

## **Stress management in enterprise: implementation features and ways of development**

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**Abstract:** *Our paper makes a case for the development of a theoretical statement of stress management implementation and improvement in the sphere of business enterprise, as a separate area of scientific investigation with its own investigatory goals.*

*Achievement of the stated goal was achieved through application of system approach, morphological analysis, grouping, ordering, analysis and synthesis.*

*Stress management in enterprises should be a separate direction of scientific research, as it has its own investigatory goal: undesirable deviations in management activity, causes of appearance, distribution, and ways of prevention, elimination or minimization of negative consequences. Moreover, stress management in enterprise as science and area of activity requires formulation of a concept that would give an opportunity to describe and explain existing facts and occurrences related to undesirable deviations. It would also become an integral part of the development of future management tools. The stress management tool is determined by undesirable deviations in management activity. The concept of stress management in enterprise is not identical to the concept of crisis management. The stress management base is an operative management measure.*

*The theoretical and applicative value of the conducted research concerns substantiation of stress management, understanding value as separate scope of activity, and scientific investigation.*

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**Keywords:** *crisis management, deviation, management tools, enterprise, stress management, management.*

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## Introduction

Currently, many enterprises have a problem of removing undesirable deviations in management activity in the conditions of unstable external environment. As a result, managers and owners should change (in some cases radically) management tools, which would be efficient in such conditions and would provide business stability, new competitive advantages, market share increase, improvement of financial results in enterprise etc. Because of that, the actual task of enterprise is stress-management development. The objects of stress management are undesirable deviations in management activity, its warning and management.

Theory study and practitioners (Dartey, 2016; David, 1995; Strom, 2010; Ehrenberger et al., 2015; Ścibiorek, 2015; or Host'ovecký and Poláček, 2016) affirm that undesirable deviations in management activity are a regular trend of the market economy. They can relate to all areas of enterprise activity, including operational, financial and investment activities. Those deviations appear when volume of payables and receivables unpredictably increase, stocks decrease, key efficiency indicators fall, deterioration of socio-psychological climate within team, financial performance decline etc. Each of the examined events is a prerequisite for the appearance of the problem in management activity.

Stress management in enterprise as a science and scope requires the formulation of a full conceptual plan, which would give the ability to describe and explain facts and occurrences in management activity related to undesirable deviations. That can become the base for new management tools formulation.

## Literature review

Stress management of enterprises bases on common regularities that are typical for administrative processes and has specific features associated with the formulation and implementation of various instruments of crisis management. By summarizing the theoretical and methodological approaches and their implementation, it is important to note that stress management relates to the situational management sphere.

Various management technologies that are used are more focused on the normal state of economic processes. They are partially considered as a high level of turbulence of external environment and crisis and/or unpredictable events. Within the management theories, crisis management, economic analysis, controlling, management accounting and other sciences (Strielkowski, 2012; Kolgan and Kuzminskaya, 2015; Ligonenko, 2003; Miroshnichenko and

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Pidgorna, 2014; Narimanov and Terehin, 2007; Ushanov, 2010; Winefield, 2010), the problems of adverse deviations are partially reviewed and specific management arrangements for their prevention and minimization the consequences of a negative impact are recommended. However, undesirable deviations in different areas of enterprise activity are not considered by any particular science. Thus, the stress management theory (which actually directed to undesirable deviations in management) is in process of formation. However, we can assert that it should take an important niche in management theory and practice.

### **Research results**

Adverse deviations as a basis for the formation and development of stress management are typical for a large number of enterprises presently. Such deviations have an objective or subjective character and can occur at any stage of the operational process during supply, marketing, fund raising, foreign economic activity, implementation of production development capacity, financial transaction realization, the implementation of quality systems, implementation of innovative projects in the process of corporate management etc. Thus, objects of stress management in businesses are: the undesirable deviations in management, reasons of their occurrence, distribution, and ways of prevention, elimination or minimization of the negative effects. We should carry out the diagnostics of undesirable deviations not only retrospectively, but we should consider the present and future situations (through prospective analysis), considering how to eliminate them via organizational internal resources.

To a greater or lesser extent, each organization uses stress management tools regardless of their size, ownership or industry sector. Meanwhile, they are not always used comprehensively and systematically. Moreover, it should be taken into account that any undesired deviations in management activity are, on the one hand, a negative phenomenon in enterprise activity, but on the other hand, they are a real precondition for changing the existing administrative procedures and search for even better market opportunities that will enable a higher level of function and development.

The aim of stress management of enterprises is not only to remove undesired deviations in management, but also to promote their prevention. Therefore, it performs a preventive function. Those tools in some way are related to crisis management. Obviously, timely response to the weak signals in the management allows to neutralize the negative consequences of adverse deviations in the early stages of their occurrence. However, it is appropriate to agree with the theory (Ushanov, 2010), that the prevention of adverse

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deviations for many businesses is desirable, but not always achievable in daily management.

The nature and orientation of stress management tools is primarily determined by the type of adverse deviations in the enterprise management. It is worth paying attention to the fact that these instruments are used in uncertain external and internal environmental conditions. The higher the level of uncertainty - the more likely it that undesired deviations will occur. Thus, because of the objectivity of adverse deviations occurrence in management activity, executives and business owners should be ready to respond to them. On the other hand, a high level of environmental dynamics of organizations functioning leads to the need of stress management tools to ensure a high level of flexibility.

Generally, the identification of undesirable deviations in management activity is an important precondition, in order to be effective in stress management within an enterprise. Obviously, any deviation has a different impact on the activity of a business entity, has different manifestations, depth, and importance, requires different counter-reaction etc.

Among undesirable deviations in business management at the first place should be those that have the most important industrial-economic and / or financial and economic consequences (decline in production, reduction of market share, weakening of competitive position, profit decrease, suspension of investment or innovation project etc.). However, stress management tools that will be implemented for the elimination of these undesirable deviations in an enterprise's management should have an adequate level of character deviations and their consequences.

Efficiency of stress management tools in enterprise management is determined primarily by the following main components:

- management methods, which are used in the enterprise;
- organizational structure;
- resource provision of management;
- skill level of management personnel.

According to research (Bychkova and Veberova, 2008) stress management in enterprises should be based as an integrated approach, directed at the efficient management of self-organizing, chaotic and unpredictable deviations during the performance implementation of industrial and economic activity. Moreover, the need to consider the complexity of stress management is justified by instability, lack of clarity, unpredictability and often uncontrolled deviations of management activity.

The concept of the stress management in a company should cover the following key elements: the purpose of stress management, its objects,

subjects and functions, methods, techniques, principles of implementation, resource constraints (in particular, time and human) and others.

The study of the theory and practice allows us to conclude that stress management in the company should also be conducted on the base of a functional approach and cover the following key areas:

- planning for undesirable deviations in management activity;
- organization of various activities, directed at effective undesirable deviation management (creation of relevant departments or consolidation of some work in this direction by concrete departments or employers etc.);
- employee motivation involved in the management of undesirable deviations in management activity;
- activity control directed at undesirable deviations administration in management activity;
- deviation regulation during the management of undesirable deviations in management activity.

It's important to highlight the main tasks of stress-management in the company:

- timely diagnosis of undesirable deviations in management activity and timely adoption of preventive measures for their warning;
- minimize the negative consequences of undesirable deviations in management activity;
- restoration of financial stability of an enterprise as the consequence of the undesirable deviations appearance in management activity;
- restoration of industrial and economic balance of the company which was changed as the consequence of the undesirable deviations appearance in management activity etc.

Regardless of the tasks, stress management in the company involves formation, preparation, adoption and implementation of various management decisions. However, such decisions are characterized by certain features. Due to the parameters of undesirable deviations in management activity, they are adopted mostly with limited information, conflicts of interest groups, economic impact (managers, owners, suppliers, economic departments etc.), reducing time interval, need for coordination and harmonization of the various company activities (for example, management accounting, procurement, manufacturing, transportation etc.) and others. In addition, the consideration of the environment dynamic, in which organizations function (largely to eliminate undesired deviations in management activity) can be formulated by a number of alternative management decisions from which the enterprise should choose the best option.

The result of using specific stress management tools may be not only elimination of the detected unwanted deviations in management activity, but also measures of indirect nature, including: change of management

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organizational structure, training for employees, improving the management of industrial and commercial processes, the redistribution of functional responsibilities in the team, to ensure consistency of corporate strategy, business strategies and functional strategies, elimination imbalances in management, effective consideration of risk factor, improvement of operative reaction on adverse deviation etc.

It is worth noticing that the effectiveness of stress management of a company is largely determined by the on-time response to unpredictable deviations in management. The fact is that any organization is traditionally regarded as an open system, with which not only the supply, production and distribution links closely interact, but also its separate elements. Thus, undesirable deviations that occur in any area of the company, have a quick negative impact on other areas. So, the earlier the problem is identified and decisions are made for its elimination, the faster it can be possible to restore the "balance" of production and economic activity.

It is important to note that stress management and crisis management are different concepts because of their investigatory aims. Crisis management is directed on crisis, its causes and consequences for concrete organization, while stress-management is concentrated on undesirable deviations in management activity. Surely such deviations can be caused by crisis, but not always. For example, the reason for undesirable deviations can be caused by unfulfillment of contract obligations by suppliers or inconsideration of some elements of social package in yearly budget. Also, it is important to note that crises (base of crisis management) can be caused by enormous quantities of reasons, while undesirable deviations (base of stress-management) can be brought on by smaller quantity. Due to that those undesirable deviations are easier to predict, plan, detect and also react to them. Tasks are also different in those concepts. Thereby, concepts of 'stress-management' and 'undesirable deviations' are different, because they are separated (in many cases very connected) economic concepts.

However, it is appropriate to emphasize that a lot of economic instruments, which are actively used within crisis management, can be beneficial within stress-management. Firstly, because of simulation modelling, heads of various levels of management can evaluate recommended measures to influence undesirable deviation from the position of loss prevention or minimization. In addition, by factor analysis key factors that formulate undesired deviations can be highlighted.

According to research (Ligonenko, 2003), it is important to notice that criteria of stress management effectiveness in enterprise can be the following: effectiveness of decision making, speed, economy and adequacy of the

achieved results for the normalization of the company activity and recovery as a result of undesirable deviations parameters of its functioning.

The basis of an organization's stress management plan are administrative methods with operational nature, because of the adverse deviations in management activity. They tend to have the nature of the current problem that should be solved (unlike crises that have their own developmental dynamics and specific regularities). Thus, an important feature of stress management is time-limited terms for administrative decision-making. Even under these conditions, alternatives often exist, which we should analyze, and solve a series of partial tasks. Considering the statement (Strom, 2010), we can conclude that effective stress management is primarily competent management, built on the ability to correctly apply the achievements of modern management.

The author's interpretation of stress management enables the refutation of a hypothesis about its exclusive relationship with the financial part of the enterprise, although it is clear that adverse deviations in management still directly or indirectly effect on the financial results of the business entity.

Stress management has the ability to focus on both selection and formation of its objectives, determined by the type of adverse deviations in management that have arisen or will arise in management activity. Moreover, such deviations are typical for every company, even for financially successful ones.

## **Conclusions**

In this way, stress management is a separate enterprise scope and direction of scientific research with its own investigatory goals that require the formation of an integrated concept. It will help to describe and explain the existing management facts and phenomena associated with adverse deviations, and become the basis for the formation of new management tools. The object of stress management within the sphere of business enterprise is adverse deviations in management, the reasons for their occurrence, distribution, and ways to prevent, eliminate or minimize the negative effects. In addition to numerous functions, stress management also carry out a preventive function.

The basic elements of the stress management concept are determined, stages of its implementation based on the functional approach are disclosed, and its main objectives are established. Due to consideration of the correlation between the stress management and crisis management, it was concluded that those two concepts are not identical. The efficiency criteria of an enterprise's stress-management are determined as well. The hypothesis of an exclusive interrelation of stress management with the financial component of the enterprise is disproved too.

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