

SUSTAINABLE DEVELOPMENT AND STRESS MANAGEMENT IN LOCAL ENTERPRISES - WITH PARTICULAR EMPHASIS IN THE REGION OF DUKAGJIN – IN THE COMPANY VEV-GRUP IN PEJA

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Abstract

Recently, in the management environment the discussion has been raised on the stress at work, factors causing it, and the ways how to manage it. Intensity, variety, and different needs of employees are the main factors of stress at work. Stress is a specific and unavoidable effect of life in the modern technological society. Researches indicate that in developing countries the current stress level is the highest. Experience shows that even in poor countries and transition countries stress is increasing. In the conditions of our country, stress is directly impacting in work productivity. Thus, we see the necessity to manage it. Moreover, the essence of this research is the analysis on the impact of stress management in the service scope of VEV-grup enterprise in Peja.

Key words: Stress; Enterprise; Management; Stressors; Economy; Globalization.

JEL classification: Z; Z1; Z10

Introduction:

Today in the economical globalization time, with more open markets and rapid technological development, the main challenge of world policy-makers is connected to the question: 'How to enable this development to be sustainable in a long-run, at the same time fair in the social aspect, to be acceptable for environment, and less stressful for particular subjects. However, stress phenomenon as quite a complex category and the differences it causes to the human personality are not new issues now, especially when reviewed and analyzed through the historical aspect. The simultaneous fulfillment rate of the issues raised above is the best indicator of the so-called sustainable development, which started years ago and took concrete form in the report of 1987 of the World Commission on Environment and Development. It was created from the United Nation Organization precisely to consider economical growth and environmental issues related to this growth for a long-run period. In this report, sustainable development was defined as 'development which meets the needs of the present, without compromising the abilities of the future generations to fulfill their needs in the future'.

Significant factors of the contemporary world in specific are considered concerns and anxieties at working place caused by the effect of international economical competition. Nature, dynamic, and volume of this competition have led to ruthless market struggle of corporations. Being aware that international economical competition is focused in main industries in the United States of America, European Commission, Europe, Japan, etc. therefore stress as a complex phenomenon is studied much deeply in these countries. .

It is to be considered that the main research aim in this paper work is presentation of ways for stress management in the company VEV – Grup. These researches show collected data on the stress volume level of employees in VEV-Grup, even after several measures were undertaken for stress prevention. At the end of this chapter in brief I have given some recommendations to be undertaken for the said company with the purpose to treat this studied phenomenon more efficiently and successful. Due to the specific of our study subject, we have used the questionnaire and analysis method which enabled presentation of data, given in charts and graphics. In addition, data has been collected as a result of the proved

hypothesis through statistical parameters, which are expressed in percentage as an identification result of all collected responses from correspondents.

In the comparative sense, this topic has automatically derived the necessity to treat the aspect of strategic leadership with this phenomenon, facing stress, meaning stress balance, connection between stress coping, performance, inappropriate encountering and sustainable development. In this part, meaning of stress management is more concretely treated in the organization, respectively the necessary steps to be taken for its successful management. Moreover, there has also been included stress at work and its impact in the increase of employment cost. Without wishing to analyze deeply reasons and factors of stress, they have been mentioned superficially. Due to significance of topic, the way of stress management in the organization has been elaborated more deeply, and the activity of the manager to limit stress in the enterprise. Special attention has been given to the managing activity of stress prevention in the organization. In this function initially search of stressors has been analyzed, management of physical stressors, lighting level, noise, vibrations, etc.

Stress management in globalization conditions in the enterprise

It is to be assessed that not only Kosovo authors, but also theorists from Albania, do not provide specific information for stress management. All books and publications dedicated to management as a science and management of human resources require from managers in a general aspect to treat human personality, and depending on their complexity to compose specific managing forms for them to feel good during the work process.⁴⁸¹ Regardless of the definitions of our authors, finding a general and acceptable definition for all theorists and scientists on the stress phenomenon has almost been ascertained as impossible.⁴⁸²

⁴⁸¹ Z. Koli&Sh.LLaCI "Management of Human Resources" pg. 11, Tirana, 2003

⁴⁸²In scientific literature dealing with the meaning of the word stress we can ascertain that it refers in specific cases to the specific condition of human , which manifest itself as suffering, ill conditions, reflection to negative occurrences as a response to different incentives, anxieties. In other words it means the individual perception for a kind of individual danger which manifests with the reaction of avoidance, depending on the physiological, psychological reaction of behavior and health of an individual. Difficult occurrences and responses to stress are not the

This is due to the fact that only some branches and scientific disciplines deal with the study of this nature. Since this paper work has at focus human stress management in economical life and economical sense, we see it as reasonable to analyze it briefly from several dimensions. Human resource management imposes managers that except the knowledge on the economic field, its branches and activities, to have also sufficient abilities and knowledge for the specifics of stress, its kinds, nature and dimensions. Managers and human resource management in particular situations are considered as stress generators and raise the necessity to be studied in such a way that work management would be acceptable.⁴⁸³ With the purpose to understand the stress phenomenon much closer we will try to treat it in several dimensions. Therefore this term is referred to:⁴⁸⁴

- Unconscious, physiological, or reflexive reaction to occurrences or situations which prepare the body 'to fight or run away'. Natural attitude with this reflex allows body and mind to return to the normal balanced condition.
- Reaction to increase or compilation of occurrences or situations (stressors) that require from the individual to perform work beyond the 'normal' limit of their capacity. Body and mind is not given the chance to return to balanced, relaxed condition.

In essence, stress management is done by eliminating, minimizing or preventing factors that cause it. Considering that this is not a simple process, but a complex one, stress management requires undertaking concrete steps of technical, organizational, or social character, foreseen in the action plan of each subject. Public subjects as a whole, as well as private ones should aim as priority to take such steps to prevent stress, because costs and respective impacts are much more efficient. Here are some of the requirements that stimulate stress management at work and which should be considered by any manager:

- ✓ Synchronization or balance of work loads with capacities.
- ✓ Organization of work so that it would stimulate employees' opinion and to use their abilities rightly.
- ✓ Clear role assignment for each employee to achieve organization target.
- ✓ Creation of possibilities to participate in decision-taking of significance for their job.
- ✓ Clarification of perspectives for career development and employment.

only cause of these individual difficult and tension forms, but also they are important for the beginning of anxiety or acceleration of the tension process. Individual concerns and tensions of any nature have significant implications for the organizations, because they can manifest in different forms of organization, suffering and tension.

⁴⁸³Taken from <http://kosova.info/2010/04/stresi-dubet-menaxhuar-dhe-jo-luftuar/> **Stress should be managed and not fought Prishtina. 14 April 2010** – In the Red Hall, organized by "AKEA" tribune of "How to manage stress?" lecturers Dr. Ferid Agani, Mr. Rrahman Ferizi and Halil Avdulli

⁴⁸⁴Kutllovci, E. "Management of human resources", Prishtine 2004, page. 167-179.

- ✓ Stimulation of possibilities for interactions and social activities with employees.

Thus, stress management is an issue which should be an important element of objectives and plans of public and private subjects. However, so far this is an occurrence that does not include the management scope, or its elements are performed spontaneously. In general, managers are more likely to implement strict disciplinary measures rather than minimize or eliminate factors causing stress, thus increasing the overall cost of employment. Reasons that could create stress are numerous and can be related with the internal work environment, as well as with other external political, health, family factors, etc. The effort to investigate factors that cause stress has resulted with the following classification: Additional work intensity, lack of regenerating factors at work such as short work breaks, possibilities to eat or have coffee.

Factors that impact at work stress⁴⁸⁵:

Work intensity, lack of regenerating factors at work such as short work breaks, possibilities to eat and have coffee, manager's conflict style, inappropriate use of disciplinary measures, increase of hierarchy and authority beyond reasonable limits, insecurity at work, complicated management structure and reporting, inappropriate salary system and which does not consider the realistic contribution of each employee, in the conditions of poor countries and in transition countries stress is increasing.

Factors of stress management in an organization

Preventive stress management is an organizational philosophy set on the basis of principles that implement specific methods for the promotion of individual health and organizational health by preventing individual and organizational suffering. Prevention management in medicine focuses in the symptoms or risks from possible diseases and particular health dangers.⁴⁸⁶ Management strategies of stress prevention if modified with medical ones would perform positive effects for the organization and employees. The crucial elements of this prevention strategy could be concluded on this basis: early identification of requests and stressors, immediate responses to stress; and specific treatment of more difficult forms. Modifying the notion of prevention strategy leads to three action phases as initial, medium, and high. Initial, respectively primary prevention, aims at changing requests or stressors people are subject to at work. Medium prevention aims at changing both individuals and organization in order to respond to necessary and inevitable requests of work and organizational life. High or tertiary prevention, that is therapeutic, aims at treating groups and organizations in the psychological aspect of behavior or medical concerns that individuals could face. Management of stress prevention is the framework, respectively the strategy that we propose for

⁴⁸⁵Kutllovci, E. "Management of human resources", Prishtina 2004, page. 167-179.

⁴⁸⁶Power of prevention medicine was found in the development of prevention strategies in order to address health dangers (primary prevention), symptomatic illnesses (secondary prevention), and symptomatic illnesses (tertiary prevention).

compilation, organization, implementation, and assessment of intervention for stress management in organizations.



Chart 3.

Search of stressors in organization

There are four important categories of requests and stressors in organizational units.⁴⁸⁷ The first big category has to deal with the so-called physical stressors, composed of the effects of elements placed in a limited environment. Concerns and stressors occur in very small places with very little free space. The second category is the duties coming from request and stressors. Each work is composed of a special group of tasks, procedures and activities assigned to an employee who is busy at work. The task, respectively the requests become a source of stress and often vary from stressors due to the origin of the task, alongside with orientation and work overload. Each experience in one time or another are considered as requests or tasks. All stressors and tasks are based on the nature of work. The third group of stressors is composed of the request role related to the compilation process of taking a role in the organization. With an organization role it is defined the specific method which typically is directed to others in the work environment. Inoperative aspects of this typical leader and his/her role in the decision-taking process could be a stress source for an individual. Finally, there are several tasks and stressors that require commitment and interaction in order to articulate actions properly. All four groups of requests require a response from the individual, therefore they generate stressors.

The case of study

From the study done in the company VEV-Grup in 2011, we found that the most part of employees are exposed to stress. Even though we received positive answers from the questionnaire, in reality it turns out that employees are stressed due to long working hours, additional tasks they have to perform even if they are not part of the current tasks, bad communication between staff and teams, information uncertainties, unclear description of current work tasks and responsibilities, and dissatisfaction with their leaders or supervisors. Nevertheless, we found that there

are two kinds of stress in this company, positive and negative ones. This leads to the divide of employees into two groups in the company, to those who manage stress within themselves and turn it into their favor for their own professional profit, and the group of those who become depressive persons and cannot use it on their own favor and run away from their profession. Also, we can say that there is another part of persons who do not have a chosen family status, or have family conflicts, having into consideration the global economical crisis which is causing not only professional stress for human resources but also an impact in private family life, and which pushes people to leave home and work even in longer hours. Today it has to be worked dynamically, and considering that both man and woman work, then stress is exposed even higher to families.

The most affected from the stress phenomenon in company VEV-grup are: security of company, distributors and managers of medium and high hierarchy management of the company (supervisors). In order to elaborate well the issue of stress management and assessment, and identification of stressors in VEV-Grup company, we have focused in a closer discussion, respectively a debate on the responses taken from employees, because according to our opinion their responses are not sincere for particular reasons. Out of the total number of the interviewed on the question whether there is a human resource manager in their company, 70% answered YES and 20% answered NO, whereas 5 % of them were not aware of this process. It has to be mentioned that the other 5% did not answer at all, (as shown in chart 1). Being based on these results and on the reality that VEV-Grup does not have HR Manager, then we can say that this company lacks good information of employees and they are not informed at all about their rights to require real and rational evaluation. Out of the total number of the interviewed whether there is a human resource manager and if they know what his task are, 70% answered YES and 20% were not aware of the existence and the task of HRD manager. 10% of them did not answer at all. The problem is that the personnel is not informed on the management hierarchy of the company.

Out of the total number of the interviewed whether they are satisfied with their job, 80% are very satisfied, 20% are considerably satisfied, whereas during the interview we have notices that a considerable part of the interviewed are satisfied with their job not because they like it, but because they are paid relatively well. We think that this fact is a potential source for stress. Meanwhile, another part do not fit on the job they do because they are more qualified, but due to the crisis and transition era in our country, they have to be willing to work at any position and level, regardless of salary or satisfaction at work. In addition, we ascertained here as well with great confidence that this condition is a certain and dangerous stress source. From the total number of the interviewed on the question whether they have a clear work description, 100% of them answered YES. Therefore employees in this company are less stressed because everyone knows their tasks. There is a work description, but there are cases when employees are enforced to work overtime or hours out of the norm they are

⁴⁸⁷ Cunningham, J. Barton "The stress management sourcebook", Second Edition, faqe.27, 2000 USA.

paid for. In their work description and even on the job application it does not say that they have to be available to work overtime. From the total number of the interviewed whether their performance is evaluated, 95% answer YES, 5% are not sure whether their work is evaluated. In order to achieve maximum results employees are motivated in different forms and their performance is evaluated, but not everyone is informed about this. From the total number of the interviewed on who makes the performance evaluation, 40% answered 'the owner', 30% answered 'head of sector', and 20% 'director of company'. From the total number of the interviewed of who makes the performance evaluation? 40% answered 'the owner', 30% 'head of sector', and 20% with 'director of company'. Here we are dealing with different performance evaluations from different persons depending on the employees' work sector, and 10% answered that their work evaluation is done by HR manager. There is a diversity of answers that shows that employees are not informed on who exactly does their performance evaluation.

From the total number of the interviewed on the question of how often per year is performance evaluation done, 89% answered with 'once a year', 10% with 'sometimes a year', and 1% have no answer. According to this, it turns out that most part of employees are aware of their performance evaluation in the company. The entire staff of VEV-Grup is informed for the time of performance evaluation and how many times it is done per year. From the total number of the interviewed on the question whether they get rewarded if they show good performance and results, 100% answered YES. This company has different forms of rewards and every employee is aware of that, but the main problem is that the reward is the same for everyone, that's why there is a kind of uncertainty for employees. Out of the total number of the interviewed on the question of how are they rewarded, 65% are rewarded materialistically-financially and a gratitude, 10% with advancement at work, whereas only 5% are rewarded with a gratitude. As mentioned above, on the previous answer for the same reward for all employees, and based on the received answers we see clearly employees' wishes how to be rewarded. Out of the total number of the interviewed on the question whether their performance is appreciated, 90% of employees said that their performance is satisfactorily appreciated, 10% say that their work is a little appreciated. The above mentioned rewards are a result of this and the truth is that VEV-Grup company appreciates employees' performance. Out of 100% of employees, 10% think that their performance is not sufficiently appreciated with the reason that they have higher qualifications and the level they work in is not appreciated enough and as deserved. Out of the total number of the interviewed on the question of what would they like to appreciate on them? 70% answered with 'commitment to work' because they work in the production sector and have to be precise on what they do, and also in the finance sector of VEV-Grup company, whereas 29% answered 'for skills on product sale' because they are part of the group of salesmen and distributors for products of VEV-Grup, 1% did not give any answers. Through the received answers from this question we get to see that

there is a diversity of employees' wishes to be considered or evaluated by others. As we can see, none of the employees is satisfied with evaluation, and neither with rewards they receive. Out of the total number of the interviewed on the question whether they are bothered from people's disagreements, 50% answered YES, because work in this company is performed in groups and disagreements cause problems in incomes. The rest of 50% answered 'to some degree' because their work is mostly individual and they deal with transport of products. All employees are concerned for eventual disagreements between colleagues. It causes stress and a considerable number of employees are not able to work and give positive results if they are under the effect of stress, thus they miss the reward. Therefore, everyone tries to avoid and flee from eventual conflicts or disagreements in the company. Out of the total number of the interviewed on the question of how is the relation between the managers in company? 80% of employees answered 'very good', 18% said 'relatively good', 1% said 'not very good', 1% did not give any answers. Here we found out that in this company there is good cooperation between employees and managers, regardless of the management hierarchy in company. This generates satisfactory results for VEV company. The issue rises on the relation between managers and owners being closer and friendlier to each other rather than professional. The reason for such a relation is because most part of employees are family, in other words it is a family business. Therefore, there are also dissatisfactions from the side of employees because due to family relations managers cannot make a fair performance evaluation; therefore employees are not satisfied with that current situation in the company. Out of the total number of the interviewed of how their relations are with the client, 75% answered with 'very good', 20% 'relatively good', 4% gave no answer, and 1% said not very good. From this, it turns out that for VEV company the client is the king, and employees have to obey to client's request. According to the received answers, we see that there is a high number of employees who have good relations with the clientele. Another result of this is also satisfactory turnover of annual incomes in the company.

Regardless of the big work stress, eventual dissatisfactions, possible conflicts between colleagues within company, on the question whether they are impulsive in relation with people, again most part of employees are very quiet during their work. The reason for this quietness lies on the fear of being fired, not being awarded, or even worse falling out with family members. On the question of how often are they under stress, about 40% answered with 'every day', whereas 60% answered with 'very rare'. The first 40% of employees feel the presence of stress which then reflects with negativity and improper fulfillment of tasks, whereas the second part of 60% of employees do not seem at all to be under stress. Work for them is very good and they enjoy it, that's why their stress automatically turns into positive stress, thus it reflects in satisfactory performance at work. Considering graphic 17 and received answers, it depends on the character and strong intellect of people to be able to withstand and manage their stress turning it into a positive

stress, and they separate their private life with the professional life. But those who are weaker cannot face this phenomenon and they undergo through another stage known as depression. On the 18th question of how enthusiastic they start work, from the received answers and graphic we see that there is an answer misbalance. We can say that even though there are positive answers from most of the interviewed, there are two streams: the negative one, because a considerable number of employees in Kosovo companies goes to work to run away from possible family problems, or they have to work by no means in order to live. The positive stream occurs when employees are really happy with their job, they work with a fixed schedule and with sufficient salary to live, and get awards as deserved. On the question of what part of work makes them feel better and releases them from stress, most part of employees said that it is the preparation of reports, because it is the only job without any big responsibility, and it's kind of relaxing because there is no dynamism. Regardless of that, there are those who consider working with numbers, or contact with people, as relaxing. This a small number compared to those who find themselves in stress at work every day and are not able to manage it. What do you do when you feel stressed? This was the next question which was not answered from most of the employees. They don't even talk about things that bother them, or which make them feel stressed, because they are afraid to lose their jobs. If the received answers were sincere, then the personnel would not be dissatisfied, or would not avoid possible conflicts or discussions within staff, but by all means they would participate in decision-taking. It is more than natural that work overload causes stress, and the kinds of stress it causes are shown on graphic 21, where most of the employees show good performance if they work under pressure. The reason could be because of possible conflicts, or instability or dissatisfaction in private life, they accept to work under pressure showing positive results only to flee from the abovementioned conflicts. These conflicts are natural in a time of economical crisis. Every employee needs open communication, even though most of them keep communication and problem solving inside, but still the best and easiest way to achieve success is open communication. We have mentioned that not participating in decision-taking causes stress, and even most part of VEV employees said that if they become part of decision-taking in this company, they could have much better results, thus they would manage stress within themselves. Even though they said that they are satisfied with their job, on the question if they were offered a job with less stress, with shorter working hours, but with a smaller salary, whether they would accept it, a considerable part of employees said that they would consider this offer. The reason is because of the short maternity leave, but also most part of employees are not registered as legal, but illegal, thus pensions, health insurance, but also work experience are cut, all these being source of stress, for female employees in particular. On the question whether they know how stress is managed in their company, the answers are not sincere because there is no stress management in this company. On the question of what they think should be changed in

order to have better performance and to minimize stress in the personnel, most part of employees answered that method of management should be changed. Close family relations and disrespect of management hierarchy causes stress to the staff of VEV-Grup company.

RECOMMENDATIONS

Training of staff; stress assessment for every level twice a year; personnel evaluation for their supervisors; employees' performance evaluation from supervisors and the contrary; finding attractive tasks for persons with different interests in the benefit of company; team work for better communication, to consider the possibility for the employees to feel part of the company, and not only employees; company should have a system in the form of 'brain' for information operation, in other words the system "learning to learn".

In order to evaluate whether employees are stressed and to what extent in the organization, it would be right if we would compile a test which would contain different questions that would give realistic results on the employees' stress level and rate, on their personality, their private life, their knowledge, psychological aspect of how they are able to manage stress situations and how they would react if they found themselves in such situations.

This kind of work could be done the best by a specialized manager for human resource evaluation, who at the same time would cooperate with a psychologist to compile a test for employees' evaluation. In order to achieve better results, each company should have a human resource manager who would deal all the time with personnel behavior, communication, assessment, and advancement in the company.

Manager's activity on stress limitation

As a manager you may do changes for yourself and for the others. The key to do so is to understand that you are not able to entirely eliminate stress; therefore you need to learn how to manage that. Below are provided some general advices how to manage stress for yourself and for the others:

- Learn how to locate stressors
- Try to be objective
- Review the provided tasks and workload
- When applicable eliminate ethical dilemmas
- Make the work interesting for your subordinates
- Be able to recognize that stress is shown differently by every person
- Determine the suitable (positive) stress for each subordinate
- Be able to observe that life (and stress) exists even after work.

Conclusion

The contemporary economy is complex in the way of directing its processes; nevertheless it is necessary to know the roots, processes and to predict how this is going to develop in the future. The occurrences that have happened

during the recent years such as global financial crisis, debt crisis in Greece, and other crises that pose threat to countries and enterprises, prove that prediction of process development is difficult and followed with uncertainty. The economic science and scholars are trying to treat the negative phenomenon as a guideline showing which is going to be the appropriate strategy to face with difficulties, also it will show which methods need to be followed towards prosperity and science advancement. Certainly, analyzing such an economic-social phenomenon requires a systematic commitment of all social segments. Within this area, we have made efforts by observing these changes, by analyzing the transitional processes in the country and in a broader level, aiming to define the meaning and content of stress and stressors. It has been emphasized that in our country including the region insofar to the stress phenomenon, no proper scientific attention has been paid in order to create a preventive and protective strategy. Stress has remained relatively isolated within the sphere of human resource management, although this is one of the factors that causes the most of impact in the personality of employees and their managers.

This conclusion has its own foundation as of classical concepts which by development of human society and the economy itself has been transformed and complemented with contemporary concepts on stress. Almost all authors and scholars agree that stress means a specific manner of human reaction which is shown in form of tension, irritation, anxiety, etc, towards the external harassments. These stressful experiences in daily life are almost never analyzed in the area of human resource management, but only issues arising normally are treated, modified and featured in the enterprise. In contrast to us, in the modern world attention is paid to the stress phenomenon in every dimension, as well as there is plenty of scientific work. This paper work highlights that being able to know the sources of stress in the post modern world for managers of human resources it is not only a professional requirement but this is related to responsibilities to human beings which precisely is related to the damage that the enterprise may be subject of due to the human personality. Within this scope, the stress is analyzed in the context of presence at the working place and in the area of organization and it has been concluded that it exists and always shown in different shapes and dimensions and it has to be managed softly. Initially by recognizing it, identifying it and by undertaking two actions one related to protective measures and second by undertaking preventive measures. This showed that there are several models of human stress which are precisely conditioned from the driving forces of stressors. The human reaction towards the stress situation is one of the dimensions of this paper which concludes that the stress depends from specifics and personalities that pertain to perceptions and their processing inside their brain. This pointed out that this perception and effect processing are dependable to reactions which are displayed or not displayed in the outside world. The study indicated that the individual reaction has to be viewed from the sign and symptoms aspect which are shown either in form of positive stress or the negative one. Indisputably it was confirmed

that stress has a powerful and direct effect in the performance of employees, and consequently in the entire operation and success of the enterprise itself. It has been considered important being familiar with the personality of employees, and success of enterprise was acknowledged to be certain. Therefore in order to lead and manage stress, strategies need to be created accompanied by effective and clear operational actions. All this has to be summarized in objectives when facing with stress.

In this sense, we have proved that facing with stress impacts determines the performance on performing certain tasks. A particular attention has been paid to stress understanding and management in the organization. In this scope, certain forms of stress shown at work were analyzed and increase of cost in employment. These conclusions were closely based in traditional reasons that cause stress at work and from the manners of stress management in organization which often pose dangerous stressors.

It was found out that activities of managers in this area are not only necessary but they pose a necessity. An important part of this paper work has been dedicated to management and prevention of stress in the organization. Within this paper it was found out that stress prevention management in the organization can be done by enlightening, noises and vibrations.

It was found out that the activities of managers in this area are not only necessary but also indispensable. An important part of the paper work is dedicated to managing and preventing stress in the organization. Within this study it was found out that the prevention of stress management in the organization that comes from lighting, noise and consignments, professional tasks, work routine, the uncertainties, work overloads, potential conflicts, disagreements and social changes, social density personality erosion, including the personality of managers and social diversity are an urgent and delicate task for a successful manager of human resources.

In order to treat stress phenomenon in the practical plan, an empirical analysis of a research nature has been undertaken in company VEV-GRUP. This analyze has been realized based on usage of scientific method of survey and interviews where the findings were shown in a table-chart form. These researches reflect data and findings on the level of stress volume found at employees of VEV group and after undertaking a series of measures for stress prevention. This analysis managed to produce interesting results that indicate that the human resources in our country are not paid much attention. Although some of the received answers during the survey of the employees of VEV group provided positive results, however this according to our perception it is not real but it reflects a very stressful situation. We have concluded that some of the employees declare that they are very satisfied with their job although they are not informed about the events that occur in their organization, about their rights and their future within the organization. The reasons why the received insincere answers and unreal facts mostly are based in the economic, social and family crisis, is because they are dedicated in fulfillment of their family commitment. Based on the findings we managed to understand that labor power in our country

is stressed. The employees not only face stress during work but also they face other anxieties of their private nature such as financial, family etc, which results in not giving the best productivity in their jobs as well as in their family. Based on what was noted above, it results that despite the need to manage stress in the organization it is a necessity

to identify techniques and methods that managers and researchers will obtain certain information about stress, volume and its dimension, as well as for factors respectively sources aiming to establish a preventive strategy.

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