STRESS AT WORK

Stress Management

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Stress has been experienced since ancient times, but it has never been worse than it is here in the early 21st century. Nowadays stress is responsible for more than fifty percent of all illness. Despite this fact, the phenomenon of stress still hasn't been that deeply studied.

Contemporary society has to deal with the relatively new concept of "workplace stress" more and more often. In order to answer the questions as to: "Why?" and "What to do?" the problem of stress should be looked at in depth at individual workplaces. Only after this is done an appropriate and specific stress management programme can be created.

The purpose of this present study is to determine the main reasons for and consequences of stress at work, and to find the most effective ways of preventing it and coping with it. The research also analyzes the overall current situation of stress at work and takes a look at some historical facts related to the origins of stress.

People from different age groups, working spheres and cultures were invited for the interview during the year 2009, in order to get more information and practical examples from real life situations.

Since there wasn't really any specific research found on this topic, my study will be potentially quite useful to companies, especially in the success of their overall development. This research can be also presented to students in order to prepare them for the challenging working life which awaits them.

Key words: relationship at work, stress, stress management, working effectiveness, reasons of stress, prevention of stress, coping with stress, consequences of stress.

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Люди испытывали стресс еще в древние времена, однако ситуация сильно усугубилась в 21 веке. В наше время стресс является причиной более пятидесяти процентов болезней. Несмотря на этот факт, феномен стресса до сих пор не до конца изучен.

Современное общество все чаще и чаще встречается с таким относительно новым понятиям как «Стресс на работе». Для того, чтобы ответить на вытекающие вопросы: «Почему стресс возникает? » и «Что делать в стрессовой ситуации? », проблема появления стресса должна быть рассмотрена детально и индивидуально на рабочем месте. Только после этого в компании может быть создана подходящая программа стресс менеджмента.

Целью данного исследования является определение основных причин, последствий стресса на рабочем месте, и выявить наиболее эффективные пути предотвращения и борьбы со стрессом. Исследование также представляет общий анализ современной ситуации, касающейся стресса на работе, и представляет некоторые исторические факты, относящиеся к происхождению понятия «стресс».

Люди разных возрастных групп, рабочих сфер и культур были приглашены на интервью в течение 2009 года с целью получения больше практической информации и примеров из реальной жизни.

Поскольку на данный момент нет идентичного исследования на данную тему, моя работа потенциально становится полезной для существующих компаний, в особенности для их успешного развития. Результаты данного исследования также могут быть представлены студентам для того, чтобы подготовить их к требовательной трудовой жизни, которая ожидает их.

Ключевые слова: рабочие отношения, стресс, стресс менеджмент, эффективность работы, причины стресса, предотвращение стресса, борьба со стрессом, последствия стресса.

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1   Introduction

Tired faces, embittered looks, unwillingness to communicate with the colleagues, constant dissatisfaction and in the end the decreasing of the overall working results and poor performance… Is this the picture you often see when coming to your company? The "painter of this negative picture" could possibly be such a phenomenon as stress, which is no more something new or seldom meeting.

 In the time of economical crises, high competition, continuous broadcastings of negative news from the whole world and appearance of new incurable and fast spreading illnesses, people run the risk of having stress more and more frequently. Stress nowadays is "not something new, not anything unknown". (Agrawal 2001, 11)

1.1   Aim and Objectives

The aim of my research is to show the impact of the stress on the work process and the importance of the Stress Management program in the companies. There are a lot of different types of stress; however there is concentration on JOB STRESS in my thesis. I also want to define more exactly, that the thesis topic is not about crises management, which is only talking about employee's stress in critical situation in the company.

The developmental needs of such a research are formulated in three main reasons:

- Prevention of stress situations in the organization
- Reducing the stress impact on the work process
- Deliverance from stress at job place.

The central objectives of my thesis research are: to recognize the most frequent reasons of stress at work, since the enormous amount of all the reasons is impossible to describe in one thesis; to find out the most effective ways to prevent appearing stress and to fight with it, because no research is so needed as the research with practical pieces of advices; and to show the role of communication when talking about stress at work.

Topic is worth to be researched mostly because the problem of stress, meaning negative effect on work process, occurs more and more often. There are several reasons for presence of such a fact, which I illustrate in my thesis. Companies are interested in learning how to manage and

avoid stress. That is why all the companies, which care about their future in world market, will benefit from stress management research.

1.2   Research questions

During my thesis research there was the continuous retrieval of the answers to the main questions, I have stated the most important ones. The leading question is about the reasons of the stress at work and about the mistakes people make while managing with it. The second, but not the less important question, investigated in my thesis, includes sub questions: how to reduce the level of stressful situation, prevent its appearance and cope with stress feelings.

Two important concepts on this theme, which will be described in my work, are models of stress management: Transactional Model and Health Realization Model. Those models help to choose the correct way to develop an effective Stress Management program.

Additionally to theoretical view on the subject, I will give some main tips and techniques how to avoid, reduce or cope with stress at the work place. Those will be also presented as a reference brochure for everyday handy usage, which can be printed out and distributed to interested people.

Mostly the questions asked are open questions, because that gives the responder more opportunities to express their ideas and examples. Their answers are not limited by already suggested variants of answers and they are potentially longer and more descriptive. This is exactly what I wanted to get in order to collect more practical and detail information.

Since the answers on open questions are hard to summarise and unify, the questions were specifically structured by the topics. After the answers were collected, they were presented as the summarizing of the main and frequent answers, the quotations from the most interesting answers were also presented in the research results.

1.3   Research methods

In order to collect realistic, updated and practical empirical data for my investigation, the qualitative method of research was used. Specifically created questionnaire was sent to target group of people, such as teachers, factory workers, office workers, business people, students, people of creative professions and other working persons.

The total number of the participants of the investigation is 15 individuals, who present 10 different companies or other types of the organizations. The detailed list of those representatives is listed in what follows:

Name of the organisation	Title of the participant	Number of the participants
Lassila-Tikanoja Oy (L&T). Finland	Management Assistant	1
CoreFinland Ltd Finalnd	General Director Accountant	2
Haaga-Helia University of Applied Sciences. Finland	Teacher Students (Management Assistant and Tourism Faculties)	3
Dialoks Oy. Finland	Sales Manager PR Coordinator	2
ApatitInvestProm Russian Federation	Lawyer	1
Tourism Academy Russian Federation	Student	1
Hogeschool van Arnhem en Nijmegen. Netherlands	Student (Psychological faculty)	1
Barclays Bank. Russian Federation	Bank employee	1
Camsystems IT service Finland	Senior network and system specialist	1
S-Market Finland	Warehouse Worker Cashier	2

Table 1. *The list of the interview participant*

Straight after the research participants became acquainted with written questions and prepared to express their opinions on the suggested topics, the face to face interview was appointed.

To present the topic in more interesting and practical way, the interviews were made with the representatives from several companies and from absolute different working spheres. Moreover the interviewed people present more than one culture, this helps to get the picture of various ways of communication results of received information are presented in my thesis under separate subchapters, under the corresponding question from the interview, which include combined answers of the responders in order not to repeat the same results.

Most of the former knowledge will be taken from the interviews, theme connected literature, magazines, newspapers, internet pages and from my own experience, since I was working in many different companies.

2   Stress

In present times for the most of companies the main task is to see stressful situation, to recognise its presence in a company and to take appropriate and fast measures. Otherwise their business can meet big troubles or even the company can find themselves under the risk of becoming bankrupt. Happily, a lot of companies have already coped with those tasks and have begun to be acquainted with such a modern term as "Stress Management". Therefore my research could serve as orientation textbook for the companies collided with the stressful situations, for the companies trying to prevent critical events, and for the companies, which would like to support healthy progress of their businesses.

First of all, the investigation presents the various definitions and understandings of the concept "stress" since it has been changing over the centuries, for the similar meaning a "large number of variant words can be found in the English literature". (Cox 1978, 2) Only after that, there is the main part reviewing the stress management in details: What does it mean? What are its purposes? How valuable it is? How to create Stress Management program? And other important, interesting and useful issues are discussed in this research.

2.1   Consept of "stress"

What is stress? It is clearly understood that, though everyone faced stress at least once in life, it is still difficult to define the term of "stress". Through the centuries the concept of the stress was changing, obtaining new meaning or returning to the old definitions. However, there were always two ways of stress and disease relation: from psychological to physiological

problems and from the biological illnesses to mental disorder. So, at different periods of time "conditions like hysteria, passions, vapours, nerves, neurasthenia, worry, mental strain, and tension have been put forward as significant contributors of or explanations for disease". The life brings a lot of surprises and put us in difficult condition every day, succumbing to great stress which leads to a disease, and it does not matter what century it is.

(Dewer 2002, 2; Abbott 2001, 37)

Stress is biological factor, describing the outcomes of disability to react appropriately to physical or emotional dangers to the organism, whether actual or imagined. Stress sets off an alarm in brain, which should respond by preparing the organism for defensive action. Signs of stress are divided into four types: physical, emotional, cognitive and behaviour. Without going too deep into medical theory, I will only mention the most familiar and often met stress characteristics: general negative outlook, poor judgment, exaggerated worrying, continuous unhappiness, irritability, aggressiveness, inability to relax, feeling lonely or isolated, depressed. There are also some physical signs, for example aches and pains, dizziness, chest pain, rapid heartbeat. And finally changing habits: eating too much or not enough, sleeping too much or not enough, procrastinating or neglecting responsibilities, using alcohol, cigarettes, or drugs to relax, and nervous habits (e.g. nail biting or pacing).

Here are some examples of stress definition of work-related stress:

- "Job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stress can lead to poor health and even injury." *(United States National Institute of Occupational Safety and Health, Cincinnati, 1999.)*
- "The emotional, cognitive, behavioural and physiological reaction to aversive and noxious aspects of work, work environments and work organisations. It is a state characterised by high levels of arousal and distress and often by feelings of not coping." *(Guidance on work-related stress: Spice of life - or kiss of death, European Commission, Directorate-General for Employment and Social Affairs)*
- "Stress is the reaction people have to excessive pressures or other types of demand placed on them." *(Managing stress at work: Discussion document, United Kingdom Health and Safety Commission, London, 1999).*

"You can not go through a day of your life without stressors and reacting to them." (Bickerstaff 2007, 8). However, even physically our body will react similarly; the effects from different stressors vary a lot. Thus, the feeling after receiving bonuses at work can provoke the same stress as when paying the fee, but the first event in comparison to the second one will affect positively as on the person himself/herself as on his/her working efficiency. Prolonged or frequent stress might lead to very serious health problems. If there is no health, there is no wealth.

To sum up, stress is caused whenever any event, small or big, pleasant or unpleasant, internal or external, is perceived as making demands over and above the coping recourses (physical, social, psychological, financial, or even temporal) possessed by the individual – "stress based on one's perception of environmental events". (R. Agrawal 2001, 60)

2.1.1   Stress at work

"The nature of work is changing at whirlwind speed. Perhaps now more than ever before, job stress poses a threat to the health of workers. Job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker".
(http://www.enotalone.com/article/6995.html)

It is very hard to find even one person, who had never stayed more time than working hours, or think about the work on weekends or evenings, or need to accomplish work in spite of illness. Light in office windows in the late evening, pitcher of coffee in several hours, chain of smokers on the balconies and finally periodic sick leave – such pictures met almost every country every day.

Stress costs business around 7 billion a year, this sum includes sick-pays, missed deadlines and poor performance. Even not all the reasons of stress emerged from the work; however most of the workers are genuinely suffering from brutal life in the organization. Cognitive consequences are the effects on mental functioning such as concentration, thinking, reasoning and memory and therefore on work.

(Lynn and Corbidge, 1997)

Stress is particularly familiar to all those who work in business, everyone who has set a goal and strives to achieve it, missed the allotted budget time, money and other resources. The economic crisis has forced many people to reduce the allocated resources, change the goals and technology. Such changes, decisions on their introduction, resistance to these changes of personnel and many others negative factors are in fact a kind of "vice" to the director, senior managers and staff.

One of the rules of Japanese management states: "The effectiveness of the organization depends on whether its leader was able to harness the power of stress in themselves and subordinates, and turn it into energy for success."

Studies through all over the world shows not the best pictures about stress influence on working process, here are some examples:

■ One-fourth of employees view their jobs as the number one stressor in their lives.
  -Northwestern National Life

■ Three-fourths of employees believe the worker has more on-the-job stress than a generation ago.
  -Princeton Survey Research Associates

■ Problems at work are more strongly associated with health complaints than are any other life stressor-more so than even financial problems or family problems.
  -St. Paul Fire and Marine Insurance Co

Figure 1. Examples of three Surveys on stress situation at work (Bureau of Labor Statistics 1998)

It seems so that such factor as stress at work is unfortunately inalienable part of working atmosphere, and which is accompanied with a lot of negative symptoms leading to job burnout. Communication is especially important to consider when to solve company's problem, since very often the primarily reasons spring from communicational problems, including stress challenges.

2.1.2   Reasons of stress at work

Almost every workers agrees, that stress at work results from the interaction of a person and work conditions. However the attitudes differ concerning the significance of working atmosphere versus worker's personal characteristics as the main reasons of stress at work. And sometimes identical work situation for one person seems incredibly catastrophic, for another one it is just ordinary working day, and working conditions are not the reason for their attitudes on working situations. That is why there are plenty of various reasons of stress at work.

(Main State Nurses' Association, ProQuest Information and Learning Company 2003)

The most famous division of stress causes is wheel scheme. "The analysis wheel can be useful in both recognizing the causes of stress and in planning how to address them. Each perspective offers a different way of explaining the origins of stress. These perspectives do not necessarily provide 'either…or' explanations - they can be complementary and provide different views of the same cause."
(http://www.teamtechnology.co.uk/tt/t-articl/stress-management-pt2.htm)
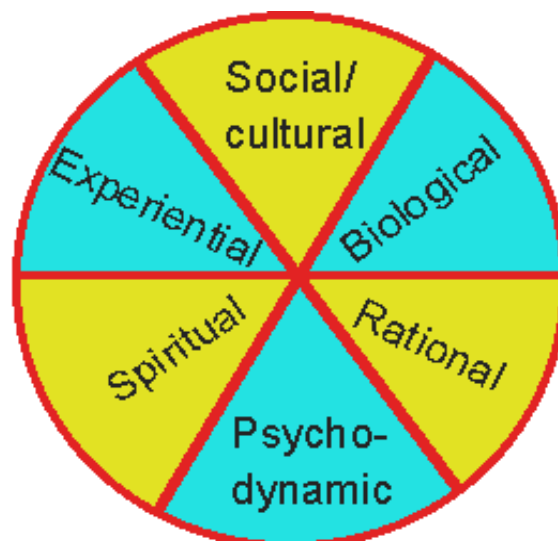
Figure 2 "Causes of the stress wheel" Team Technology. 1995

Here is the summary of the wheel parts, explaining their names:

- **Biological:** The biological make up and interaction of your body with the food you eat and environment you live in.

- **Social/cultural:** Whole range of social and cultural pressures.

- **Psychodynamic:** The term 'psychodynamic' refers to subconscious thoughts and feelings, which often arise from childhood experiences.

- **Rational:** The rational processes in our minds constantly interpret and evaluate the world around. Events can be interpreted in many ways, and the way in which this is done can influence the level of stress that is felt.

- **Experiential**: The way in which each individual experiences each situation in time, even in very similar situations, is very different. One person may find a situation highly stressful, whilst another may find it stimulating or enjoyable - every reaction is unique.

- **Spiritual**: The need for individual spiritual development has long been recognized by the religion. It is only during the last 30 years that psychology has acknowledged the existence of a spiritual side to the individual.

http://www.teamtechnology.co.uk/tt/t-articl/stress-management-pt2.htm

Even the communicational problem is just one drop in a jug of the reasons; it is the significant initiator of hundreds of difficulties. Stress at work caused by the communicational troubles is no more a phenomenon, especially in developed countries. However in Asian countries, where spiritual atmosphere at work placed on pedestal, communicational problems are rarely appearing. This factor practically improves the working outcomes in general, and personal results for individuals.

From the Figure 3 bellow we can see, that on the question: Do the listed barriers disturb you on working place? Lesser amount of negative answers were given to "stress" variant of answers, this figure shows that stress is one of most commonly encountered barrier for successful work. "Stress can be got over if one knows the cause of stress". (Agrawal 2005, 72)
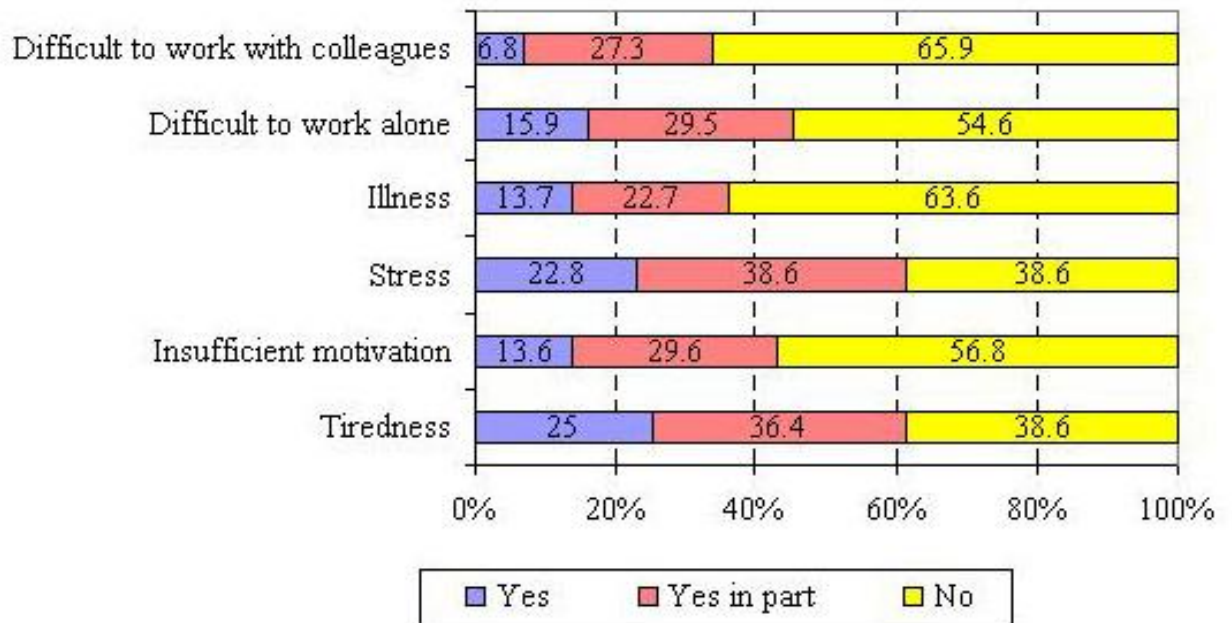
Figure 3 EWCO (European Working Conditions Observatory 2009)

Figure 4 "Stress at work" (www.cartoonstock.com 2000)

Job conditions that may lead to stress

- **The Design of Tasks.** Heavy workloads, infrequent rest breaks, long work hours and shift work; hectic and routine tasks that have little inherent meaning, do not utilize workers' skills, and provide little sense of control.

Example: David works to the point of exhaustion. Theresa is tied to the computer, allowing little room for flexibility, self-initiative, or rest.

- **Management Style.** Lack of participation by workers in decision- making, poor communication in the organization, lack of family-friendly policies.

Example: Theresa needs to get the boss's approval for everything, and the company is insensitive to her family needs.

- **Interpersonal Relationships.** Poor social environment and lack of support or help from coworkers and supervisors.

Example: Theresa's physical isolation reduces her opportunities to interact with other workers or receive help from them.

- **Work Roles.** Conflicting or uncertain job expectations, too much responsibility, too many "hats to wear."

Example: Theresa is often caught in a difficult situation trying to satisfy both the customer's needs and the company's expectations.

- **Career Concerns.** Job insecurity and lack of opportunity for growth, advancement, or promotion; rapid changes for which workers are unprepared.

Example: Since the reorganization at David's plant, everyone is worried about their future with the company and what will happen next.

- **Environmental Conditions.** Unpleasant or dangerous physical conditions such as crowding, noise, air pollution, or ergonomic problems.

("A SURVIVAL GUIDE" Alice Adams, Andrew Ryder, 2003, 138)

2.1.3 Consequences of stress

If we just try to imagine all the consequences of stress at work, it will take almost whole day, however the most important outcome of our mental work will be the realization of negative impact on work and person himself/herself. Is workplace stress always negative? It was argued, that under common working conditions, personnel is able to discover the correct way to react on appearing troubles. Therefore stress is not necessarily damaging factor, it can be an exclusive motivational agent for future working developments and improvements. Moreover not the presence of stress in men's lives is abnormal, but absolute absence of stress is pathological. Too much or too little stimulation can be stressful; therefore certain level of stress could be even essential at work!

Of course if stress is continuous or extra emotional, and if a worker cannot cope with stress and nobody helps him/her to overcome any difficult working situation, stress can become very negative factor, which can lead to various problematic consequences. All the stress consequences could be divided into 3 categories: effect on health, effect on personal characteristics, and finally effect on working efficiency.

It is considered as the most often appearing health problems caused by stress are high blood pressure, elevated cholesterol and blood hats, adult-onset diabetes or high blood sugar, obesity, poor fitness, inflammatory illness, low resistance, and such serious illnesses as cancer, kidney disease and stomach problems. Of course, after a person got ill, he cannot even think about any job tasks or accomplish them successfully. That is why it is wiser to prevent any stress at work and create Stress Management program, than spent money on workers' treatment or their replacement.

As for negative stress effects on the personality, it could be said that "individuals differ dramatically in their response to a problem or a stressor. Some people are born with a temperament that predisposes them to higher or lower levels of tolerance to stress". (Ben Martin, Psy.D. 2006). To some point, human nature makes us feel nervous, when we do not know what to do, or how to act in difficult situations. And some people may have very high level agitation in central nervous system, "causing them to react more excitedly to events and adapt more slowly". Moreover a worker can form pernicious habits, such as smoking, alcohol dependence, swearing and other negative habits.

("Stress and personality" Ben Martin, PSY.D. 2006)

According to department of University Laval "Chair in occupational health and safety management" work-related mental health problems are the main causes of the increase in absenteeism rates. Any stress leads not only to deterioration of work in whole: increased absences, tardiness, impaired performance and productivity, but also to company increased expenses on decision of the problems.

- In the United States, the average duration of leave due to stress is four times greater than the amount of leave resulting from occupational injuries and industrial disease.

- In Canada, nearly 500 000 workers are absent from work each week due to work-related mental health problems.

- In Canada, the social costs attributable to work-related mental health problems have increased to more than $20 billion annually and in Quebec only, these costs have reached nearly $4 billion annually.

- In a corporate opinion poll, conducted in early 2000, 62% of 1506 randomly chosen people from across Canada participating in group insurance plans said that they were very stressed at work while 64% said that they were irritable or anxious.

- Between 1990 and 2001, the number of claims accepted by the *Commission de la santé et de la sécurité du travail* (CSST, workers' compensation board) as employment injuries related to stress, burn-out or other psychological factors more than doubled, from 530 to 1082, and payments increased from $1.5 to $6.9 million per year.

 (University Laval "Chair in occupational health and safety management"2002)

Those analyses of consequences of stress at work obviously show the necessity of struggle against such a negative phenomenon, without grudging money or time on stress management program. The results will please the company in whole and workers individually, and this status will make any company more successful than before.

3   Stress Management

"Stress Management is interventions designed to reduce the impact of stressors in the workplace. These can have an individual focus, aimed at increasing an individual's ability to cope with stressors. Stress Management programs can also have an organizational focus and attempt to remove the stressors in a role. For example, improving communication may reduce uncertainty. Programs with an organizational focus are relatively rare". (Glossary of Oxford University Press 2005). From less scientific point of view and more meditation, Stress Management is the program of meditation, deep relaxation and the actions to change the created situation and intended to reduce the effects of stress on the system.

All people are different, but all as one want to have more than they already have. Some are influenced by circumstances, crises, and unexpected changes at the workplace. Others are changing themselves. If a person wants to know how to change his/her boring existence or wants to learn how to deal with cowardly fear of threading through obstacles with a smile on his/her face and to go through life with it, and finally wants to be strong everywhere and always, even in the face of dismissal, the person should learn the stress management program.

Stress Management is still on its first steps of development. In practice the Stress Management could be compared with playing soulful music. Beautiful music can be presented only if a musician empathizes with the composer and learn how to play the particular instrument or to listen to the other's play. Similarly, Stress Management program needs to be studied in depth beforehand, and only after that, it actually can be implemented. The company, which intends to practice the program, needs to empathize with the program participants in order to choose the techniques of Stress Management most suitable for individuals or specific whole organization. A musician trained in the Italian style of classic music may enjoy but cannot play the guitar in French way, and vice-verse. So we can say that "the knowledge of stress and its management is a science, the practice of Stress Management is an art". (Agrawal. 2001, 21).

3.1   Communication and Stress Management

Fortunately, in the recent years the studies on the stress in the companies have been started organized by interested people and the main research result is this fact - in the course of such investigations the concept of "Communication" has appeared most frequently. We live no day without communication - that is why the most common cause of stress and its relief is communication. And even if someone is in stress, but had not communicated with anyone for

a long period of time, his/her stress also can be caused by lack of communication. And it does not matter if communication is a working process or just part of everyday life.

The Stress Management considers the types of communications, the ways how the information is transferred, the level of success of communication, the topics of communications, number of communicators and so on. Even though people know a lot nowadays about business communication, human element cannot fully be discovered. No Stress Management program can solve stress problems completely or promise the result for a long time, because a person tends to change her/his opinions, wishes and plans.

Never the less, the opportune anti-stress program cannot only solve small company's problem, but even prevent catastrophic collapse of the company. The Stress Management deserves the place in any company, which cares about its future.

3.2 Reasoning for the presence of Stress Management in company

As the reader has already learnt about stress quite much, one understands that there should be the balance between the certain level of stress and work in order to get high level of performance in a company. To create or maintain such equilibrium the Stress Management program is used by a lot of companies.

"Stress Management involves, at the simplest level:

- Recognizing the symptoms of stress
- Identifying the causes
- Taking action to address the causes and thereby reduce the symptoms
- Where necessary, taking interim steps to relieving the symptoms until the underlying causes have been addressed."

http://www.teamtechnology.co.uk/tt/t-articl/stress.htm

Because of the modern non-stop working life, people tend to neglect finding the reasons of the stress, running straightly to relieving of its symptoms. However it is very important to understand the causes or the problems can repeat again and again. Moreover the work stress of individual should be solved with the help of other people, otherwise team member will spend more time managing own problem and less time for contribution to teamwork.

But how does the company understand that it is the right time for Stress Management in the company? There are several situations or needs which lead to the Stress Management research, and the most import ones are the recognition any type of stress in the company and the examination of its reasons. If you see that someone has not accomplish her/his tasks very well or in time for several times; or the company is in critical situation, for example financial crises; personnel cutting-down and in similar situations company should think about preparation Stress Management program or address to corresponding firms engaged in such business. And it is preferable to act as fast as possible, as well as in clarification the reasons of existing problems.

Of course in order to create successful Stress Management program the company must have enough sources: specialists from the personnel, time for extra tasks, financial funds and particular knowledge. Moreover the need of enough strength and workers' wish must be presented - nothing can be corrected or improved by force. Finally, by Stress Management program should not be meant only something connected to the past or present, excellent program can solve a lot of possible future problems or can be specially created for fine future of the company.

3.3 Models of Stress Management

It is quite complicated to recognize all possible models of stress management, because the way how stress affects on each of us is very unique, as well as our reaction on it. We can specify the models not only personally, but by gender, age, type of work and by other factors. However two main models can be marked out: Transactional and Health Realization Models.

3.3.1 Transactional Model

Richard Lazarus and Susan Folkman were among the first who presented Transactional Model of stress Management. In 1984 the model was described as follows: "Stress can be thought of as resulting from an imbalance between demands and resources or as occurring when pressure exceeds one's perceived ability to cope".
(http://www.absoluteastronomy.com/topics/Stress_management)

In other words stress in transactional model is not about straight response to stressor, but about dependence of available human resources and factors which develop them in order to control her or his reaction on stress. The model is based on evaluating the stressor and own ability to use own resources to cope with it.

3.3.2   Health-Realization Model

Health-Realization Model explains the level of stress reaction as the result of mental thinking of a person, using such definitions as "quite mind", "inner wisdom" and "common sense". The more person knows about stressor, how to avoid stressful situation, or how to relax, the less negatively stress affects on person. Stress can even be avoided, if person has enough knowledge about of particular subject or if person develops inner spiritual world, because such factors "build defense" from most of stressors.

"This model proposes that helping stressed individuals understand the nature of thought—especially providing them with the ability to recognize when they are in the grip of insecure thinking, disengage from it and access natural positive feelings—will reduce their stress".

http://www.absoluteastronomy.com/topics/Stress_management

3.4   Efficient Stress Management Programme

In modern world a lot of specialized companies offer employee assistance programs, provide Stress Management training or create Stress Management program for a concrete company. "Nearly one-half of large companies in the United States provide some type of stress management training for their workforces" (Novant Health EAP & Work Life Services, 2005, 4) However, if the company does not have enough finance for applying to such organizations, or the company does not trust its secrets or problems to others, it can create the Stress Management program itself. Below are presented some tips for creation successful Stress Management program.

First of all every manager should understand that Stress Management program is not the answer to all the problems of the company and has two disadvantages:

- "The beneficial effects on stress symptoms are often short-lived.
- They often ignore important root causes of stress because they focus on the worker and not the environment."

  http://www.enotalone.com/article/6996.html

Keeping in mind these statements the creation of program can be safely started.

3.5   Stress Management Plan

How wonderful would be if there would be an ingenious plan to follow in any stressful situation in order to get rid of stress as fast as possible. Unfortunately our moral condition cannot be fixed completely by rules of behavior. However some generalized ideas would be significantly helpful, because they can give correct direction how to act and help not to panic at the very beginning.

Stress Management Plan could be ordered by any company even before its actual operating. It is distributed to every worker, and should be placed in prominent place, so that a person could find it easily in stress situation.

Stress Management Plan can include for example the phone number of a specialist, who can help with an advice; the rights listed, which give the opportunity to have one day free or the vocation moved to near future; whom to connect in order to talk about the work load, working hours reduction and other important facts, which the company decides to be important for their workers.

However, the process of drawing the Stress Management Plan should be entrusted to the people who know how to create it correctly according to the laws, psychological point of view and beneficial to the company in a whole and to each worker personally.

3.6   Successful stories

Much can be said about the necessity and success of Stress Management Programs, but not everyone trusts beautiful words of the theory. Much more convincing will be the presentation of the companies which have already benefited from those programs, and have done so quite successfully.

Fig. 5 "Clarity Seminars" www.clarityseminars.com

The last persuasive drop will be the fact that most of these companies are known around the world, they could survive in economical crises, and some of them are governmental companies, so they are from absolutely different spheres:

- **Technology**
  - Nokia
  - Yahoo
  - Hitachi
  - Samsung

- **Government**
  - NASA
  - U.S. Forest Service
  - U.S Post Office

- **Health**
  - California Pacific Medical Centre
  - GE Healthcare

- **Legal**
  - ALA Annual Conference
  - The Focal Point

- **Hotel/Hospitality**
  - Hilton
  - Holiday Inn
  - Four Seasons

- **Education**
  - Stanford Institute for Economic Policy Research

- **Police and Public Safety**
  - U.S. Army

- **Other Corporate and Service Industry**
  - Pacific Stock Exchange
  - North West Company
  - A&D Engineering

http://www.clarityseminars.com/stress_management_clients.html

Such expressive examples are worthy causes for thinking about using Stress Management Programs for solving particular sort of company's problems. However, examples of prestigious firms do not always mean big sums of money, middle or small companies should not be afraid, there are dozens of different types of programs and methods of their implementation, which are fairly inexpensive. Each investment in employees is always compensated, and there is an opportunity to be reworded even in double or in treble times.

4   Field of the research

People from different age groups, working spheres and cultures were invited for the interview during the year 2009 in order to get more information and practical examples from real life situations. The main research field became the Finnish company, called CoreFinland, where I have done my practical work.

We examined the reasons for which the Stress Management Programs need to be present in different spheres, now for practical evidence the information for the research was collected from different people: teachers, bank workers, factory workers, office workers, business people, students, people of creative professions and other working persons.

My work placement took place in spring 2009 in international company CoreFinland and I got a chance to analyze the necessity of Stress Management program in it. "CoreFinland ltd is a dynamic company which was founded in 2006 and whose main line of expertise is food marketing with focus on the international food trade. A highly motivated, rapidly growing company concentrates on handpicked products, fully focusing on each product's brand building and widely developing health-based food product." (http://www.corefinland.fi 2009 CoreFinland Ltd)

Big advantage of the questionnaire in this company is its multi-nationality: the company not only works with many countries, but its working group also consists of people of many nationalities. This fact made the research deeper and more interesting. One more plus was the size of the company, since the company is relatively small, I could observe all the layers of the working process from budgeting to creative part.

Both these advantages gave an excellent chance to see how people communicate, how they behave in different situations and what is more important – what provokes the stress situations, and what the collective and the individual do in them.

Each person got the questionnaire beforehand, so that the answer would be more open and includes more information and examples. The introduction to the questions was as follows: "The aim of this interview is to collect data for my thesis research on the topic "Stress at Work/ Stress Management". Stress Management was developed and premised on the idea that stress is not a direct response to a stressor but rather one's resources and ability to cope mediate the stress response and are amenable to change, thus allowing stress to be

controllable. In other words, program is created in order to help people to overcome stress situations by different methods, described in this stress management program."

Fortunately, every responder found time and gave me an opportunity to ask the questions personally. That is why it was a great opportunity to see the reaction of a person and ask addition questions spontaneously. The responder was given freedom to give any examples or add information, which does not straightly connected to the topic, however could be useful for my research.

5 Results provided by the empirical data

There were 15 questions in the questionnaire, divided into three parts-subtopics: "Stress at work and its reasons", "Prevention and fighting with stress at work" and "Stress Management". The last one is meant for the individuals who are already acquainted with the Stress Management program in practice.

The results are presented in a form of question – answer structure with detailed analyze of the received results from all the interviews. Some words and examples will be quoted in order to show more clearly the point of interlocutor's view in any valuable matter.

Most of the repliers wished to stay incognito, that is why no names or professions will be named during my research.

5.1 Stress at work and its reasons

5.1.1 How do you personally define "Stress at work"?

Most of the repliers described their own feelings during stress situations, instead of theoretical explanations. During the interview they express their emotions in words, emotions, which they can name as "stress at work". Mostly the answers were almost the same by implication; I will present those parts, which differ and seem to be interesting and useful.

"Stress at work is when things at work follow me home - when I feel like I do not have enough hours in a day to complete my tasks. Also I see stress when even if I had time to do my own tasks, others keep constantly coming to me for help. I hate when that happens, because then I need to take my concentration of my own work and focus on their".

"If I am not able to implement the tasks, I start feeling stressful".

"Frustration, everything does not go as it should go. When there are the impressions of unawareness and misunderstanding – when I do not know how and what to do when accomplishing the tasks".

"When I have no enough power to even start work or finish it"

"I suppose, stress at work can be caused by pressure from the supervisory group. Stress is also appearing when I do not see any clarification or resolution to some problem".

"I feel stress physically, when my heart beats fast, or headache appears"

"Stress is there, where I am surrounded by negative atmosphere"

"If I am not satisfied with the results, I began to feel stressful, because I know that the task could be done much better or faster"

"If someone changes my schedule suddenly, and everything starting to go not as I wanted"

From the answers we see that both physical and moral condition makes a person understand, that she or he is having stress. Let us start with physical condition; there two major types reaction of body. The first one provokes the stress and as was learnt from the interviews, such reactions could be for example tiredness and illness. Such feelings could be gained from out of work, or accumulated for some period before the actual understanding of appearing stress is gained.

Almost all the interviewed people while telling about the stress at work accompanied the answer with vivid gesticulations. Such factor possible demonstrates that they have already experienced stress at work, know how negative it is and cannot talk about it coolly. For the same reason none of the repliers explained the term "stress at work" theoretically, since they already know quite well, what it is in practice.

The second type of physical reaction appears when a person is already in stress situation, such symptoms appears as headaches, neck or back pains, other pains, high pressure and as consequence fast heart beating, sweating, shaking and other unpleasant feelings.

Some of the physical reactions could serve the reason of stress or at the same time as consequence of stress. The example could be any illness such as influenza. Anyway all sorts of negative physical reactions of body are harmful for health, or even dangerous for life. So jokes with own health are very hazardous, and this is an additional reason for using Stress Management Program.

Of course all people are different and react in various ways on stress, some get really nervous, but absolutely not everyone react physically on the stress. Sometimes it depends on periodicity of stress moments, its intensity, its duration and the result.

Moving to moral condition during stress situation, participants of the research mainly mentioned the feelings, thoughts when being in stress situations and already some possible its reasons. Here are the main non physical reactions on stress at work:

- Willingness to escape from the place, where the stress appeared
- Unbalance between volume, complexity of work and the salary
- Feeling of lack of time to accomplish the task
- Disturbance/no concentration
- Frustration
- Feeling of lack of knowledge, instruction
- When things do not go, as was planned
- When getting too much work
- When a person does not see any light in the end of the tunnel
- Feeling of lack of energy to accomplish the task
- Dissatisfaction of done work.

Most of the descriptions are at the same time the reasons of the stress at work, this point will be raised further on. For now it is obvious, that these problems can be solved, and in order to make it professionally once again Stress Management program should be used.

We can see from this list that in occurrence of stress situation not only the worker participates, but usually the collective and supervisors. The responders gave examples, in which the colleagues turn for the help too much and so disturb the person a lot. Another example was about the leaders who did not plan the work schedule well or gave not enough instruction for performing the task successfully.

When the working process creates stressful feelings, even the most favorable job became unpleasant or even hateful. Therefore it is even more stressful when having unloved work. A person can possibly start thinking about other job, and the company can lose precious worker.

From the answers for the first question I can deduct, that every interviewed person has knew what "stress at work" is. This gave me a great opportunity to proceed with my questionnaire further on. So all the responders have experienced stress at work physically or morally in recent past. From such inference we can also conclude, that nowadays a real need of Stress Management programs exists.

5.1.2 Does the stress reflect on your working effectiveness?

When listening to the answers on this question, interesting observation was noted: some responders tried to give short and little sly answers, perhaps, they were afraid to be seeing as not qualified specialist. Unfortunately there is one thought creeps quite often in human mind, the thought that showing stress can harm his or her career. For this reason a lot of people hide their negative emotions at work, and do not ask for help or advice from others at working place.

Psychologists have already proven that constant suppression of negative feelings inside us is very bad for health, moral condition, and as consequence on work efficiency. The company's mission is to create favorable condition for appropriate and calm work and to freely express workers' concerns to a specialist in the company. To accomplish this task, the Stress Managers will help a lot.

The responses were automatically divided into three groups: from those who find advantages in some sort of stress, from those who think that stress affects negatively on the working process, and from those who do not feel any kind of effect on work. The people who believe that any stress can harm the working results and the process itself were in majority; therefore I will start from their answer research. Here are presented the most significant fragments from their responses on the question:

"In stress situation an employee loses concentration, exposed by tiredness, illnesses, irritation, which adversely affects the working process"

"If the work is too busy and too hectic, I feel stressed. When I feel too stressed I cannot complete my task properly, as there simply too much to do." Here we can see that the person uses the "too" word frequently, this means that anything that is over the standards harm the work. For example as it was said in the quotation: too much work, too much stress, too busy and too hectic.

"It affects a lot, since it disturbs me to concentrate on the task"

"Sure. The efficiency decreases. A person stops working as effectively as he or she could work in ordinary circumstances. The motivation also fails". I want to notice that such exclamations such as "surely", "of course", "strongly", and "very" appear very often when answering on the question. This means majority really see the negative effect on the work by the stress.

"Stress strongly affects on the work. When I have stress my thoughts are busy with other things then working tasks, this interrupts the work and create emotional overload."

"You are not paining enough attention to your duties, but thinking about how to deal with the stress."

"Stress can make me panic, when I am in panic there is no thoughts of any successful work."

"When I am in stress, everything starts to be forgotten, and even after a several tries nothing good comes out, there is no progress."

In the end it creates double work for our brains. The workers start to make mistakes, the work tasks are overdue, and the company suffers. There is increased irritability or vice versa or unsociability when being in stress. Surely this does not positively affect on the relationship with colleagues. Quality of work deteriorates due to the fact that the stress weakens the attention and raises overwork. During the stress there is a desire to change the depressed atmosphere or even sphere of work. Harmful stress is that one, which is constantly associated with any particular stress stimulus. Prolong stress will always reduces the efficiency of work.

But what about short time rare stress at work? Some of the responders suppose that such kind of stress affects positively on work results:

"I am the kind of a person who enjoys when there is a little of stress. That stress, however, has to come from within myself, not from the environment."

"Short-term stress, in its turn, can improve my performance; it may be caused by delivery of not very important project or presentation."

"Under the light stress I start working faster and seriously."

Even though it seems positively to feel stressfully a little bit sometimes, the edge between adventurous stress and negatively affected factor is very thin. Therefore the managers should clearly understand when the stress situation became underestimated and dangerous for any company's targets. People usually have enough stress outside the working environment and there is no need to create more stressful conditions in the company. In order to achieve such control of balance between too much stress and careless job execution, the Stress Management program should be designed.

5.1.3   What are or could be the main reasons of your stress at working place?

This is one of the most important questions of my research. The causes of this statement are very obvious:

Firstly, when a person or a company's managers know the reasons of stress, they are no more "blind" and no more fight with only possible stress reasons, they see the stress source, and they are able to choose the best instruments or way to fight with it purposefully. If for instance the reason of stress situation is too long working day, additional small coffee pause can be possibly organized.

Secondly, when we know the reasons, we can analyze them in order to understand: why does something cause stress? Does it affect negatively on everyone, or is there a difference of perception? Can be something done to improve the reaction on this or that reason of stress? In other words is that possible to change negative effect of something into positive without deleting the reason? For example the reason of employees' stress is bad weather, darkness outside, of course we cannot change the weather, and however we can add light on the working places or add some bright colors in the office.

The responders tried to be specific in answering on this question, that is why there were some concrete examples provided. Here are some interesting quotations from them:

"Nowadays a lot is dependent on technology, this makes our work easier. However, when there is any technical trouble, the work cannot proceed properly and a stress situation appears."

 Technical question is very popular in business life; therefore the technical equipment should be not only operable but also updated what is also very important in the time of fast

development. For example if the company does not have some specific computer program, that your competitors and partner companies have, the company may lost a lot of customers or profitable contracts.

"I am working in the company only for a year, and remember very well that stressful time, when there were no clear instructions and million new tasks." Lack of experience and needed knowledge creates feeling of uncertainty in actions, assignment deceleration and absence of attention or instructions from the leaders creates the feeling of vainness. Both of these feelings inevitably lead the person to stress situation.

"I suppose one important reason of stress in modern companies is inability of working jointly with collective." Skill of working in groups is quite important in the companies, and if the person is not communicative, work in active and live collective can create a stressful situation. It seems that it is the problem of the worker however the managers can have a positive influence by creating special programs, where the employee will get the needed skills or just psychologically liberate itself.

"Basically, stress appears because of given job, which I cannot do because of lack of knowledge and experience or not enough confidence. I wish that some things would be shown or explained previously, but unfortunately it happens very rarely. Usually the leaders forget about such things and suppose that the subordinates can do everything." This applies not only to new comers, but also to the rest of the personnel, whom the authorities do not know very well.

"I work in a grocery store and the main reasons of stress are not enough workers - too much to do. This means that we never have time to focus on our own tasks as we also have to handle the tasks of other people. Every person feels this problem." The excess of work became a serious problem, because in the time of economical crises the companies try to dismiss some of the workers, shorten the deadlines and increase the workload in order to save on salaries and to be more competitive. Such efforts can finally give absolutely reverse result. The personnel have to work more in less time, as a result the quality of service and products deteriorates and the stress situations appear, where not only the authorities are dissatisfied, but the workers as well. Such company cannot be successful anymore.

"Misunderstandings, envy, gossips, uncoordinated actions, incomprehension and other communicative factors provoke stress situations in the company. I think that relationship of

the collective is very significant for the effective working process." This is the most frequent reason in the answers of the responders. Probably, because most of the people tend to worry about their relations with the colleagues, they care what those around think about her or him.

On other hand people have different personality and do not wish to adapt to others opinion. Not everyone is able to listen to other's thoughts or ideas, perceive the critics, track with other workers, and to react neutrally on others' mistakes or habits. When such picture comes into sight, special actions should be conducted, such as programs created by Stress Managers, which will help people reunite into harmonious working team. This question will be raised further on as well.

"Conflicts with the chief make me really nervous, especially when there is unconstructive criticism." It is not easy to be a boss, and only she or he understands that. The director should be strict and inspiring respect but kind and just at the same time. Again Stress Management analyze could help the authorities and managers better understand the workers and to create appropriate image of leader group.

"Sometimes happens, that my personal problems creates problems at work, and became very stressful then." Personal troubles sometimes disturb working process, and stress from home moves to working place. About this we will talk more in the next question analyze.

"Financial reasons became the most frequent, in crises we all the time try to make the company profitable." Such experience usually bosses have, they cares most about the company in whole and sincerely suffer from financial problems. Moreover when company suffers from financial crises, each worker feels the negative effect not only in salary but also in stress.

"I am working in international company, and sometimes observe how people conflicts with each other because of misunderstanding of some concepts such as time, trust, written and verbal agreement." Globalization opens great possibilities for companies, however creates stress situations as well, because internalization means spending a lot of time studying other cultures and especially their ways of doing business. For example in one country verbal agreement is equal to written one, when at the same time in another country, only signed contract is valid. Finally both sites get stressed and nothing good will come out. In such situations not only knowledge needed, but also moral support, this can be provided by Stress Management programs.

Of course the company cannot influence on every stress reason, even though they are among the most frequent stress stimulants – clients. "I meet dozens of clients every day, they are all absolutely different: grumbling old people, noisy youth, or just people in bad mood; and everyone wants to get exactly what they wish and to prove that exactly her or his opinion is correct. They hasten and disturb me and sometimes customers are rude or accuse me in every trouble. In the end of the day I get really stressed and have to come back home with negative feelings, which unfortunately affect my family life as well." Fortunately psychologists have studied the stress perceived because of work with a big group of absolutely different people and have created special Stress Management programs for the workers of such field. The program offers the strategies how to ignore and not to take close to the heart the clients' statements, at the same time remain polite and positive to the client.

The results of the perceived answers tell that working people have similar stress stimulus and most of them can be liquidated or changed. However, in most cases the change of workers' perception on that stimulus should be altered and any of the reasons then will seem simply insignificant.

5.1.4   Do you see the link between the stress and relationship with the collective or with any of your colleagues?

The analysis of the previous question showed that relationship in the company affects a lot on workers mood and as the consequence unproductive task implementation. That is why a deeper research is needed. The responders in this question tried to give examples of problems and advantages concerning inner communications, which creates favorable working process:

"In my working place things have changed quite rapidly and therefore there is not enough staff in relation to the amount of work. This has also changed the relationships between colleagues. We used to be more friends, but nowadays we are so stressed that we are just yelling to each other." It is quite hard and long process of building strong and friendly relationship in the company and the fact of its collapsing creates itself stress, not mentioning the stress felt during the conflicts. The company should be proud of created friendly team, but it is even more important to save such collective, however companies usually do not care about this a lot. And sometime the situation became so neglected, that people even became enemies.

"It is very significant for me to feel comfortable in the team. If there is any tension between me and my colleague, it will affect seriously on my mood and consequently on my work." If the person understands the importance of the relationship and feels that the reason of working problems is hidden in them, half of the resolution is found. The use of such words as "significant" and "seriously" shows high value of working relationship.

"I think that all the problems among the colleagues arise because of work, not vice versa. When we do not understand the responsibilities, tasks; do not know anything about others positions; or do not know to whom to turn to with the question." The managers usually suppose that the troubles in relations at working place do not concern them, because these are worker's private problems and what is even more frequent, it is considered that there must be only business relations, which in managers' opinion do not include any conflicts. And here is a big mistake, people are not machines, they have feelings and emotions. It is practically proven, that amicable collective perform the work much better, than in teams, where everyone care only about own benefit.

Next I will present the collection of the answers, which describes the origins of the stress within the company, connected to collective relations:

"I am stressed when there is no mutual assistance". Even the most experienced worker can ask for help, for example when having overload of work, or oncoming deadlines. And if there is no one to assist or support, a person can start feel stressed.

"If there is a big problem in our team, it is not solved without conflicts or evaluated voices". "Quarrels often knock me out of working condition." Unfortunately not everyone can hide negative emotions or even aggression, most of people need help of specialists and support from the company's leaders.

"For me the style of the speech of the colleagues and boss is very meaningful. It should be respectful and calm, otherwise I became stressful and do not hear what a person saying, because I do not want to listen to such a talk." Sometimes we forget that other people also can be offended and everything said will be simply not correctly understood or will not be heard at all. Language is one of the most important ways of communication, and especially at work we should make our speech polite or at least respectful, otherwise there will not be any resultant communication and as the consequence no effective working process.

"I rarely feel stressful, but when I see that someone near me feels bad, it automatically reflects on my work negatively. First of all, because I cannot stay still, when somebody is nervous, secondly, somebody's stress is somehow transmitted to me as well." This is a fact – if people work close to each other or they need to interact during the working day, the emotions are shared within the colleagues. And if someone is stressed, others get stressed as well, even though in much less scale. Finally it comes out that because of one stressed worker, the whole working process suffers.

"In my opinion the stress is there, where the coherence of working team does not find the place." In many respects the harmonious communication depends on special build communicational program, where people know the rules and norms of behavior in the specific time and place. When every section is situated on the right place, the whole chain works correctly without interruptions and excessive stress.

"Recently there was completion for a new position opened. First time I feel myself really stressed. And I noticed that relationship with colleagues got worse, because of appeared competition for a new place and envy of subordinates. And now I really want to quit fighting for that position, because it is too stressful for me." Of course the competition is part of successful development of the company; however the leaders should create as less stress provokers as possible. Envy and excessive rivalry only harms the company and finally the chosen candidate could be admitted by others.

"I feel that I do not know anything about people I am working with and meet every day. This sometimes makes me feel stressful, because I do not know how to behave with this or that person." When people do not know each other well, or at least a little bit, there can occur misunderstandings or luck of understanding of each other at working place. It is very hard to agree on something, find a compromise.

Companies can provide special places, where the colleagues can communicate during coffee breaks for example, or discuss the project in less strict atmosphere. This technique will help the team become more friendly and tolerant to each other, which means that there will be no place for stress.

"We often get difficult tasks, which we should complete together with other employees. However when I see that everyone do not work with the same effort, or some of the workers do not want to hear other's opinion or impose their beliefs to others, I became stressful, and

not only I." The main point in this example is the spirit of mutual work, where people understand the importance of each person and her or his opinion. If there is no spirit of community, someone could feel injustice, uselessness or not necessity of their participation in task given for everyone.

Healthy working relationship means support, tolerance, responsibility, respect and understanding. For building such a collective big effort and time are needed. Unfortunately not every company manages to accomplish this task, and stress situations appear. Especially it is difficult when the workers of one company are doing their tasks in different cities or even countries. In this case it is a good idea to address to Stress Management companies, which will not only help workers to cope with stress, but also give direct instructions how to avoid it.

5.1.5 Does the good working atmosphere positively reflect on your working results?

By working atmosphere people mean "live" atmosphere, which is about people and their relations and "physical" atmosphere, which includes objects around the person and used by her or him in working process. Both of these atmospheres affect a lot on the workers and their job performing positively or negatively, that is why their harmonious merging prevent appearing stress at working place.

As was found out from the answers, responders do see the effect of positive working atmosphere in general:

"It is absolutely correct. When people are happy and not stressed, they work more efficiently and enjoy working. Then also helping each other feels better, as everyone is happy and relaxed. It is not at all nice to work in a stressed atmosphere, as people actually get a bit mean."

"I think, that it affects. Good atmosphere always means positive thinking, optimistic mood. I would say, this reflects positively on my work a lot. I work much effectively in calm and positive atmosphere. "

"Undoubtedly there is an influence. In more relaxed atmosphere I feel no fear to ask for advice, rather than stick with one job just because you "punished" for what you do not know how to do something. Besides, if colleagues can calmly chat during coffee break about

something else than work, and after that calmly return to work energized by positive emotions."

"When the working atmosphere is comfortable for me, I want to stay at work a little longer and do not seek the reasons to leave earlier. I complete more tasks and take more often the initiative."

Responders in their answers on this question usually concentrated on one of the atmospheres, because consider it more important or affecting more on their work. I have summarized the answers so, that first of all, the cases of the influence level of the "live" atmosphere will be described and then the level of impact of "physical" atmosphere will be presented.

It is not a secret, that big companies are all the time trying to regulate all the elements of the interaction between workers: as at horizontal level among the same working layers as at vertical levels, from boss to delivery man and vice versa. In most of the cases, the speed of decision of overcoming the problem and its way of the process how it is solved depend on cohesion of the team. Conductive and favorable working atmosphere, by its turn, improves the unity of the collective.

Under favorable "live" atmosphere the workers imply the following important factors:

- Personal and working relations within the company
- Well-organized methods and channels of communications
- Calmness and peace
- Positivity, good and optimistic mood
- Awareness and updated information
- Presence of motivation
- Joint trainings
- Celebrations and joint time spending outside the company
- Honesty and openness
- Opportunities for self-development
- Attention to the opinions and suggestions
- Mutual assistance, giving the advice and support

- Reliability and trust to each other

- Enough energy for finishing the tasks in time and with good results.

The listed criteria seem to be usual and familiar to every person, however to collect them together a lot of passion, time and knowledge are needed; not only psychological and business knowledge but the special knowledge concerning the employees as well. The Stress Managers know how to create such an atmosphere faster, smoother and more effectively and this means that they at least can guarantee the positive result, in comprehension to unproved methods of the company or its indifference to its employees, which can create the bigger barriers than hard and long building of productive atmosphere.

The "physical" atmosphere proved to be not less important than "live atmosphere", some people even consider it to be more significant. Sometimes things can help much more in solving problems and stress situation prevention than people. Here are the things, which make working life easier, more comfortable and productive from the employees' opinion:

- Developed technologies (computers, faxes, scanners, projectors)

- Program updating (computer programs, telephone programs)

- Enough free space at working place (spacious office, space for documents)

- The order and cleanness (handy arrangement, no dirt)

- Comfortable furniture (armchair, table, shelves)

- Separate premises for group meetings, coffee brakes, for smokers

- Canteen not far away

- Enough light (table lamps, big windows)

- Some small personal space (photos)

- Plants (careful with flowers, some people have allergy on them)

- Conditioner (not hot, not cold, enough fresh air)

- No strange sounds (from the streets, noise from the technologies)

- Correct colors of the office (for example not too bright, or dark)

- Coffee machine, water tank

- Dress Code (extravagant clothes divert the attention).

This list can be even longer, but without going into details, we can draw such a conclusion: the things, which surround us, have a great effect on what we are doing and in what way. The mission of the company is to prepare the appropriate office for work, and to maintain the comfortable atmosphere with everything needed to accomplish the work. Moreover in such a way the managers show that they care about their workers as well. It is also advisable to change the same furniture and décor at least once in 5 years or more often.

Many companies start doing their business without thinking a lot about such details as creation of communicational plan or correctly design the premises. Unfortunately this mistake automatically state problems to the owners already after a few months: tired workers, delays, bad quality, no progress and as consequence no profit. In most of the cases it is advisable to turn to specialists, such as designers, IT professionals and Public Relations specialists. Such investments in most of the cases are compensated by effective work.

5.1.6   Have you experienced stress at work being ill, for example influenza?

Stress itself is mental illness; however it is known that one illness can provoke another one. For example if a person experience stress for a long time, the organism lets know, and usually in quite negative way, such as headaches, and other pains. Sometimes neglected stress can lead to even more serious diseases, for example, problems connected with heart.

The situation can appear the way around, when a worker is ill, she or he is not able to accomplish the task, or makes mistakes. After prolonged working failures person can start feel stressful, which aggravates even more the troubles at working place.

Here are stated the opinions of the responders of my interview, which include their opinion on the connection between stress and illness and their clarifications:

"I think there is the relation between illness, stress and place of work. I myself can provoke the syndromes of the disease when I do not want to go to work – this is some kind of simulation. Because of stress, the temperature can rise, the headaches begin and other annoyances."

"One thing I need to mention here is this: when things started to go worse in my working place and the amount of stress started to increase, people also started to be sick more. As the

atmosphere is not as nice as it used to be, people tend to stay home easier and they also get ill easier."

It is true that the unwillingness to do something can produce negative reaction on this action. Also when people do not see the value of their work or respect from the managers' site, they do not feel responsibility of being absent and stay at home for longer periods or more often. So we can even cure the illness by changing the attitude to what is call forth the negative fillings.

"I try not to show up at work, if I am ill, but sometimes it is not possible and I need to go to work in unhealthy condition. Of course in this case the stress can appear, and in my opinion it is connected directly to physical condition, in other words it is hard to concentrate and think about work tasks, when I think all the time for example about headache."

It is correct that the thoughts of a stressed or ill person are busy with all possible things, except work. Moreover, the capacity of listening, concentration and tolerance are reduced, the indifference to others and mistakes are appearing, and even some negativity can spill over on others. That is why the communication becomes tighter and the fencing from the collective occurs.

There is certainly the relationship between stress and illness. When the person is sick, the body is weak and it is submitted by mood alternation and by depression. Stress and illness have a lot of common features, for instance both of them exhaust the body very much, and therefore as in time of stress the body is susceptible to diseases, as during the disease the organism is exposed to stress. And if the worker becomes ill very often it is a good idea to learn the possible provokers from working atmosphere.

5.1.7 Would the stress caused by your personal life reflect on you work efficiency?

People are very different: some can leave their personal problems at home, and they do not affect on the work process; others, conversely, cannot ignore the thoughts about their personal life, and this of course has a negative impact on working performance. Most of the responders answered very briefly, possibly because they do not want to talk about their personal life and especially about the problems in it. Let us start with the happy people who can separate the personal and working lives, as a consequence which do not any affect on each other.

"I would say not. I have always tried to separate work and personal life from each other and have succeeded in it. If I have problems in my personal life, going to work is actually one way for me to relax - being stressed in personal life might therefore even make me work MORE efficiently."

"Personally I am able to withdraw fully to work, so that I do not think about anything else, when having problems of personal nature." A lot of people not only can work successfully when having troubles in personal life, but also relieve them by deepening into the work.

Unfortunately not everyone has such a good characteristics, strong will power, that is why they feel the negative impact of stress feelings on the working process. During this kind of stress, employee is angry, distracted and not focused on his work, which can lead to errors, conflicts, and other bad emotions.

"Of course, the thoughts are not about the work. It is hard to describe my reaction, if I would have been in such a situation, but the relation between problems at home and work exists."

"If I have problems in personal life, I all the time think about them. And then the work concerns me just a little, the productivity reduces."

"It depends on the situation, if I am not busy too much at work; I automatically start thinking about my personal life! I work mechanically, thinking only about my own issues, aside from work."

The one thing could be said to conclude this questions, the atmosphere at work should be created so, that the worker can feel himself comfortable and can keep himself away from the personal troubles. Moreover, if the person is openly sharing with the managers, that the personal problem disturbs the work, some rest can be offered or decreasing of work time or workload for hard period for worker.

5.1.8 How do you react toward criticism, while communicating with colleagues or boss?

Each of us has heard the criticism towards oneself at least once in life; however each of us reacted absolutely in different ways towards it. Some people react negatively or nervously, others accept it calmly without any reaction, and there are people who even welcome the

criticism. Of course the variety of the reactions also depends on the origin of the criticism and the way of its expression.

Here are the various opinions about criticism from the responders' points of view:

"I love honest criticism, and I also want to get it. I ask for it if people don't give it to me, because, I actually don't like the situation when I don't hear anything about my performance - I rather hear something bad than hear nothing." It is interesting, that some people need to get the evaluation of their work; even if it could be negative attitude.

"I positively react only on constructive criticism, which does not bring the negativity in itself." It happens so that the criticism is groundless, for example when a boss is just in bad mood.

"The criticism is, of course, unpleasant. But I always try to hear out the criticism and try to improve the work as much as possible. However, my reaction depends on exactly who make the remark and in what form it was made, roughly or as a piece of advice."

"I am pleased to get healthy criticism for my better of some case. But when I feel that the criticism goes beyond the adequacy, I try to explain my own point of view, sometimes the feeling of irritation appears."

"I try to react positively but sometimes I am not able, especially them it is the constant criticism. The prolonged criticism makes me feel stressful and really upset"

Depending on the occasion, and the way how the criticism is expressed the reactions varies. The groundless, rough, on a raised voice or public criticism always causes a negative reaction. People sometimes even loose the wish to work at all for a while.
On the contrary when the criticism according to accomplished job is constructive, organized and is told in respectful way, the wish to get down to business appears. If people cannot listen to the criticism or do not get the feedback, it is harder for them to work, to improve their work and to work in a team. That is why the managers should remember to give the feedback to the employees periodically, and to learn to express the criticism in correct, polite, civilized way in private, and then all the criticism will work for better of the employees and the company itself.

5.1.9 What do you think about risks of having stress at working place for a company as whole?

It was discussed in previous questions how the stress affects on the employee personally. In this question the influence of stress of one or several workers on the company in whole, how strong this impact is, and is it negative or positive effect.

There is definitely a high risk level of stress in most working places, as the working life has become more and more demanding. Most work places try to manage with as little staff as possible, and therefore the workers that are there have more and more work - and therefore more and more stress.

The success of any firm depends on how skillfully, qualitatively and responsibly the work is carried by its employees. And in many cases this is contingent on the emotional condition of the worker.

Here are the opinions of the responders, who had already seen or feel the results of any stress on the company as whole, as in role of employee as being a manager or boss of the company:

"When a person is in stress, she or he does not think about the prosperity of the company, or of course not about the company's profits. The motivation decreased a lot." The person starts treating the values of the companies very little and in the end his work results deteriorates. And correspondingly the company's results become worse.

"If the company consists of more than one person, it depends on each of the worker, as the cards houses depend on each card, from which they are build."

"Each company member feels others stress not only emotionally, sometimes one worker should help to do other's task, or even accomplish it instead of stressed person. And if one person should work more than she or he is able to, there would not be any good results for company. Or on the other hand if no one wants to work with such stressed person, the collective collapse occurs. "

If stressed person works directly with clients, the negativity reflects on the clients and as consequence it can be the threat to company's reputation, and this means the threat for company's future.

When there is unhealthy atmosphere in the company, it depresses the workers. There people who are very sensitive, and consider their health more important than work; in this case there is a threat, that the employee can quit the company.

Moreover there is no calm, understanding relations in nervous working atmosphere; everyone drags the blanket on its side. Each company's member is a section of the chain; if one section breaks, there is no more whole beautiful and functional chain anymore. That is why stress is very important; no one should have stress at work, which affects on others workers.

5.2   Prevention and fighting with stress at work

5.2.1   What are in your opinion the most successful ways of fighting with stress?

We have clarified what stress at work is for people and what are the main reasons of it, now I will present the outcomes of the research on the ways of fighting with stressful situation. The responders honestly told about the best helpers in stress conditions from their personal point of view, from their life experience and received knowledge. First I will introduce the most interesting quotations and then the sum up of the ideas for reducing the stress at work.

"For me, deadlines and "to-do-lists" are the best things. When I have a certain deadline I always try to finish the work a few days before the deadline – and then return it straight away so that I cannot continue on working with it."

"I love to do lists, because after a task has been done I can simply cross it over. I have created a saying for this: Cross it over, when it is done - that's a big part of the fun!"

"It is helpful to arrange well the tasks (what and how to do), then I see all the tasks together on the table. The most stressful for me is overload of tasks."

It is true that the control on the work and correctly planned schedule do not give a chance to the person to think about their own problems and to be late with the task returning. However the level of control should be balanced and the schedule should not be too tight, because otherwise the overload could appear and the review of the schedule would be done anyway. It is better to do it beforehand when afterwards with negative consequences.

If stress is connected with bad health condition, the special health programs can be offered. For example in Finland some companies provide their employees with subscriptions to gyms,

swimming pools or pay for the doctor's examination. If the company does not have any available finances for such expenses, it can at least give the day off for the stressed person.

If the stress is caused because of relationship between the colleagues, there are many variants of getting off from the problems offered by the responders:

- It is important to resolve the problems and uncertain situations as fast as possible, so that they do not accumulate in someone's head or in collective' atmosphere.

- Joint arrangement, not connected with work, for example: trip to the nature, corporate holidays will help regulate the relations. It is a good idea to organize collective games; it is always easier to solve colleagues' problems in a game. For instance such game as Paintball helps negative emotions to go out and disappear in the game.

- Periodic group meetings. For example weekly briefing, all colleagues sitting in one place, or around the oval table and discuss the results of the week, company's progress and what is more important – discuss some problems, employees are worried about. The meetings are held in order to clarify the conflicts in respectful way. If people are eager to tell their personal feelings or personal problems, which disturb the working process.

- Psychological help is advisable, especially when the stress became obvious and uncontrollable. Then the help of such specialists as Stress Managers is very advisable. They can for example organize the collective trainings.

A lot depends on the leadership of the company as well, here is presented some ideas, what the boss or high managers can make to prevent the conflicts or stress in the company:

- The boss should go towards each other, try to understand the personnel. Then the employee sees or feels that he is respected. Then the person will come to work with kind and good feelings and works well.

- The boss should take time to compliment the employee for the work done. This is an excellent way of tuning the employee to a job tasks.

- The boss should not been too aggressive or inaccessible, so that the employee is not afraid to turn to the leader in problematic situation, or just with some question.

- The authority, respect and the wish to work cannot be always bought, or bought for a long time. The best way to reach those targets is to create good relations with the employees. And then on contrary the company has financial problems, the worker can possibly stay because of good attitude towards company, or disagree to suggestive financial offer from another company.

The last but not the list helper in stress situation is the person himself. In addition to the previous pieces of advices such as being in good relation with boss and open with others, here are some more issues which person can follow to fight with stress:

- Try to change the environment on the working place, start with changing the picture on the computer screen.
- Take a day-off, to think other the problems and to rest from the colleagues.
- Try to make the connections to other workers by yourself.
- Try to learn to relax for several minutes during the work, time brakes.
- It is also important to remember, that 20 % of tasks take 80 % of one's time. That is why it is very important to prioritize.
- The person should be not afraid to turn to psychologists.
- One responder suggested that if the person believes in God, she or he should visit the church and possibly talk with priest.
- If the stress is strong, and nothing and nobody help the person to get out of it for a long time, the best way will be the changing of work placement. But this measure is the last.

The most important idea of the answers is the meaning of all the chain units, as in working process as in fighting with stress. Only when people care about each other, the collective work becomes successful.

More practical ideas will be offered in created bulletin "Get rid of stress at working place" in the end of the thesis research.

5.2.2 Do you have any ideas of how the stress situations could be prevented?

People tend not to think about stress and its consequences before getting it. On one hand this is right, what for to remember about negative things beforehand and fry oneself the nerves. But on another if a person knows what is stress and what are the causes of stress, he is prepaid and there are more chances to prevent its appearing.

A lot of advices from the previous question will also suit quite well when preventing the stress, so I am not going to repeat them. However I anyway asked the people about the practical ways of preventing stress at work or just their opinion on that topic and here are the results:

"I don't think the stress situation should be prevented. It has been studied and estimated that a certain amount of stress is a good thing. There is a difference between good stress and bad stress. I don't know how the bad stress could be prevented and the good stress enhanced - if we would have the answer, we would not have stress!" People, who had never had the severe stress at work, are not afraid of stress and prefer not to think about it. Anyway person should at least once feel stress. Stress is like a disease, you need to be sick once to get the immunity.

"Professional work of the HR manager, who select the personnel in such a way, that it becomes possible to avoid unnecessary conflict situations." The people who choose the worker, nowadays more and more often ask about the ability working in groups, skills of negotiations and emotional stability from the candidate on the position. This prevents the stress appearing because of the insufficient communication.

"Organization of "feedback" sessions, where workers in the presence of a qualified psychologist, express what they wanted to say earlier, but did not find the right time and place and where everything is said in front of each other, not behind the back." Correct, if the sessions are regular and employee have a possibility to express their thoughts regularly, the negative emotions will never be collected in someone's heart and will not make the person stressful. Of course the presence of a specialist is not obligatory.

"The possibility to communicate with the colleagues more than once a year, for example on Christmas Party, makes people relax and feel more confident with each other. The stress caused by the working relations will not appear in friendly environment. The worker oneself also should organize the trips to outside the city or even country, to change the atmosphere

and to get more energy and positive emotions." It is very important to create the relationship at work, which will be steady to all the stresses. In order to be able to create them the person must really wish that and only energetic and healthy person can have such a desire.

"Bonuses, expression of gratitude for good work, and positive and respectful attitude towards the employees, those things make the workers a little bit happier, and happy person cannot be stressed." The leadership plays an important role in preventing the stress as well, because usually they are the first ones, who know about coming problem in the company, for example the bounded dismissals. The way how the leaders give the problem to the employees decides would be there any stress situations or not.

To turn to psychologist is useful not only when it is visible need for him, but also as preventive measures. The psychologist will not only professionally probe the state of collective atmosphere, but also will do that in very nice and easy way, for example research through the games. Through those games people are more relaxed, open and truthful more; it is more interesting and attractive than ordinary psychological tests or interviews.

Anyway the best way to prevent stress at work and in life generally is to follow healthy life style. Healthy lifestyle builds energy naturally and stress prevention. Sport, natural food, vitamins, good sleep are the choices which can significantly improve our health and well being. When person is in good physical condition, there is much less chances of getting into the stress situations.

5.2.3   Do you agree that there should be more support for workers in stress situations?

When someone is in trouble, the necessity of support of course arises. Most of us consider that the help should come from relatives and friends; however only few believe that the support from outsider can bring a positive effect on the situation. This opinion is wrong, in many cases the advice or some kind of help for example from the boss, when the problem is connected to work, can be much more helpful. I decided to learn the opinion of the responder concerning this question:
"I agree, but the support should start from analyzing the reason of stress, and it is very important to learn about the person a little as well. For example some people have phobia of closed spaces, and every elevating by lift creates a great stress for him." The ground for this statement is that every person needs a personal approach in solving the problem, and the only

way to choose the correct one is to talk to person and to interest in his work not only after the problem appeared, but also beforehand, so it would be easier to pick up the best way to solve person's stress situation.

As for phobias, one more person had raised this issue here: "There are people, especially in Finland, who do not like to communicate much, or even have social phobia. This not only prevents finding a good job, but harms the life as a whole, because we meet people everyday everywhere." Social phobia is one of the most common phobias in psychological practices. It acts as mechanism attempting to protect the person of "possible" harm. It is emotional survival, which is as important for person's life as physical survival. That is why we should try to uncover such workers and to support them.

"It depends what are the causes of stress. If it is reasonable excuse, definite number of days for rest can be offered. But if the situation repeats again and again, then the leader should make something to analyze the problem from another point of view." When the boss or the manager sees that the day off is not the best way, or is no more working, the support might be helpful, for example he should try to find another way to help the worker.

"The support from above is highly recommended by me. The reason is that sometimes because of insufficient commitment of even one employee the productivity of the company can significantly decrease. And if there are a large number of employees in stressful situations, this can lead to very negative consequences for the company." It is true, because any company will anyway benefit from the support to the worker, so the boss will safe good relations with the employees and reduces the possibility of negative impact on the company.

"I do not think that there should be support appearing only when stress is "on board". It would be definitely better to make sure that people do not suffer from bad stress in the first place." It is always better to prevent something bad, than try to find a cure.

To summarize the ideas of how the workers can be supported in stress situations, I would say that the main ways are:

- Talking to the worker in order to learn which way of emotional relaxation is the best exactly for him.
- Offering more brakes during some period.

- Giving the day off, or a vocation earlier.

- Show the interest in the person's work, problem and invigorate if possible.

- Treat someone's feelings seriously, with respect and understanding, without scarifies.

- Hire the psychologist or Stress Manager to consult the employees.

If the support is provided in the place, from where the stress originated, the effectiveness of such support is much higher. This means, if the employee gets the help from the colleagues or boss, he much faster gets out from problematic situation, caused by work. However, the stress caused by other than working facts, also affect the working process, and that is why the managers of the company should anyway try to support the stressed employee.

5.2.4 Is it useful to spent time and money for Stress Management program creation?

After the detailed information about Stress Management programs was given, I asked people to answer on possible creation of it in their company, and the level of its necessity. And here the responders' opinion on this subject:

"This depends completely on the company. In our company, for example, everybody knows that stress is mostly caused by lack of working force. That is why the solution would be hiring some more staff. Therefore our company does not need such a program now. However, in other companies this program might be a quite good idea." It is very good when company knows for sure how to solve the problem on its own.

"Unfortunately, the company where I worked this issue had not cared anyone from the leadership. In my opinion exactly for that reason, the company does no longer exist." As we can see from employee's point of view, not only material factors can damage the company, but moral as well.

"If the company's head is talented leader, he can manage to solve stress situations by himself. But if it is not the case, or the head is just too busy, it is then quite good idea to create a Stress Management program." The head, who can not only do successful business, but also solve problems of their workers concerning the stress, it is really big rarity. That is why in most situations the help from the professionals is needed.

"I think that if the company is big and has enough finance for such programs, then it is the best way to solve the troubles quickly. However I suppose, that for small companies it is not profitable, and it is better to try to solve the problems in the walls of the company by own forces." Yes, unfortunately, the Stress Management programs are organized not by Government, but by private companies and this means that they are not cheap. But they are quite available for middle and big companies.

"I think that it is important at least once to spend the money on such a program, because the employees will feel the care and the respect from the leadership, this can serve as an excellent motivation tool." When employees see the interest in their working life, they at the same time feel the control and try to accomplish tasks more honestly and thoroughly.

It is known in practice that investing in people is always reworded or compensated!

5.3   Stress Management

The last two questions were devoted to the Stress Management programs, which were already in use. The questions were: What are the main aspects of Stress Management program in your company? How successful do the programs work in practice? And only the responders, who were familiar with such a program, were asked to answer on them. Unfortunately, only one person was acquainted with the program, because the company where she works had used once the help from the psychologist. But I consider any opinion important and will anyway present it here:

"After several small talks with the psychologist, we have got the listed ideas about the behavior ways when we have some moral problems. When we do not know how to act in stressful situations, we turn to that list. It includes some common facts such as the telephone number of the specialist and some personal advices, which will stay secret. Some of the employees placed it above their desk in front of eyes." It was interesting to hear about the content of the lists and that they include the personal advices as well.

"Moreover we started to have the informal meeting outside the companies and I really feel, that helped me to get to know the colleagues much better, and moreover this simplified the work with them a lot. And in whole it was interesting process, when taking part in Stress Management research." It is nice to know that the person has already felt the positive result from the Stress Management programs.

From this answer it can be clearly seen, that the Stress Management program had brought affirmative outcomes for the company. Unfortunately I cannot make the absolute conclusions about the effectiveness of Stress Management programs from the words of only one person's opinion. However, most of the responders express the wish to try the Stress Management program, and this also shows the positive characteristics of it.

6   Research Results

The objectives of this interview research were to recognize the main reasons of stress at work, to find out the effective ways of preventing stress and the best methods of fighting with it from practical point of view and to show the importance of communication at work. Now when the needed empirical data is collected, it can be compared with the theoretical framework presented in the beginning of thesis. To make the research results more visible, several diagrams of results are presented.

6.1   Reasons of stress at work

Here are two diagrams showing the types of data: empirical (table 1) and theoretical (table 2). Each of them includes the same list of stress provokers' types, which specialists and the responders consider be most important ones: Physical (illnesses, tiredness), Emotional (sadness, anger), Social (relations with colleagues and boss) and Personal (Character streak). The diagrams show the dimension correlation of those reasons from the information got from the literature and by myself through the interviews.
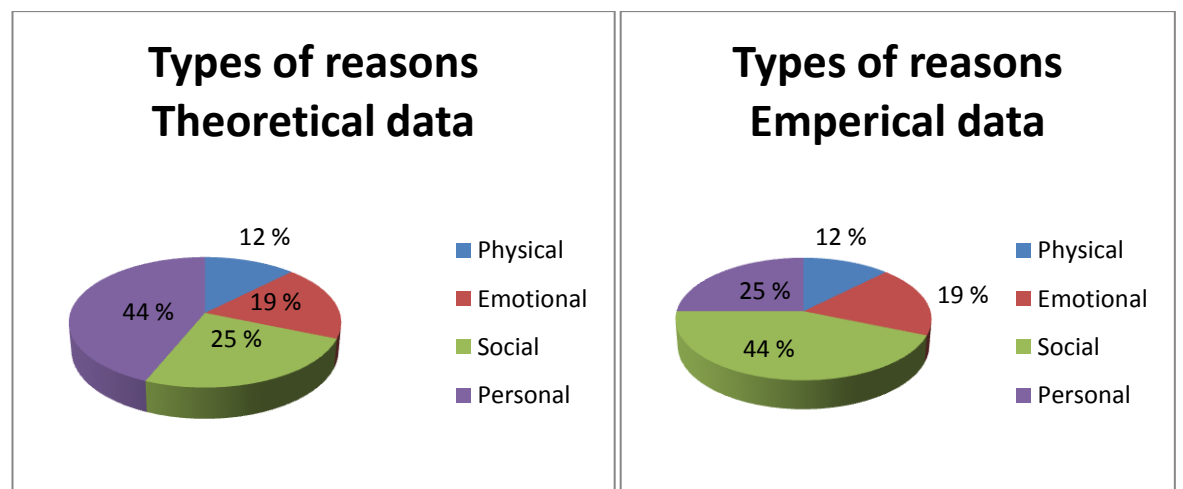

Types of reasons Theoretical data

- Physical 12 %
- Emotional 19 %
- Social 25 %
- Personal 44 %

Types of reasons Emperical data

- Physical 12 %
- Emotional 19 %
- Social 44 %
- Personal 25 %

Table 2 *Types of reasons (Theoretical data)*   **Table 3** *Types of reasons (empirical data)*

It is visible from the table 1 that the personality plays the most important role in stress appearance. The following stress provoker is social problems from theoretic point of view in the table 1. The table 2 shows the reverse situation; on the first place are social issues and on the second place are personal characteristics. The ground for such a difference is that people themselves tend to blame others in their own problems, instead of searching the sources of

stress in most of the cases are hidden in the persons' heads. This exactly, what was presented in the table 1.

Physical and emotional reasons take the same places in both tables, and from this we can conclude, that communicational factors are very significant at work; if personality of the employee prevent efficient collective work, or the social problems creates barriers for the working process, the stress will appear for certain.

6.2 Preventing the stress at work

The system of the result presentation is the same as in the previous section: the diagrams show the dimension correlation of those reasons from the information got from the literature and by myself through the interviews. The diagrams include four best ways of preventing stress at work, which were chosen as by the specialists as by the responders: Group meetings (periodical team talks), Time distribution (schedules, problems solved in time, deadlines), Control (interest in employees work) and Stress Management (help by specialists).
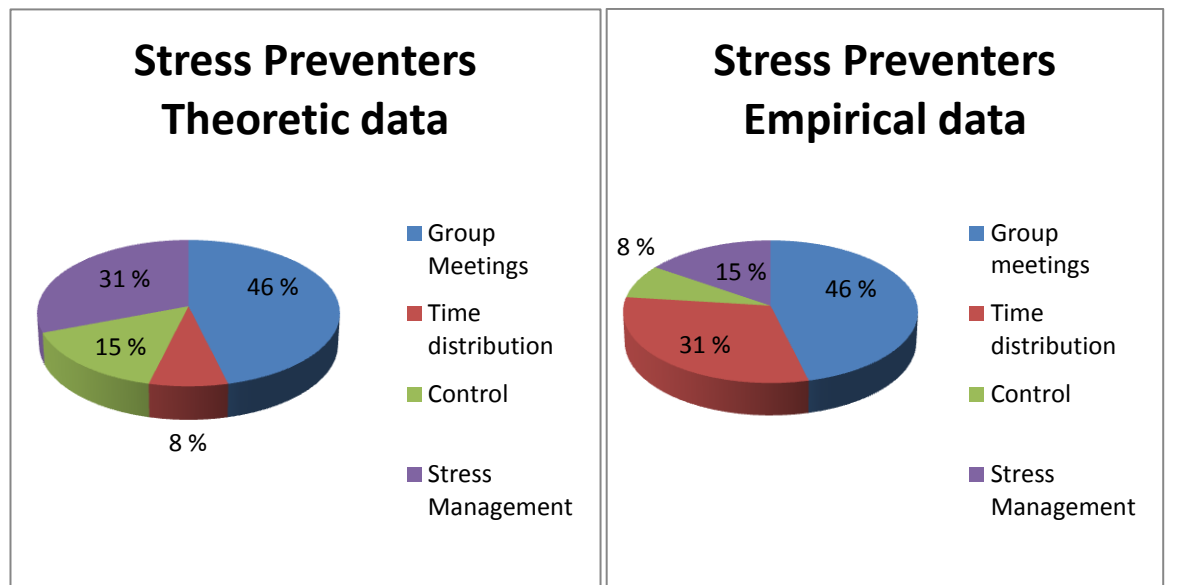

Table 4 *Stress Preventers (Theoretical data)*   **Table 5** *Stress Preventers (Empirical data)*

It can be seen, that the specialists and the responders agreed on the most important preventer of stress at work, and this is group meeting. The reason for that again is hidden in relation of the workers towards the team discussions. People believe that the most efficient way to prevent the stress is to discuss the problems, to share opinions and to learn people better

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during the group meetings. And the specialists are of the same opinion; the communication is very useful tool to prevent troubles, which cause the stress situations.

However, the opinions on the second place in meaningful preventer the responders and the specialists disperse greatly. The Stress Management is the second best way to prevent the stress from theoretical point of view; however the responders consider that it is time distribution. This happens because the people do not want that somebody burst in their lives even from the specialists. For the same reason the responders put the control on the last place, they do not want to be controlled, even if it is connected only to work. However, the specialists know that finally the best preventer will be analyze of the current situation in the company by professional psychologists; or if the financial situation is not enough good, the control should be presented by the managers, the control also means the interest in the employees' working lives. Time distribution was also an important preventer, however, in comparison to other three, it is less efficient from the theoretic point of view, because not every schedule can create constant working process and not every deadline decrease the negative feelings.

6.3   Fighting with stress at work

The third objective was to find out the best methods of fighting with stress at work. The results are again presented in diagrams in the same way, as in previous sections. After made research the following methods were considered the most efficient both from empirical and theoretical data: Leader's support (talks, day off), Group Meetings (discussion of the problem), Joint outside meetings (trips to nature, cafes), Change of atmosphere (more light, other colors) and Stress Management (solving problem with a help of specialist).
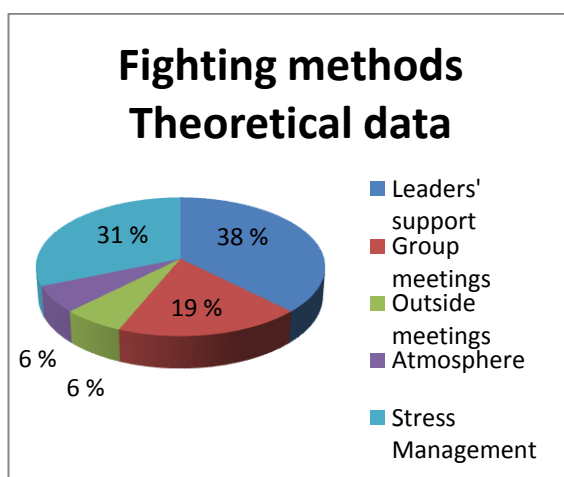

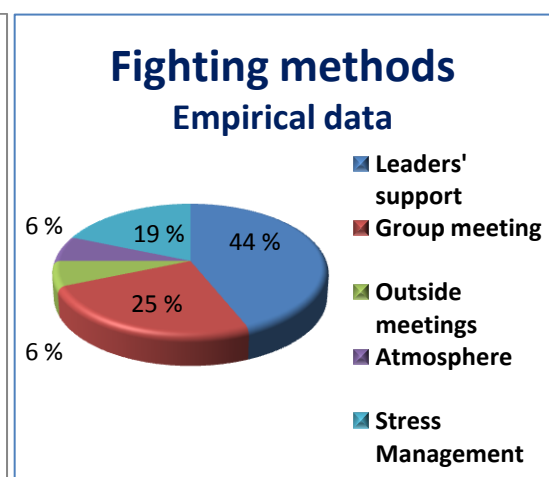**Table 6** *Fighting methods (Theoretical data)*   **Table 7** *Fighting methods (Empirical data)*

It was really nice to get almost similar theoretic and empirical data concerning the fighting with stress. The specialists and the people, who took part in my research, agreed on the main method of solving stress problems, and this is Leaders' support. It is proven that with first signs of stress, the best helper will be leader's understanding, which can be shown by giving the day off, vocation and other things, which will assist to go through the stress situation easier and faster.

The second and the third places occupy the Group meetings and Stress Management, however the responders put the Group meetings on the second place, and the specialist put it only after Stress Management. This happens because people without experience of specialists' help, suppose that the stress problems should not be carried outside the company, or by other people. However the specialists consider that Stress Managers can solve not only the problem and its consequences, but also its sources. This will help to prevent the appearance of the stress situation once again.

The changing the Atmosphere and the Outside joint meetings are of the same importance from theoretic and empirical data, the last two places. The methods are very helpful, but as an additional helpers for the main fighters.

6.4   The research results estimation

Through the questionnaires a lot of interesting and important information was discovered concerning the stress at work. The fact, that a lot of those results coincide with the data from the theoretical sources, presents the proof for trustworthy of scientific literature. Even the methods of solving, preventing or fighting differ a little. It is understandable, first of all, there was not a very large area of research, in comparison to areas of research by the scientists; secondly, people can only suppose when answering the questions, if they have not tried some method or experience stress at work; thirdly, people could not be honest or open with me, because I am the strange for them.

That is why when comparing the data the most reliable information will be coincident theoretical and empirical data. The second place in the level of reliability occupies the scientific data, because the opinions of the specialists are more objective, because the results are approved and therefore are more reliable.

7   Conclusion

The goals of my thesis research were to examine the role of organizational communication during the stress situations, to show the impact of stress on working process and to show the importance of Stress Management. I suppose all the objectives were reached, we see from the theoretical and empirical data that no stress causes can be solved without communication. In greater stress situations the communication with professionals is recommended and the research clearly stated the reasons for that.

Moreover the research shows that the communicational troubles became the most recent causes for stress at work despite of the profession or type of a company. And what is more important, my work presents the negative effect of stress at work process and the company as in whole. So the company acknowledges the need of solving, preventing and fighting with stress at work. For future use of my thesis work by interested groups I purposefully stated those sub goals in front of me. The most effective methods of those actions are included in research results and the companies can make advantages from them.

The results of my thesis work present an enormous connection and dependence of work stressors and personal resources, company's support and the well-being of the workers, and finally the employee's inner condition and company's welfare. Only when one element is working correctly with another one, there appearing the efficient working outcomes.

 Furthermore the significance of Stress Management programs was emphasized despite is there any stress or not. I proved that nowadays caring about the employees is never waste of money or time, and that only the specialists can help in critical situations. Moreover my research shows that the Stress Management could be a good push for developments and improvements.

Moreover the research brightly shows that there is a great importance of such factors and ways to cope with stress as relaxation, comfortable atmosphere, analyzing the problem and healthy lifestyle. There are more detailed working pieces of advices offered in the brochure "Get rid of stress" attached to this thesis research, which would helpful for everyone, who is already connected to working life or is only going to find a job.

All those research results creates good basis for company's future development. The investigation is ready for use as hand-book for top managers and for the employees, telling about stress and Stress Management from every quarter and presenting the best pieces of advices of how to prevent, cope and fight with stress situations at work. The results state a lot of important and interesting methods, connected to the subjects, about which people usually do not care, but which are of high value.

8   Discussion

The stress became part of everyday life for the modern society. It affects our lifestyle and the outcomes of the communication. That is why for the companies and employed people, who care about the work efficiency and own well-being, my research is meaningful. The effort which is needed to accomplish the tasks in order to prevent stress intervention seems enormous. However, once a company or a person tries, the feasibility of the research becomes realistic; moreover time and money spent become compensated.

Companies started thinking about the employees' well-being at working place relatively not long ago, as well as Stress Management was developed recently in past years. Therefore the research is quite modern and is of high need. Moreover some of the results are really unexpected and new, and the results which coincide with previous researches' results prove their reliability. However, in the current moment, there are only a few researches on the topic of Stress at work and Stress Management which are available outside some specialized psychological agencies or are free of charge.

While making the research I have not only got new, interesting and useful information, which I would not obtain from elsewhere, but also met a lot of new wonderful people, with whom I would not have a chance to talk in ordinary circumstances.

In my opinion the research is not only useful for the companies, but also presents the ideas for further researches. Such issues as prevention, reduction and fighting with stress can be studied deeper separately and presented as individual researches. Moreover there can be a research made specifically on the topic about stress caused by dismissal, what to say the person and how to help him, if will be dismissed.

Personally I satisfied with my work very much and it was a great pleasure to analyze the topic, in which I am very interested. I feel that the knowledge I have got will be useful for the students as well. They can get in stress situations when making work placement or when applying for a job after graduation. That is why I decided to create the list of advices, which students can have as brochure or read from the university's magazine. The list will be attached to the thesis work.

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Get rid of Stress at Work

- Sit comfortably or stand, if possible. Take several deep breathes until all your muscles become relax. Try with hands lifting, closed eyes or open window. Try to imagine yourself in the place you wish to be at that moment. Now look at the situation with fresh mind.

- Do not hurry with decision, conclusions and actions in stress situations. Take a time and think it over.

- Change your life style so, that the physical activity does not appear on the last place. Make a habit of walking or jogging after or before the work. Sport releases our brains from negative thoughts and prepares it for sensible ideas.

- Find the best way of relaxation personally for you, such as yoga, music, dances or other hobbies, you wished to do, but always did not find free time.

- Check your menu and the meal schedules. It is very important to eat fresh, natural and hot food during the day. Do not miss the meal or eat fast food because of the work.

- Make everything possible to sleep well. The good sleep is half of problem solution.

- Do not hesitate to ask for help from the colleagues and talk about the problem or possible its solution with the managers.

- Ask for a day off or earlier vocation, if you feel an extreme need for that.

- Investigate the problem. Learn the provokers and possible ways of problem's solution. Make some kind of stress SWOT analysis in order to see the picture clearly wholly.

- Ask for the natural medicines from the drugstore in stress situations, such as sedative teas and vitamins, especially in winter. Hold them on hand at work.

- Check the things which surround you. Perhaps some of them disturb you, or there is something to change, for example there is need to install a brighter lamp.

- Reschedule your working activity, possibly there are some things to be prioritized or excluded. Put the most difficult task in the time, when your working power is on its peak.

- Participate in group meetings and discussions, make your opinion valuable. Interact among the colleagues not only during work process, but for example during coffee breaks.

- Consider the mistakes made or failures and the lessons for future self-perfection. Do not make from little mouse a big elephant, when it is not.

- If you can identify the problem, collect the information about it from all sources you have, internet, books, friends, etc. It will help you to solve the problem with already approved knowledge or offered methods.

<div align="center">**Questions for the interview**</div>

Introduction

The aim of this interview is to collect data for my thesis research on the topic "*Stress at work. Stress Management*". Stress management was developed and premised on the idea that stress is not a direct response to a stressor but rather one's resources and ability to cope mediate the stress response and are amenable to change, thus allowing stress to be controllable. In other words, program is created in order to help people to overcome stress situations by different methods, described in this stress management program.

While answering you are welcome to give examples or tell about anything connected to the topic, but was not mentioned in the questions.

I. Stress at work and its Reasons

1. How do you personally define "STRESS AT WORK"?
2. Does the stress reflect on your working effectiveness? If yes, please explain how.
3. What are or could be the main reasons of your stress at working place?
4. Do you see the link between the stress and relationship with the collective or with any of your colleagues? If yes, please explain how.
5. Does the good working atmosphere positively reflect on your working results?
6. Have you experienced stress at work being ill, for example influenza?
7. Would the stress caused by your personal life reflect on you work efficiency?
8. How do you react toward criticism, while communicating with colleagues or boss?
9. What do you think about risks of having stress at working place for a company as whole?

II. Prevention and fighting with Stress at work

10. What are in your opinion the most successful ways of fighting with stress?
11. Do you have any ideas of how the stress situations could be prevented?
12. Do you agree that there should be more support (time for rest, shorter working days, and day off) for workers in stress situations?
13. Is it useful to spent time and money for stress management program creation?

Please answer, if you do have stress management program in company.

III.   Stress Management

14. What are the main aspects of Stress Management program in your company?
15. How successful does the program work in practice, from your personal point of view?

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