

# The Factors Effecting Hotel Employees' Attitudes Towards Change

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## Summary

In this study, factors that effect hotel employees' attitudes towards change have been researched. For this purpose, the relationships among managers' charismatic leadership, employees' affective commitment to organization, cooperation among employees and, attitudes towards change have been examined. Data from 378 hotel employees were analyzed. As a result of data analysis it was found that employees' cooperation, affective commitment and charismatic leadership affected their attitudes towards change.

**Keywords:** attitudes towards change, charismatic leadership, affective commitment, cooperation among employees, hotel establishments.

## 1. Introduction

The hotel employees' attitudes towards changes has been an important research topic. Because, perceiving changes in markets and having a competitive structure is highly important for them. Intensive competition in service market requires hotel employees to have positive attitudes towards changes. Employees' quick adaptation to innovations provides organizations with various, fast, attainable, high quality and low cost production. Organizations make innovations come true by changing their organization structures, products, services, production techniques and distribution channels. Organizations keeps their very existence (Siduaw et al., 2006) and gain competitive power (Eryılmaz, 2005) by following innovations and changes. Openness to innovations and changes makes employees innovative above average (Basim et al. 2008). Changing existing routines, finding new solutions to problems other than traditional methods, simplifying jobs, developing new services or new applications for existing services are of innovative behaviors of employees (Amo, 2006). Thus, factors that may affect employees' attitudes towards changes gain importance as research topics. Managers' charismatic leadership behavior, employees' affective commitment to organization and, cooperation among employees are of major factors that might affect employees attitudes towards change.

## **2. Charismatic Leadership, Cooperation, Affective Commitment and Attitudes Towards Change**

Charismatic leader affects followers by his extraordinary (charisma) skills (House, 1976). This effect is unique for any leaders. Charismatic leader inspires and motivates his followers. Leader strengthens organizational values by bringing attractive vision to the organization (Choi, 2006). Leaders' powerful impact becomes a phenomenon and has a key role in employees' acceptance to changes (Oreg and Berson, 2011). For example, managements' support becomes an important factor in marketing personnel's adaptation of technological applications for clients (Pietro et al. 2014). Thus, it can be said that charismatic leadership of managers may have influence over employees' attitudes towards change. Meyer and Allen (1991), categorized organizational commitment into three dimensions. Affective commitment is one of them. It refers to employees' commitment to organization affectively and staying in the organization. The other one is normative commitment.

It refers to acceptance of employee to stay in the organization as a part of his or her responsibilities. The third one is continuance commitment. The employee thinks that it would be costly to him or her if he or she quits the organization. There is evidence on the employee highly committed to organization have more voluntary behavior in participating innovations and changes. But, there found an indirect association between employees' organizational commitment and attitudes towards change (Madsen et al., 2005). Organizational cooperation among workers refers to cooperation of employees in order to successfully complete the given tasks in the organization. Cooperation becomes an important factor in the success of organizations (Zeffane and McLoughlin, 2006). Employees in a cooperative environment will tend to have more positive attitudes towards innovations and changes in technology (Canter and Graf., 2004). Change means bringing something from a level to another. Continuous change means non-stop change in any issues related to person or organization. Employees' attitudes towards change refers to cognitively perception, affectively responding and behavioral application of person (Dunham et al. 1995). Three research alternative hypotheses composed are below:

**Ha1 :** Managers' charismatic leadership positively affects employees' attitudes towards change.

**Ha2 :** Affective organizational commitment positively affects employees' attitudes towards change.

**Ha3 :** Cooperation among employees positively affects employees' attitudes towards change.

## **3. Method**

Primary data were gathered by having participants completed a questionnaire of research scales. Research data have been collected on one time. The relationships among research variables were analyzed by using correlation and regression analyses as quantitative techniques in SPSS.

### **3.1. Measures and Data Collection**

Data used in the study were collected from 5 hotels' 378 hotel employees in Antalya. Affective commitment was measured by using Turkish translation of Meyer and Allen (1997)

s Organizational Commitment Scale. Charismatic leadership was measured by using Turkish translation of Conger et al. (1997)'s Charismatic Leadership Scale. Attitudes towards technological change was measured by using Turkish translation of Dunham et al. (1989)'s Attitudes Towards Changes Scale with 18 statements. Cooperation Among Employees was measured by using hybrid scale of 8 statements from Turkish translation of both Lester Scott W. et al. (2002) and Campion et al. (1993)' s scales.

### 3.2. Analyses

Correlation and regression analyses are applied to data. The correlation analysis with the average values of variables, standart deviation and alpha coefficients is illustrated in Table 1. Since the test of alpha coefficients of variables resulted over 0,70, it can be said that the scale is reliable (Nunnally, 1977). There found correlations in the analysis.

Table 1. Correlation, Standart Deviation, Mean, Reliability (Alpha)Coefficiencies

	M.	S. D.	Alpha	1	2	3	4
1.Charismatic leadership	5,2627	,94485	,938	1			
2.Affective commitment	5,2884	1,27781	,729	,421**	1		
3. Cooperation	5,5805	,93183	,907	,558**	,587**	1	
4. Attitudes toward changes	5,5440	,79574	,733	,191**	,260**	,349**	1

\*\*  $p < ,01$ (two sides). M: Mean, S.D.: Standart Deviation

Regression analyses outputs are illustrated in Table 2. Employees' attitudes towards change as dependent variable is positively affected by managers' charismatic leadership, affective commitment and cooperation as independent variables. Hypothesis 1,2 and, 3 were supported.

Table 2. Regression analyses, (dependent variable is attitudes toward changes in technology)

	Model 1		Model 2		Model 3	
	$\beta$	t (p)	$\beta$	t (p)	$\beta$	t (p)
Charismatic leadership	<b>,191</b>	<b>3,765(,000)**</b>	,099	1,803(,072)	-,017	-,296(,768)
Affective commitment	-	-	<b>,218</b>	<b>3,984(,000)**</b>	,087	1,489(,151)
Cooperation	-	-	-	-	<b>,307</b>	<b>4,666(,000)**</b>
F	14,175**		15,302**		18,024**	
R <sup>2</sup>	,036		,075		,126	
Adjusted R <sup>2</sup>	,034		,071		,119	

\*\* 0.01 significant

## 4. Conclusion

Results showed that cooperation among employees has major impact on employees attitudes towards change. Besides, affective commitment to organization and charismatic leadership has moderate effect on attitudes towards change. It was found that hotels with an organizational culture in which cooperation among employees is supported accelerates changes. Good communication among employees positively affects attitudes towards change

as it helps improve cooperation. It was observed that the perception of hotel managers' charismatic leadership has effects on attitudes towards technological change. The findings in hotels on the positive relationship between the charismatic leadership perception and employees openness to changes is similar with the findings of previous research (Basu ve Green, 1997). Again, the findings on positive effects of hotel employees affective organizational commitment on their attitudes towards technological change has similarity with Madsen et al (2005)'s research findings which proves a relationship between organizational commitment an openness to change.

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