

WAYS OF REDUCING THE IMPACT OF STRESS ON HUMAN CAPITAL PERFORMANCE

Lecturer PhD Nicoleta Valentina FLOREA

Valahia University of Targoviste, Romania.

Email: floreanicol@yahoo.com,

Professor PhD Constanța POPESCU

Valahia University of Targoviste, Romania.

Email: tantapop@yahoo.com

Abstract:

The world is a dangerous place, offering people less safe conditions to live, to develop, to work and to perform. The organizations are also under a lot of pressure and stressor factors. Yet, the employees must work, communicate, interrelate and obtain performance and organizations competitive advantage. The article analyze the main stressor factors which are influencing the individual and the organization activity, the different causes of stress appearance and its negative influence over the normal activity of employees. It also analyze the best practices which may be implemented by the organization in order to reduce the impact of stress and obtain performance This article suggests some ways of minimizing the stress appearance, by implementing efficient measures at strategic level, such as implementing efficient regulation and procedures, developing efficient programs of communication, creating a strong organizational culture and implicating the management function in solving the problems and finding pertinent solutions.

Keywords: stress, work environment, human capital, ways to reduce stress, performance

1. Introduction

The aspirations of workers may often deteriorate into disillusionment due to bureaucratic constrains, interpersonal politics, the general sense of a lack of work autonomy, the lack of fit between person and environment (Chan K., 2007, p.1). The concept of stress may be found as an independent variable, a dependent variable, or a process (Cooper C.L. et al., 2001). According to the HSE (2001) stress is defined as „the adverse reaction people have to excessive pressure or other types of placed on them”.

The American National Institute for Occupational Safety and Health (NIOSH) (1996) defines work stress as „the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources or needs of the worker”.

Stress may be defined as the opposite of relaxation. A situation is considered stressful if it puts pressure on the individual to perform more accurately or faster or differently from his normal mode (Pfaff M.S., 2008). Cooper C.L. et al. (2001) suggest that environmental factors that may function as sources of stress are called stressors and the individual’s reaction to the stressors is called strain. Stress is characterized as the relationship between the perceived demands of the current situation and the individual’ s ability to respond (Pfaff M.S., 2008). Stress may have negative impact or positive impact, which make aware people to stay focus and work in order to obtain performance (Driskell J.E., Sallas E., 1996, p.1).

2. Stressor factors- categories and their costs

A list of stressors: multiple information sources, incomplete information, rapidly changing, performance pressure, adverse conditions (heat, noise, cold, less light, space, time

pressure, social inadequacy, less support, load work, personal responsibility (Pfaff M.S., 2008). Stressor factors are mental and physical (Barling J. et al. 2005, p.35). Hard work will reduce people' support and participation (Dhar S. et al., 2009, p.203).

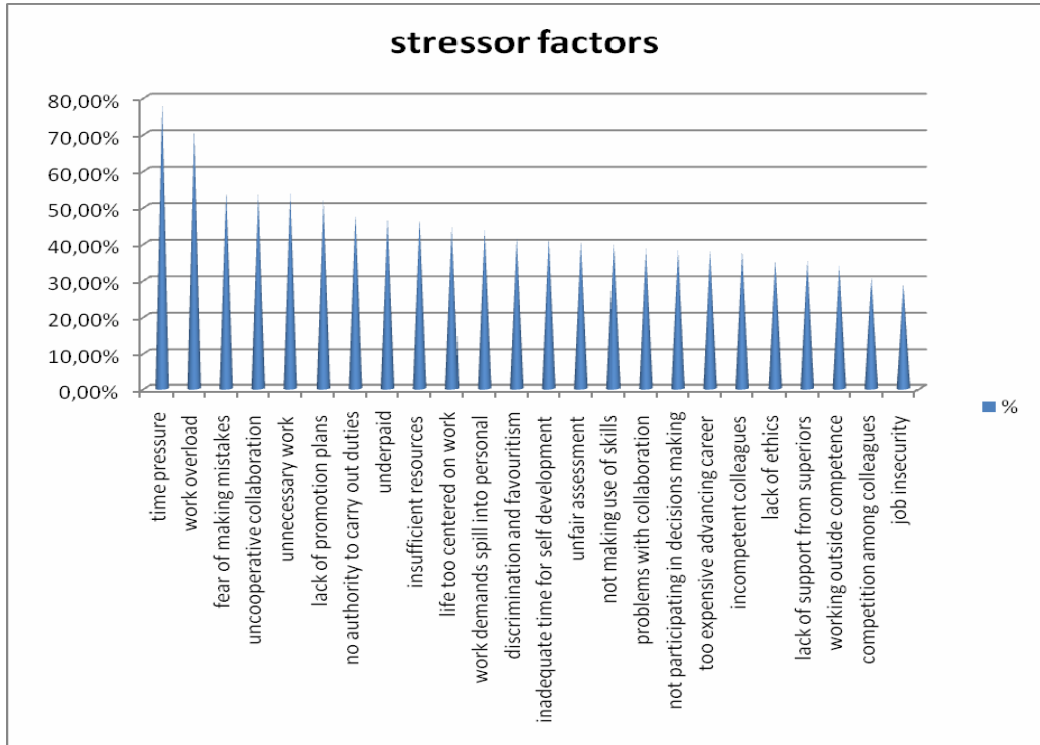


Figure 1. Stressor factors
Source Chan K., 2007, p.22.

Stressor factors can be (Rossi A.M. et al., 2006, p.125):

- Eustress (positive response): meaningful, hope, engagement, vigor,
- Distress (negative response): anger, frustration, burnout,

➤ outcomes: health, work performance.

Stress may have two kind of effects on employee activity: positive and negative effects (Sormaz H.W., Tulgan B., 2003).

Table 1
Stress impact on employee activity

Positive effects	Negative effects
Stress generates action, increase energy and clarity, increase individual and managerial performance.	Stress can be overwhelming, reduce performance, rise absenteeism, willing to work, sickness, fatigue, less challenge.

Source Sormaz H.W., Tulgan B., 2003, p.7.

A study made by CIPD in 2003 shown that 25% from the employees have reported poor health due to overtime worked hours, 40% have reported that these factors have negative impact on their family' relationships and performance. Another study realized by Work Foundation in 2005 shown which are the main causes of work overtime hours: 60% have reported that they stay to work overtime because of the promotion, 39% fear of losing jobs, and 25% because of workload (Dewe P., 2010, p.7).

A study made by Health and Safety Executives (2007) indicate that 420,000 employees in Britain believed that were experiencing stress depression or anxiety at levels that making them ill, and in 2006, accounted for 195,000 new cases. A conceptual framework for stress management and prevention interventions was developed by Cartwright S. and Cooper C.L. (2009) to minimize the risk of appearance of stress. Stress on the work stage costs as 145 billion dollars annually in injuries (NIOSH, 2000), due to conflicts, poor communication, high demands, workload or less experinece (Barling J. et al. 2005, p.7). The impact of tress on performance is perhaps greater now than at any time in our history. We live in an increasingly complex, high-tech world in which the potential for catastrophic error has greatly increased (Driskell J.E., Sallas E., 1996, p.2).

Stress becomes costly when people respond poorly to stressors. Even if these factors are eliminated the threatening event remains (Sormaz H.W., Tulgan B., 2003, p.8). Such poorly managed stress may result violence, verbal outbursts, disruptive interactions or hurt feelings. The costs of these results are obvious: diminished risk taking, efforts, commitment, and career prospects, increased conflicts and absenteeism, damaged work group, lost innovation, lower turnover and performance. Less obvious are the costs of stress that include: diminished information sharing, innovation, collaboration, productivity,

work quality, delayed decision-making, increased disability claimes, health-care costs, sabotage, litigation, verbal or physical aggression. (Sormaz H.W., Tulgan B., 2003, p.13).

3. Study case

Everyone in today's workplace is under pressure. Organizations are determined to get more and better work out of fewer people, and most employees are routnely told they must work smarter, faster, better, longer, and harder . It is no wonder that study after study shows that managing stress is a growing challenge (Sormaz H.W., Tulgan B., 2003, p.IX). Most of us deal with stressors on a regular basis in every area of our lives.

Stress has become prominent since Hans Selye published his influential book „The stress of life” in 1956. The concept is extensively discussed in fields such as health care, economics, political science, business, and education (Chan K., 2007, p.4).

Research Methodology

Sample size: The reasearch is made on 50 employees, academics and researchers (A&R) from Valahia University of Targoviste (VUT), with different positions and domains, different management functions, different seniority levels and from different faculties and departments.

Tool for collection of data: Questionnaire method.

Tools for analysis: weighted average method, semantic differentiation, and simple percentage technique.

Research objectives

The article it's analyzing the main stressor factors which are influencing the individual activity and the implicitly the organization activity, the different causes of stress appearance, its negative influence over the normal activity of employees and the major consequences of stressor factors over the hole activity. It also analyze the best practices which may be implemented by the organization in

order to reduce the impact of stress and obtain performance.

Economic Sciences, Faculty of Law and Public Administration, Faculty of Social Sciences and Journalism, Faculty of Electrical Engineering, Faculty of Material Engineering and Mechanic, Faculty of Science and Art.

Data presentation and analysis

The research was made on 50 A&R from different Faculties of VUT: Faculty of

Demographic details

Table 2 Details of A&R on gender

Gender	Total	Percentage (%)
female	32	64
male	18	36
total	50	100

As we can see in Table 2, the majority of respondents were female - 64% and male 36%. Their distribution on gender is shown in the below chart.

Table 3 Details of A&R on functions

Functions of A&R	F	M	Frequency	Percentage (%)
Professor	3	2	5	10
Assistant professor	9	5	14	28
Lecturer	16	7	23	46
Assistant (+ researchers)	4	4	8	16
Total	32	18	50	100

As we see in Table 3 the respondents were mostly from the Lecturer category (46%), and less from the professor category (10%).

Table 4 Details for A&R on positions

Positions	Frequency	Percentage (%)
management	13	26
execution	37	74
total	50	100

As seen in Table 4 the respondents were mostly from execution category (74%) and 26% were from management category.

Table 5 Details for A&R on specialization

Specialization	F	M	Total	Percentage (%)
technical specialization	8	7	15	30
human specialization	24	11	35	70
Total	32	18	50	100

As seen in Table 5 the respondents with technical specialization- 30% were more with human specialization- (engineering, material science, science 70% (economics, law and public and art). administration, social science) than those

Table 6 Details for A&R on experience in the field

experience in the field (years)	F	M	Total
0-9	3	1	4
10-14	5	4	9
15-24	17	9	26
>25	7	4	11
Total	32	18	50

As we see in Table 6 most of respondents were from the category (15-24) years of experience, 11% from category (>25) years of experience, 9% from category (10-14) years of experience and 4% from category (<9) years of experience.

Table 7. Details for A&R on age

Age (years)	F	M	Total	Percentage (%)
< 29	1	1	2	4
30-39	16	8	24	48
40-49	9	7	16	32
50-59	4	1	5	10
>60	2	1	3	6
total	32	18	50	100

Because our university is young, and it has 21 years of existence, majority of the respondents is between category (30-39 years) (49%) and in category between (40-49 years) (32%), while remaining 10% from category (50-59 years), 6% from category (>60 years), and 4% from category (<29 years). Analyzing the responses to all the questions, resulted the following findings:

Q1- the opinions about the A&R satisfaction

Table 8. The opinions about the A&R satisfaction

Opinion	Frequency	Percentage (%)
Yes	36	72
No	-	-
Middling	14	28
Total	50	100

As seen in Table 8 most of the respondents answered that they are satisfied with the current work (72%) and 28% said that are satisfied so so.

Q2- the opinion about the impact degree of stress on A&R activity

Table 9. The opinion about the impact degree of stress on A&R activity

Opinion	Frequency (f)	Points (p)	fxp
Very low degree	0	1	0
Low degree	0	2	0
Medium degree	14	3	42
High degree	22	4	88
Very high degree	14	5	42
Total	50		190

Using the weighted average method,

$$W_a = \frac{\sum fxp}{\sum f} = \frac{190}{50} = 3.8.$$

From the Table 9, resulted that the value of weighted average (Wa) is 3.8 and it is nearer to the

score of 'High degree' opinion. Thus, the majority of the respondents answered that stress has an impact of high degree on job performance.

Q3- the opinion about the impact of stressor factors on A&R activity

Stressor factors	1- very low impact	2- low impact	3- medium impact	4-high impact	5-very high impact
1. time pressure	0	0	5	29	16
2. workload	0	2	7	27	14
3.inefficient relations between colleagues and management	6	8	6	21	9
4.Thick and cumbersome regulations and procedures	3	1	11	25	10
5. Fear of making mistakes	0	15	17	12	6
6. Lack of adequate promotion plans	0	10	15	20	5
7.Inadequate salary level according to work done	0	3	3	29	15
8. working overtime	0	8	14	21	7
9.Reduced involvement in making decisions	0	3	28	14	3
10.More focus on work and less on privacy	3	6	15	20	6
11. Low control over work	3	12	12	23	0
12. Unfair evaluations	1	2	10	17	20
13. Reduced ethical behavior and equality	3	9	9	9	20
14. Job insecurity due to global economic conditions	0	3	12	27	8
15.Underperforming equipment	0	6	12	26	6

Using the scale of semantic differentiation, we will calculate the appreciation averages.

For each stressor factor (Sf) we obtain the next averages of appreciation:

$$Sf1 = \frac{0x1 + 0x2 + 5x3 + 29x4 + 16x5}{50} = 4,22$$

$$Sf2 = \frac{0x1 + 2x2 + 7x3 + 27x4 + 14x5}{50} = 4,06$$

$$Sf3 = \frac{0x1 + 8x2 + 0x3 + 21x4 + 9x5}{50} = 3,38$$

$$Sf4 = \frac{3x1 + 1x2 + 11x3 + 25x4 + 10x5}{50} = 3,76$$

$$Sf5 = \frac{0x1 + 15x2 + 17x3 + 12x4 + 0x5}{50} = 3,18$$

$$Sf6 = \frac{0x1 + 10x2 + 15x3 + 20x4 + 5x5}{50} = 3,4$$

$$Sf7 = \frac{0x1 + 3x2 + 3x3 + 29x4 + 15x5}{50} = 4,12$$

$$Sf8 = \frac{0x1 + 8x2 + 14x3 + 21x4 + 7x5}{50} = 3,54$$

$$Sf9 = \frac{0x1 + 3x2 + 28x3 + 14x4 + 3x5}{50} = 3,22$$

$$Sf10 = \frac{3x1 + 0x2 + 15x3 + 20x4 + 0x5}{50} = 3,4$$

$$Sf11 = \frac{3x1 + 12x2 + 12x3 + 23x4 + 0x5}{50} = 3,1$$

$$Sf12 = \frac{3x1 + 2x2 + 10x3 + 17x4 + 20x5}{50} = 4,1$$

$$Sf13 = \frac{3x1 + 9x2 + 9x3 + 9x4 + 20x5}{50} = 3,68$$

$$Sf14 = \frac{0x1 + 3x2 + 12x3 + 27x4 + 8x5}{50} = 3,8$$

$$Sf15 = \frac{0x1 + 0x2 + 12x3 + 20x4 + 0x5}{50} = 3,64$$

After calculating the appreciation averaging, we see that the greatest impact of stressor factors on employee performance are the first five ranked, such as: R1- time pressure (Sf1), R2- inadequate salary level according to work done (Sf7), R3- unfair evaluations (Sf12), R4- workload (Sf2), and R5- job insecurity due to global economic conditions (Sf14), and so on.

Q4. The opinion about the consequences of stress that may have on A&R activity

Consequences	1-very low importance	2-low importance	3-medium importance	4-high importance	5-very high importance
1.decrease of job satisfaction	3	6	9	23	9
2.affecting physical and mental health	6	3	9	16	16
3.decrease of work quality	3	3	9	19	16
4.increasing the absenteeism	12	6	14	14	4
5.increasing the staff fluctuation	2	8	20	20	0
6.lack of interest and motivation	4	4	14	14	14
7.affecting the balance family/work	1	0	16	19	14
8.lack of control	5	2	19	24	0
9. decrease level of patience, empathy, flexibility, tolerance	4	0	25	12	9
10.increasing the degree of frustration	4	0	25	14	7

Using the same scale, we will calculate the appreciation averages. For each consequence (C) we obtain the next averages of appreciation:

$$C1 = \frac{3x1 + 6x2 + 9x3 + 23x4 + 9x5}{50} = 3,58$$

$$C2 = \frac{6x1 + 3x2 + 9x3 + 16x4 + 16x5}{50} = 3,66$$

$$C3 = \frac{3x1 + 3x2 + 9x3 + 19x4 + 16x5}{50} = 3,84$$

$$C4 = \frac{12x1 + 6x2 + 14x3 + 14x4 + 4x5}{50} = 2,84$$

$$C5 = \frac{2x1 + 8x2 + 20x3 + 20x4 + 0x5}{50} = 3,16$$

$$C6 = \frac{4x1 + 4x2 + 14x3 + 14x4 + 14x5}{50} = 3,6$$

$$C7 = \frac{1x1 + 0x2 + 16x3 + 19x4 + 14x5}{50} = 3,9$$

$$C8 = \frac{5x1 + 2x2 + 19x3 + 24x4 + 0x5}{50} = 3,24$$

$$C9 = \frac{4x1 + 0x2 + 25x3 + 12x4 + 9x5}{50} = 3,44$$

$$C10 = \frac{4x1 + 0x2 + 25x3 + 14x4 + 7x5}{50} = 3,4$$

As we see, the most important consequences of stressor factors on performance are: C7- affecting the balance family/work (with the greatest score of 3,9), C3- decrease of work quality (score 3,84), C2- affecting physical and mental health (score of 3,66), C6- lack of interest and motivation (score of 3,6), and C1- decrease of job satisfaction (score of 3,58), and so on.

Q5. Showing effective methods to avoid stress

Methods	Frequenc y	Percentage (%)
1.disscutions with management, family or colleagues	18	36
2.finding a plan to solve the problem	22	44
3.having relaxation activities (walking, reading, seeing movies)	10	20
4.hiding the problem	0	0
5. withdrawal for other types of activities: smoking, eating	0	0
total	50	100

As seen the above table, majority of the respondents 44% said that finding a plan to solve the problem is an effective method to avoid stress, 36% of respondents said discussions with

management, family or colleagues, and 20% of respondents said having relaxation activities (walking, reading, seeing movies) were effective methods to reduce stress.

Q6. Can be stress channeled to creativity, innovation or other relaxation activities?

Opinion	Frequency	Percentage (%)
Yes	17	34
No	33	66
total	50	100

Only 34% of the respondents answered the question, if stress can be channeled to creativity and innovation, through:

- hiring colleagues to work in teams,
- reading new information,
- participating to seminars, conferences or symposiums,

- participating to training programs,
- writing articles, editing books,
- presenting the new findings with the students,
- sharing the new information with students and colleagues,
- working in teams with students,
- concentrating on hobbies (reading, gardening, knitting, painting, walking)

Q7. Can motivate stress to improve activity and obtain performance?

Opinion	Frequency	Percentage (%)
Yes	22	44
No	28	56
total	50	100

As we see, 44% of A&R responded that stress often motivate them to improve activity and obtain performance, trough:

- stress determined the appearance of desire to don't make mistakes and improve their knowledge and own activity,
- stress determined the appearance of desire to avoid such problems in the next future,
- stress determined the appearance of desire to never give up, and to continue, because the domain is very pleasant,

- stress determined them to obtain performance in a short time,
- stress determined the appearance of desire to work better and to be promoted,
- stress determined the appearance of desire to establish realistic objectives,
- stress determined the appearance of desire to work in teams and develop new knowledge,
- stress determined the appearance of desire to put at the students disposal new courses and seminars.

Q8. Stress helped to draw attention to certain aspects of unfairness (injustice)?

Opinion	Frequency	Percentage (%)
Yes	12	24
No	38	76
total	50	100

As seen, only 24% of A&R answered if stress helped to draw attention to certain aspects of unfairness or injustice, and their answers were:

- the appeared problem was discussed with management and colleagues, finding the response or solving the different problems, such as: acquisitions of new technologies to

- develop efficiently different activities, or was discussed the question of bureaucratization of the work of A & R ,
- it was drawing the attention directly to management over the injustice, such as: favoritism, nepotism, unfair evaluations for promotion or to obtain different compensations.

Q9. the most indicated measures (good practices) to reduce stress at organizational level

Measures (good practices) to reduce the impact of stress on performance	Frequency	Percentage (%)
A. Main measures		
1. Development of flexible working methods and teamwork	8	16
2. Developing an effective and transparent communication program	9	18
3. Development of new working conditions: ergonomical, pedagogical and technological	6	12
4. Developing effective formal and informal relationships, favorable for obtaining performance	5	10
5. Developing effective programs for recognition of results, performance evaluation, career development, pay and annual prizes	8	16
6. Developing a welcoming map required to facilitate integration of new employees	3	6
B. Secondary measures		
7. Participation at round tables and discussions	4	8
8. Implementation of information programs on the official site settings, Intranet, video rooms	2	4
9. Develop specific programs to reduce the impact of stress: special programs held in gyms or anti-smoking programs	3	6
10. Free counseling	1	2
11. Developing programs consisting of specialists in occupational safety, psychology and sociology	1	2
Total	50	100

As seen, from the Main measures, majority of the respondents 18% opined that developing an effective and transparent communication program is an effective way to reduce stress, 16% of respondents opined Development of flexible working methods and teamwork and developing effective programs for recognition of results, performance evaluation, career development, pay and annual prizes, 12% of respondents opined development of new working conditions: ergonomical, pedagogical and technological, 10% of respondents opined developing effective formal and informal relationships, favorable for obtaining performance.

As we see, from the Secondary measures, 8% opined that participation at round tables and discussions, and 6% opined that developing specific programs such as: special programs held in gyms or anti-smoking programs are effective ways to reduce stress.

Regarding other measures to improve performance, the respondents answered that the following measures:

- management training for better management and reduction of stress,
- obtaining modern equipment and easy access to new information resources,
- encouraging team work and research projects,
- delegation of decision and implication of making decisions,
- increasing opportunities for promotion,
- development of an organizational culture, which must have a positive attitude.

will reduce stress and will lead to obtain motivation and individual and organizational performance.

4. Conclusions

Based on our research, we find out that the stress affects the job performance of the employees, no matter the age, the gender, the experience in the field, the qualification, the function or the position. It was found that there is no significant relationship between the reasons to cause stress and gender. Most of the respondents revealed that time pressure inadequate salary level according to work done, unfair evaluations, workload, and job insecurity due to global economic conditions are the main factors that affect and stress the employee performance and activity. They offered as methods to overcome stressful situation finding a plan to solve the problem, direct discussions with the management, family or friends, and have relaxation programs.

To overcome stressful situation and obtain individual and implicitly organizational performance, are suggested some ways of minimizing stress appearance, by implementing efficient measures at strategic level, such as creating a proper environment for conducting activities, implementing efficient regulation and procedures, developing efficient programs of communication, promotion, and motivation, creating a strong organizational culture and implicating the management function in creating work teams, making team training, solving different problems such as workload, team size, fair assessment and equity conduct in recruitment, selection and employment processes, developing careers, and finding pertinent solutions of reducing conflict situations.

5. Proposals

Stress is a fact of life: fight or flight (Chan K., 2007, p.1). The specific causes and effects of stress bridge psychological, behavioral, and physical phenomena (Pfaff M.S., 2008).

Perhaps the greatest damage to a work group occurs when individuals perceive that stressful conditions are tolerated and perpetuated by leaders and managers. When this happens, people

feel let down by their leaders and begin to view the organizational culture as damaging and the organization as unsupportive of employees (Sormaz H.W., Tulgan B., 2003, p.13).

To overcome stressful situations and increase performance, we offer few ways to reduce the influence of stress on employee performance in organizations:

5.1. Workteam

Time pressure has a direct impact on team decision making and performance (Hollenbeck et al., 1997). Team members become more focused on their task under periods of stress (De Grada, 1999). Serfati et al. (1993) from Sormaz H.W. and Tulgan B. (2003) reported a nonlinear relationship between time pressure and aspects of team decision making. Results indicated that when experiencing low to medium time pressure teams speeded up cognitive processing and decrements in performance were seen.

5.2. Team training

Team training load is affected when trained team members are replaced by untrained team members. When the team members are replaced, the stress is reduced, having less negative impact on performance, because performance depend on the competence of the replacement. When the size team is reduced it is obtain performance. More members will bring interference in communication, less flexibility and socialization, affecting decision making.

5.3. Workload

Having sufficient tasks, employees will have less errors that result from the difficulty of gathering critical information and making accurate decisions. Sometimes, workload is perceived as negative (physical task, cognitive load), or positive (job enrichment).

5.4. Motivation

Motivation in an important factor in promoting the efficiency of organization; is the basis of success of an organization

(Trehan M., Trehan R., 2010, p.460). In this times of economic crisis, financial motivation, job satisfaction, promotion or working morale are suffering and may conduct to stress situations. That is why, the managers have to find and develop new ways or programs to diminish these situations because motivation is one of the most essential prerequisites for success and effectiveness of the organization (Gonja T., 2013, p.5). To attain the objectives of organizational, it is essential to launch a good motivational program (Trehan M., Trehan R., 2010, p.461-462); and they can be successful if they are implemented on the basis of certain principles: principle of security, of promotion, of human behavior, of praise, of leadership, of participation, of team spirit, of simplicity, of reward, of continuity, and of flexibility. If the employees are highly motivated then they can use their capacity much better than an employee who is not motivated. The salary is the wage of the employees as a reward for their contribution to their work, a part of the created value, which appear in the organizations (Popescu C., 2009, p.155-156). So financial motivation changes the psychology of an employee to work efficiently, to not be stress out and to achieve organizational goals. If the organizations cannot offer financial motivation programs, they can offer instead performance non-financial programs of motivation such as meetings, go out for dinner, because it will reduce the impact of stress over the employee performance, creating a favourable work environment. The need for motivation is clear from the following points (Trehan M., Trehan R., 2010, p.461): improves performance level, good human relations, increase employee satisfaction, decrease the level of stressor factors, easy acceptance of organizational changes, proper use of resources possible, good image of organization.

5.5. Management implication

Management must be implicated, through relations win-win type situations: a large degree of control, change work

conditions, applying justice and equity principles, and the stress will be reduced and workers will work better and will obtain performance.

To obtain performance and reduce stress, the managers must introduce:

- measures to avoid circumstances that cause distress (fair treatment to all employees, effective attitude, behavior),

- planning for performance appraisal (compensation reviews, career' development, competitive promotions).

- offering training to all employees who need it to learn how to work under pressure for optimal performance.

- offering a conceptual framework for stress management and prevention interventions (Kinder A. et al. 2008, p.243.):

- primary level of intervention: job redesign, flexible work schedules, structural changes, improve resources,

- secondary level of intervention: stress awareness or stress, training or coaching programs, relaxation and biofeedback training, education and health promotion.

- tertiary level of intervention: counselling and psychotherapy, outplacement or career counseling, medical interventions, rehabilitation.

The ability to work under pressure comes down to perceiving a situation in an optimal way, and using the physiological boost associated with stress to one's advantage (optimal energy management) (Sormaz H.W. and Tulgan B., 2003).

5.6. Equity evaluations

Organizations must fairly evaluate employees' performance to not create other stressor factors in the work environment. A fair evaluation, a transparent communication, a scadrual established in time, will help employees to diminish this stressor factors.

5.7. Fair communication

Communicating the procedures and the rules to all the employees, the

organization will reduce the ambiguity and will raise the performance. A fair communication will reduce the psychological emotion, will eliminate the verbal barriers and will create a friendly environment, a relaxed atmosphere of work, favorable to individual and organizational development (Hancock P.A., 2012, p.68). Ambiguity is a common stressor, but sometimes it has positive influence on employee performance (opportunity to examine differences in opinions, uncover innovative solutions) or negative influence (failure to correctly interpret information, less effective decisions) (Dubik J., 2003, p.35).

5.8. Strong culture

In any organizational culture, a human resources manager can help an organization to obtain performance, productivity, flexibility, effectiveness, innovation or equity and diversity. The tone for the culture begins with organization leaders and other members of the executive team. Organizational culture establishes standards of behaviour, many of which are unwritten, for all employees (Florea N.V. et al., 2011, p.486). Organizational culture has a strong influence on the performance and general behaviour of the human resources system, and affects what human resources system does, how it does it, to whom, and when. Culture is a significant part of the foundation that determines the general design, structure, functions, and change.

5.9. Equity and nondiscrimination

Discriminatory behavior can have its source in way of thinking, rules, practices and customs that develop within particular economic conditions of each country. Ads recruitment and employment forms should not contain any element of discrimination

(Florea N.V., 2009). Several countries have provided mechanisms in their legislation against discrimination during the selection of human resources through the application of information relating only to the tasks of the vacancy. Since 1990, Canada began to compile anonymous CVs, so recruitment should be based only skills and not based on "a priori" criterion (Lakhdar S. et al., 2001, p.290). The French government in 2004 proposed some measures on non-discrimination during employment and recruitment, including "anonymous CV" (Bournois F. et al., 2007, p.119). Items to be removed from the CV are: photo, name, address, sex, age, nationality, date of birth, to give employment opportunity to a post on his professional skills, labor law. Law became compulsory in France from spring 2006 in organizations with more than 50 employees, but it has not been published or implemented (Marchal E., Rieucan G., 2010, p.15). For recruitment team anonymity has been performed manually or automatically without affecting the law. Even when concluding selection, the resume must be anonymous, thus allowing application to another post, even in the same organization (Mullenders A., 2009, p.91).

5.10. Sustainable HRM

According to the principle "healthy people in healthy organizations", human resources play an important role in application of the sustainable development activities. In the last decade, human resources management play an important role in solving the problems like: recruitment and selection processes based on non-discrimination, ethics, equity, diversity and sustainable development principles, which involve the choosing of the candidate based on knowledge, skills, abilities and education (Florea N.V., Florea D., 2009, p.261).

REFERENCES

- Barling, Julian et al. (2005), *Handbook of work stress*, Sage Pub.Inc., CA, USA,
- Bournois F. et al. (2007), *RH- les meilleures pratiques*, Eyrolles Ed. D'organisation, Paris,
- Cartwright, Susan and Cary L., Cooper (2009), *The Oxford handbook of organizational well-being*, Oxford University Press, NY, USA,
- Chan, Kwok (2007), *Work stress and coping among professionals*, Hoteli Pub., Netherlands,
- Cooper, Cary L., (2001), *Organizational stress. A review and critique of theory, research, and applications*, Sage Pub., CA, USA,
- Dewe, Phillip et al. (2010), *Coping with work stress*, Wiley-Blackwell, West Sussex, UK,
- Dhar, Santosh et al. (2009), *Management for organizational excellence*, Indian Society for Training&Development, New Delhi,
- Driskell, James E., E. Salas (1996), *Stress and human performance*, L. Erlbaum Assoc.Inc.Pub., NY, USA,
- Dubik, J. (2003), *Effects-based decisions and actions*, *Military Review*, 8, pp.33-36,
- Florea, Nicoleta Valentina et al., Relationships between human resources management and organizational culture, *Proceedings Conferința internațională ECMLG*, www.academic-conferences.org/ecmlg2011, pp.486-496, Nice, Franța, 7-8 oct. 2011.
- Florea, Nicoleta Valentina, Dragos, Florea, Integrating sustainable development in human resources recruitment and employment processes, *Proceedings Conferința „Dezvoltare durabilă și energii regenerabile”*, Universitatea Spiru Haret, București, 27.11.2009, p.260-264,
- Gonja, Tihana (2013), *Motivating during the financial crises*, Grin Verlag, Germany,
- Hancock, Peter A., J.L. Szalma (2012), *Performance under stress*, Ashgate Pub.Ltd., Hampshire, England,
- Kinder, Andrew et al (2008), *Employee well-being support*, West Sussex, England,
- Lakhdar, Sekiou et al. (2001), *Gestion de ressources humaines*, Universite de Boeck, Canada,
- Marchal, Emmanuelle, G. Riencau (2010), *Le recrutement*, Edition La Decouverte, Paris,
- Mullenders, Andre (2009), *E-DRH. Outil de gestion innovant*, Edition de Boeck Universite, Bruxelles, Belgique,
- Pfaff, Mark S. (2008), *Effects of mood and stress on group communication and performance in a stimulated task environment*, *Doctoral Thesis*, ProQuest LLC,
- Popescu, Constanta (2009), *Economie*, Editura Bibliotheca, Targoviste,
- Rossi, Ana Maria et al. (2006), *Stress and quality working life*, Inf.Age Pub.Inc., USA,
- Sormaz, Heidi W., B. Tulgan (2003), *Performance under pressure. Managing stress in the wok place*, HRD Press, MA, USA,
- Trehan, Mukesh, Ranju, Trehan (2010), *Advertising and sales management*, Pub. By Jain R., New Delhi, India,