



**University Goce Delchev – Shtip  
Faculty of tourism and business logistics –  
Gevgelia**

**Proceedings  
First International Scientific Conference  
ISCTBL**

# **CHALLENGES OF TOURISM AND BUSINESS LOGISTICS IN THE 21ST CENTURY**



**Gevgelia, 24-25 October 2017 & Shtip, December 2017**



**University "Goce Delcev" – Shtip, R. Macedonia**  
**Faculty of tourism and business logistics – Gevgelija**

**ISCTBL**

INTERNATIONAL SCIENTIFIC CONFERENCE ON  
TOURISM AND BUSINESS LOGISTICS – GEVGELIJA



**Proceedings**  
**First International Scientific Conference**  
**CHALLENGES OF TOURISM AND BUSINESS**  
**LOGISTICS IN THE 21<sup>ST</sup> CENTURY »ISCTBL 2017«**  
Gevgelija, October 24-25, 2017



**"St. Kliment Ohridski" University – Bitola**



**Faculty of Tourism and Hospitality, Ohrid, Macedonia**



**University of Kragujevac**

**Faculty of Hotel Management and Tourism**

**Vrnjačka Banja**



**Gevgelija- Shtip, December 2017**

**Publisher:**

Faculty of Tourism and Business logistics, Gevgelija  
University "Goce Delcev" Shtip, Macedonia  
Krste Misirkov 10-A, 2000 Shtip; tel.: +389 32 550 000; Fax: +389 32 390 700  
Tel.: +389 32 550 351 ; +389 32 550 350  
E-mail: <http://ftbl.ugd.edu.mk/> [www.ugd.edu.mk](http://www.ugd.edu.mk)

**For the Publisher:**

Nikola V. Dimitrov, Ph.D. – Dean

**Edited by:**

Nikola V. Dimitrov, Faculty of Tourism and Business Logistics, "Goce Delčev" University - Štip, *Macedonia*  
Drago Cvijanović, Faculty of Hotel management and Tourism in Vrnjačka Banja, University of Kragujevac, *Serbia*  
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**Proofreader:**

Marija Krsteva, Faculty of Philology, Goce Delcev University - Štip, Macedonia

**Number of copies**

100

**Printed by:**

2 August Shtip

CIP - Каталогизација во публикација  
Национална и универзитетска библиотека "Св. Климент Охридски", Скопје  
338.48(062)

INTERNATIONAL scientific conference "Challenges of tourism and business logistics in the 21st century, ISCTBL (1 ; 2017 ; Gevgelija)

Proceedings / First international scientific conference "Challenges of tourism and business logistics in th 21st century, ISCTBL, 2017, Gevgelija, Macedonia, October 24-25, 2017. - Shtip : University "Goce Delcev" - Shtip, Faculty of tourism and business logistics - Gevgelija, Shtip 2017. - 340 стр. ; 25 см

ФУСНОТИ КОН ТЕКСТОТ

ISBN 978-608-244-465-9

a) Туризам - Собири  
COBISS.MK-ID 104519178

**ORGANIZER OF THE CONFERENCE AND PUBLISHER**  
UNIVERSITY "GOCE DELCEV" – SHTIP, REPUBLIC OF MACEDONIA  
FACULTY OF TOURISM AND BUSINESS LOGISTICS - GEVGELIA

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## PREFACE

The Faculty of Tourism and Business Logistics in Gevgelija, at the Goce Delcev University - Stip, hosted the First International Scientific Conference, "Challenges of Tourism and Business Logistics in the 21st Century".

The conference was held on 24 and 25 October 2017 in Gevgelija with an optional visit to Dojran - Dojran Lake.

32 works of 60 authors from Serbia, Latvia, Turkey, Poland, Bulgaria, Kosovo and Macedonia were presented at the Conference.

The purpose of the Conference is exchange of ideas and experiences of the participants coming from Macedonia and abroad, and establishment of cooperation for further development of tourism and business logistics in Macedonia and beyond.

The results of the Conference are visible through publication in a collection of papers, which is presented to a wider scientific audience and the public.

In this way, we want to promote the Faculty of Tourism and Business Logistics, to promote Gevgelija and Dojran as the most visited settlements in the south-eastern part of Macedonia.

Gevgelija - Stip,  
December 2017

Editor  
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## THE ROLE OF THE ENTREPRENEUR IN MANAGING THE PROFESSIONAL STRESS OF THE EMPLOYEES

Marija Magdinceva-Sopova<sup>1</sup>; Snezana Bardarova<sup>2</sup>; Aneta Stojanova-Stefanovska<sup>3</sup>

### Abstract

*Stress is a phenomenon that occurs as a result of overload in personal and professional life. Stress exists in all people, whether it's a manager, an entrepreneur, an owner of an enterprise, or for employees in the enterprise. There is no enterprise or work where there is no certain level of stress. Usually unknown and unpredictable situations, unpleasant or pleasant, can cause stress. Occasions that adversely affect employees make stress to be a daily occurrence for employees. Professional stress is one of the risk factors for the employers' health and for the performance of each enterprise. Effective and efficient management of enterprises implies implementing a strategy for managing stress among employees which consists of recognizing stress, detecting the triggers of stress and removing their influence.*

*This paper aims to point out the role and influence of the entrepreneur in the hiding and implementation of a strategy for managing stress at work, identifying and discovering the causes of stress and reducing the impact of stress on the employees.*

*In the framework of the labor, a research will be carried out in order to perceive the situation in terms of informing the entrepreneur about the impact of stress in the work and the use of certain mechanisms for deterring and controlling the stress of the employees. The obtained results of the research will provide a basis for modeling of the model and recommendations for entrepreneurs in the creation of a strategy for managing stress and these will be presented in the conclusion of the paper.*

**Key words:** stress, entrepreneur, stress management, challengers on the stress, employees

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<sup>1</sup> Marija Magdinceva-Sopova, PhD Assistant Professor, *University Goce Delcev, Faculty of Tourism and Business Logistics, Gevgeija*, marija.magdinceva@ugd.edu.mk

<sup>2</sup> Titled Assistant Professor, PhD Snezana Bardarova, *University Goce Delcev, Faculty of Tourism and Business Logistics, Gevgeija*, snezana.bardarova@ugd.edu.mk

<sup>3</sup> PhD Candidate, Aneta Stojanova-Stefanovska, *University Goce Delcev, Faculty of Tourism and Business Logistics, Gevgeija*, aneta.stojanovska@ugd.edu.mk

## Introduction

Stress is a phenomenon that occurs as a result of overload in personal and in professional life. Stress is a everyday, normal occurrence that arises as a result of the reaction of threats and changes occurring around an individual, as well as the expectations that need to be fulfilled by a particular person. Basically, unknown and unpredictable situations, unpleasant or pleasant, to which an individual must adapt can cause stress. There are many definitions In the professional literature there are many definitions that are explain the notion of stress. The majority of definitions that explain the notion of stress have a negative meaning because they act badly in people, but stress sometimes acts positively when it causes pleasant and positive feelings in people. Positive stress is a normal part of life that gives energy and motivates the individual to achieve the goal. Negative stress causes a feeling of inferiority, inability to accept challenges and situations of work and out of work such as: conflicts with other employees, personal problems, excessive demands, etc. Stress occurs as a result of the reaction of the stressor. Stressor occurs as a result of the causes, the source of stress, such as a specific event or more events that pose a danger to the person. Stress at work can arise as a result of a general imbalance between the characteristics of the workplace and the personal, individual characteristics of the employee. Occupational stress or stress at work usually arises as a result of inadequate demands from the specific work and the abilities of the employee.<sup>1</sup> As a normal, everyday occurrence, stress can not be avoided but can be controlled. The organization of work, work environment and social relations have the greatest influence in reducing the sources of stress. Entrepreneurs have the responsibility to undertake certain activities to quickly and efficiently recognize the sources of stress at work and implement strategies for managing negative stress.

### The impact of professional stress on the operation of enterprises

New ways of working emphasize the importance of employees as a resource that can be changed and adapted in order to increase the efficiency of the operation of enterprises. Stress is a phenomenon that most often negatively affects performance in work. Each entrepreneur expects employees to be effective collaborators who will not only be simple executives but responsible and committed to the work. The positive impact of stress motivates employees and can initiate greater engagement of employees. Unknown and unpleasant situations that require certain adjustments cause stressful situations. The results of the studies show that the negative effects of the influence of stress are more present, unlike the positive ones. The effects caused by the high level of work stress among employees are manifested in the following ways<sup>2</sup>: Physiological problems - changes in metabolism, high blood pressure, etc., psychological problems-fear, tension, delayed performance of work

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<sup>1</sup> Lazarus, R. S. and Folkman, S., (1986): "Cognitive theories of stress and the issue of circularity", In M H Appley and R Trumbull (Eds),p.57

<sup>2</sup> Zimanji dr V., (1998) Psychology of the organization, Faculty of Economics, Subotica, p.170;

tasks or non-performance and behavioral problems- absence from work, job fluctuation, changes in productivity and work efficiency. Stress in the workplace can also cause physical and psychological problems. Under the influence of stress, the following physical symptoms may occur: headache, tiredness in the muscles, sweating, fatigue, sleep problems.<sup>1</sup>

The long-standing state of stress or condition of prolonged stress directly affects the health of employees, the reliability of the work, but also the efficiency and effectiveness of the company in which the employees work. Effective and efficient enterprise management imposes the need to introduce appropriate strategies for perceiving, reducing and removing stress as a negative phenomenon that affects business processes in the enterprise. Human resources-employees are the most important factor that can be changed in order to improve performance in the workplace, while respecting the rule of the right person to work in the right place is the best strategy for advancing the work.

### Entrepreneur and stress management

Effective enterprise management means formulating an appropriate business strategy. Through the business strategy, entrepreneurs deliver a message to employees about what is expected of them. A shared business strategy actually means familiarizing yourself with the company's vision of developing. If employees agree with the vision of management and the enterprise they develop the responsibility to take hard, stressful work that is necessary for a creative, risky development of a strategy.<sup>2</sup>

Recognition and control of stress is the basis for the efficient operation of the enterprise because the efficient operation depends on the personal characteristics of the individual such as responsibility, ability to work, the ability to control themselves, and the ability to control the negative feelings that result from the impact of the source of stressful conditions. Predicting future events that can cause stressful situations among employees is an obligation for the entrepreneur. An entrepreneur should have the ability to perceive the real situation in terms of perceiving and controlling stress and affect the reduction of sources of stressful situations among employees.

Sources of stress at work are: physical environment, social environment, personal dispositions, work assignments, degree of satisfaction from work and positions in the enterprise.<sup>3</sup> Successful stress management involves the introduction of a preventive strategy to detect the sources of stress before the emergence of specific problems. After recognizing

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<sup>1</sup> Rosch, P. J. (2001). The quandary of job stress compensation. *Health and Stress*.

<sup>2</sup> D.I.Jung and B.J. Avolio, (1990)“ Opening the Black Box: An Experimental Investigation of the Mediating Effects of Trust and Value Congruence on Transformational and Transactional Leadership: 1992 Beyond “, *Journal of European Industrial Training*, pp.20-35

<sup>3</sup> Lazarus, R. S. and Folkman, S., (1986): “Cognitive theories of stress and the issue of circularity”, In M H Appley and R Trumbull Eds.,p.57

the factors and sources of stressful situations, the entrepreneur can apply a strategy to reduce the impact of stress and continuous targeting of critical points that initiate the emergence of stress.

## Methodology and research results

The practical research conducted within this paper aims to point out the role and influence of the entrepreneur in identifying and undertaking certain activities for reducing the impact of stress at work, creating and implementing a strategy for managing stress and work the causes of stress and reducing the impact of stress on employees. The survey was carried out in the period from January to July 2017 and included 112 entrepreneurs or small business owners. Attitudes and considerations of entrepreneurs from the aspect of stress management were obtained on the basis of their answers to the questionnaires. Of the 112 questionnaires submitted, the largest number, ie 91% or 102 entrepreneurs, showed interest in the topic of research and responded to the questionnaire, while the remaining 10 entrepreneurs or 9% didn't have an interest in participating in the survey.

According to the obtained results of the conducted research and the total number of observations received on each question, it is concluded that the sample consists of 112 respondents who responded in the following manner:

On the first question: Do you as an entrepreneur within the company use informal ways of communicating with the employees?, almost all the entrepreneurs who participated in the survey or a total of 98 answered positively that the usual way of communication in the enterprise is the direct, informal way of communication or 97% of the respondents apply informal communication with the employees, and only 4 entrepreneurs or 3% of the respondents practice a formal way of communication.

To the question: Do you, as an entrepreneur, organize parties and meetings for employees for certain events? Only 18 entrepreneurs or 17% answered positively, ie 84 entrepreneurs, or 83% of the respondents do not organize parties and meetings for the employees.

On the following question: Are there certain ceremonies held in the company, rituals for certain events, holidays, etc.? 28 entrepreneurs or 27% responded positively, and 74 entrepreneurs and 73% of the respondents do not organize ceremonies at all.

To the question: Do you organize informal working meetings as an entrepreneur?, a large number of the surveyed entrepreneurs or 84 responded positively or only 17% of the respondents answered that they organize informal working meetings, and 18 entrepreneurs or 17% answered that the working meetings are always formal with a pre-defined dynamics and content.

To the fifth question: Do you regularly inform employees about the work obligations? 42 entrepreneurs 41% of the surveyed entrepreneurs responded positively, which means that they regularly inform the employees about the work engagements, and 60 entrepreneurs or 59% answered that the employees are not informed about the working obligations immediately prior to the execution of the same.

To the question: Have you introduced programs for rewarding the successful employees?, only 11 entrepreneurs or only 10% of the enterprises involved in the survey, the

employees are rewarded according to transparent criteria, and 91 of the surveyed entrepreneurs answered negatively, ie 90% of the enterprises do not have a program and award criteria for employees.

To the seventh question: Do you practice talking with employees about work-related and out-of-work events? 65 entrepreneurs or 64% of surveyed entrepreneurs usually talk to employees about job-related issues, and 37 entrepreneurs respond negatively or do not talk to employees about conditions related work. Almost all of the surveyed entrepreneurs or 90% do not practice to talk with employees on a topic that is not related to the work.

To the eighth question: Can an entrepreneur predict the sources of stress among the employees of the company? 35 entrepreneurs or 34% of the involved entrepreneurs in the survey think they can see the causes that cause stressful situations among employees and 67 entrepreneurs or 66% responded negatively, that they do not have the ability to perceive the causes of stress among the employees.

To the following question: Do you use certain stress reduction methods as an entrepreneur?, nearly 95% of the entrepreneurs involved in the survey or 96 entrepreneurs responded that they do not use specific methods, procedures and ways to reduce stress, and 5% or 6 entrepreneurs regularly apply appropriate methods to reduce stressful situations in employees.

To the last question: Have you implemented organizational resources for managing stress-room for socializing, talking with employees, consulting with counselor, psychologist, etc.? The answers received are appropriate as the answers to the previous question, ie, almost 97% of the entrepreneurs involved in the survey, or 98 entrepreneurs responded that the company does not have a separate room and do not have an employed person from whom the employees could seek advice or help. Regarding this issue, it is insignificant that only 4 entrepreneurs or only 3% have a customized meeting room and informal meetings with employees.

The obtained results of the research are processed graphically and tabularly.

Survey questionnaire	Positively	negatively	Didn't respond	Total surveyed
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1.	Do you as an entrepreneur within the company use informal ways of communicating with the employees?	98	4
		97%	3%
2.	Do you, as an entrepreneur, organize parties and meetings for employees for certain events?	18	84
		17%	83%



3.	Are there certain ceremonies held in the company, rituals for certain events, holidays, etc.?	28	74
		27%	73%
4.	Do you organize informal working meetings as an entrepreneur?	84	18
		83%	17%
5.	Do you regularly inform employees about the work obligations?	42	60
		41%	59%

6.	Have you introduced programs for rewarding the successful employees?	11	91	
		10%	90%	
		65	37	90%
7.	Do you practice talking with employees about work-related and out-of-work events?	talk about work	Didn't talk about work	Don't discuss threads out of work commitments
		64%	36%	
8.	Can an entrepreneur predict the sources of stress among the employees of the company?	35	67	
		34%	66%	

9. Do you use certain stress reduction methods as an entrepreneur?

6 96

5% 95%

10. Have you implemented organizational resources for managing stress-room for socializing, talking with employees, consulting with counselor, psychologist, etc.?

4 98

5% 97%

112

answered

Didn't answered

Total surveyed  
respondents

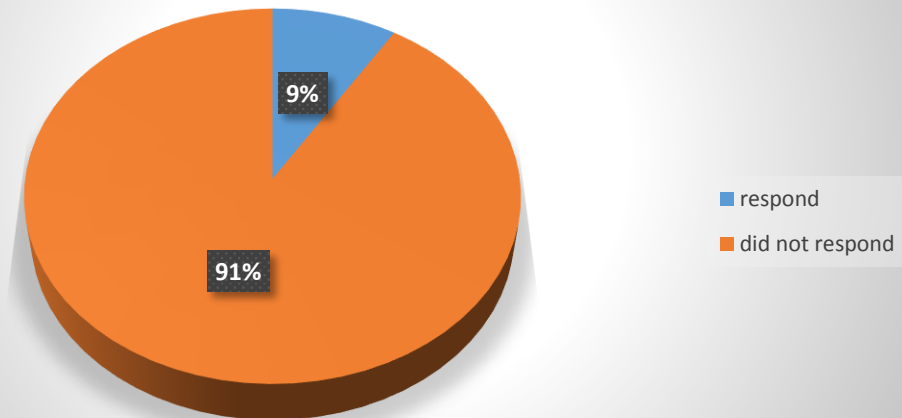
102

10

112

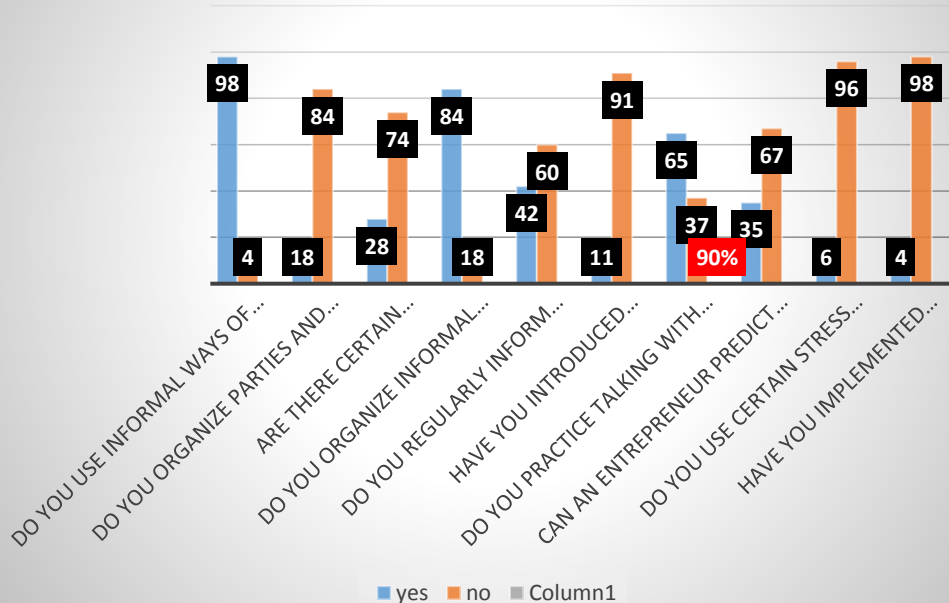
294

## Graphic representation of interviewed respondents



According to the obtained results it can be concluded that the entrepreneur has a central influence in the creation of a strategy and implementation of organizational conditions for dealing with stress in the enterprise and the application of specific mechanisms or programs for recognizing and managing stress at work and out of work. Entrepreneurs do not have organizational conditions for reducing stress sources at work such as providing a separate room for socializing and entertaining, using advisory services from professionals and implementing programs for recognizing and reducing the impact of stress on the job and out of work.

## Graphic representation of the answers to the questionnaire



Also, entrepreneurs do not apply appropriate methods and procedures for predicting and recognizing stress, as well as appropriate mechanisms for managing stress. These conclusions are based on the answers of the entrepreneurs on the manner and type of communication with the employees, the support for a flexible organizational culture that is characterized by the opportunity for informal conversations, entertainment, socializing, rewarding the employees in a transparent way, holding ceremonies and rituals. Ceremonies and rituals are formal events that recognize the importance of events for the enterprise as a whole.<sup>1</sup>

The absence of mechanisms for managing stress in and out of work points to the fact that entrepreneurs can not predict, recognize and control the stress of employees as a factor with negative consequences in the work.

<sup>1</sup> Berger P.L. and Luckman T.,(1967),” The Social Construction of Reality”, Garden City, New Jersey, Anchor Books, pp.34-55

## Conclusion

The modern dynamic lifestyle daily increases the level of accumulated (chronic) stress and initiates the emergence of newly created (acute) stress. Stress factors are usually related to work, work relations, the role of the organization, career development, organizational structure and culture and affect employee performance. Internal conflicts of the individual, as well as the connection at home - work, increase the causes of stress. Professional stress as one of the risk factors for employee health and performance in the workplace is a daily and normal phenomenon present in every enterprise. There is no enterprise or work where there is no certain level of stress. Usually, stress is associated with employees in the enterprise, the organizational culture of the enterprise, communication in the enterprise, the way of organizing the work, the way of resolving conflict situations in and out of work. In order for the company to develop and operate successfully, as a result of the employees who will give the maximum contribution, it is necessary to pay great attention to the proper management of stress at work and good communication with the employees. The greatest influence in managing the stress in the enterprise is the management ie the entrepreneur of the enterprise. The entrepreneur should know well the capabilities of the employees in terms of the characteristics of the work and the possibility of errors and failure to fulfill their obligations. Efficiency in the management of stress among employees consists in the ability of the entrepreneur to detect and remove the sources of stress conditions. According to the obtained results, it can be concluded that the entrepreneurs do not have organizational conditions for reducing the sources of stress at work such as providing a separate room for socializing and entertaining, using advisory services from professionals and implementing programs for recognizing and reducing the impact the stress of work and out of work. The entrepreneur has a central influence in creating a strategy and implementing organizational conditions for coping with stress in the enterprise and applying specific mechanisms or programs for recognizing and managing stress at work and out of work. The obtained results point to the fact that successful handling of stress as a negative occurrence in the work can be overcome by implementing an appropriate business model for managing stress and applying a preventive strategy for managing stress. The practical implementation of the stress management strategy can be implemented through the following mechanisms: recognizing the sources of stress at work, recognizing the sources of stress out of work, the immediate way of communicating with employees and sharing information, informal social environment and implementing appropriate organizational conditions that will enable successful management of stress at the organizational and individual level.

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**ISBN 978608-244-465-9**