

**Ministry of Education Republic of Azerbaijan**  
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**SABAH Center**



**Bachelor's diploma work**

**Stress and Its impact on Human Resource performance**

Vugar Akbarli

1511207001111010

Thesis advisor

Ph.D. Khagani Bashirov

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## **Abstract**

Stress is a circumstance which makes you feel its existence since the humankind's existence. Persons try to adopt the technology which changes rapid and competitive surroundings and they are forced for these causes today. These causes grow up the stress levels for individuals. Stress rate changes between not only from person to person but also working environment and states.

The purpose of this exploration is elucidating of "stress" fact and It defines the processes of eliminating stress by establishing the origin of stress in persons such as personnel especially staff of bank sector.

It is also seen organizational results such as performance deficiency, diminishing of output, failure with the individual consequences, misconduct from stress, confusion of spiritual and physiological functions. Stress also intimidates the person who tries to attaining organization's aims. In addition, like the stress source of other staff, bank workers have more stress springs because of work-related difficulties and home (family problems).

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## **I. CHAPTER: Understanding of Stress and Factors impact on its occurrence**

### Understanding of Stress

Stress is an inevitable truth in our life. People are trying to keep pace with and following with modern factors such as competition, diversity, rapid change and these actions increase the level of stress which have already present in people in today's time and conditions. Stress is a concept used by almost everybody in every day of life. It is a situation that has felt its existence since the days when human beings were created, despite the increase in the research done in ultimate years.<sup>1</sup>

The word of Stress comes from Latin "restricted". Stress has been used in such meanings as disaster, trouble, and sorrow in the 17th century. The meaning of the concept has been used to change objects such as power, pressure, and spiritual structures in the 18th and 19th centuries.<sup>2</sup> The work done from the past to the present day is different from the one about stress. Different approaches to science have differentiated stress definitions according to the events that cause stress. The stressed word was first used by the physicist Robert Hook for explaining the relationship between the elastic object and the external force applied to it in the 17th century.<sup>3</sup> According to another physicist, the stress is the physiological and psychological reaction of the person perceives as a result of changes in the positive or negative aspects of the work or its environment. The stress is the result of the environment and work conditions in which the person is affected. It can be defined as a psychological condition that affects the mental and physical health of the person in a negative way by creating secretions. The other point of view about stress, it is the stimulus-response that damages the balance of the body such as fear, fighting, isolation, body heat and blood pressure. According to

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<sup>1</sup> Turkish Psychiatry Review 2007; 18 (2): p 137-146

<sup>2</sup> E. Rockies, Positive Dialogue with Our Stress in Stress, 1994, p.2

<sup>3</sup> Turkey, International Journal of Education-CIJE e-ISSN: 2147-1606 Vol 3 (2), 2014, 1 – 15

this definition, stress is not only used in a negative sense, but also stress is expressed as the reaction of the person against it. The most widely used this definition in modern life. So that, adaptive behavior is manifested through stress, individual differences, psychological processes, and external or internal movement that causes psychological or physical pressure on the subject which is the result of the situation or event being reflected the organism.

The interaction among stress, its stimulus and response imply shyness. In other words, stress is an influence on the environment and the environment, which puts the condition of goodness in danger, reduces capacity and is considered compulsory. The evaluation of an event as stressful depends on the psychological defenses of the event as well as the perceived ability of the event to be perceived and interpreted by the individual. All these develop the ego function. Individuals with complete ego function have a balance in harmony with the internal and external world. The complete absence of the gonadal function and long-term exposure to the stress creates anxiety in the individual. Anxiety is regarded as a product of stress and is defined as a state of feeling that disturbs and negatively affects the unpleasant individual.

Selye described the stress and stress of the concerned scientists on stress, "the reaction of the body to another non-existent request"<sup>4</sup>.

According to Cüceloğlu, "the physical and social environment of the individual must be harmonized, and it is the effort that he or she spends beyond physical and psychological limitations"<sup>5</sup>. Selye can create stress, individuality. After a study in 1950, the term stress shows that we are not being organized. Selye emphasizes the concepts of stress and stressor, stimulates the individual as a reaction to create a series of stressors, the reaction of the individual to such stimulants also stressed the stress. As a result, Selye described stress as "a general reaction to the individual's presence against stressors". According to Selye, stress is the sum of all the different harmonies that are

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<sup>4</sup> Selye, H.(1974). Stress without distress. NY: J.B.Lippincott.

<sup>5</sup> Dogan Cuceloglu, "Human and Behavior", Ramzi BookHouse

going on at any time and on the body - the work of the organs, stretching, loosening of the muscles, secretions etc. Stress is normal and appropriate.<sup>6</sup>

There is a very slight difference between stress and stimulant. Namely, the stimulant is the thing that rather than the reaction of the organism. There is a degree of difference between stress and stimulant. It can be a stressor to create a source, a comfort threshold programmed for particular sensory organs, and break the combined balance. The system initiates a harmonization process to regain this stress response site. Tension is the effect of the stress state system. Voltage is the appropriate system, information about the stress state of the information and the rotation of the balance. In the difficulty, the amount of energy or the amount of energy consumed in the process of returning to the equilibrium is the amount.

Stress is a concept involving an influence on individuals and their behavior, that is, their involvement in people. Stress is not a condition that stops, stops, or spontaneously. In order for the stress to occur, the person has to influence the environment in which he lives and the changed people who are in the environment. Every change in the environment is affected, but they can be affected more or less slowly. Stress has made it possible for a change to take place in the environment in which the person lives, or to change what the person creates. These effects have an effect on the degree of underestimation. For stress to occur, it means that the body affected by the environment takes action of a special body in the body.

Stress affects the whole of the organism and is often not a controllable reaction. As stressful life can't be thought, a stress-free person is unthinkable. Because people react to many things they perceive in their surroundings and in their minds. The person can't react without stress. Because there is no energy. This means death. A person can't live with extreme stress for a long time. Therefore, stress must be at a necessary level.

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<sup>6</sup> Gazi University, Gazi Education Faculty Magazine, Volume 21, Number 1 (2001) 91-109, p 92

But it is not an easy task. In order to manage stress, one must learn and apply the psychological, physical, and behavioral skills required according to personality traits.

### **Factors impact on its occurrence**

A stressor is caused by each factor which is the main reason for the occurrence of Stress. Some of the individual stressors may be more meaningful and important. This means that the individual's family life and environment It depends. Factors causing the stress are stress, which changes the adaptation capacities of the organism are caused by internal or external conditions that cause life. Stressors are the pressures or demands that surround the person or the person. General From a glance, the causative agents can be examined under six headings<sup>7</sup>.

1. **Physical factors:** Factors in and out of the person,
2. **Psychological factors:** Personality structures and ways of thinking,
3. **Social factors:** Conflicts between people, material situations, time management,
4. **Mental factors:** loss of values, lack of life purpose,
5. **Job-related factors:** Relationships with colleagues, role conflict, wage,
6. **Encouraging factors:** The person's inability to receive outside support is inadequate.

People do not struggle when faced with stress sources. They work. In this case, the concept of coping with stress emerges. Do not deal with stress, exceeding or exceeding its resources, consuming its own internal and external physically, emotionally and physically in order to cope with the conflicts between the behavioral works.

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<sup>7</sup> Gazi University, Gazi Education Faculty Magazine, Volume 21, Number 1 (2001) 91-109, p 95-96

## Stress Level

Stress is a specific condition with psychological, physical, behavioral and social influences on the person that changes the natural order of the person. The body tries to respond to the strange body, which arises for various reasons, through different defense mechanisms. The covert mechanism of the body against the body is both the symptoms and the consequences of the stress. The factors causing the stress are similar to those of the person but they give similar responses to the stress. When a threat or stimulant is encountered, the hypothalamus in the brain sends certain signs to the body, which becomes a bodily response. For energy, hormone production rises, sugar and fats are mixed with the blood, respiration and heart rate are accelerated, blood pressure increases, muscles become tense, and pupils expand. This is the body and brain self-defense mechanism. There are some differences in the perception of stress in almost every individual depending on individual factors. The factors that influence this perception are<sup>8</sup>:

- 1) Having important experiences or experiences during the development period of the person or during other periods of his life.
- 2) The existence and adequacy of the social support system in which the event occurs (marriage, adequate support, etc.)
- 3) It can be considered as the existence of material sufficiency and social security. These differences affect the individual symptoms of stress and the individual's reaction to the stress. The stress statements also differ according to the age of the individual, personality, gender, and factors causing the stress.

The individual reacts to stressful situations at different stages. The theory developed by Hans Selye is known as general adaptation syndrome. The aim is to protect the internal

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<sup>8</sup> Inesjournal, year: 4, Issue: 12, September 2017, p. 26-39



balance of the body by autonomic actions and hormonal responses to stimuli. According to the general adaptation syndrome, the individual's stress reaction occurs in three stages.

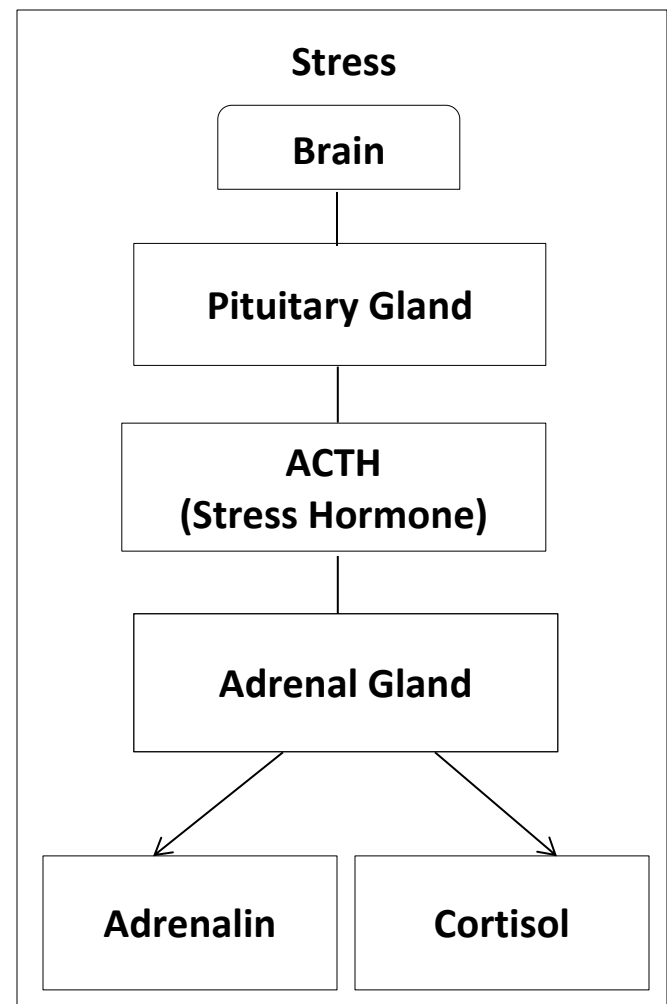
These are<sup>9</sup>:

- 1. The alarm stage**
- 2. Resistance stage**
- 3. Exhaustion stage**

**The Alarm stage** – Stress is the situation in which the cause is noticed and the individual perceives the stimulus as stress. When the person is exposed to the stressor, the sympathetic nervous system becomes active and the body shows a battle or how many reactions. As a result of the physical and chemical changes that occur during the battle or the few reactions, the individual becomes ready to face or avoid the stressor.

The changes in the organism during the alarm phase are:

- 1) By increasing the number of breaths more oxygen is provided to the body.
- 2) Blood pressure increases, blood circulation is accelerated by accelerating the heart rhythm, more blood goes to each region
- 3) Muscles become tenser and preparation for strength-requiring tasks is provided.



**Figure1.1. Development in Stress Organism**

<sup>9</sup> Pamukkale University Education Journal – Jale Balaban Research, year 2000, N 7, p 188-195

- 4) Digestive activity slows down, the blood in this area first goes to the brain, the bowel and bladder muscles relax.
- 5) Pupils increase more aware of the light is provided to be awake.
- 6) The fat and sugar stored in the liver and muscles are mixed into the blood, and the energy required for the body is provided more easily.
- 7) The number of red blood cells increases, so the amount of oxygen carried to the brain and tissues increases the blood clotting process begins to slow down. Because heparin secretion has increased.
- 8) The five senses become awake, the external perception increases, it is absolutely necessary to be aware of any external danger.

In the course of the alarm, the cause of the stress and the intensity curve of the increase in stress level above the normal resistance level of the normal behavior begin to give the first signs of detection. If at the end of this phase the defense if the mechanism is successful, the body returns to normal. If the stress situation continues, the resistance phase is passed.

**The Resistance stage** - The alarm phase follows the phase of compliance or resistance. Resistance phase is the highest point of the body's response level. In this phase, the body tries to maintain its physiological integrity by using its balancing resources effectively and resists the oppressive changes. Resistance phase, general is the longest part of compliance syndrome. If the stressor is harmonized with the causative factors, the lost energy begins to be recovered, the damage that occurs during the alarm phase is repaired, and the body returns to normal. In the stage of resistance, when the stress does not go away and the effect continues, it goes into the stage of body depletion.

**The Exhaustion stage** - It is the stage where the resistance decreases and the body capacity is exhausted and the diseases begin. Stress allows the secretion of the

stress hormones; adrenaline and cortisol hormones by sending messages to the brain, hypothalamus, pituitary gland and adrenal glands that perceive the event causing the stress. The eyeballs grow, the heart rate accelerates, the veins shrink, the cold sweats, the blood sugar increases, stomach acid it increases the secretion and reacts to the resistance stage. Stress sources and intensity gradients in the resistive phase do not decrease or increase, the body's adaptation capacity is compromised, the behavior severely deviates, and a phase of frustration is entered. Responses in the alarm phase and chronic stress symptoms arise again. If the event causing the disease is serious and continues for a long time, the person will be exhausted and permanent trauma will occur in the individual. Continuation of stress causes systematic wasting, damages, diseases, and death in the body.

**Tablet 1.1: Stress Symptoms<sup>10</sup>**

|                    |  |
|--------------------|--|
| Physical Symptoms  | <ul style="list-style-type: none"> <li>• Heart palpitations increased blood pressure</li> <li>• Insomnia</li> <li>• Sore and chest pain</li> <li>• Heavyweight changes</li> <li>• You feel very tired</li> <li>• To eat nails and grind teeth</li> <li>• Stimulation, stuttering</li> <li>• Headaches</li> <li>• Increased use of alcohol and cigarettes</li> <li>• Dryness in the throat and mouth</li> </ul> |
| Spiritual Symptoms | <ul style="list-style-type: none"> <li>• Feel a gap in it</li> <li>• Don't forgive and hold a grudge</li> <li>• The disappearance of the meaning of life</li> </ul>  |

<sup>10</sup> Turkish Psychiatry Review 2006; For Work Stress and Health Psychology Research Two Scales: A-Type Personality and Job Satisfaction, 17 (1): 32-45

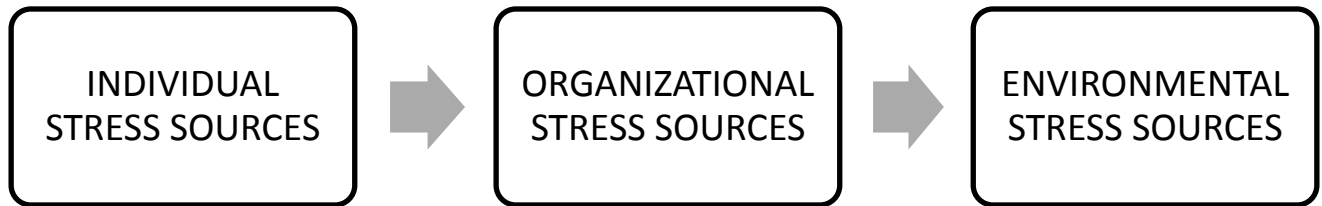
|                       |   |
|-----------------------|---|
| Social Symptoms       | <ul style="list-style-type: none"> <li>• Isolation from other people</li> <li>• Susceptibility</li> <li>• Communication failure</li> <li>• Loneliness</li> <li>• Thinking must be centered yourself</li> </ul>  |
| Emotional Symptoms    | <ul style="list-style-type: none"> <li>• Stress, depression, sadness, and irritation</li> <li>• Chilliness</li> <li>• Frequently see a nightmare</li> <li>• Crying and laughing crises</li> <li>• Don't feel exciting</li> <li>• Misgiving illness</li> </ul> |
| Intellectual symptoms | <ul style="list-style-type: none"> <li>• Concentration difficulties</li> <li>• Forgetfulness and memory loss</li> <li>• Pessimism</li> <li>• The PHOBÍAS</li> </ul>   |

Stress affects individuals physically and psychologically, and stress manifestations vary according to personality structures, age, gender, the source of stress, and individual perceptions of stress.

### **The sources of Stress**

There are a number of factors that create stress. These stresses are called stress sources. Everything that affects the physiological and psychological order of an individual can be called a stress source. The factors that cause the stress are caused by the personality traits, work life and environmental factors of the individual.

Individual, organizational, and environmental stress sources are also within themselves. For example, a stressor a person experiences in family life or in traffic can also affect one's working life. Stress sources can be divided into three groups<sup>11</sup>:



**Figure 2: The sources of Stress**

**Individual Stress Sources** - Personal stress sources are related to the psychological and physiological characteristics of the individual. In other words, the source of stress can itself be the person itself. The formation of stress is also related to how it is perceived by the person as much as it depends on the causative agents. Factors such as personality and emotional structure, family problems, living standards, middle and advanced age crises, economic problems are among the sources of individual stress. The most important of these factors is a character, age, gender, family structure, economic conditions.

1. *Character* - is one of the most prominent features that distinguishes the person from other individuals, is one of the factors that are also effective on stress. Personality is the individual's mental and physical characteristics that are different from other individuals and these characteristics reflect on their behaviors and thoughts. A broader definition is given to all of the tendencies that determine the differences and similarities in psychological behaviors that personality, time, and condition imposed on individuals as biological and social characteristics, and that maintain their continuity over a certain period of time. The reaction of the person to the stressors; the person identifies many individual factors such as physiological susceptibilities, experiences, personality traits, social support resources. The source of stress can be

<sup>11</sup> Ankara University Faculty of Education Sciences, Special Education Magazine, 2013, 14 (2) 17-29

the individual personality or personality. That is to say, that the occupation is autocratic, has gender, introverted or outward-looking character, exhibits supportive or competitive attitudes in relation to it, emotionally sensitive and weak, strong and impressive or patient and slow, negative reactions, personality traits such as need for success can be evaluated as determining factors in terms of stress source.

2. *Age* - is an important source of stress. Age-related problems are usually concentrated during the middle ages and old ages in which the age is advanced. The changes and decline in physical exertion seen during these periods can lead to a significant stress on the people. The physical and mental balance of people can be disturbed by the menopause especially in women and the hormonal changes brought about by menopause in andropause.

As employees age, they become more tired of the mental and physical aspects than the younger workers, and therefore the disadvantages such as frustration and lack of self-confidence in these people are a source of stress.

3. *Gender* - The meaning and reactions to which women and men give similar stress sources in their lives are different. It is an undeniable fact that women are exposed to more stress in their social life than men, in addition to their family and working life. Especially in male-dominated societies, this situation is much more obvious. In the family life, the female individual undertakes the task of recovering motherhood and domestic affairs as well as the family. The situation becomes even more difficult for working mothers. This means that the female individual is under more strain than the male. In this case, stress is inevitable. Examples of behaviors that a female individual often experiences in the social environment are sexual harassment, minor incidents, and exposure to humiliation. In male-dominated societies, one of the important disadvantages of man is that man is trying to look strong. This can be said to be a legitimate source of stress for the male individual.

4. *Family structure* - An important part of family-based stress is related to the family members' relationships with each other. The level of satisfaction and needs of family members are determined by family members' abilities, possibilities, desires, knowledge and experiences, expectations, perceptions, attitudes, social and cultural values and worldviews as well as other personality traits. The mismatch, disagreement, lack of communication in all three types of relationships between family members (between women and men, children, parents, and siblings) leads to tensions and strangeness in both the people concerned and the other members of the family. While conflicts between spouses arise from reasons such as jealousy, economic problems, sexuality and desire to establish dominance; Among the most important reasons for child-parent disputes are examples of children's requests not being fulfilled, and parental children's behavior is excessively restricted. Disagreements among siblings usually come from sharing family opportunities, being more favored than others, jealousy. Factors such as family members' illness, death, spousal divorce and economic problems are also important to stress sources. Family relationships are very important for the individual. The problems that the individual has in relation to his / her family cause stress in the individual, which can negatively affect the individual's social and working life.
5. *Economic conditions* - The poor economic situation of individuals is a source of stress for the individual. "It is an important influence that the income level of the individual is low in the economic problems considered as the stress cause. The low-income level of the individual will also affect the purchasing power in a negative way. It is inevitable that the individual, who can't meet basic physiological needs adequately, becomes sick from physical and psychological care. "According to Maslow's hierarchy of needs theory, individuals with low-income levels may not find the time and environment that will reveal their potential abilities.

Stress is one of the economic conditions that cause unemployment. Unemployment in a sense means that individuals are deprived of a certain source of income. Unemployment creates shortcomings at the point where it can be seen that the basic needs are at a minimum in terms of individuals who do not have other sources of income other than to show their gratitude. This is an important source of stress in itself.

**Organizational Stress Sources** - An organization is a social system in which individuals live, work, and relate to each other. Organizational stress is a reaction that is expressed as "the relationship of the individual to the environment, influenced by individual differences and psychological processes, loading more psychological or physical demands on the person, the result of the external environment, situation or event. Organizational stress is a situation that changes the person who is born of personal and business relations and makes changes that prevent the person from his normal functions. "Stress level changes from one person to another, stress in organizations, the structure of organizations, the technology used, environmental conditions, also changes. These changes have led to different definitions of organizational stress.

There are a number of factors originating from organizational stress. The physical and psychological structure of the occupation, the level of stress and the work which have done affected these factors. To be under excessive responsibility, problems related to career development, not enjoying the work done, making unfairness in distribution of duties, feeling insecurity towards the managers, as environmental conditions; Many factors such as lighting, noise, temperature problems, accidental and dangerous unstructured workload, lack of communication between employees, dissatisfaction with wages, lack of work-related plans and programs are among the sources of organizational stress. All these factors affect the performance of the organizations, productivity, the motivation of the employees, production of goods and services in the negative direction.



1. *Stress Resources Related to the Nature of Work* - Every work was undertaken in the working life carries a certain responsibility and risk. Naturally, every work constitutes a source of stress. There are various factors that affect the stress of work. These are the factors that arise from both the individual and the work.

The inability to meet various demands and demands expected from the work done, stress factors related to work; physical and mental conditions, job hunting and time insufficiency, excessive or inadequate workload, technical problems, technological developments and monotonous changes, physically heavy and laborious work, occupations not having the necessary knowledge and equipment related to the work, factors of working conditions such as non-compliance with standards and employees, shift working system and seizure system are sources of stress related to the nature of work and cause stress and tension in employees and organizations.

2. *Stress Resources Related to Organizational Role* - Some of the stress factors resulting from work life are related to the role behaviors of the individuals in the organization. The entire expected behavior of a working person by other employees is called an organizational role.

Stress factors rising from the organizational role: "Contradictory duties and confusion of authority, lack of equivalence of authority and responsibilities, person-role incompatibility and conflict, responsibilities to those at different organizational levels". The stress factors resulting from the organizational role can be examined in two parts as "role ambiguity" and "role conflict".

3. *Stress Sources Related to Organizational Relations* - Relationships, communication, and interactions among individuals in their working life are extremely important in terms of the stress factor. Individuals who can't properly organize their workplace relationships can affect themselves and other employees in the negative, that is, they can experience the stress of organizational cohesion.

The fact that the relations between the employees and the managers are bad in the organization and its effects the work done, the production of goods and services negatively and causes the alienation towards the worker, the lack of enjoyment from work, the absenteeism and leaving work.

4. *Stress Resources Related to Organizational Structure* - Organizational structure, rules, policies, career and professional development, managers and employees, human relations, distribution of human resources tasks and responsibilities, participation in decisions and management, management style, an organization of organization, growth, and downsizing are organizational. Bureaucratic obstacles are hierarchical, rigid, central organization structures, unfair management, fear of inattention, inadequate wages, lack of promotion possibilities or limitations, lack of organization purpose and system, subjective attitudes, the inadequacy of performance appraisal standards and stress factors in organizational structure.

**Environmental stress sources** - Factors such as transportation and environmental problems, social, cultural and technological changes, income levels, unemployment and economic crisis are some of the sources of environmental stress.

1. *General Economic Issues* - Crises in the world economy, inflation, unemployment, low level of income, cost of living are important to stress sources. The economic crisis causes individuals to be anxious about their future and to lose confidence. The decrease in demand during the crisis period leads to a reduction of job opportunities and fear of the individuals working in the organization and their stress life. The constant increase in the prices of goods and services caused by inflation and the cost of living cause individuals to lose their purchasing power and meet their needs less than their incomes. Most people will have to do a second job to meet their needs. This, along with limiting the social life of employees, it is likely that employees will cause fatigue, tension, and stress.

The low level of income among economic problems is important. The low-income level of people causes the purchasing power to be weak and the needs can't be met. Individuals with low-income levels will not have the time and environment necessary to move on to activities that will enable them to realize their potentially existing skills. Since the income level is an important factor in determining the social positions and statutes of individuals, individuals with poor economic conditions see themselves as inadequate and worthless and enter into stress.

2. *Urban Living Problems* - One of the causes of the social and business life of individuals is the urban problems. Air and water pollution, crowd, noise, traffic intensity, population increase are the problems caused by urbanization. The people living in the cities are on the one hand experiencing these problems while on the other hand, they are in a race to maintain their experience. This leads to tension and stress. People are affected by the environmental pollution caused by the workplace, both during work and in the workplace. Environmental pollution has a negative effect on productivity in business life, leading to various diseases in people. Especially industrial cities are areas where pollution and negativities are intense. Migration from urban areas to urban areas increases the population density, which leads to decrease of job opportunities, unemployment and psychological disturbances in the individuals.
3. *Social-Cultural and Technological Change* - The socio-cultural environment constitutes the values and attitudes of people, behavior patterns, and cultural habits. The socio-cultural change affects the social and cultural building, social relations, attitudes, and behaviors. Migrations from rural areas to urban areas, transition from stationary to mobility, transition to the consumption economy, transition from closed system to open system affect people. Traditions and customs, forms of life, socio-cultural values change and become universal. This change is causing instability and imbalance in the lives of individuals and compliance problems. Compliance issues

are in line with the capacity, willingness and ability of people to change, and stress factors in people.

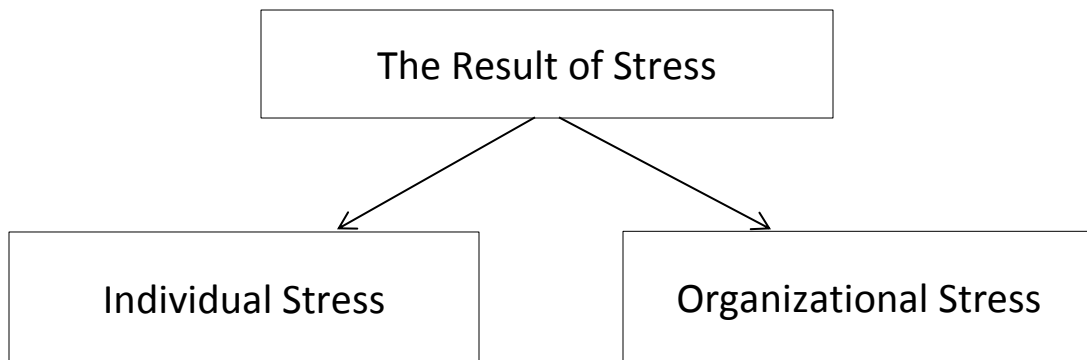
Migration from rural areas to urban areas is also one of the important stress factors. With migration, the individual is faced with new problems and struggles to keep pace with rapid social changes. Religion, social structure, and factors such as class, climate, and participation are the factors determining social and cultural stress sources. These factors affect the attitudes and attitudes of the individual in family and business life. The technological environment is the environment in which new information is produced, events that lead to improvements in products and processes. Technological developments are creating various problems together with facilitating the business life. Changes in the field of technology, while allowing for the creation of new business areas, can cause some professions to get out of hand. As a result, there is a problem of unemployment. In particular, the physical labor force has a significant deterioration in the employment opportunities of workers. Systems that do not allow employees to use their intelligence, intelligence, creativity, and decisions as a result of technological transformation are emerging. As a result, there is a sense of unnecessary self-esteem, alienation from work, forgetfulness, and inability to perform well. The need for knowing and learning new equipment and systems with developing technology is perceived as a threat situation by the employee.

### **Result of Stress**

Stress is the adaptive response to external conditions and stimuli that causes physical, psychological, behavioral deviations in people. Stress is a stimulating stimulus that improves the individual when it is of appropriate quality and intensity. Stress causes damage to an individual, starts with an anxiety that can't be understood or can't be

talked about, and turns into stress in the individual. Stressing levels of the subjects are different from each other. However, factors such as time, intensity, and intervals of stress factors affect the outcome of stress. In the people, according to the behavioral norms and perception forms, emotional problems such as withdrawal, adoption, fear, panic may occur. The reactions shown against the stress prepare the ground for the emergence of various diseases. These diseases can be caused by physical illnesses such as a migraine, high blood pressure, heart diseases. Its psychological consequences such as panic attacks, anxiety and depression can also occur.

It is possible to search the results of stress in two parts in general<sup>12</sup>:



**Figure 3: The Result of Stress**

Individual Stress - Stress affects the person's physiological, mental and behavioral balances negatively. These negativities are reflected in one's working life. While experiencing stress, one may encounter some or all of the physiological, psychological, and behavioral consequences. There is a level of stress that each person can tolerate. In this sense, some people are more resistant to the stress; they are closely related to their personalities as well as their eating habits, social support possibilities, ability to cope

<sup>12</sup> Suleyman Demirel University The Journal of Faculty of Economics and Administrative Sciences, Y.2009, Vol.14, No.2 pp.333-359

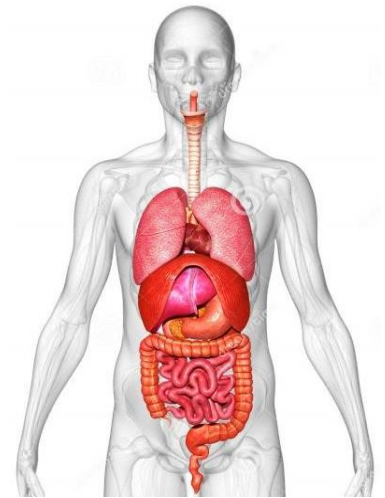
with stress, and experiences of stress. No single individual is strong enough to be affected. The stress levels of individuals are different and the stress outcomes are different according to the individuals.

The behavior of stressed people, its consequences on biological and psychological structures can be addressed under the following headings.

Physiological Result Today, the relationship of many diseases to stress can be presented in different forms. The physiological differences of the individuals cause the stress to be affected by different measures and forms. The body can meet the needs of the body with the help of the body's hormones and central nervous system. It can adapt to the changes in the internal and external environment and maintain the balance. The physiological response, As a consequence, it is possible that one directly affects an organ or system of the person negatively. The physiological consequences of stress are more effective if the person has somatic deficiencies or hereditary weaknesses. However, stress, triggering psychosomatic diseases, weakening the resistance to diseases, disturbing the immune system, breaking one's individual resistance and facilitating the settlement of the disease-causing agent. When the defensive mechanism of the organism is not sufficient against the causative factors, some physiological changes occur. As a result of the continuity of these physiological changes, some diseases arise due to stress. Such diseases are called psychosomatic diseases. Psychosomatic diseases are physiological diseases caused by emotional conflicts forming somatic signs. "There are three theories that explain the emergence of psychosomatic disorders due to stress. According to one of the theories, the body region or the organ which is structurally weak or sensitive, or which has come to this state due to stress, is affected by psychological stress. According to the second scheme, it is emphasized that certain types of diseases may be linked to certain types of stressors. According to a third theory, it is suggested that the physiological prejudice and psychological stress factors play a role in the formation of psychosomatic disorders.

Physiological diseases caused by stress in individuals are:<sup>13</sup>

- Circulatory system, cardiovascular diseases; palpitations, heartbeat irregularities and strokes, chest pain, myocardial infarction, hypertension.
- Diseases of the respiratory system; excessive breathing, bronchial asthma.
- Diseases of the digestive system; appetite cuts, overeating, indigestion, gastritis, and ulcers.
- Diseases of the reproductive system; sexual impotence, coldness.
- Internal secretory gland diseases; hyperthyroidism, diabetes.
- Dermatological diseases; rash, eczema, psoriasis, hair and hair loss.
- Movement system diseases; arthritis, muscular tension-related diseases, migraine, chronic headache.



**Picture 1: The Human Anatomy**

Psychological Results - Stress has some negative consequences on the psychological structure as well as on the physiological structure of the person. The physiological effects of the stress the counter-organism tries to cope with stress by giving some emotional reactions. If any stimulant is perceived as an individual's living space, the feelings that are experienced when they are interpreted as the change of the victims or the equilibrium state are especially pessimistic or depressed. The feelings of anger, anger, pessimism, and depression are the main sources of stress because they cause the emotional equilibrium to deteriorate. The stress is the most important psychological disturbance depression and sleep disorders.

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<sup>13</sup> American Psychological Association, [www.apa.org](http://www.apa.org)

Depression - Depression, industrialization, and urbanization, the need to work with high temp, the weakening of interpersonal relations and the increase in expectation, which are the concepts used to explain depression and depression, depression, anxiety, irritability, disturbance, mental discomfort. It is estimated that 3-5% of the world populations have depression at different levels. "A number of events such as various failures, frustrations, the death of a close acquaintance, affectionate separation, accusation and slander, retirement, and unplanned pregnancy can cause depression. Factors that cause depression are generally the cause of sadness in every person. While most people are trying to maintain their normal course of life after a certain period of time in response to events that cause depression, other people can't get rid of the effects of depressive events and have a long period of depression. According to a research done, the description of chronic depression is explained as follows: Sleep disorders, lack of appetite, problems in sexual life, dislike of social relations, indecision and delay, in clothing and in appearance need to change, generally tendency to disorganization and dispersion, fatigue and low concentration, diminished liking, feeling of incompetence. One out of every six females and every twelve males reported experiencing a chronic depressive event. Depression also affects the working life of the individual. As a result of this work, it is possible to deduce that almost every manager is confronted with depressed occupations and superiors in the business life that has taken years.

Sleeping disorders - Sleep is the most important of the basic needs of a person. An adult person needs to sleep 6-7 hours on average. Problems and fluctuations in the mental health of the quiche negatively affect sleep patterns. Sleep disturbances in people under stress manifest themselves in two ways. The first one is difficulty in sleeping; the other is that you can't sleep continuously throughout the night. Another problem with sleeping is that you can't wake up in the morning when you are sleeping for a long time.

In stressful situations, the tension in the muscles does not decrease and the brain center remains awake. If the condition becomes chronic, some health problems arise.



Most of the stressed people are experiencing sleeping problems, while others are seeking sleep over time. Sleep problems, together with a psychological consequence of stress, cause insomnia to increase tension and decrease performance.

Behavioral Results - The stress experienced by the person in the context of daily life situations should be studied in terms of personal behavior. The individual's behavior should be analyzed so that optimal decisions can be made. Physiologically and psychologically balanced destructive organism initiates "war or runs away" behaviors. In this way, the stress tries to get rid of the cause and return to its original state.

Behavioral consequences of the events leading to the stress in the psychological structure of the individual include harmful habits such as aggression, irregular diet, smoking, alcohol, drug use.

Such substances are the first negative routes of escape in stressful situations because of their chemical and mental effects, which lower the level of anxiety. These materials, which are used initially only to get rid of anxiety and tension, are increasingly addictive, cause harmful consequences and adversely affect health.

Organizational Results - stress can cause various physiological, psychological and behavioral damages on the individual, the employee who is exposed to extreme stress can cause significant organizational damage. "The organization can sustain its existence, grow and increase its profitability only through the efficient and efficient functioning of its businesspeople. If the performance of the individual in the organization is low, the performance of the organization will also decrease accordingly. Organizational outcomes of stress; organizational outcomes, organizational performance, attendance of occupations, labor turnover, job accidents, organizational climate and organizational decisions are positively or negatively affected.

Scientific research reveals that stress leads to lower productivity and performance in organizations, leading to significant loss of occupation and organizational management.

**Table 3: Negative Consequences of Stress<sup>14</sup>**

| <b>Reason</b>                                      | <b>Result</b>                                       |
|--|---|
| - The reduction of organizational commitment       | - Accidents at work                                 |
| - Disgust the job                                  | - Increase in warnings and penalties                |
| - The decline in the quality of goods and services | - Increase in the number of insurance payments      |
| - Decreased productivity                           | - Increase in the number of cases filed against you |
| - Decrease the effectiveness of your decisions     | - Career stagnation                                 |
| - The increase in labor force transfer             | - Increase in absenteeism                           |
| - Coldness in organizational climate               | - Tension in business relations                     |
| - Excessive increase in health costs               | - Decline organizational communication              |
| - Staff complaints and requests increase           | - Long lunch and tea breaks                         |
| - Cheating and sabotage                            | - Non-account time losses                           |
| - Increase in customer complaints                  | - The increase in paid compensation to staff        |
| - Decline interdepartmental cooperation            | - Decreased image of the fabric                     |

<sup>14</sup> Gazi University, Gazi Education Faculty Magazine Volume 21, Number 1 (2001) 91-109

Among the organizational results of the stress mentioned in detail in the table are the low performance, absenteeism, labor turnover and work accidents are the most important.<sup>15</sup>

Absenteeism at work - Absence is a condition in which some employees do not come to work because of various reasons without completely abandoning their work. They are all situations that cause disruption due to absenteeism, leave of absence or annual holidays, and not coming to work on the study program. Absence is one of the major human resource problems seen in organizations. Having a constantly stressful environment in the workplace causes the occupants to feel a desire to move away from the work environment and to be absent from work. "Absenteeism can be seen as one of the behaviors that are done to avoid organizational stress. While job dissatisfaction and physical disturbances are counted as factors that can be shown as lack of attendance, the reasons for absenteeism can be listed as follows; unemployment and lack of interest, low morale and job dissatisfaction, daily working time, amount of wages and form of payment, sickness insurance, and working group. Stress causes occupants to leave work and leave work, and organizations suffer from this situation. The stress is seen in one of the occupants negatively affects the others, thus the productivity is decreasing. Stressful absenteeism causes organizational performance, productivity and costs in the negative, causing great harm and loss to the organization.

Performance - Stress directly affects occupational performance in working life, and organizational performance also causes significant changes. Performance is a display that shows the extent to which employees have achieved good or ideally specified job standards. Performance refers to the fact that the productivity, efficiency, and

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<sup>15</sup> David A, DeCenzo, Stephen P., Robbins Fundamentals of Human Resource Management, tenth edition, Printed in the United States of America, Copyright © 2010, 2007, 2005, 2002 John Wiley & Sons, Inc., p.1-436

capabilities of the individuals working in the organization are different in terms of doing business. Effects of stress on performance; the situation in which they are found, the relative and the personality traits of the employees and the forms of perception. Often, some of the individuals doing similar jobs perform their jobs at a different level of quality, quantity, and duration than other employees. Physiological diseases and disorders caused by stress affect the work performed in the form of aggressive and depressive behaviors, job accidents, devolution, absenteeism, and alienation. "The individual performance outcomes on stressed occupations are affecting the performance of the individual composed of individuals. Organizational performance is greater than the sum of individual performances of occupations because of the synergy effect. However, the decrease in the individual performance of organizational workshops reflects a greater decline in organizational performance. Because the occupation as an individual is in constant interaction with both physical and human resources in the organization. The change in the performance of an occupation directly or indirectly affects other occupations and the physical resources of the organization. " Profitability and survival in a competitive environment are important for an organization. Therefore, organizations need to produce the highest goods and services with the lowest cost and to maximize their performances. Excessive stress causes the increase in cost, the level of job satisfaction, the decrease in productivity and productivity, and therefore the decrease in organizational performance.

Labor Force - At the beginning of the issues that managers have the most problems in the organizations, the labor force is coming. Labor devolution is the percentage of the ratio of the total number of employees separated or removed from the work in a given period to the average number of employees in the same period. The high rate of occupational turnover is one of the indicators of the density of worker movements in and out of the organization. On average, an organizational labor force is dependent on two reasons, such as retirement, self-separation and for some reason exiting from work;

while the remaining three were directly or indirectly related to stress. The factors that contribute to the high rate of occupational turnover are as follows: "Organizational lack of job selection, appraisal and recruitment systems, lack of a satisfactory pricing and promotion system, or some injustice, poor working conditions, negative attitudes towards employees at the disposal of managers behavioral exhibitions, autocratic organizations that do not allow the occupation to realize itself, use its skills and develop its career. " These factors cause the employees entering the stress and reducing the loyalty of work. The labor force is a problem that needs to be solved, which increases the level of organization, management and staff stress, which affects the activities of the organization, its plans and projects, productivity, employee use, product quality and service quality, cost.

Accidents at work - Work accidents are events that cause a material and spiritual loss and damage that happen suddenly and in a certain way as a result of the combination of some internal and external factors. In order to be counted as a business accident, it is necessary to be involved in the business, to be realized in the workplace and to affect the worker physically or psychologically. According to the researches done, work accidents are caused by three basic reasons:

1. *Technical Causes*: Part of the work accidents are related to the technical and mechanical equipment in the workplace. For example, dangerous chemicals, mechanical or physical conditions in operation, defective use of tools and equipment, inadequate set-up and design of machines, lack of mechanical protection systems or inadequate repair of machines, lack of protective teams in business and lack of technical safety constitute the technical causes of business accidents.
2. *Environmental Causes*: Some unfavorable environmental conditions also play a role in the coming of business accidents. Among these, it is possible to list inadequate ventilation and enlightenment, climatic effects such as intense noise, hot and cold,

working conditions on wet and slippery grounds. In addition, all precarious and dangerous working conditions can cause job accidents.

3. *Human Causes*: An important part of work accidents come from personal factors and spiritual reasons. Non-precarious personal behavior, not complying with safety measures or not taking them seriously, ridiculous jokes and movements, struggles and careless attitudes in the workplace lead to job accidents.<sup>16</sup>

Regardless of the cause, work accidents are an important indicator that working conditions in the organization are not appropriate for technical, human and environmental factors. In organizations, stress is not the only factor associated with work accidents, and it is interacting with technical, human and environmental factors. The likelihood of a job accident increases when stress or tension is combined with an accident-making environment, which is caused by physiological and psychological causes of accidents in individuals, technical structure of work and negative working conditions. Work accidents are an important cost source as well as affecting the efficiency and effectiveness of the organization in the negative direction. Workplace accident prevention training and work done to reduce the level of danger in the job significantly reduce the work accident risk. In the study conducted, 64.5% of the measures to be taken psychologically to avoid work accidents were motivated, 20,02% of the work and employee training and 15,5% of the measures were preventive of accidents in the remote working environment It can be effective.

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<sup>16</sup> Hacettepe University Journal of Economics and Administrative Sciences, Volume 13, 181-196.

## **II. CHAPTER: RESEARCH ABOUT STRESS IMPACTS ON HUMAN RESOURCES PERFORMANCE.**

### **Stress management methods**

People have resorted to various methods to relieve stress and reduce stress whole years. South African locals have thought that they have moved away from their troubles by using the Arabs shisha, drinking cannabis, breaking the dried leaves of Coca plant, the source of cocaine. The Siberian peasants believed that they had taken them to happiness by violating the fungi they believed were sacred. Today's people expect to benefit from cigarettes, drugs, drinks, and sedatives in stressful situations.

It is extremely important that the behaviors shown against the stress are directed towards coping with the stress rather than trying to escape the stress. It is necessary to learn and apply the methods and techniques of coping with stress because the stress state in the people for a long time may have negative consequences both in terms of soul and body health. The methods of empowerment strengthen the behavior or emotional reaction of the individuals towards the stressors in order to remove or control the causes of stress and to eliminate the effects of stress. Attempts are being made to reduce or eliminate the negative effects of stress through coping strategies. The aims of dealing with stress can be divided into three dimensions:

1. *Short-term goals*: To learn the structure of stress, its causes, its effects and the necessary methods to be successful.
2. *Mid-term objectives*: To understand positive sources of stress; controlling emotional and bodily stress reactions; learning the causes of harmful stress; to develop an effective way of life.
3. *Long-term goals*: to live healthily and regularly; to improve their skills, to find peace, to provide a high level of efficiency.<sup>17</sup>

Stress management varies according to the characters' structures. Stress coping is an important process that varies depending on the individual's emotional, mental and behavioral characteristics, that is, individual characteristics.

The ways to cope with stress which related to body, mind, and behavior, can be handled in three groups:

- 1) *Facilitating the Body*: Relaxation techniques, different body exercises and eating patterns;
- 2) *Mental coping*: involves dealing with beliefs that lead to incompatibility and mental regulation techniques;
- 3) *Behavioral Supervision*: Changing the "A" type behavior, safe attitude-behavior training and time adjustment techniques.<sup>18</sup>

The methods of coping can be examined in two groups such as individual and organizational stress management.

**1. INDIVIDUAL STRESS MANAGEMENT** - Being able to cope with stress depends on the quality of the stress source and the person's stress perception, knowledge, skill, experience, ability, and personality. Some strategies that are used individually for stress management are very important. The commonality of these

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<sup>17</sup> Positive stress management, Peter E. Makin and Patricia A. Lindley, 1995, p. 53-76

<sup>18</sup> Hacettepe University Journal of Economics and Administrative Sciences, Volume 13, 181-196



strategies is to control personal habits and behavioral, physical and psychological structures.

In order to cope with stress, the individual has to deal with stress, "Effective time management, relaxation practices, positive imagination, exercise and body movements, behavioral self-control, communication, meditation, food control and massage, it is also possible to implement strategies such as "turnaround".

*Relaxation Techniques* - Nowadays, loosening techniques are widely used to cope with stress. Many types of research have been carried out within the scope of measuring the effectiveness of relaxation techniques, and it is known that positive results of relaxation techniques are seen without stress. Stress is considered to cause migraine-type headaches. From this, researchers have investigated the effects of relaxation techniques training in migraine patients in coping with stress, and it has been understood that stress and stress-related headaches in migraine patients are reduced. Again, relaxation techniques applied to heart patients between the ages of 47-80 showed that the symptoms of stress, tension and anger decreased. Researchers have also shown that the negative behavior of mentally retarded individuals with a chronic age of 19-55 and a mental age of 3-17 has declined due to relaxation techniques. Some commonly accepted relaxation techniques include relaxation exercises, meditation, and yoga, time management, social support, bodily movements, the "Change-Accept-Dispersive-Manage Life Style" model.<sup>19</sup>

a) Relaxation Application - The most important and priority action in relaxation practice is to breathe correctly. The right breath is slow, deep and silent breath taken. As the stress of the person increases, respiration accelerates and chest pain, palpitation, faintness, dizziness, memory impairment, anxiety can be seen. In this case, being able to breathe correctly will reduce symptoms of stress and stress. At loosening, the head and the body lean forward and sit in such a way that the arms

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<sup>19</sup> "Techniques of Relaxation in Stress and Stress", Hacettepe University Journal of Faculty of Education, Volume: 6, Ankara, 1991, p.183

touch the legs. Afterward, correct breathing should be done and relieved. Once this movement has been done several times, the muscles that are stretched should be tried to loosen. Each stretching operation should last for an average of five seconds and should be carried out twice over 10-15 seconds intervals. Tense muscles should first be stretched and then loosened<sup>20</sup>.

- b) Meditation and Yoga- Meditation and yoga are a technique that carries the Far East philosophy. It is an intensive concentration technique that allows the person to rest from the mental, spiritual and physical aspects, and to avoid daily worries, conflicts, and troubles. Meditation and yoga can help people to get away from stressful situations; it is also a method that helps reduce stress symptoms. Meditation and yoga are done in a quiet, cozy environment. Eyes are closed, deep breaths are taken and given, certain words called "mantra" are repeated, the mind is emptied and emotions and thoughts are focused on any sound, image, and object. So relaxation and relaxation are provided. Regular and deep breathing is essential to the philosophy of meditation and yoga. When people are in stressful situations, their breathing time is shortened and they feel shortness of breath. This reduces the amount of oxygen to the brain. Deep and regular breathing is an important factor in reducing stress because it soothes the nervous system.

People who practice meditation and yoga on a regular basis are more calm, calm and patient. It also emphasizes the importance of meditation and intolerance in reducing blood pressure, slowing heart rate by decreasing respiratory rate, thus reducing the risk of heart diseases. In a survey conducted, it was observed that the employees participating in the meditation for one year were more successful in terms of performance, productivity, job satisfaction, continuity and communication than those who did not participate.

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<sup>20</sup> "Techniques of Relaxation in Stress and Stress", Hacettepe University Journal of Faculty of Education, Volume: 6, Ankara, 1991, p.179-181

*Time Management* - At the beginning of today's most important problems are the shortage of time. Almost everyone complains about the time limit. The individual who can't set the time enters anxiety, panic, and stress. Time management is a metro tour recommended for coping with stress. Time management is the time to control and organize the right things to do in a short time, the individual to manage himself and his business. In time management, the goal is to keep time in check to meet the needs.<sup>21</sup>

According to a technique that is more important than time management techniques used to cope with stress; what is to be done, what tasks are to be done in what order of priority, and how to do things in a shorter time by developing a systematic method. According to this; it is suggested that each item is marked with a symbol meaning important, moderately significant and insignificant of each item, and priority should be given to the carrying out of important tasks. The tension and anxiety experienced with time management are avoided and individuals are less exposed to the pressure of everyday work and time. With time management techniques, employees reach their goals quickly, accurately and with less energy. Thus, employees' rest periods, motivation and productivity, their organizational commitment are increased and their stress is prevented.

*Social support*- Many studies show that stress is caused by social support. Social support concept; is defined as relationships that involve the communication of the person with the head, the desire to receive and give emotional help as needed. Friendship associations at work, family meetings, and associations with associations provide social support for people.

The level of support of people by their family, community and other people in their working life, sharing rates, increase the successes of stressful struggle and provides less harm to the strut. Social support improves the relationship between person and organization and facilitates participatory management, making people feel better

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<sup>21</sup> Institutional and practical education management, Assoc. Dr. Nezahat Güçlü "Time Management", Gazi University Education Faculty, number: 25, pp. 83-106, winter 2001

physiologically and psychologically, being more successful in coping with stress than they are in stressful situations.

*Bodily Movements-* Bodily movements are the methods of coping that reduce the stress and influence on the individual. In the face of stressful situations, emotional and nervous changes occur in the upper body and the body chemistry is disturbed.<sup>22</sup>

Stress causes blood vessel narrowing, which reduces the amount of blood going to the cell. In this case, the cells are undernourished and frequent repetition or prolonged exposure leads to a reduction in the disease and life of the cells.

Physical movements accelerate blood flow, provide better nutrition and healthy cells. One of the important benefits of physical movements in terms of the individual is strengthening the muscles, regulating the circulatory system and providing oxygen distribution. Aerobic exercises increase oxygen requirement, provide cardiopulmonary durability and reduce blood pressure. Exercises such as walking, jogging, swimming, cycling, aerobics, gymnastics, horse riding, tennis are important preventive measures against heart diseases and reduce stress by reducing physical tension.

*"Modify-Accept-Forget-Manage Life Style" (MAFM) Model-* Braham's "Modify-Accept-Dispersive-Manage Life Style" Model (MAFM) is a four-stage model developed for people to manage and control the stress they experience. These stages are:<sup>23</sup>

1. M (*Modify*) - if possible, change the conditions that cause it and the negative state it is in.
2. An (*Accept*) - is the acceptance of situations that can't be changed, the control of the persons and the events that occur outside the boundaries with a positive approach.
3. F (*Forget*) - emotional, mental and spiritual aspects of different approaches to events are interpretation method.

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<sup>22</sup> Ankara University Institute Of Health Sciences, "Comparison of the effects of different exercise methods on selected physical, physiological suitability and psychological parameters" master research by Sibel Yargici, Ankara 2007, p. 45-60

<sup>23</sup> Gazi University, Gazi Education Faculty Magazine Volume 21, Number 1 (2001) 91-109, p.104-105

4. M (Manage LifeStyle) - various forms of exercise, relaxation methods, social support. "This model is generally a summary of stress management. It is very important in this sense.

**2. ORGANIZATIONAL STRESS MANAGEMENT-** In modern society, the majority of individuals are under stress. Working life is an important part of this. Organizations have to develop methods of stress prevention to eliminate adverse effects of stress. Organizational stress management; are regulatory and methodological measures taken by management to control, reduce or eliminate the causes of stress to reduce or prevent the most stressful workplace stresses for individuals. Organizations generally use a five-step method of stress management. These are<sup>24</sup>:

- 1) Identify the causes of stress in employees
- 2) Reduce or eliminate stress sources in the internal environment of the organization
- 3) Helping employees to change their thoughts about work-related stress and gain out of stress experience
- 4) To inform the employees about the results of stress
- 5) Helping employees cope with stress

General methods to reduce organizational stress are an improvement of working conditions, enrichment, and rotation of work, duties to participatory management and managers, career development and management, identification of organizational roles and reduction of conflicts, training of stress management.

*Improvement of working conditions* - Improving working conditions in the workplace is an important factor in increasing the morale and motivation of employees and in

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<sup>24</sup> Stress, self-regulation, and context: Evidence from the health and retirement survey, Briana Mezuka, Scott Ratliffa , Jeannie B. Conchac , Cleopatra M. Abdoud , Jane Raffertyb , Hedwig Lee , James S. Jackson, SSM - Population Health 3 (2017), p.455–463

reducing job accidents. The cleanliness of the tools used during the work ensures that employees pay attention to their work and be careful. It is necessary to take advantage of the sunlight as much as possible in terms of lighting and color where artificially illuminated, spectral lamps are used. The formation of a good lighting system increases the morale and motivation of the employees and prevents eye disorders. A safe environment is provided with appropriate color preferences for the working environment and thus productivity is increasing.

Noise negatively affects employees' health and causes bodily resistance to fall. There are a number of ways that businesses can implement to prevent disgruntled employees from adversely affecting them. Some of the methods of screening wall screens, limiting vibrations by placing small plates between noise sources, and using ear protectors are some of the protection methods. Conditions such as air, heat, humidity, pressure, ventilation system of working environment can be accepted as negative working conditions. Organizations should take precautions against air pollution and systems that provide good ventilation, temperature control systems against odor and gas poisoning in the air to prevent health problems and stressful life of employees.

To work in a healthy, safe and efficient working environment; sound, lighting, hardware, organization systems can be adjusted according to the physical and mental characteristics of the employees. This situation, called ergonomic order, contributes to increasing the quality of life, morale, and motivation of the individual.

*Work Enrichment and Rotation-* Organizations are trying to increase the level of success of their employees through programs such as job enrichment and job rotation. The enrichment of work involves both the factors involved and the development of qualities of the work itself, such as autonomy, work significance, and different skills.

By enriching the job, the individual is given authority and responsibility related to his / her own work, and more control and feedback are provided. The enrichment of

work in some employees is creating more stress because of the failure to think. The job enrichment method should be done in a way that will encourage the employees considering the needs and wishes of the employees of the organization.

Along with being routine, jobs that do not require different thinking, knowledge, and skills cause workers to stress. Work rotation improves employee relations and communication, and all departments in the organizations have employees who know the qualities of work, and stress statements such as fewer or more jobs, inadequate promotion are being reduced.

*Participatory Management and Duties of the Administrators-* It is one of the ways in which organizations can prevent employees from participating in work-related decisions. Participatory management is the participation of employees in the decision-making process in matters related to work. Participatory management creates a democratic environment in the organizations, conflicts are reduced because employees take more responsibilities and effective communication is provided to employees and managers. Participant management improves performance and productivity as well as stress prevention effect. Some of the tasks that will benefit managers in organizations are to help employees cope with stress:

- 1) Providing a suitable working environment for the organization and raising job satisfaction: It is extremely important for the employees to work in a comfortable, peaceful and stress-free environment in terms of motivation and productivity. If individuals are not satisfied with the work and the environment they are in, they can be found in absenteeism and dismissal.
- 2) Provide clear and concordant role expectations to minimize role conflicts and role ambiguities: Every individual has a better job to do than his personal characteristics. It is the duty of the managers to get the most suitable job for the characteristics of the employees. Thus, the employee will do his / her favorite job and succeed.

- 3) Managing work by using appropriate methods to avoid excessive workload or workload: Employees who are overworked and who are tired from the psychological and physical stresses may feel unworthy of their workload. The manager is to reduce the workload on the employees by employing the staff when necessary. The issue of low workload can be done by changing the location of employees. Thus, the problem can be solved by bringing in an employee who has a lot of workload instead of a little employee.
- 4) Providing employees' participation in decisions: Every employee wants to vote and comment on topics that most concern him/herself in the context of the individual. In decision making, the person who is asked the idea will feel important and valuable. As a result, employees will be more motivated. This will add a worker and knitting efficiency.
- 5) Supporting stress management services: Just as employees are the employees who stay away from the strut, the organization will also be in favor. It is important that managers and employees receive professional help as an organization when necessary.
- 6) It is for the employees to have the opportunity to learn and fight what the sources of stress are: The manager has to take decisions and implement decisions for the continuity of the organization and the future. Each organization has its own stress sources as well as specific stress sources. Even if the manager does not prevent the stress factors by determining these stress factors in advance and taking the necessary precautions, it is necessary for the employees to be in the company of the followers, to support them and to struggle more than the employees.

*Career Development and Management-* It is considered an important stress source for organizations to know what their next positions will be, what knowledge and skills they



should have about the position they will undertake, their career goals and what tools they will achieve, and not helping employees achieve their career plans and goals.<sup>25</sup>

With career development, employees are provided with emotional satisfaction, employees' loyalty is increased, and equal opportunities are provided to employees. Career planning and management techniques are also an important factor in the struggle for stress. Some of these techniques are<sup>26</sup>:

- 1) Self-assessment and tools to help in meaning: The manager should always be one step ahead of his / her employment as a vision and a mission, and the manager should be assisted when the employee is inadequate. If you do not have the qualification to help, your employee should get professional help.
- 2) Organizing workshops and training events: It is extremely important for the manager to give importance and support to in-service training. An inadequate employee will feel insecure, so he will have anxiety and stress. The more important the social activity is for the organization, the more important the educational activities are.
- 3) Enabling people to make work and career changes: Vision can suggest the job and profession that best suits O' Reference, taking into account the talents and personal characteristics of a manager with a broad vision. He can open the way to work and future by helping the worker in this regard.
- 4) To provide the knowledge and skills necessary for career development and to prepare training and research programs: The manager must fulfill the necessary precautions and practices in order to provide in-service training to the employee who he/she thinks is inadequate

*Determination of Organizational Roles and Reducing Conflicts* - Role ambiguity and role conflicts cause problems such as anger, dissatisfaction, escape from work, lack of

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<sup>25</sup> 9 Eylül University, Journal of social sciences institute, Volume 6, number: 3, year 2004, Shule Aydin, "Organizational Stress Management"

<sup>26</sup> BJSS Balkan Journal of Social Sciences / Balkan Sosyal Bilimler Dergisi, Örgütsel Stres Kaynakları Ve Baş Etme Yolları: Tekirdağ Adliyesi Örneği Cilt: 3, No/Sayı:6, 2014 , (56-75)

motivation and stress. Organizations can reduce or eliminate the stress caused by this by preventing role ambiguity and conflicts. A good organization, vocational training, job tariffs and role ambiguity and conflicts are being reduced. The conflict comes at a time when different demands from the managers, pressure and the managers and employees are separate opinions. In order to be able to cope with the conflict, it is necessary to reorganize the organizational structure, to change the behaviors and attitudes of employees and managers, and to change organizational structures.<sup>27</sup>

The role ambiguity and conflict prevention regulations must be in line with the expectations of the manager and the employee. The reduction of the workload, which is another cause of the product, and the fairness of the workload distribution are also effective in reducing the stress.

**Stress Management Training-** Research conducted in recent years shows that there are two ways of coping with organizational stress. The first is to remove or reduce the environmental stress factors in the organization. The second is to teach employees how to cope with stress. One of the ways to cope with stress is stress management education. The stress management training program has shown that it is possible to help the stressors with the aimed individuals, to strengthen the stress struggles by informing them about the various seminars and training programs and to have successful results in the struggle against stress to the employees and administrators. With this system, employees are given a comprehensive training program depending on the content of their work. With this program, firstly the individuals are informed about the causes and consequences of stress and how they can reduce the psychological and physiological consequences of stress.<sup>28</sup>

One of the methods used to reduce work stress is occupational assistance programs that include psychotherapy and individual guidance services to employees. Occupational assistance schemes (EAP) are conducted to cope with stress and provide

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<sup>27</sup> A.Aktaş-R. Aktaş, "Work Stress", Efficiency Magazine, Number: 2, Ankara, 1992, p.166

<sup>28</sup> E.Özkalp, "Stress in Organizations", Anadolu University FEAS Journal, C: 7, Series: 1, Eskişehir, 1989, p.163

support to employees. Employee Assistance Programs (EAP) provides support to employees to prevent their psychological problems from becoming physical ailments. Help programs called EAP; relaxation techniques, biofeedback, perception, and positive thinking skills and these methods have been found to reduce stress symptoms in end-workers. Occupational assistance programs help reduce psychological effects and tensions, help them cope more effectively with the challenges in the workplace, and be less affected by the consequences of stress. These programs do not remove the causes and sources of stress but teach the individuals how to deal with stress.

### **Stress impact on the organization in Bank System**

More or less every profession causes certain stress. However, some occupations are more stressful than others. For example, in a survey of various occupations, occupations like police, police, teaching, ambulance, nursing, doctor, firefighting, dentistry, mining, military, actors hip and journalism are the most stressful occupations; such as astronomy, beauty expertise, environmentalism, greenhouses, librarianship, museology, hairdressing, sports / fitness club management, ophthalmology, and clergyman ship are the least stressful occupations.

From this point of view, it can be said that the occupational choice has the same meaning as choosing the way of life. When made consciously, the chosen profession is a sign of how a lifestyle is desired. On the other hand, a misguided choice can bring along a failed, inefficient and unhappy life.

Although banking is not among the most stressful professions, research shows that bankers are also exposed to stress sources to which they are subjected at a certain level. For example, in a survey of over 9,000 people in 14 industries in the UK, 86% of respondents in the banking, finance and insurance sectors considered stressing the

biggest problem. 74% of the respondents in the banking, finance, and insurance sectors had a heavy workload, 53% had a fear of being overworked, 44% had a job change, 39% had a length of working hours and 30%.

In another study investigating the relationship between occupational groups, stress sources, tension, social support and health variables in the banking profession, it was found that stress sources and tension affected health conditions of occupants.

In a study of managers in the banking, finance and insurance sectors in Singapore, which investigated the relationship between managers' stress levels and the ways in which they cope with stress and the type of personality of stress, the "workload" of all subjects was the most important source of stress understood it<sup>29</sup>. In the banking sector, 13% of type managers (only 3% of type B managers) reported frequent stresses due to lack of role ambiguity. In addition, managers with type A personality have been exposed to more stress than people with type B personality.

Following the results of the banking stress-related occupations in the research conducted in Turkey obtained and tested. These are the following:

1. A survey of the branch managers of the banks operating in the province of Bilecik and an area survey of their employees reveals the level of stresses, resources and coping approaches (emotion-focused or problem-focused approach) that bank managers and employees are exposed to and the age, marital status, union, level of job love and the ownership pattern of banks.

In the study, " Job Stress Scale" and " Stress Source Scale", which were prepared according to the 5 Likert scale, were used with "The Scale of Achieving Stress". Surveys were sent to the branch managers and employees of the five banks operating in Bilecik.

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1. <sup>29</sup> International Journal of Humanities and Social Science/ Gender, Academic rank, Employment status, University type and Job stress among University Academic staff: a Comparison between Malaysia and Indonesia context, Centre for Promoting Ideas, USA ,Vol. 1 No. 18, p.1-12

A total of 75 people working in the industry responded to 40 surveys. Accordingly, the demographic characteristics of the subjects are as follows:

57.5% of the subjects (23 people) work in public, 25% (10) private and 17.5% (7) work in public-private partnership banks. 65% of the subjects (26) were male and 32.5% (13) were female. 2.5% of the subjects, (1 person) did not respond to the sex question. 77.5% (31) of the subjects were married and 15% (6) were married. 42.5% (17) of the subjects have 2 children and 15% (6) have 1 child. 47.5% (19) of the subjects were between 36-50 years old and 32.5% (13) were between 26-35 years old. 45% of the subjects (18) have 16 years and more, 30% (12) have 4-7 years of experience. 47.5% (19) of the subjects are high school, 35% (14) are university and 10% (4) are college graduates. 42.5% of respondents (17) are box office officers, 22.5% (9) are branch managers and other managers, and 7.5% (3) are security officers. 45% of subjects (18) love their work "very", 35% (14) "quite" and 15% (6).

The survey of the bank managers and employees of the five banks operating in Bilecik proves that managers and employees are at the most favorable level in terms of stress, health, and productivity; managers and employees were found to prefer the "stress-focused approach" to cope with the stress that causes the most stress, the sources of physical stress such as working environment noise, cigarette smoke and cigarette smell and managers and employees to cope with the stress they are exposed to. In the survey, it was also found that managers and employees, who love their jobs more, are exposed to less stress than their less loved ones.

As a result, the findings show that the stresses experienced by managers and employees of banks operating in Bilecik province are at a positive level. However, they have to take further measures to address the issue of working environment noise and cigarettes, for example, setting up environments where managers and employees can smoke, arranging smoking cigarettes; designing noise reduction and absorbing working

environments will further reduce the stresses that managers and employees are exposed to, and increase their productivity and satisfaction.

2. The workload, interpersonal conflict, and performance made by Aykut Töngür were made in order to analyze the comparative research time of the banking sector, the workload of the employees in the banking sector and the effects of interpersonal conflict levels on performance levels. Within the scope of the research, a questionnaire consisting of 16 words was used in order to reveal the relationship between the variables and to analyze them. The survey was conducted on 221 staff working in state and private and participation banks operating in the province of Diyarbakır. As a result of the research, a positive linear relationship was found between workload and performance. There was a significant and negative relationship between interpersonal conflict and performance. There was no difference between the bank types in terms of performance values and university graduates were found to have more work intensity than high school graduates. In addition to this, differences were found according to some other demographic variables.

In this study, it is aimed to reveal the effects of the workload and interpersonal conflict levels of the employees in the banking sector on performance. In addition, the impact of workload on interpersonal conflict has been analyzed.

Tests carried out an analysis carried out within the scope of this study. It shows that there is a meaningful and positive relationship between work intensity and performance. In addition, a meaningful and negative relationship between interpersonal conflict and performance emerged. These two conditions overlap with the literature. In this study, the effect of interpersonal conflict on the performance was analyzed and the literature was contributed by analyzing this variable which was affected by the reasons affecting the performance and which was not much emphasized. In this study, although only been in Diyarbakir province in Turkey even though all that could contain the general idea is exemplary in the application and will be. Just because it is made in the

banking sector does not mean that it can be useful. This work is applicable to all public and private sectors. All of these data, which have been tested for reliability and validity with this study, are useful information to decision makers, policymakers, researchers, and scientists.

**3. A Research on the Effects of Organizational Life Stress on the Performance of Public Employees realized by Suleyman Ekici.** It is a known reality that individuals who work in organizations are suffering from anxiety and anxiety due to some reasons arising from themselves or their organizational environment, and therefore they are inseparable with the organization, cannot work efficiently and are dissatisfied. This is the primary responsibility of the top management to raise the level of individual-organization relations to the optimum level, to satisfy the needs of the employees and to create an organizational climate that will provide excellent efficiency. The main objectives of the study can be summarized as follows at the start of these brief assessments:

- a) First, put forth the stressors that can be profitable in the workplace;
- b) to show the effect of their stress on the performance seen in the play;
- c) Determine whether these signs and effects differ according to the demographic characteristics of the employees.

The application of the survey was carried out on 16th Regional Directorate of Highways and on the personnel working in branch offices and municipalities affiliated to the region.

As a result of the questionnaire survey, the data obtained were loaded into SPSS 8.0 for Windows package program and subjected to various statistical analyzes in the direction of research purposes.

Significant progress has been made at the point of understanding the dimensions of the physiological, psychological and behavioral influences on the individual as a result of researchers and examinations, especially of the phenomenon of stress,

whose existence is as old as human history, especially over a hundred years. Today, almost everyone has little or no idea of what stress is and what the effects of it are. Nevertheless, the idea of stress and its effects are limited only to individuals, contrary to modern stress. It is now necessary to deal with the phenomenon of stress in such a way as to include organizational and social dimensions. As a result; it is important to realize conscious and effective stress management strategies in order to keep the optimum stress in organizational life without forgetting that optimum level of stress affects the motivation of employees positively and increases productivity in organizations and negatively affects human health and organizations on the basis of very low stress and excessive stress must go. It should not be forgotten that this is especially important for managers.

4. Prof. Dr. Nuket Saracel, Assoc. Dr. Ozlem Tashseven and Necdet Ay make this search which its name is The Impact of Organizational Stress on Job Motivation. Bank Employees Application organize by the quality of service in the banking sector is mainly determined by the motivation and attitudes of the employees before the study. As a result of employees' interaction with customers in the banking sector, the motivation of employees directly reflects service behavior and quality of service, and high levels of stress also affect service behavior and quality. In this study, regression and correlation analysis were performed to determine the effect of employees' motivation levels on organizational stress levels. In addition, according to the demographic factors, it was examined whether this effect differentiated or not.

The universe of the research is composed of employees (761 persons) in a private bank located in the province of Istanbul in 2015. Based on the probability-based sampling method, 252 employee surveys were randomly selected from various branches of the bank. During the collection of data, a questionnaire form was developed for the opinions of bank employees. The questionnaire consists of three parts. In the first part of the questionnaire, there are 9 questions about the



demographic information of the bank employees. In the second part, 34 items about the organizational stressors on the bank employees and in the third part about 24 items about the work motivation. In the second part of the questionnaire, there are questions expressing stress factors, symptoms and results which are arranged according to Likert scale. The Likert scale is organized as 5 items with 5 too many, 1 minimum value.

In this study, the effect of organizational stress on job motivation was examined by regression analysis and organizational stress was found to affect job motivation positively and significantly. As a result of the correlation analysis made from the other side, there was a meaningful and positive relationship between organizational stress and work motivation and internal motivation. In addition, it was examined whether there was a significant difference between the mean scores of responses given to items of organizational stress scale according to demographic factors. Significant differences were found in the mean scores of responses given to various items in terms of organizational stress and marital status, age and duration of work at work.

### **Result and Suggests**

The relationship between job satisfaction and organizational stress has been tried to be studied in the study. In the first part of the study, information about stress, in the second part, information about organizational and individual stress, theoretical information about business satisfaction is given. In this direction, a survey was conducted on the employees in the banking sector.

Relations among stress levels, and job delight levels were examined in terms of data collected about the demographic characteristics of the sample in the study.

It has been observed that organizational stress levels of researchers are similar and mediocre in terms of dimensions. However, it has been found that employees are experiencing stress due to their relatively high organizational structure. This, in turn, followed the stresses arising from organizational politics and relationships among individuals. Relatively, it was found that the stress level of employees' work structure was at the lowest level. On the other hand, employees' individual stress levels were found to be moderate. However, the individual stress levels of the bank employees participating in the research were lower than the organizational stress levels.

It has been found that the banking experience has a significant effect on the stress caused by interpersonal relations, organizational politics stress, individual and organizational stress from organizational stress sources.

Employees who have less than 1-year banking experience have lower levels of stress due to organizational politics than workers with longer banking experience. The stress factors of organizational politics are insufficient in terms of inadequate salary and wage imbalance, incompatibility in authority and responsibilities, frequent in-office relocation, lack of responsibilities related to the task, making two conflicting tasks, performance evaluation and inferiority injustice and excessive disciplined working environment we can say that it creates more stress for those who are very many. The low level of the bank's banking experience influences negatively on stress caused by interpersonal relationships, according to those with more banking experience. It is possible to say that employees whose banking experience is less than 1 year are less affected than employees who have banking experience for longer than factors that cause stress from interpersonal relations such as problems in subordinate relations, excessive competition, conflict and lack of support.

Employees who have less than one year of banking experience live the same job at a lower level than individuals who have been doing the indistinguishable job for 4 years or more. The fact that the banking experience is less than 1 year in the research revealed that the banking experience is negative in terms of stress caused by organizational structure, compared to 4-7 years. On the other hand, seniority has shown that there is a meaningful effect on stress and individual stress caused by organizational policies. In cases where the working time in the current working bank is less than 1 year, the individual is experiencing stress due to the lower individual stress and organizational policies compared to the employees working in the same bank for 4-7 years.

The position of the workers in the bank has been found to have a significant effect on the stress caused by work. It is possible to say that employees who work in the middle level have a higher level of stress than those who work in the lower level. We can say that employees who are in the middle management position in the bank are more affected by factors such as time pressure, uncertainty in working hours, the monotony of work, excessive workload, fear of customer dissatisfaction and complaint, and excessive bureaucracy, and are under more stress due to these reasons.

When the content levels of the employees participating in the survey were examined, it was seen that the employees were satisfied with the job satisfaction from the work environment or from the medium level of the gratification. Relatively, employees are more satisfied with the work contentment than their content. When the relationship between business satisfaction levels arising from the work environment and the demographic characteristics of employees is examined, it has been found that the level of satisfaction of employees in their work environment does not differ significantly from other demographic characteristics except for their preference for banking experience, position, and banking profession.

The results obtained, the banking experience of one to seven years is less than 1 year in the banking experience, and negative in the job satisfaction due to the business

environment according to the ones who have 1 to 3 years and over 8 years. At this point, 8 years in the banking sector and those who have more than 5 years of experience have more job satisfaction than those who have 4-7 years of experience, and if the requirements related to the job environment are met, the employees have a positive opinion and they can be a result of adopting the organization more.

According to the results of the research, we can say that the employees' gender, their age, education level and seniority do not make any difference and effect in terms of job contentment situations arising from their work environment. Employees who have chosen the banking profession voluntarily have higher occupational satisfaction levels than those who have not voluntarily selected, due to the business environment and job content.

At the same time, it has been found that satisfaction of job resulting from work environment is related to the position. Those in senior managerial positions in the survey appear to have a higher job happiness grade than those in other positions. This can be explained by the increase in the quality of life of the employees and the increase of the work satiate level of the person. The fact that the employee is in the executive cadre ensures that he is satisfied with the work more than the non-executives because he overcame the idea of how important the work is to him.

When the relationships between occupational satisfaction level and demographic characteristics are examined, it is seen that there is a meaningful effect on the job enjoyment resulting from the content of the senior job. Employees who are already working for less than 1 year are more likely to receive job satisfaction from job promotion, good business performance, achievement of success, tend to. At the same time, the people are in the senior management position, the middle and lower management positions and in the other positions are influenced positively on the task satisfaction resulting from the job content according to the employees. In the senior management position, the level of job gladness arising from both the job content and the

work environment of the employees is higher than that of the employees in the lower positions of the organization. It is significantly related to the stress dimension resulting from only job in the research and the relationship is negatively related to the satisfaction dimension resulting from the work environment and satisfaction dimension resulting from the job content. Increasing the stress level of the worker's work structure reduces satisfaction of the worker's environment as well as the job content. Difficulties in transportation to the workplace, the pressure to complete the work in a very short time, customer dissatisfaction and fear of complaints appear as uncertainties in working hours, constant obligation to work, the monotony of work, excessive workload and excessive bureaucracy are stress factors negatively affecting job satisfaction of employees.

The level of job pleasure arising from the work environment of lower-level managers and employees in other positions is affected only in the stressful negative aspects of the work structure from within the stress factors. It has been found out that the stress of upper-level managers and subordinate managers only affects individual stress from the sources of stress to the job happiness resulting from the content of the job, while the stress of the occupational structure affects only its satisfaction resulting from the content of the job.

In the study conducted, it was found that the employees who had banking experience between 4 and 7 years had a negative effect on job complacence levels arising from the work environment, stress related to work structure as the first among stress sources and secondly as a result of relations among persons. The level of contentment arising from the work environment of employees with banking experience over 8 years is only affected by the structure negativity stemming from organizational policies. Factors affecting job complacence affect only the stage of work gratification resulting from job content in employees with between 4 and 7 years experience. It is observed that employees who have more than 8 years of experience have a positive

effect on the job complacency, whereas the stress factors that originate from organizational policies only affect the stress factors.

When the relationship between organizational and individual stress is examined, it is seen that organizational stress dimensions are related to individual stress in meaningful, positive and moderate levels. Stress sources cannot think independently of each other. its sources of the individual are complementing and influencing each other. As the level of stress resulting from the organizational factors of the individual increases, the level of individual stress increases. When the relationships between organizational stress factors and individual stress state are considered; organizational politics and structure-related stress are low in relation to individual stress, and that the stress resulting from work-related stress and relationships between individuals and the individual stress relationship is higher. As stress sources arising from problems in the subordinate relationships, excessive competition, and conflicts among employees, hostile behavior of colleagues, lack of right-wing affection and discretion, lack of support from colleagues and managers, and gossip-related relationships, stress sources (individual sickness, intelligence, and abilities, possessions, etc.). The difficulties in reaching the workplace, the pressure of time, the uncertainty of working hours, the work monotony, the overworked work, the excessive bureaucracy, the obligation to work in mind and the frustration of the client and the fear of complaints, it increases the stress.

A number of recommendations have been made based on the results of the summarized study.

In conclusion, it has been revealed that job satisfaction is adversely affected by increasing stress. It is seen that the bankers participating in the study do not have a high-stress level. However, it is necessary to be prepared for the future negative consequences of stress, which is expressed as a present-day disease. It is recommended that organizational stress programs such as remediation programs, employee assistance programs, stress counseling and stress management assistance be carried out to prevent

negative situations that may arise from the stress and to keep the current stress situation in check.

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