International Journal of Engineering & Technology, 7 (4.8) (2018) 831-836

International Journal of Engineering & Technology

Website:www.sciencepubco.com/index.php/IJET

Research paper

Stress Management and its Application in Problems Solution for Managers' Professional Burnout at Machine-building Companies in Ukraine

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Abstract

The article is devoted to the study of using possibilities stress management in preventing and overcoming the consequences of professional burnout the managers at Ukrainian machine-building companies. Methodical proposals on the use of stress management technologies to improve the efficiency of staff activities have been developed. Effective personnel management system of the machine-building company, which takes into account all the motivational and psychological components, contributes to the ability of managers to overcome the problems of professional burnout and develop stress resistance in the process of implementing business processes. The scientists made a significant contribution to the research and development of theoretical and practical aspects in solving personnel professional burnout problems in various fields of activity, as well as the use of stress management for this purpose: H. Boyko, E. Ekienabor, Trufanov. M. Gonchar, T. Casserle, A. Manzoor and others. The inadequacy of working out some aspects of the practical application stress management in the activities at industrial companies requires exploring the possibilities of using various methods to prevent manager's professional burnout syndrome for business entities in the machine-building industry of Ukraine. The purpose of the study is to formulate methodological recommendations on the use of stress management in solving the problems of manager's professional burnout at machine-building companies in Ukraine to form an effective motivational system. System development and implementation to prevent and overcome the professional burnout of managers in engineering companies has all the prerequisites to become one of the directions for improving personnel management systems and developing effective mechanisms for labor motivation. The machine building industry of Ukraine can apply the latest developments in the field of HR management based on the proposed methodology. The process of applying stress management is reduced to the consistent implementation of measures to prevent the emergence of the syndrome of occupational burnout. Methodical recommendations for the use of stress management technologies for the management personnel of the machine-building company are proposed. The result of using the proposed methodological recommendations for business entities in the machine-building sphere will be in great demand of efficiency human resources and the strengthening competitive positions of companies.

Keywords: *mechanical engineering, manager, professional burnout, stress management, motivation.*

1. Introduction

In recent decades, globalization and technological change have significantly changed the social and labor relations. New forms of employment and work organization, crisis phenomena have contributed to the spread of stress in the workplace. Increasingly urgent in the field of HR management are growing problems of the psychological health personnel and the development the syndrome of not only emotional but also professional burnout.

In the industrial spheres in general, and in machine building in particular in the modern conditions of a technically advanced society, the role of the managerial person is increased in connection with the increase in the level of intellectualization and the labor complexity.

Effective stress management relies on knowledge of the factors of emotional and professional stress that lead to "burnout" of employees, as well as on understanding what actions need to be taken to prevent and prevent such crises in the company. Stress resistance at the workplace is influenced by the level of corporate culture and professional culture of the company's management.

Thus, the rational application of stress management technologies should become one of the directions for overcoming the problems of professional manager's burnout machine building enterprises in Ukraine.

Ukrainian engineering occupies one of the key positions in the country's economic system, has its own structure, is divided into several branches. In general, in the machine-building industry of Ukraine, more than 2,800 enterprises and more than 230 organizations that carry out scientific research and scientific and technical work carry out their activities. In engineering in Ukraine more than a million human resources is employed. Given the importance of machine building in the development of the country's economy, as well as its role in society, it is impossible to ignore the existing problems of the emergence and development of personnel professional burnout in the sphere of company management. The solution of many problematic issues in the sphere of social and labor relations in general and managerial work in par-

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ticular depends on the development and implementation of innovative personnel motivation systems.
Burnout in the profession is an antipode of involvement in their work. If the person involved is motivated, enjoys working and communicating with colleagues, feels productive and useful, then a person who somehow "burned out", on the contrary, feels a decline in energy, indifference to work and colleagues, the meaninglessness of their work. For the company, the availability of such employees, especially in the sphere of management, becomes dangerous both for the image of the company and for the economic performance of the business.
The development of methodological recommendations using the best practices in stress management for managers at engineering companies in Ukraine is urgent and important.
Aspects of the formation and development of stress management technologies in human resource management, the problematic issues of developing techniques for managing industrial stresses, as well as the applied aspects of preventing and overcoming the problems of professional burnout of personnel in various fields of activity are covered in the works of many well-known modern scholars.
In the literature of foreign countries, the burnout syndrome is termed "burnout". For the first time, such a terminology was given by JJ Freudenberger (1974)[1] with the aim of describing the demoralization, frustration and extreme fatigue, the fatigue that he encountered when he observed workers in psychiatric institutions.
K. Maslach, and S. Jackson (1997)[2] burnout is considered as "a response to the long-term professional stresses of interpersonal communications, which includes three components: emotional exhaustion, depersonalization and the re-training of professional achievements" [2]. V.V. Boyko (2008)[3] stress stresses the basis of emotional burnout, he notes that "it is necessary to take into account not only the intensity of the stressful state, which depends, first of all, on the conditions of stressors, but also the motivational and social characteristics of a person"[3].
R. Jahanian (2012)[4] studies stress groups in the workplace and their impact on work capacity. Casserley T., Megginson D. (2009)[5] Developed a training course on combating emotional burnout.
A. Manzoor, H. Awan, S. Mariam (2012)[7] investigated the effect of stress on work quality. Ekienabor E. (2016)[8] proved the impact of stress on workers and their productivity and developed measures to prevent them.
Haque A.U., Aston J. (2016)[9] studied the relationship between occupational stress and the performance of duties of co-workers in the IT field. Eddy Soeryanto Soegoto and Umi Narimawati (2017)[10] substantiated the need for stress management for the successful operation of the company.
T. Trufanova (2016)[11] studied methods and approaches to management of occupational stress. S.T. Surulivel, R. Alamelu, S. Selvabaskar (2014)[12] proposed a structural model of stress management. M.S. Dahl (2011)[13] analyzes the relationship between organizational changes and the health of employees.
Among Ukrainian scientists, M. Honchar (2017)[14,19], S.Maschak (2012)[16] and others were engaged in problems of stress management in the workplace and prevention of the syndrome of professional burnout.
The inadequacy of working out some aspects of practical application of stress management in the activities of industrial companies requires studying the possibilities of using various methods to prevent the syndrome of professional burnout of managers by business entities in the machine-building industry of Ukraine.
The purpose of the study is to formulate guidelines for the use of stress management technologies in the development of measures to prevent the professional burnout of managers of engineering companies.
To achieve this goal, the following tasks were accomplished:
- to investigate the problem of the emergence of professional burnout in the sphere of management;
- to justify the need to apply stress management methods to prevent the syndrome of professional burnout of managers of machine-building companies in Ukraine;
- to develop a methodology for building a system for the prevention of professional burnout for the management personnel of a machine building company.

2. Problem Research

By the term "professional burnout, psychologists understand a long period of time during which an employee feels tired and loses interest in the world around him and in his work in particular. As a result, labor activity, labor productivity of an employee, and the effectiveness of his work in the professional sphere are reduced. Professional burnout is largely due to being in a state of chronic stress. In this case, the duties that are assigned to this employee exceed all available resources for coping with stress.
In Ukraine, the problem of professional burnout is quite noticeable in conditions of low living standards, lack of access to resources that can overcome stress. The phenomenon is found among workers in various spheres: doctors, teachers, civil servants, and managers at all levels. These categories of workers related to the system of relations "man" - "man", are in the "risk group", as for the development of the syndrome of professional burnout. Professionals of this system must constantly display communicative competence, intensively communicate with others, be responsible. Daily emotional stresses potentially carry the danger of severe experiences that are associated with professional activities.
For managers, factors that are associated with the policy of the company's management and the management system, as well as with the personal qualities of managers, play an important role in the occurrence of problems of professional burnout.
A common sign and cause of organizational stress is the presence of an internal conflict between demands from the company, the attractiveness of work in it, the expectations and real capabilities of employees.
If the management of the organization considers professional stress to be an individual problem, and not a management problem, then it must face losses due to absenteeism, dismissals, the total cost of compensation due to accidents at work and poor quality of work. Therefore, organizations should pay attention to professional stresses in order to increase productivity [17].
In Ukraine there is a negative tendency for employers and employees to immediately assign responsibility for professional burnout to an individual. However, a significant number of components of stress is characteristic for certain professions and positions, among which managers occupy one of the leading positions. For them, professional burnout is the end result of the set of environmental factors in which they work, the education they received, the company's characteristics and some personal characteristics.
The manager, who feels the effect of the burnout syndrome, can strive to overcome the situation by avoiding employees, to distance themselves from them physically and morally.
Such phenomena are manifested in the form of frequent absences at work, avoidance of contacts with colleagues, depressive states and perception of the situation as hopeless. As a result, the manager can leave his job and even change his profession.
Conditions, causes and factors of the emergence of the syndrome of professional burnout of managers can be conditionally divided into internal (individual) and external (associated with activities) (Table 1).
Among the factors of professional burnout for managers, the researchers singled out a few more. For example, this is the lack of social support, which is very important for employees. She can be a professional and emotional support, an exchange of experience Professor of Psychology, University of California at Berkeley, a famous researcher of the problem of professional burnout K. Maslach singled out six causes of burnout:
- Workload imbalance;

- Imbalance of control;
- Lack of due remuneration;
- Loss of contact with colleagues;
- Injustice;
- Conflict of values [2].

Also among the causes of burnout are important positions are the following: too short a time for tasks; numerous factors distracting from work; impossibility to control working conditions; lack of understanding of the performance appraisal system; lack of support; work takes up too much time and energy, so that they are not enough for loved ones and favorite pursuits.

Table. 1: Factors influencing managers' professional burnout forming syndrome possibility in Ukraine

External	Internal
Social and economic instability in society	Negative example of the management of the company and its divisions
Crisis of ideological, spiritual, moral and legal norms	Low level of corporate and moral culture of employees
Low level of social security	Lack of prospects for professional growth and development
Low or no legal protection	Constant physical, emotional and moral fatigue
Low level of development of social responsibility of business	Mismatch of working conditions and qualification of the employee to material compensation
Low standard of living in the country	A sedentary lifestyle and life
The low price of labor in the labor market	Permanent location in confined spaces
High unemployment rate	Violation of sleep and rest
Imperfection of the social partnership system	Stress from constant communications
Negative social stereotypes	Frequent criticism

In the process of work, under pressure from management, colleagues, customers, business partners, and also in an atmosphere of mistrust and lack of positive feedback about the activities of an employee, his self-esteem suffers. There are doubts about their own professional competence, the number of efforts made, the importance of the work done. As a result, there is a psychological instability of the manager. What affects the key performance indicators of its activities and the activities of the entire structural division of the company where it operates? Harmonious relations with the management of the company are a guarantee of the same harmonious relations in the team of employees.

Specificity of the manager's work consists in the fact that his activity is focused on constant intense interpersonal communication with clients, other employees, subordinates and management. Such communications are characterized by increased emotionality associated with the need for support, assistance, management, monitoring and reporting functions. Thus, all this relates managers to the group of increased risk of the syndrome of professional burnout.

Why should company managers and personnel managers know about this state of the staff of the management apparatus? Burnout in principle can arise from any employee of the company: the manager, the head of the department, the director. At the same time, the employee cannot maintain the previous level of productivity, which means that the values of key performance indicators are reduced. To prevent this, it is necessary to identify, diagnose and eliminate professional burnout in time, but most importantly - to prevent its occurrence by carrying out preventive measures. Stress management in this case is designed to manage the psychophysiological conditions of personnel at risk.

The concept of stress management involves training the company's employees:

- Skills in the diagnosis of stressful situations (it should be noted - individually, because people's reactions to stress vary greatly);
- Techniques for mitigating negative impacts, taking into account their own "weaknesses";
- The methods of the most rapid and effective neutralization of natural, from the point of view of physiology, reactions of the human body to changes in the external environment.

Stress management is connected with such types of management as management of internal communications, risk management, conflict management, as they exert a stressful influence on the entire collective of the company or some employees. But in most cases, the reaction (that is, all sorts of stress management activities) to the above stressful influence is most often spontaneous, and the tasks are exclusively tactical, which is fundamentally contrary to the concept of stress management.

The state and use of stress management systems at enterprises depends not only on the desire of management, but also on the availability of appropriate information support. Knowledge and understanding of this is an important task of business in Ukraine. The clarity and uniqueness of the goals and objectives of the formation and use of stress management systems make it possible to involve the personnel of the company in these processes and consolidate its efforts [14, p. 259-260].

In order to identify the syndrome of emotional burnout, various diagnostic methods are used. As objects of diagnosis can be psychophysiological, individual psychological features, emotional and motivational spheres of the individual, social and professional orientation [15].

It is important for a manager to know not only the reasons, but also the indicators with which you can determine the presence of this syndrome in subordinates in order to take appropriate measures:

- Feeling of emotional exhaustion;
- Dehumanization;
- Depersonalization;
- Negative self-perception in a professional sense;
- Not enough sense of professional skill;
- Psychological ailments, insomnia;
- Negative attitude towards everyone who has to communicate at work;
- Negative attitude towards the work itself;
- Lack of a variety of work processes [16].

The signs and diagnostic tools for identifying the risks of the emergence and development of professional burnout managers, which can be used in the management of personnel of engineering companies, are listed in Table. 2.

Table. 2: Symptomatics and tools for diagnosing the burnout syndrome of managers in the engineering industry

Symptoms (signs)	Diagnostic Tools
feeling of emotional exhaustion	1) Diagnosis of the level of emotional burnout. Boyko; 2) MBI (Maslach Burnout Inventory) C. Maslash, S. Jackson 3) burnout test by Cristina Maslach (Maslach Burnout Inventory); 4) the methodology with the use of emotional indicators, formed by E. Klimov and G. Korolkova; 5) Thomas Thomas's test questionnaire on behavior in a conflict situation
fear of going to the work	
low energy level at work	
Increased cynicism in relation to the company, colleagues	
increased irritability at work	
envy of people who love their work	
indifference to performance	
sense of meaninglessness	
Increased absenteeism, along with a desire to quickly take a vacation	

HR managers almost always have to prove to managers and colleagues from other departments that the idea of stress management has the right to exist and also to justify its importance for the company. The result of professional burnout of employees, especially representatives of the company's management, can be the professional burnout of the organization itself.

The phenomenon of burnout of employees today is generally recognized, and its negative consequences revealed lead to loss of competitiveness of companies. Researchers of this problem in different countries are looking for ways to prevent this syndrome.

Preventive programs should be aimed at achieving a healthy, harmonious life and professional activity.
Professional burnout is dangerous for the workers themselves, and also causes losses to the company. The consequences can be as follows:
- Reduced satisfaction with work;
- Increase the current honor of the staff;
- Worsening of the socio-psychological climate;
- Exacerbation of unfavorable physical and emotional symptoms of well-being of employees;
- Reduction of qualitative and quantitative performance indicators;
- Increase in the costs of ensuring the health of workers [18, p. 130].
The company plays the most important role in preventing professional burnout of managers, as it has the resources to monitor the status of its employees, organize trainings, develop motivational schemes and support the emotional state of personnel.
Important is also the formation of realistic time limits for the performance of certain tasks, the development of clear job descriptions and responsibilities.
Particular attention should be given to the creation and support of an atmosphere of mutual support in the team, the establishment of communications, as well as the implementation of psychological support.
Thus, such elements of stress management as a system of consultations, seminars and trainings are integral components of the purposeful preventive work to prevent professional burnout and to diagnose mental states of the company's employees.
Attention is paid to medical and rehabilitation measures to limit stress factors, to relieve psychological stress.
It can give positive results to the purposeful activity of the company's management to increase professional motivation and balance the effort between moral and material reward, social approval.
Personnel management specialists can use technical breaks, timeouts, business games to preserve the mental and physical health of managers and master them with the following skills and skills: self-regulation and relaxation; expanding the range of communication beyond the professional; support of physical form; change of activities to non-professional; uniform distribution of loads; switching from one activity to another; constructive conflict resolution.
You can use the following forms of special programs for the prevention and overcoming of the syndrome of professional burnout at the enterprises of mechanical engineering:
1) Individual programs that are used at the level of one person and can be implemented by individual managers or managers themselves or through corporate psychologists;
2) Group programs that are used at the organization level and can be implemented by the company's psychologists to work with the organization as a whole and its individual divisions.
As measures to prevent emotional burnout in Ukrainian companies, the appropriate conditions for organizing managers' activities can be applied, and certain rules must be observed (Figure 1).
It is important to prevent the situation when an employee remains for a long time alone with the problem that exists for him, both personal and professional.
Modern technologies of time management with their competent application allow avoiding the syndrome of chronic fatigue, to adjust the rhythm of the tasks with the prioritization. It gives the manager the opportunity to do everything and always. With the help of individual time management it is possible to overcome the trauma not to have time to perform work on time or be late.
The basic principles of time management, which make it possible to use reserves to increase the efficiency of the manager's activities:
- Individual approach (the employee himself must determine his own balance between rigid organization and spontaneity in his actions);
- Thinking aimed at efficiency (an employee must believe in the effectiveness of rules established by himself);
- Everything is subject to improvement (the possibilities of development and efficiency are inexhaustible).
It is obvious that the manager, who has already reached a certain professional level, has already formed the image of his professional "I", and in the course of his work, it should not be "destroyed", but only modified so as not to harm the person. The manager of the company must simultaneously feel as a good specialist and be emotionally balanced and protected from stress.
Personnel management and company management when selecting personnel for managerial positions should understand that introverts are more subject to professional burnout - people whose attention and actions are aimed at the inner world of the individual. Such employees will not be able to constantly make long personal contacts. In turn, extroverts can continue to work in such conditions for longer.

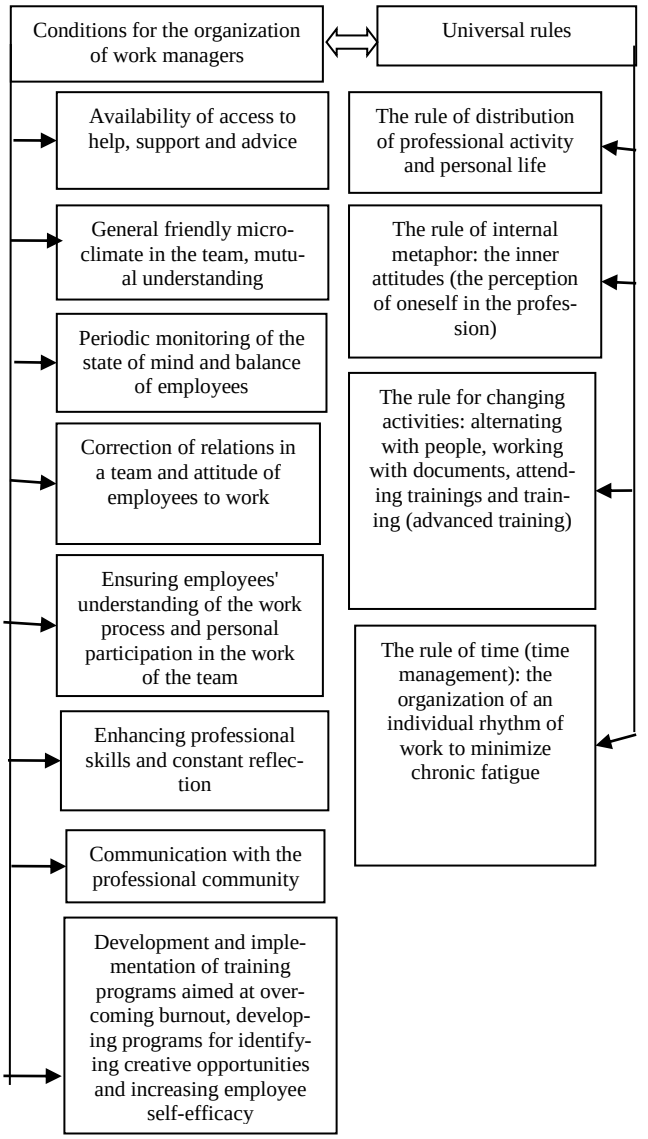


Fig.1: Conditions for the prevention of emotional burnout and the rules for the organization of work of managers of machine-building companies in Ukraine

The types of stress management in the company are:
1) Management coaching;
2) Organizational behavior (a positive example of a leader);
3) Load management (distribution of working time with maximum efficiency and minimum stress resistance, creating conditions for proper rest) [19, p. 95-96].
In Fig. 2, a method for developing a system for preventing occurrence, as well as for eliminating the negative consequences of the syndrome of professional burnout for managers, taking into ac-

count the specifics of the activities of machine-building companies, is proposed.

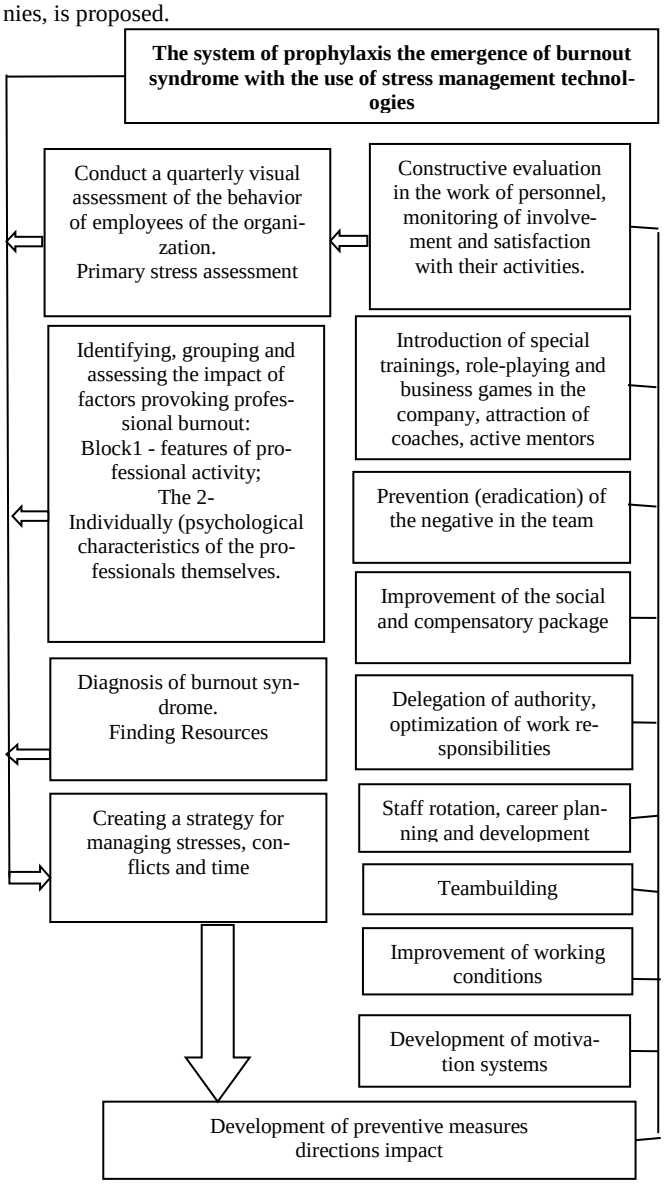


Fig. 2: The methodology for building a system for the prevention of professional burnout for management personnel at machine building company

An important mission of the company's management is to correctly prioritize, highlight the company's goals and communicate them to employees.

One way to timely respond to the emergence and development of a professional crisis managers at all levels in the company is the analysis of information about the business activity of employees, their interest in work, motivation. You can prepare for the staff a small test on the topic: "Are you suffering from the burnout syndrome?", Send it via internal e-mail and give brief recommendations on how to overcome fatigue and apathy. Talking to a staff member or a psychologist will also help the employee understand that the syndrome that has arisen is a temporary phenomenon and does not necessarily have to be influenced by spontaneous, ill-considered actions. Managers of all levels should know that fatigue and emotional breakdowns are natural in the development of the syndrome of professional burnout, that is a natural mechanism for regulating the inner state of mind and this happens to everyone.

Another method of preventing burnout syndrome is to observe the schedule of holidays. It is necessary to enable managers to fully rest and restore their strength. In order for the rest to be effective, it is recommended during holidays not to contact colleagues, not to think about work and change the situation (to go out of town, to travel). This time the employee should devote himself completely. Changing the rhythm of life and the environment always positively affects the emotional sphere of a person.

The company's management is recommended to consider the possibility of including in the compensation package such a component as partial payment for classes in the fitness club, because - people who are engaged in sports and maintain a healthy lifestyle are much less susceptible to the burnout syndrome.

A preventive measure in the company can be and such a component of the social package, as the provision of so-called employee's personal days. It can be additional paid days to leave or 5-7 days a year, which an employee can take at any time to solve their personal problems. Such a day of rest, when it's still a long way off before the holiday, and fatigue accumulates, will help prevent the onset of the burnout syndrome.

The last way to prevent the syndrome of professional burnout can be a flexible work schedule. If the technology of the company, its business processes allow the use of such a component of the social package, then the employee also has the opportunity to recover and fully meet the requirements of the company in which he works.

The development of preventive and rehabilitative programs that reduce the risk of "burnout" of an employee should be based on the results of an analysis of the stress factors of the organizational environment, psych diagnostics of the personal characteristics of a staff resistant to stress. The introduction of these programs is the concern of the company's management about the preservation and development of human resources, as well as the provision of business stability. Each organization and each employee can personally develop their own individual strategies to combat the burnout syndrome.

The most effective and economical are preventive measures, which should be aimed at mitigating the stressors: the removal of work stress, increasing professional motivation, balancing the balance between the effort spent and the reward received.

In each organization, the solution of the problems of professional "burnout" will contribute to successful market adaptation and effective internal integration, which is important for overcoming professional deformations and sustainable development of the machine-building company.

3. Conclusions

As a result of the research, it was proved that such elements of stress management as a system of consultations, seminars and trainings can become important components of targeted preventive work to prevent professional burnout, diagnose mental states of company employees who are at risk of developing a burnout syndrome in the course of their activities.

The technique of construction of the system of prophylaxis of professional burnout for the management personnel of the machine-building company is offered.

Reducing the risks of production stress and conflict situations, maintaining valuable employees in the management of the machine-building company, willingness to compromise, forming an atmosphere of trust in the company, ensuring employee loyalty are the positive consequences of effective management and the guarantee of personnel safety of companies, their competitiveness and success.

The obtained results can be used as a methodological tool for the formation of innovative models of doing business in the engineering sector, which are based on the principles of social responsibility, as well as to improve labor productivity and the efficiency of human resource use in Ukraine.

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