table 49 indicated that 50.8% of the total respondents participated in no activities, while 35.8% participated in at least 1 activity, 9.2% participated in at least 2 activities, and 4.2% participated in at least 3 activities. (See Table 49)

Table 49

	Frequency	Percent
0 Activities	61	50.8
1 Activities	43	35.8
2 Activities	11	9.2
3 Activities	5	4.2
Total	120	100

Leisure

Table 50 showed how many leisure activities each employee participated in. The results indicated that 55.8% of the total respondents participated in 0 to 10 activities, while 40.1% participated in 11 to 20 activities, and 4.1% participated in 20 to 30 activities. (See Table 50)

Table 50

	Frequency	Percent
0 Activities	1	.8
1 Activities	1	.8
2 Activities	1	.8
3 Activities	3	2.5
4 Activities	4	3.3
5 Activities	9	7.5
6 Activities	7	5.8
7 Activities	14	11.7
8 Activities	8	6.7
9 Activities	8	6.7
10 Activities	11	9.2
11 Activities	8	6.7
12 Activities	8	6.7
13 Activities	6	5
14 Activities	5	4.2
15 Activities	5	4.2
16 Activities	6	5
17 Activities	3	2.5
18 Activities	2	1.7
20 Activities	3	2.5
21 Activities	2	1.7
25 Activities	3	2.5
27 Activities	1	.8
30 Activities	1	.8
Total	120	100

Reduce work stress

The last part of this section shows the different ways that leisure helps reduce work stress for hospitality supervisors.

Social Interaction

Table 51 indicated that 13.3% of the total respondents answered "never" or "rarely", while 19.2% of the total respondents answered "sometimes", and 59.2% of the total respondents answered "often" or "most times". (See Table 51)

Table 51

	Frequency	Percent
Never	13	10.8
Rarely	3	2.5
Sometimes	23	19.2
Often	33	27.5
Most times	38	31.7
Missing	10	8.3
Total	120	100

Takes mind off job

Table 52 indicated that 24.2% of the total respondents answered "never" or "rarely", while 18.3% of the total respondents answered "sometimes", and 48.3% of the total respondents answered "often" or "most times". (See Table 52)

Table 52

	Frequency	Percent
Never	6	5
Rarely	23	19.2
Sometimes	22	18.3
Often	27	22.5
Most times	31	25.8
Missing	11	9.2
Total	120	100

Feel Healthy

Table 53 indicated that 18.4% of the total respondents answered "never" or "rarely", while 22.5% of the total respondents answered "sometimes", and 49.2% of the total respondents answered "often" or "most times". (See Table 53)

Table 53

	Frequency	Percent
Never	8	6.7
Rarely	14	11.7
Sometimes	27	22.5
Often	35	29.2
Most times	24	20
Missing	12	10
Total	120	100

Feel more secure

Table 54 indicated that 30.8% of the total respondents answered "never" or "rarely", while 22.5% of the total respondents answered "sometimes", and 35% of the total respondents answered "often" or "most times". (See Table 54)

Table 54

	Frequency	Percent
Never	15	12.5
Rarely	22	18.3
Sometimes	27	22.5
Often	22	18.3
Most times	20	16.7
Missing	14	11.7
Total	120	100

Relaxation

Table 55 indicated that 17.5% of the total respondents answered "never" or "rarely", while 15.8% of the total respondents answered "sometimes", and 56.7% of the total respondents answered "often" or "most times". (See Table 55)

Table 55

	Frequency	Percent
Never	12	10
Rarely	9	7.5
Sometimes	19	15.8
Often	30	25
Most times	38	31.7
Missing	12	10
Total	120	100

Personal self-enrichment

Table 56 indicated that 10.8% of the total respondents answered "never" or "rarely", while 19.2% of the total respondents answered "sometimes", and 59.2% of the total respondents answered "often" or "most times". (See Table 56)

Table 56

	Frequency	Percent
Never	3	2.5
Rarely	10	8.3
Sometimes	23	19.2
Often	38	31.7
Most times	33	27.5
Missing	13	10.8
Total	120	100

More active doing work

Table 57 indicated that 34.2% of the total respondents answered "never" or "rarely", while 23.3% of the total respondents answered "sometimes", and 32.5% of the total respondents answered "often" or "most times". (See Table 57)

Table 57

	Frequency	Percent
Never	12	10
Rarely	29	24.2
Sometimes	28	23.3
Often	25	20.8
Most times	14	11.7
Missing	12	10
Total	120	100

Feel self-confident

Table 58 indicated that 25.9% of the total respondents answered "never" or "rarely", while 17.5% of the total respondents answered "sometimes", and 46.7% of the total respondents answered "often" or "most times". (See Table 58)

Table 58

	Frequency	Percent
Never	14	11.7
Rarely	17	14.2
Sometimes	21	17.5
Often	27	22.5
Most times	29	24.2
Missing	12	10
Total	120	100

From this section we can understand what kind of activities in which the hospitality supervisors have a regular commitment to participate, and the vital role of these activities in reducing stress for the hospitality supervisors.

The activities engaged in most frequently by respondents were: inviting friends to home 48.3%, visiting with friends 67.5%, listening to music 53.3%, watching TV 67.5%, attending movies 54.2%, jogging or walking 42.5%, reading 55.8%, shopping 39.2%, going to church 40.8%, drinking at bar 41.7% and browsing the Internet 40.8%.

The activities engaged in with moderate frequency by respondents were: swimming 20%, bicycling 19.2%, day-dreaming 27.5%, playing cards 38.3%,

bicycling 19.2%, team sports 19.2%, bowling 13.3%, swimming 20%, fishing 18.3%, volunteer work 16.7%, photography 18.2%, golfing 17.5% and working out at gym 22.5%.

The activities engaged in least frequently by respondents were: counted cross-stitch 10.8%, exercise class 13.3%, skiing, 9.2% crocheting or knitting 10%, football 11.7%, handball 4.2%, basketball 11.7%, roller-skating 5%, computer programming 7.5%, and painting 10%.

Section IV

Stress analysis

Stress and area of employment

The results indicated that hotel supervisors who work in the reservation department have the highest amount of stress; hotel supervisors who work in the front desk department, housekeeping department and banquet department have a moderate amount of stress, while hotel supervisors who work in the food and beverage department have the lowest amount of stress.

Table 59

Area of employment	Mean	Frequency
Front desk	43.1	34
Reservation	52	8
Housekeeping	43.6	12
Banquets	40.7	7
Food and Beverage	38.8	9
Other	40	36
Total	42.3	106

Table 59 indicated that hotel supervisors who work at the front desk department have a mean score of 43.1, reservation department has a mean score of 52, housekeeping department has a mean score of 43.6, banquet department has a mean score of 40.7, food and beverage department has a mean score of 38.8, and other hotel department has a mean score of 40. (See Table 59).

Stress and number of years in hospitality industry

The results indicated that hotel supervisors who are 21 years or more in their jobs have the highest amount of stress, as hotel supervisors who are between 06 and 20 years in their jobs have a moderate amount o stress, while hotel supervisors who are between 0 and 5 years in their jobs have the lowest amount of stress.

Table 60

	Mean	N
00-05 Years	38.9	46
06-10 Years	47	28
11-15 Years	43.6	19
16-20 Years	39.2	9
21 Years or more	48.5	4
Total	42.3	106

Table 60 indicated that hotel supervisors who were working between 0 and 5 years have a mean score of 38.9, 6 and 10 years have a mean score of 47, 11 and 15 years have a mean score of 43.6, 16 and 20 years have a mean score of 3.2, 21 years and more have a mean score of 48.5. (See Table 60)

Stress and leisure activities

The researcher did a correlation study to find the division of the stress level in each leisure activity. The results showed that hotel supervisors who are under a high level of stress participates in home activities and arts/culture activities more than any other activities.

Table 61

	r (correlation)	Sig. (2 – tailed)	Frequency
Social	.127	.196	106
Arts/Culture	.273	.005	106
Technology	.033	.738	106
Home	.363	.000	106
Sedentary	-0.82	.402	106
Sports	.021	.832	106

Table 61 indicated that there is a statistically significant correlation between level of stress and arts/culture activities, as the level of correlation is .273, while there is also a statistically significant correlation between level of stress and home activities, as the level of correlation is .363. The rest of the activities don't have any significant level. (See Table 61)

Reducing work stress

Table 62

The researcher did a correlation study to find the division of the stress level and all the variables that helps in reducing stress. The results indicated that the more the hotel supervisors are relaxed the less stress level they have at work and vice versa.

	r (correlation)	Sig. (2-tailed)	Frequency
Social interaction	-.133	.188	100
Takes mind off job	-.178	.077	99
Feel Healthy	-0.49	.630	98
Feel more secure	0.33	.750	97
Relaxation	-.197	.052	98
Personal self-enrichment	.027	.791	98
More active doing job	-0.39	.702	98
Feel self-confident	-0.13	.897	98

Table 62 indicated that there is no statistically significant correlation between level of stress and all the variables that help in reducing stress except for relaxation, as there is a statistically significant correlation between level of stress and relaxation. (See Table 62).

Stress and shift employed

Table 63 indicated that of the 120 respondents who work from 7a.m. to 3p.m. shift, 4.5% of the hotel supervisors perceived their work as extremely stressful, as 19.1% of the hotel supervisors perceived their work as moderately stressful, while 19.1% of the hotel supervisors perceived their work as occasionally stressful and 5.5% of the hotel supervisors perceived their work as not stressful.

Of the 120 respondents who work from 3p.m. to 11p.m. shift, 1.8% of the hotel supervisors perceived their work as extremely stressful, as 7.3% of the hotel supervisors perceived their work as moderately stressful, while 7.3% of the hotel supervisors perceived their work as occasionally stressful and 2.7% of the hotel supervisors perceived their work as not stressful.

Of the 120 respondents who work from 11p.m. to 7a.m. shift, none of the hotel supervisors perceived their work as extremely stressful, as 0.9% of the hotel supervisors perceived their work as moderately stressful, while 4.5% of the hotel supervisors perceived their work as occasionally stressful and none of the hotel supervisors perceived their work as not stressful

Of the 120 respondents who work rotating shifts, 2.7% of the hotel supervisors perceived their work as extremely stressful, as 9.1% of the hotel supervisors perceived their work as moderately stressful, while 10.9% of the hotel

supervisors perceived their work as occasionally stressful and 4.5% of the hotel supervisors perceived their work as not stressful. (See Table 63).

Table 63

	7 a.m. to 3 p.m.	3 p.m. to 11 p.m.	11 p.m. to 7 a.m.	Rotating	Total
Extremely stressful	5 (4.5%)	2 (1.8%)	0 (0%)	3 (2.7%)	10 (9.1%)
Moderately stressful	21 (19.1%)	8 (7.3%)	1 (0.9%)	10 (9.1%)	40 (36.4%)
Occasional stressful	21 (19.1%)	8 (7.3%)	5 (4.5%)	12 (10.9%)	46 (41.8%)
Not stressful	6 (5.5%)	3 (2.7%)	0 (0%)	5 (4.5%)	14(12.7%)
Total	53	21	6	30	110

Level of stress and area of employment

Table 64 indicated that Of the 120 respondents who work in the front desk department, 15.8% of the hotel supervisors perceived their work as extremely stressful, as 39.5% of the hotel supervisors perceived their work as moderately stressful, while 28.9% of the hotel supervisors perceived their work as occasionally stressful and 15.8% of the hotel supervisors perceived their work as not stressful.

Of the 120 respondents who work in the reservation department, 25% of the hotel supervisors perceived their work as extremely stressful, as 25% of the hotel supervisors perceived their work as moderately stressful, while 37.5% of the hotel supervisors perceived their work as occasionally stressful and 12.5% of the hotel supervisors perceived their work as not stressful.

Of the 120 respondents who work in the housekeeping department, none of the hotel supervisors perceived their work as extremely stressful, as 69.2% of the hotel supervisors perceived their work as moderately stressful, while 30.8% of the hotel supervisors perceived their work as occasionally stressful and none of the hotel supervisors perceived their work as not stressful.

Of the 120 respondents who work in the banquet department, none of the hotel supervisors perceived their work as extremely stressful, as 25% of the hotel supervisors perceived their work as moderately stressful, while 25% of the hotel

supervisors perceived their work as occasionally stressful and 50% of the hotel supervisors perceived their work as not stressful.

Of the 120 respondents who work in the food and beverage department, 8.3% of the hotel supervisors perceived their work as extremely stressful, as 33.3% of the hotel supervisors perceived their work as moderately stressful, while 50% of the hotel supervisors perceived their work as occasionally stressful and 8.3% of the hotel supervisors perceived their work as not stressful.

Of the 120 respondents who work in other departments, 9.8% of the hotel supervisors perceived their work as extremely stressful, as 29.3% of the hotel supervisors perceived their work as moderately stressful, while 53.7% of the hotel supervisors perceived their work as occasionally stressful and 7.3% of the hotel supervisors perceived their work as not stressful. (See Table 64).

Table 64

	Extremely stressful	Moderately stressful	Occasional stressful	Not stressful	Total
Front desk	6 (15.8%)	15 (39.5%)	11 (28.9%)	6 (15.8%)	38 (100%)
Reservation	2 (25%)	2 (25%)	3 (37.5%)	1 (12.5%)	8 (100%)
Housekeeping	0 (0%)	9 (69.2%)	4 (30.8%)	0 (0%)	13 (100%)
Banquets	0 (0%)	2 (25%)	2 (25%)	4 (50%)	8 (100%)
Food and beverage	1 (8.3%)	4 (33.3%)	6 (50%)	1 (8.3%)	12 (100%)
Other	4 (9.8%)	12 (29.3%)	22 (53.7%)	3 (7.3%)	41 (100%)
Total	13 (10.8%)	44 (36.7%)	48 (40%)	15 (12.5%)	120 (100%)

From this section we can understand the vital role of stress on the hotel supervisors in the workplace.

Chapter V

Summary, Conclusions, and Recommendations

Introduction

The purpose of their study was to investigate the perceived level of stress of various hotel supervisors and their preferred leisure activities. The study investigated the issues surrounding the elements that induce stress in the work place and if leisure can be used to eliminate work-induced stress. The following objectives were used to complete this study based on the literature and a pretest study of 1999.

1. To determine the work stress profile as related to hotel supervisors
2. To determine the types of leisure activities used by hotel supervisors in their off-work hours.
3. To evaluate the use of leisure to reduce stress for hospitality supervisors
4. To determine the positive aspects of leisure from male and female perspectives.

Data Review

The survey research was conducted during the winter of 1999 in Minneapolis Minnesota. The study comprised both full service and limited

service hotels. One hundred forty five questionnaires were distributed to supervisory hotel employees. At the end of the survey period approximately one hundred twenty surveys were returned representing an 83% return rate. It was learned that the respondents were from seven department areas: Front Office/Desk/Reception, Reservations, Banquet, Food and Beverage, Sales, Catering, Housekeeping and Human Resources. The respondents indicated a variety of years employed in the hotel industry. The largest group at 45% had only 5 years of hotel experience followed by the second largest group of 6 to 10 years of experience or 25% of the respondents. Eighteen percent indicated they had 11 to 15 years experience with 16.9% indicating they had more than sixteen years experience. It was learned that the respondents worked a variety of shifts with the majority working between 7 am and 3pm (44.2%). The next largest group at 25% found that respondents worked a variety of shifts. The second shift, 3 pm to 11 pm, was indicated by 17.5% and 5% indicated they worked the 3rd shift from 11 pm to 7 am.

Demographics

The data analysis found that 46.7% were male and 53.3% female and that 35.8 were married and 41.7% were considered single. The analysis also indicated that 20% of the respondents indicated they were divorced. Of the 120 respondents the largest group was the 31-40 age group at 32.5% followed by the

18 to 25 age group at 24.2%. The third grouping was the 41 to 50 category at 21.7% followed by the 26 to 30 category at 17.5% and 3% for those 51 or older. The data analysis indicated that 77.5% of the total respondents were working full-time, 10% were working part-time and 8.3% worked at more than one job.

Discussion of major findings

The findings of this study are appropriate only for the interpretation in the metropolitan area of Minneapolis, St. Paul and Bloomington Minnesota. The study has found that there seems to be a relationship between the value attributed to leisure and the perceived work stress level. Employees who experience a high work stress utilize leisure to relax and take their minds off work. It seems that those employees that engage in physically active leisure activities indicate a lower work stress level, which parallels the literature.

The analysis indicated that leisure activities by definition and type or style varies by individual. The leisure activities that most respondents used during the work were watching television, browsing the Internet, shopping, jogging, walking, going to church and listening to music. Many of the preferred activities are by definition considered sedentary while some of the activities do have physical-aerobic-active nature. Some of the more popular leisure activities such as roller skating, racquet ball, basketball, tennis or team sports were not indicated by the respondents as expected to reduce stress. What the respondents did indicate

that leisure helped them to reduce stress, makes them feel more healthy and relaxed. Leisure also keeps their minds off their job and makes them feel more self confident and individually secure as a person.

Restatement of the research objectives

Results of the study as they compare to the study objectives are as follows:

Objective #1: was to determine the work stress profile as related to hotel supervisors. Section B in the survey was used to determine the stress profile. A summary analysis of objective number one found that hospitality supervisors feel that they are under moderate amounts of stress, and indeed the results indicated that they are under a moderate amount of stress. Another point is that most of the hospitality supervisors like their jobs, have good relations with their superiors, involving, friendliness, trust, and respect.

Another critical point is that most of the hospitality supervisors have goals in their lives, as they know exactly what is expected of them, and have an interest in what they are doing. The results also indicated that the employer might have a greater role in reducing stress for the hospitality supervisors by making every one of them feel as though they are an important aid to the hotel and helping them to use their leisure time in a more vital way.

The data analysis finds that hotel supervisor who work in the reservation department have the greatest amount of stress, while those employed in the front

desk, housekeeping and banquet departments have moderate levels of workplace stress. Those employed in food and beverage seems to have the lowest level of stress. Tables 15 to 41 show the interpersonal situation, physical condition, and job interest for the hospitality supervisors during work hours. This will help us to understand whether or not the hospitality supervisors are under stress.

Objective #2: was to determine the types of leisure activities used by hotel supervisors in their off-work hours. Section C in the survey was used to determine the types of leisure activities used by hotel supervisors in their off-work hours. A summary analysis of this objective number two found that hotel supervisors did an array of activities outside the workplace. It was in many ways indicated that they did multiple activities. The activities engaged in most frequently by respondents were: Inviting friends to home 48.3%, visiting with friends, listening to music 53.3%, watching TV 67.5%, attending movies 54.2%, jogging or walking 42.5%, reading 55.8%, shopping 39.2%, going to church 40.8%, drinking at bar 41.7% and browsing the Internet 40.8%. The activities engaged in moderate frequently by respondents were: Swimming 20%, bicycling 19.2%, daydreaming 27.5%, playing cards 38.3%, bicycling 19.2%, team sports 19.2%, bowling 13.3%, Swimming 20%, fishing 18.3%, volunteer work 16.7%, photography 18.2%, golfing 17.5% and working out at gym 22.5%. The activities engaged in least frequently by respondents were: Counted cross-stitch 10.8%,

exercise class 13.3%, skiing, 9.2% crocheting or knitting 10%, football 11.7%, handball 4.2%, basketball 11.7%, roller-skating 5%, computer programming 7.5%, and painting 10%. Tables 42 to 50 indicate the complete list of leisure activities.

Objective #3: was to evaluate the use of leisure to reduce stress for hospitality supervisors. The last question in the survey was used to determine the use of leisure to reduce stress for hospitality supervisors. A summary analysis of objective number three found that hotel supervisors are stressed at various levels. It seems that stress varies from department to department and shift to shift. Tables 59 and 63 show the level of stress by department and shift.

Objective #4: was to determine the positive aspects of leisure from male and female perspectives. Section A in the survey was used to determine the positive aspects of leisure from male and female perspectives. A summary analysis of objective number four determined that both men and women maintain some type of workplace stress. The responses varied by department and shift but in general were uniform in the categories outlined in the survey instrument.

Results analysis

The analysis of the data indicated that both male and female supervisors encounter workplace stress. Men perceived their work to be more stressful than women did. Men rated stress higher in the moderate category while female

supervisors indicated work to be occasionally stressful. It was also noted that depending on the department worked it seems that stress can vary significantly. For example those associated with housekeeping indicated at 69% that their work environ is moderately stressful whereas those working the traditional 3rd shift found their work environment to be less stressful overall.

When the supervisors were asked to comment on the use of leisure to reduce stress, 25.8% of the population indicated that leisure helps them to reduce workplace stress in a variety of ways. The effect of leisure on the supervisor was indicated in various questions in the survey. The respondents indicated that leisure enable them to feel healthier, take their minds off their job and enable social interaction. The respondents also indicated that leisure activities makes them feel more secure, enables relaxation, feel more self enriched and confident.

The key issues that this research uncovered is that most of the hospitality supervisors within this study have encountered or are under moderate amounts of stress. Even with the stress and demands of service employment in hotels, the supervisors indicated that they like their jobs and maintain a strong working environment based in trust and respect through communication. Stress management and reduction seems to have a real impact on the workplace, the analysis indicated that supervisors do in many ways choose to participate in a variety of activities that reduce stress. These activities seems to vary by gender

but are uniform in that the majority of the supervisors did in fact participate in some type of leisure activity.

Recommendations:

Based on the findings of the study and observations drawn by the researcher the following recommendations are offered to supervisors, industry and for future research.

The Hotel Workplace:

It is essential that all employees be offered a work environment that enables the employee to perform their assigned responsibilities. As the hospitality industry in general is demand based and stressful, workplace situations need to be designed to enable the employee to perform effectively while not developing workplace stress that transits into the individuals personal life.

Employees in hotels or hospitality service need to be provided options to discover both individually and group activities that promote stress reduction. The hotel industry of the new century needs to realize that workplace stress can ultimately lead to high turnover if stress-inducing elements are not eliminated from work place routines.

Hotels have and should continue to develop internal programs to offset stress agents in the workplace. Fitness courses, scheduling that enables family

affairs to be taken care of and an open and responsive workplace can enable individual and groups of workers.

The Hotel Worker:

The literature noted how the individual worker needs to evaluate their lifestyle and determine methods to improve upon stress related issues from work and at home. The literature also noted how essential it was to define individual stress issues to reduce potential long-term problems caused by workplace stress.

From this study it is apparent that personal or individual involvement in leisure activities reduces stress and enables facilitates an emotional and healthy well being. This view is supported by the literature and confirms that a proactive nature to reduce stress is essential and that hotel supervisors do appear to use this approach to reduce individual stress as it relates to their employment. Hotel supervisors should consider all options that could lead to stress management and a healthy life style.

Continued Research

The researcher recommends that this study or research similar to this research be replicated on a regional and or national basis. As this study has a limited scope and cannot be generalized to supervisors outside the identified region. This study could be replicated using all staff or select staff groups to better learn the issues that surround stress in the hospitality-hotel workplace.

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APPENDICES

Appendix A:
Cover Letter of Questionnaire

APPENDIX A

COVER LETTER OF QUESTIONNAIRE

Ayman Amin
6450 67th Ave. N. # 201
B.K. P.K., MN 55428

Dear Hotel Employee,

My name is Ayman Amin. I am a graduate student in Hospitality & Tourism at UW-STOUT in Menomonie, Wisconsin. For my Master's thesis I am conducting a study on stress and leisure of hotel employees. I would appreciate your taking 5-10 minutes to fill out this survey. All responses are totally anonymous and confidential. You may omit answers or stop participating at any time.

When you have completed the survey, please put it in the mailbox at the front desk.

Thank you for your time and cooperation.

Sincerely,

Ayman Amin

APPENDIX B:
QUESTIONNAIRE

APPENDIX B

QUESTIONNAIRE

Leisure Time Activities Study for Hospitality

Employees

A-Demographics for Hospitality Employees

1-Would you rate your stress level at work as: (check only one)

- Extremely stressful
- Moderately stressful
- Occasionally stressful
- Not stressful

2-Gender:

- Male
- Female

3-Martial Status:

- Single/Never Married
- Married
- Divorced
- Widowed
- Separated

4-Age:

- 18-25
- 26-30
- 31-40
- 41-50
- 51 or older

5-Number of children:

- 0
- 1
- 2
- 3
- 4

6-Area of Employment:

- Front desk
- Reservation
- Housekeeping
- Banquets

7-Shift Employed:

- 7a.m.-3p.m.
- 3p.m.-11p.m.
- 11p.m.-7a.m.
- Rotating

Food and Beverage

Other: _____

8-Employment Status

I am employed full-time

I am employed part-time

I have more than one job

9-Number of years in Hospitality industry:

0-5 6-10 11-15 16-20 21 or more.

10-What is your education level?

Less than high school

High school

Some college/jr. college/technical or trade school

College graduate

Post graduate

Masters / Doctorate.

11-Including yourself, how many people are in your immediate household?

1 2 3 4 5 6+

12-What is your approximate gross family income?

Less than 10,000 10,001 to 15,000 15,001 to 20,000

20,001 to 25,000 25,001 to 30,000 30,001 to 35,000

35,001 to 40,000 40,001 to 45,000 45,001 to more.

13-Would you consider your household to be a two-income household?

Yes

No

B-Work stress profile for Hospitality Employees

The following statements describe work conditions, job environments, or personal feelings that hospitality workers encounter in their jobs. After reading each

statement, put a number from 1 to 5 in front of each statement that best reflects the working conditions at your place of employment. If the statement is about a personal feeling, indicate the extent to which to which you have that feeling about your job. The scale markers ask you to judge, to the best of your knowledge, the approximate percentage of time the condition or feeling is true.

- **1= Never = not** at all of your work conditions or feelings
- **2= Rarely** = the condition or feeling exists about **25%** of the time
- **3= Sometimes** = the condition or feeling exists about **50%** of the time
- **4= Often** = the condition or feeling exists about **75%** of the time
- **5 = Most times** = the condition or feeling is virtually **always** present

◆ **My Interpersonal**

- ___ Support personnel are incompetent or inefficient
- ___ My job is not very well defined
- ___ I'm not sure of what is expected of me
- ___ I'm not sure what will be expected of me in the future
- ___ I seem to be able to talk with my superiors
- ___ My superiors seem to care about me as a person
- ___ There is a feeling of trust, respect, and friendliness between my superiors and me
- ___ I feel as though I can shape my own destiny in this job
- ___ I feel that my educational background is just right for this job

◆ **My Physical Condition**

- ___ My physical work environment is crowded, noisy, or dreary
- ___ My Hospitality workload is never ending
- ___ The pace of work is too fast
- ___ There is no time for relaxation, coffee breaks, or lunch breaks on the job
- ___ At the end of the day, I am physically exhausted from work
- ___ I have to take work home to keep up
- ___ Support personnel are too few
- ___ I'm not sure of what is expected of me
- ___ I leave work feeling burned out

◆ **My Job Interest**

- ___ The complexity of my Hospitality job is enough to keep me interested
- ___ My job is very exciting
- ___ My job is varied enough to prevent boredom
- ___ I seem to have lost interest in my Hospitality work
- ___ I feel as though I can shape my own destiny in this job
- ___ I leave work feeling burned out
- ___ I would continue to work at my job even if I did not need the money
- ___ I'm trapped in this job
- ___ If I had it to do all over again, I would still choose this job

C- Leisure Studies for Hospitality Employees

Instruction: Please circle off all those items that you have a regular commitment to participate in, and you do it on a regular basis.

◆ **Activity**

Sports

- | | | |
|------------------------|---------------------|---------------------|
| ___ Golfing | ___ In-line skating | ___ Tennis |
| ___ Jogging or walking | ___ Volleyball | ___ Basketball |
| ___ Swimming | ___ Softball | ___ Bicycling |
| ___ Skiing | ___ Bowling | ___ Work out at gym |
| ___ Exercise class | ___ Fishing | ___ Racket ball |
| ___ Boating/Sailing | ___ Hunting | ___ Football |
| ___ Roller skating | ___ Diving | ___ Handball |

Sedentary

- ___ Sewing
- ___ Crocheting or Knitting
- ___ Counted Cross Stitch

Home

- ___ Inviting friends to my home
- ___ Visiting with my friends
- Internet

Arts/Culture

- ___ Attend Movies
- ___ Play cards
- ___ Play music
- ___ Painting
- ___ Watching TV
- ___ Reading

Social

- ___ Drink at Bar
- ___ Team sports
- ___ Volunteer work
- ___ Going to Church

Technology

- ___ Browsing the

___ Visiting with my Neighbors ___ Shopping ___ Computer programming
___ Day Dreaming ___ Listen to music ___ Photography
___ Cooking or baking (for fun!)

___ Other: _____

___ Other: _____

___ Other: _____

◆ **Considering the activities you checked, please rank in value the following items that helps reduce work stress. Please use the scale below**

- **1= Never = not** at all of your work conditions or feelings
- **2= Rarely** = the condition or feeling exists about **25%** of the time
- **3= Sometimes** = the condition or feeling exists about **50%** of the time
- **4= Often** = the condition or feeling exists about **75%** of the time
- **5 = Most times** = the condition or feeling is virtually **always** present

___ Social interaction ___ Relaxation
___ Takes your mind off your job ___ Personal self-enrichment
___ Feel healthy ___ Makes me more active in doing my job
___ Makes me feel more secure ___ Makes me feel self-confident.

___ Other: _____

◆ **Your written comments are valued:**

Thanks a lot
Ayman Amin

APPENDIX C

Charles Kettering Statement

APPENDIX C

“Research is a high-hat word that scares a lot of people. It needn’t. It is nothing but a state of mind. A friendly, welcoming attitude toward change. It is the problem-solving mind as contrasted with the let-well-enough-alone mind. It is the tomorrow mind instead of the yesterday mind.” Charles Kettering.

