Stress management in organizations: an analysis of the medical sector

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Abstract.
Stress is one of the biggest management challenges for organizations worldwide today. The decrease in labor productivity, product quality, increase in staff turnover, and increase in disciplinary violations, work-related injuries and more frequent illness of employees are precisely due to stress. Eliminating the effects of organizational stress is costly. For example, in the United States alone, companies spend more than $60 billion a year on measures to combat the effects of stress (sick leave, creation of psychological support services for staff, etc.). Therefore, a modern manager must be fully aware of the danger of stress, be able to diagnose a stressful situation among employees, identify and eliminate its causes, apply basic and modern methods of dealing with stress in an organization, and develop stress prevention. The issue of stress as a scientific category has only been seriously studied in the 20th century. The article is about stress management.

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1. INTRODUCTION

In the modern world, stress is an important organizational and social problem that affects the stability of employees' behavior in the organization and the life of society as a whole. A significant part of the employees in modern organizations and a large part of the society are exposed to stress due to technological developments and the intensification of the economic and social life of the society. Most situations that cause nervous tension are precisely associated with high tempo and work volume, as well as physical and emotional overload in professional activities. The stress experienced by employees can have a devastating effect on both themselves and the organization as a whole. The importance of examining occupational stresses and approaches to overcoming them has increased in recent years, especially associated with socio-economic changes and global economic crisis processes. The World Health Organization calls occupational stress the "disease of the twenty-first century" because it exists in every profession in the world and is increasingly becoming a "global epidemic".

Organizational heads and personnel managers' interest in occupational stress stems from two main reasons. The first reason is the negative effect of occupational stress on labor productivity. Stress is associated with high staff turnover, absenteeism, marriage, accidents, and decreased labor productivity. According to economists, stress-related illnesses cost organizations billions of rubles (losses related to treatment, workers' compensation, absenteeism and staff turnover). The second reason is that occupational stress affects a person's whole life, changes his mental and somatic status, causes health loss, psychological problems and personality changes. Occupational stress inevitably affects a person's whole life and "feeling" in life. Directly or indirectly, stress is one of the main causes of "failure" of the most weakened parts of the body.

2. STRESS MANAGEMENT IN BUSINESS

2.1. Definition of Stress

The definition of stress, sources of stress, stages of stress, consequences of stress and stress management are discussed in detail in the light of the literature review and references are made to the sources in the relevant sections.
The origin of the word stress, which comes to our language from English, is Latin and comes from the word "strictus", which means "withdrawn, stretched". In Old French, the word "estresse" was used in the sense of "narrowness, pressure". Stress is the basis of many negative developments such as job dissatisfaction, decrease in productivity, increase in health costs and labor turnover rate in enterprises (Okutan and Tengilimoğlu, 2002:17).

2.2. Sources of Stress
Stress has many positive or negative effects on individuals. In order to eliminate the negative effects of stress on the body, the source of stress must be correctly identified. Scientists have classified the source of stress on individuals differently. These can be grouped under three headings as individual stressors, environmental stressors and organizational stressors (See Figure 1).

3. STRESS MANAGEMENT
Stress management is a very topical topic. Many companies try to adapt to the modern lifestyle, which means constant movement, development, striving for something new, but all this is impossible without personnel. Managers expect a lot
from their subordinates, they need complete dedication to work. Fear of disappointing the boss, not being able to cope with the task, not finding time to complete the task, is one of the common psychological stresses that leads to employee stress.

Workplace stress affects (Картрайт С, 2004):
- The employee's obligations to the organization;
- Staff performance and productivity;
- Staff turnover;
- Level of participation;
- Customer happiness;
- The image and reputation of the organization;
- Possibility of litigation.

Stress can have a huge impact on some people as well as the entire team as a whole. For example, if a colleague is absent for an extended period of time due to illness, this affects the workload and morale of the rest of the company's staff.

So what can help a company recover from workplace stress? Professionals often use a system of management standards in their practice that defines the stress area in the workplace, controls its source, or eliminates it. The purpose of each standard is to provide the conditions for an ideal organization (Льюис Д, 2007).

Consider each of the 6 areas and their standards (Малкина-Пых И.Г, 2007):

1. Requirements - employees can cope with their official duties. "Ideal organization" - the organization sets achievable goals, taking into account the working time; compares the skills and abilities of the employee with the task, each employee focuses on a work area.

2. Control - employees can control their own workflow. "Ideal organization" - the employee sets the necessary pace of work, the employees are motivated to use their skills, take initiative in work and develop their abilities, employees are given the right to set break times, employees are consulted.

3. Support - employees receive information that meets the requirements and the necessary support from colleagues and superiors. "Ideal organization" - the organization has a policy to support its employees, system administrators do
everything possible to encourage staff to help, and employees know that they can receive support from leadership positions, employees regularly receive constructive feedback.

4. Interpersonal relations - employees have good relations with their colleagues. "Ideal organization" - the organization promotes a friendly environment, strives to avoid conflicts and ensure fairness in the workplace, the team shares the necessary information, the system administrators are aimed at motivating them to monitor the psychological climate in the team and take measures to eliminate it.

5. Role - employees understand their role in the organization. "Ideal organization" - the organization guarantees an individual approach to each employee, does everything possible so that employees understand their role, responsibilities, functions; felt important

6. Changes - employees know organizational changes in advance. "Ideal organization" - the organization immediately informs employees about a change in the structure of the organization and explains its reasons, and also provides an opportunity to influence the decision, employees are informed of the right to influence changes.

The Management Standards for Workplace Stress define a risk management approach that includes a set of features that can significantly reduce or eliminate the causes of stress.

Consider the risk assessment algorithm:
1) preparing the organization for risk assessment;
2) find out which management standards area this question belongs to?
3) identify who could be harmed and how (data collection).
   Such data can be:
   - the results of the search for facts on production-related diseases;
   - data on disability due to illness in the last year;
   - information obtained as a result of surveys;
   - information on staff turnover, as well as on staff received as a result of conversations at the time of dismissal;
   - results of work on optimization of work or requirements/available resources;
- statistical information on employee assistance and counseling programs.

1. Do an assessment (examine problems and find solutions). There are 2 options for assessing stress:

   1. self-assessment - use a checklist or questionnaire and also: try to identify activities that can cause significant and long-term stress, evaluate the effectiveness and relevance of the measures taken so far to prevent harm, take additional measures to solve problems, if necessary, in relation to the danger, periodically review the results of the assessment;

   2. questionnaire - assessment questionnaire allows you to combine information to facilitate the understanding of stress factors; commercial access to approved surveys; You can also use private sources outside the company.

2. Document the discovery (develop and implement an action plan). The most important result of the work done is the action plan. It will only help managers control the actions of stressors and minimize the consequences. According to the plan, it is necessary to document certain actions and deadlines, the document must be approved by the head of the enterprise. In a successful organization, this process is continuous, which regularly uses evaluation data to optimize or redirect response strategy.

3. Check the execution.

Methods of coping with stress are carried out with the help of certain programs prepared according to the management standards system. Every program is based on principles.

First, it should be remembered that an employee's personal problems cannot be ignored, because for him there are no clear boundaries separating stress at work and at home.

Secondly, it is very important to prevent the spread of stress to the team.

Third, only the person himself can cope with his problem. Many professionals can participate in stress management programs, but measures will not be effective if there is no response from the victim.

Fourth, managers should monitor the stress level in the workplace. The organization should contribute to a positive psychological climate in the team. Stress at the workplace is
closely related to the negative psychological climate in the team.

3.1. Organizational Methods

Controlling the stress loads of the employees in the enterprises is of vital importance in terms of increasing the performance and productivity in the enterprises. For this reason, as a result of scientific studies, some methods have been developed to control and manage stress in businesses. Organizational methods of coping with stress are designed by management to eliminate or control organizational-level stressors, if possible, in order to prevent or reduce job stress for employees (Luthans et al., 2011: 127).

3.1.1. Improving Workplace Ergonomics

The negative conditions of the workplace environment are one of the important reasons for the stress load on the employees. Lighting in the work area, ambient temperature, sound intensity, ventilation, humidity rate, cleanliness, etc. It has been determined by scientific studies that the conditions that are suitable for human health reduce the stress load of the employees. Appropriate ergonomics of the working environment is important for the continuation of the sustainable existence of the enterprise, as it will ensure that the physical and mental health of the employees is good, as well as increase the employee performance and productivity in terms of the enterprise (Nabiyeva, 2021: 69: 79-80).

3.1.2. Ensuring Occupational Safety

Ensuring occupational safety by taking the necessary measures to minimize work accidents will reduce the stress load of employees and increase their morale and motivation. Thus, employees will show high performance by focusing on their work and owning their work, and the efficiency of the business will increase. Today, the employer's job security is not only a social responsibility, it is an obligation with limits and sanctions drawn by laws.

3.1.3. Reducing Workload

Excess workload, that is, excessive workload, is one of the important reasons that increase the stress load of the employee. Excessive workload is the situation where the amount of work that the employee has to do is too much or the work expected to be done is above his own ability and power. The
physiological and psychological health of the employee who is overwhelmed by the workload or who tries to do the job he does not know will be endangered. Excessive workload is a heavy stress load for the employee. This situation will reduce the profitability of the organization in the long run and may endanger the continuity of the organization. In order to overcome this danger, excessive workload on employees should be reduced. If this is not done, employees whose stress load gets heavier will tend to change their job and workplace and the job turnover rate in the organization will increase (Massaran B.; 2016).

3.1.3. Compensation Management

Low and unfair wage policies of businesses are one of the important sources of organizational stress on employees. Employees' belief that their efforts and efforts are rewarded and that they have an environment that will enable them to have optimistic expectations for their retirement will reduce their stress level as well as increase their morale and motivation. For this reason, the establishment of a fair wage policy in return for the labor of the employees and the implementation of this policy without exception will increase the performance of the employees as well as increase the productivity.

3.1.4. Stress Management Training

As a result of research on organizational stress, it has been revealed that stress management and stress coping training to be given to employees facilitates them to cope with stress. The aim of the stress management training program in businesses is to teach the methods that they can use to cope with stress. The point to be considered in this training is to make a good planning about the scope and duration of the training to be given according to the nature of the work done by the group that makes up the employees. In this training process, after the employee is given detailed information about the sources of stress and its consequences, methods such as relaxation exercises, meditation and deep relaxation are explained on how to cope with the stress load that may arise. Studies have shown that the stress burden on employees who have received stress management training is reduced (Schultz and Schultz, 2006:374).
4. CONCLUSION

In modern societies, it is one of the most important goals for individuals to have effective access to treatment opportunities and to benefit from adequate treatment opportunities, and more importantly, to protect public health against individual and infectious diseases. An indicator of the importance of the subject, activities and improvements in the field of health are considered as one of the criteria of the development of countries. Considering the working life, an important source of health problems that the World Health Organization especially focuses on is employee stress. In terms of employee productivity and performance, businesses need to manage stress in the most optimal way, considering it both as a management problem and as a health problem.

Depending on the problem, the following methods can be recommended to eliminate stress in the workplace:

1. Talk to an employee;
2. Use the following rules when solving problems:
   - Let the employee talk to find out what worries him; but do not solve non-work related problems;
   - If the stress is about the character, then you need to find the source;
   - If the problem is serious, do not rush to help without consulting a specialist; you can contact, for example, the human resources department or the health department;
   - After a sufficient period of time, you should meet with the employee again and find out how much the situation has changed;
   - You may not distribute information to other employees if the stress is related to personal problems;
3) Change in work schedule (flexible hours, vacation time and free Saturdays);
4) Training and counseling (information and referral, employee assistance programs, peer support groups, pre-retirement programs, post-retirement programs);
5) Communication and entertainment programs (physical education and sports, social clubs, choirs and theater groups);
6) Medical services for employees;
7) Financial aid (credit funds, tax-free accounts).
In order to provide psychological comfort to every employee in the workplace, all facilities should be used. The main task of stress management is to protect and improve the health, well-being and productivity of both the entire team and each employee. This task cannot be accomplished without understanding the nature of stress and how it affects people and organizations, and without a well-planned program to reduce and, more importantly, prevent the harmful effects of stress.

**References:**

**English**


**Russian**


**Turkish**

