

ORGANIZATIONAL STRESS CASE STUDY: PARTNERSHIP BUSINESSES IN THE MUNICIPALITY OF PEJA - KOSOVO

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ABSTRACT

Contemporary economic processes characterized by a high degree of integration, apart from positive effects, are also characterized by the growth of different forms of stress. In these contemporary processes, stress is inevitable for any individual who claims to successfully cope with fierce global competition. So, organizational stress is present in all employees, despite the country's economic development. The leadership of the organization is linked to the supervisory style of the company's managers. Some managers create a culture characterized by tension, fear and anxiety. They impose unrealistic pressures to act in the short term. This style of leadership, this tension, fear and anxiety, directly affects the stress of the manager and at the same time the employee of the organization.

Keywords: Stress, managers, anxiety, welfare.

INTRODUCTION

Stress at work is an epidemic of world size. Failure to match the needs and desires on the one hand and the demands of a more complex society on the other side open the doors of stress. Engagements at and out of work often cannot stand apart. Thus, the basic need to balance work and work activities often creates stress. Engaging in the ability to successfully address the challenges at work and beyond is one of the major stressors. As the world of business moves more and more towards a knowledge-based economy, primary concern for employees and employers is stress at work (Gaspar et al., 2007). For many employees, change also creates stress. Insecure and dynamic environments characterized by restructuring, change of authority, or personal life problems have led many workers to feel "overloaded" and "stressed" (Robbins & Decenzo, 2011).

Stress is called "invisible disease". It is a disease that can affect the individual, the organization and the people inside it, so it should not and cannot be ignored. Stress is an external stimulus, all the problems and difficulties that we face in everyday life. So stress is that uncomfortable emotional and physiological condition that people experience in situations that they perceive as dangerous or threatening to their well-being.

LITERATURE REVIEW

Stress in our century has become an inevitable part of work and life. Thus, it is considered that stress is the cause of many problems of work and organization. Particularly stressful is the management work. However, in a job it is not said that only managers are stressed. Stressed may be each one, and especially the dependents of a stressed manager. For this Lister Sinclair says: "A feared captain scares the whole crew" according to (Chandler & Richardson, 2005). Many authors, the professional stress pose as disagreement between

workplace and district requirements in relation to the opportunities, desires and tendencies that these requirements satisfy. The same opinion is expressed by Marina & Dean (2000), Chandler & Black (2007), Robbins & Decenzo (2011), Kempe and Mehler (2013), Tracy (2014a). The greatest source of stress in the workplace is the brain effort to elaborate many thoughts, many tasks, many future scenarios, many responsibilities, many concerns, and many problems at the same time (Chandler & Richardson, 2005). Forster based on Cooper's research (2006a, 2006b) as well as on his own research (2002 and 2009) has highlighted that research in several disciplines confirms that stress at work became a very important problem in all industrialized countries Western countries during the last two decades of the twentieth century. Where, according to the author, even if we do not suffer from the worst effects of professional stress, we can see feelings of pressure and anxiety (Forster, 2009). "It's what we experience when we feel that the demands that life is giving us are greater than the resources we have to deal with them," says Johnston (2011). Because stress is a health related issue, risk assessment should also be considered when differentiating individuals' ability to work in stressful situations (Banfield & Kay, 2011). When people are exposed to a negative emotional state and are then asked to suppress these feelings, their internal negative experiences often remain unchanged and in their brains and cardiovascular system there are increased stress reactions (Cabane, 2016).

Factors that affect in stress – Stressors

There is a considerable number of factors that affect work stress. According to Drago (1999), the most general sources of stress are work problems (the behavior of superiors and work by themselves) and the problems of life (parent-child problems and spouse's behavior). While according to Jay (2002) the deadline may be one of the most stressful and frustrating aspects of business life. The more it approaches you, you become more and more disturbed, you often find yourself working long hours, take other jobs, and throw them one hand...

Each author presents an increase in the level of stress at work. This growth has been created by a number of factors influenced both by society and by organizations. Papa et al., (2009), factors that influence stress, emphasize the load and the long working hours.

Table 1 shows the factors influencing organizational stress by Forster (2009) and Harvard University Mentor Group – stress management (2009)

Table: 1. Factors that influence organizational stress

Forster (2009)	Harvard University Mentor Group – stres management (2009)		
	a). Changing of working conditions	b). Unhealthy Work Circle	c). Individual Reaction
Rapid organizational and technological change	Change of the volume of jobs.	Overload at work "Work dog",	Fear of failure
Restructuring and liberalization of the labor market.	Change of the salary	the atmosphere at work	Insufficient self-confidence is closely related to fear of failure
New requirements of public sector employees	Replacement of job, responsibilities or team.	Supervisory supervisors	Lack of confidence
Increasing "poisoning" in some jobs	Changes that affect job security	Unpleasant colleagues	Non-existence of collegiality and community
By increasing the average working hours	Unpleasant colleagues		
New employee pressures			
Increase of pressures in all local organizations			

Source: Author (2017)

Robbins & Decenzo (2011) state that organizations never suffer from a lack of factors that can cause stress. According to these authors, factors that create stress can be grouped into two main categories - personal and organizational. Both of these categories directly affect employees and of course their work. Both personal and organizational stressors are presented by these authors in Table 2.

Table: 2. The main stressors

PERSONAL: Personality Family problems Financial problems
STRESS
ORGANIZATIONAL: Unclear function Conflict of function Overloading the function Technological inventions Engineering of business processes, shortening of the organization Restructuring

Source: (Robbins & Decenzo, 2011)

What are the symptoms of stress?

Stress appears in three general ways: physiological, psychological, and behavior-related symptoms. Behavioral and psychological stress symptoms are more important to managers. These can be seen in individuals. Psychological symptoms may appear in the form of pressure and high anxiety, boredom and sluggishness - all leading to productivity decline. The same effect have the behavioral symptoms - which include changes in eating habits, increased consumption of tobacco or other stimulating substances, rapid speech or sleep disorders Robbins & Decenzo (2011), Stress management (2009), Juras et al. (2009), Richardson & Rothstein (2008). The following table presents the symptoms of stress by Johnston (2011).

Table: 3. Symptoms of stress

Physical symptoms	Psychological Symptoms	Symptoms of behavior
Muscle tension (tightening of the jaw, teeth clack, squat shoulder)	High sensitivity to critics/criticism of others	Sleep deprivation
Increase in arterial pressure	Unstable Humor (Tense, Irritated)	Changes in appetite
Nervousness	Problem with concentration	Isolation from others
Headaches, stomach pain, digestive problems	Problem with decision making	Less self-control (smoking, drinking alcohol, consumption of large quantities of food)
Shortness of breath	Rigid thinking, lack of sense of humor	Verbal Explosions

Source: (Joni E. Johnston, 2011)

Types of stress

In order for every person to function normally and positively to solve the problem he faces, little stress is necessary. Fortunately not all the stress is harmful. A dose of stress allows many individuals to have better results, predict and analyze work problems and find their solution (Kreitner, 1989, Appendix A6).

Stress is a complex problem that can be positively or negatively manifested. Stress is said to be positive when the situation gives someone the opportunity to gain something, this process can lead him to a maximum performance. Stress can become worse when restrictions or demands are imposed upon us (Robbins & Decenzo, 2011). According to Banfield & Kay (2011), it is certainly true that certain people appear to be advancing in a stressful work

environment and a certain level of pressure is also needed and is stimulous. However, stress, when it reaches the level that people find it difficult to cope with, becomes dysfunctional and damaging.

Consequences of organizational stress

Stress is a problem that everyone has to worry about, especially the stressed individuals because the consequences can be enormous. Stress-related work has a critical impact on the health and well-being of workers (Macan, 1994), (Cox et al., 2000). Stress-related problems lead to less productivity, work absence, neglect and sluggishness. It costs billions of dollars every year to companies around the world (Gaspar et al., 2007).

According to Manktelow & Anand (2008) work can kill you; If not directly then at least indirectly. The Japanese also have a word for "Karoshi". "Karoshi" means overtime work - heart attack and stroke. Karoshi's first case was reported in 1969. Ten thousand deaths every year in Japan are attributed to Karoshi (Juras et al., 2009). Although death sounds a little bit harsh, stress causes complex changes in the body's process, causing unwanted psychological and physiological changes. Stress at work causes illness, less motivation for workers, unproductive, and the least sense of confidence in their work capacities (Juras et al., 2009).

Stress management

The interest in strategies to reduce work stress has been increasing steadily since 1970. (Richardson & Rothstein, 2008). Different psychologists recommend different techniques to avoid or reduce negative emotions and harmful physiological reactions that cause stressful problems, they aim to divert attention from the stressor problem. Some of the techniques that can cope with stressful problems are: "Progressive relaxation, meditation, diaphragmatic breathing, autogenic exercise, image relaxation, physical activity, Usually it is recommended that the individual is best adapted to the environment, exercise, diet, regularity and satisfactory interpersonal relationships (Dragoti, 1999).

Corporate executives and human resource professionals must find the right ways to organize their professional duties to maximize productivity while at the same time keeping under control the level of stress (Papa et al., 2009). For solving stress-induced problems, according to Juras et al., (2009), firstly must first be removed stress resources - stressors. For the solution of this problem, the authors continue: "Identifying stressors has as its objective the ability to choose the right method of solving the stress problem at the workplace. To remove the stressor from yourself or yourself from stressors it is possible to actively and passively pre-create the workplace and its environment. "This is achieved by: employee training, ergonomics and environmental design, business development, organizational development. It is important that the organizations identify dangers of workplace stress and adopt policies and measures to control stress (Banfield & Kay, 2011). While stress-induced pressure as a result of work is not always predictable, timely intervention is necessary to prevent any long-term damage to an employee who may otherwise suffer from stress due to work (Paul & Rebecca, 2011).

Organizational Stress in the World

Different nations of the world in different ways experience and describe the stress at work. Some modern societies are aware of the monetary losses that stress at work causes. For

prevention, they invest sums of money to minimize material losses arising from exposure to stress at work, say Juras et al., (2009). According to Cenit (2010), there are different legislation regarding the protection of a person at work. "In France, public spending provides more coverage in this than in Canada, while in the US they are considerably smaller".

That's what experts say about this topic: "Based on research conducted by the University of Chicago, more than 40% of Americans are affected by stress at work and more than 50% of the 550 million working days lost annually as a result of stress experienced at work" (Stress management, 2009). Forster (2009), following research conducted, concludes: "There has been a visible link to stress-related illness in all industrialized countries around the world ... it is estimated that two-thirds of medical visits to the US, UK and Australia is attributed to stress-related illnesses".

So stress is one of the main economic problems of developed countries. Juras et al., (2009) provide data from researches in European countries arguing that stress is ranked second in the health scale based on the complaints of employees in the European Union. According to the European Agency for Occupational Safety and Health at Work, every third employee of the European Union stress is present (28% or 41.2 million workers and more women than men). Each year it causes a loss of one million working days, or 50% of missed days, all of which made 20 million euros. In addition, it is responsible for five million disasters at work.

METHODOLOGY

Although there are ongoing debates about the definition of stress, the main purpose of the research is to identify the stress and factors affecting it.

The paper contains theoretical and the research part, where a qualitative and quantitative method has been made. For the research part were used questionnaires and analytical method. The collected data were selected, analyzed and finally presented in tabular form. From these tables are derived graphs which represent the results of the data in percentages.

For data collection were used: 80 questionnaires were distributed through direct contacts and 100 are distributed via electronic form through Google to 150 businesses in the municipality of Peja (Kosovo) during the period April - May 2017. From the 180 questionnaires that were distributed to managers and entrepreneurs of partnership Businesses with general responsibility and those with limited liability. 50 of them did not answer and 10 of them have not given the correct answer, which were removed from analysis. In total, 120 questionnaires were used for the research.

This questionnaire is divided into two categories: the first category includes general information: a) personal data on the respondent, b) business data, and the second category includes time management questions formulated according to Likert scale, from 1 (very rarely) to 5 (very often). The analysis and results of these questions have been made through the statistical method.

The analysis and results of these questions were made by using the Microsoft Office 2010 software package for descriptive statistics and the IBM SPSS Statistics 20 program, utilizing the factorial method, the reliability test, and the verification of linear regression hypotheses. By linear regression it has been proved that there is a relationship between the variables.

Data was extracted from the Municipal Business Center in Peja. Table 4 shows the number of businesses and their classification based on legal status, from 2000 to 2016 at the moment of registration. In the table number 5 are given businesses with general partnerships and those with limited partnership in the municipality of Peja, which are selected for research.

Table: 4. Businesses by legal status in the municipality of Peja (2000-2016)

	Type of business	No. of businesses	Percentage
I.B.	Individual Business	6442	92%
LLC	A company with limited liability	840	4.5%
JSC	Joint Stock Company	11	0.1%
GP	General Partnership	156	3%
LP	Limited partnership	4	0.1%
FC.	Foreign company	14	0.1%
PE	Public enterprise	1	0%
AC.	Agricultural cooperative	1	0%
	Total:	7469	99.8%

Source: Municipal Business Center Peja (2017)

Table: 5: Businesses with General / Limited Partnerships in the Municipality of Peja

	Type of business	No. of businesses	Percentage
GP	General Partnership	156	3%
LP	Limited partnership	4	0.1%
	Total	160	3.1%

Source: Municipal Business Center Peja (2017)

To extract the sample from the entire population is utilizing the formula Taro Yamane (1973).

$$n = \frac{N}{1 + N * (e)^2}$$

n = the sample,

N = population

E = 5% importance level (95% significant)

$$n = \frac{160}{1 + 160 * (0.05)^2} = \frac{160}{1.4} = 114.28$$

THE EMPIRICAL STUDY

In the empirical study are presented the results of the questionnaire realized by the selected business managers. As outlined above, the results are achieved through the distribution of questionnaires to these businesses' managers. The questionnaire contains 25 questions. Below are the data collected through the table and then these data are presented graphically. The total number of research subjects consists of 120 managers, who participated in the research, which is reflected in table below.

Table: 6. General information about the participants involved in this study

Demographic Distribution		Frequency	Percent
Gender	Men	88	73.3 %
	Females	32	26.7 %
	Total	120	100
Age	18 - 25	7	5.8 %
	26 – 30	22	18.3 %
	31 – 35	44	36.7 %
	36 – 40	22	18.3 %
	41 – 45	15	12.5 %
	46 – 50	8	6.7 %
	51 and more	2	1.7 %
	Total	120	100
Level of education	Ph.D.	4	3.3 %
	Scientific master	34	28.3 %
	Master professional	33	27.5 %
	Faculty	46	38.3 %
	High School	2	1.7 %
	Secondary school	1	0.8 %
	Total	120	100
Field of study	Economy	37	30.8 %
	Management	52	43.3 %
	Accounting and Finance	7	5.8 %
	Engineering	4	3.3 %
	Other	20	16.7 %
	Total	120	100
Position in the business	General director	37	30.8 %
	General manager	33	27.5%
	Human resources manager	8	6.7%
	Marketing manager	3	2.5%
	Financial manager	15	12.5%
	Project manager	13	20.8 %
	Other	11	9.2%
	Total	120	100
Business Sector	Manufacture	10	8.3 %
	Service	66	55.0 %
	Commerce	43	35.8%
	Construction	1	0.8%
	Total	120	100

Source: Author (2017)

In the table 6, the businesses included in the survey are presented by sector: 55% are service businesses, 36% commercial businesses, 8% manufacturing businesses and only 1% construction businesses.

Of all the participating managers in research 88 of them are male 73.3% and 32 female 26.7%. The minimum age is 22 and max 55 years. As seen in table 5, dominant age group is 31-35 with 44%, age group 26-30 and 36-40 years are 22%, 15% of participants entered the 41-45 year-old group, 8% of them are 46 -50 years old, in the age group 18-25 years are 7% of managers and only 2% are over 51 years old.

Of the managers who have been part of the study, regarding the question of what is the highest level of your education 38% of them have declared that they have completed the faculty, 28% master, 28% professional master, 3% doctoral, High school 2% and only 1% middle school.

Of the 120 managers participating in the research, 43% stated that they have studied management, 31% economics, 6% accounting and finance, 3% engineering and 17% other: (business administration, marketing, computer science, information technology, international relations).

When asked about your position in the business where you work, 31% of them stated that they work as general director, 27% general manager, 13% financial manager, 11% project manager, 7% human resource manager, Marketing manager 2% and 9% others: (sales manager, production manager, import manager, quality manager).

Table: 7. Results of KMO and Test Barlett

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.892
Bartlett's Test of Sphericity	Approx. Chi-Square	1142.723
	df	210
	Sig.	.000

Source: Author (2017)

As seen from the table above, the KMO test is (.892) because $89.2 > 0.50$ we can say that the data test is appropriate for factorial analysis. The second test we will look at is the Barlett test. As can be seen from the table, the Barlett test is important (Sig.). This means that there are high correlations between the variables, in other words the data set is suitable for the factor analysis.

Table: 8. Number of Factors Related to Eigen Value and Explanatory Percentage of Variance

Component	Initial Eigenvalues			Total Variance Explained			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.065	38.402	38.402	8.065	38.402	38.402	3.709	17.663	17.663
2	1.612	7.676	46.078	1.612	7.676	46.078	3.064	14.590	32.253
3	1.338	6.373	52.451	1.338	6.373	52.451	2.642	12.581	44.835
4	1.193	5.681	58.131	1.193	5.681	58.131	2.425	11.549	56.384
5	1.037	4.939	63.070	1.037	4.939	63.070	1.404	6.686	63.070
6	.940	4.476	67.546						
7	.759	3.614	71.160						
8	.710	3.383	74.543						
9	.682	3.250	77.792						
10	.637	3.032	80.824						
11	.580	2.760	83.585						
12	.557	2.651	86.236						
13	.541	2.577	88.812						
14	.474	2.255	91.067						
15	.337	1.606	92.673						
16	.311	1.479	94.152						
17	.289	1.375	95.527						
18	.277	1.320	96.847						
19	.261	1.241	98.088						
20	.215	1.022	99.111						
21	.187	.889	100.000						

Extraction Method: Principal Component Analysis.

Source: Author (2017)

There are different factors for determining the number of factors. In our example, we have selected the Eigen value which takes into account the larger factors than 1. In Table 7, there are 5 factors reater than value 1 (Eigenvalues). Five factors explain the variance 63.070%.

The Rotated Component Matrix has resulted in values of (.497 to .808) indicating a great statistical significance.

Table: 9. Rotation Factor Matrix
Rotated Component Matrix^a

	Component				
	1	2	3	4	5
Q.14.	.808				
Q.9.	.716				
Q.15.	.661				
Q.11.	.600				
Q.13.	.596				
Q.16.	.594				
Q.1.		.741			
Q.4.		.718			
Q.3.		.717			
Q.2.		.641			
Q.21.			.752		
Q.17.			.594		
Q.8.			.574		
Q.18.			.570		.499
Q.22.			.543		
Q.20.			.540		
Q.5.				.763	
Q.6.				.726	
Q.12.				.547	
Q.19.					
Q.7.					.497

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Source: Author (2017)

To make factor assignments, variables that have a greater weight under one factor needs to be grouped. Sub-factor variables are named as factors:

1. Poor management of time and stress.
2. Anxiety.
3. Symptoms of stress.
4. Stress factors.
5. Time management.

Table: 10. Reliability test

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.849	.849	5

Source: Author (2017)

H0: 1. Inadequate working environment does not affect bad management of time and stress.

Ha: 1. Inadequate working environment affects bad management of time and stress.

H0: 2. Anxiety does not affect bad management of time and stress.

Ha: 2. Anxiety affects bad management of time and stress.

Model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Y = Poor management of time and stress

 $\beta_0=0,679$; (constant term) $\beta_1 X_1=0,674$; (anxiety) $\beta_2 X_2=0.122$; (Inadequate working environment) ε – The term of error

Reliability coefficient = 95%

The model's prediction outline is as follows:

Inadequate time management and stress = $0.679 + 0.674 * (\text{Anxiety}) + 0.122 * (\text{Inadequate working environment})$

Table: 11. Variation Analysis Table

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708 ^a	.502	.493	.59310

Predictors: (Constant), (Inadequate working environment, Anxiety)

Source: Author (2017)

In this analysis from the correlation table, it can be evidenced that the correlation coefficient R equals 0.708, which shows strong correlation and indicates that the coefficient is different from zero. Whereas according to the R² line which represents the percentage of change in the dependent variable that can be explained by independent variables. It can be seen that from our 0.502 value that independent variables explain 50.20% of variability of dependent variables.

Table: 12. Variance Analysis Table

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.450	2	20.725	58.916	.000 ^b
	Residual	41.157	117	.352		
	Total	82.607	119			

a. Dependent Variable: Poor management of time and stress

b. Predictors: (Constant), Inadequate Work Environment, Anxiety

Source: Author (2017)

The table above shows the variance analysis results to see the difference between the minimization result of the interruptions and the time management techniques involved in this study. The table shows that in the dependent variable, time management, there are differences in minimization interruption averages and time management techniques included in this study. Value-F is 58.916 and p-corresponding value is given as <0.000, and we can safely reject the zero hypotheses, meaning that the observed differences have statistical significance.

Table 13. Prediction of parameters

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.679	.235		2.884	.005
	Anxiety	.674	.071	.639	9.464	.000
	Inadequate Work Environment	.122	.046	.181	2.677	.008

a. Dependent Variable: Poor management of time and stress

Source: Author (2017)

The table above shows the results of regression where as a dependent variable is included bad management of time and stress while as independent variables are included anxiety and inadequate working environment. The chart also shows that the link between anxiety and poor management of time and stress is positive (Beta 0.639, t 9.464, Sig. 0.000). Also the connection between inadequate work environment and poor management of time and stress is positive (Beta 0.181, t 2.677, Sig. 0.008).

The positive regression $B > 0$ indicates a positive correlation between independent variables and dependent variable, resulting in an increase in the level of anxiety variable the value of the dependent variable, poor time management and stress increases by 0.674 units. At the time, with the increase in the level of the inadequate working environment variable, the value of the dependent variables, the bad management of time and stress increases for 0.122 units. The results of two independent variables positively influence the depended variable on poor management of time and stress.

Based on these data, the hypothesis is $H_0:1$. & $H_0:2$. and we can conclude that $H_a:1$. Inadequate work environment affects bad management of time and stress and $H_a:2$. Anxiety affects poor management of time and stress.

CONCLUSION

The main purpose of the research was the identification and management of stress in the businesses of Peja. In most of the answers given, it is noted that they have a problem with stress. However, based on the results of the research, it is noted that the managers of these businesses are more concerned with anxiety. The anxiety of these managers turned out to be the result of bad management of time and stress. Also inadequate work environment affects bad management of time and stress.

It is humane for any rational society to take measures to prevent and treat different forms of stress. Although the number of businesses investing in human resources training and especially of leading staff has risen rapidly in developed countries, there are a large number of enterprises in the country that are failing to undertake prevention and treatment activities . As a result of stress in the workplace, many people suffer from various illnesses. For this, the stress associated with the workplace is an area the importance of which is growing more and more each day. Since eliminating stress altogether is impossible, then both individuals and organizations should take measures to at least mitigate it. Undertaking organizational measures to prevent or reduce work stress will have an impact on individuals as well as in the organization.

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