STRESS AS A METHOD OF INCREASING PERFORMANCE AND STIMULATING INNOVATION: A SYNTHESIS OF LITERATURE

Nino PARESASHVILI[1], Eka AVSAJANISHVILI[2]

[1,2] *Ivane Javakhishvili Tbilisi State University, Tbilisi, Georgia*
Corresponding author e-mail: eka.avsajanishvili361@eab.tsu.edu.ge

Abstract. Constantly changing environment, rapid pace of technological development and increased competition have a significant impact on the working environment and the psycho-emotional state of employees. Stress, a human response to unpleasant environmental factors, is one of the most common problems. It affects the physiological and psychological states, and a long-term stressful environment may even cause irreparable damage. From an organisational point of view, it affects performance, job satisfaction, motivation, social relationships, and overall success and goal achievement. The aim of the paper is to present organisational stress in a positive context, which stimulates new ideas and methods, increases performance and professionalism of employees. To explore the issue, recent literature and research papers are discussed. The main conclusion is that coping with stress depends on the management and the employee's personality. If appropriately managed and on time, it can become a stimulator of innovation and new ways of dealing with various challenges; moreover, it can increase performance. Organisations must have pre-defined approaches and methods, as well as relevant knowledge, to respond in a timely manner and promote both employee and organisational development.

Keywords: *Innovation, Job satisfaction, Performance, Stress, Stressors.*

JEL Classification: O15

INTRODUCTION

In modern society, people's lives are more complicated and accelerated. They have to divide time between family and work, make decisions quickly, deal with increased competition and manage resources properly. At the same time, a person is a social being and constantly needs to communicate with others. It is no wonder that people often suffer from anxiety, exhaustion, disorder, and stress.

It is inconceivable that there is a person who does not have to deal with stress caused by various factors and stressors at any stage of life. The importance of it has become even more relevant in the background of accelerated technological development and today's lifestyle. Work-family conflict, burnout, depression are a

consequence of modern human life, which is actually the cause or result of unmanageable and intense stress.

The term "stress" was coined centuries ago as a human response to unpleasant circumstances. However, interest in it arose at the beginning of the twentieth century, especially during the First World War, and due to its connection with various fields, it became the object of research in different sciences. Stress is a person's response to a situation that is perceived as threatening or challenging (McShane & Glinow, 2018)y. Factors that cause stress are called stressors, and the negative physical, psychological, and behavioural consequences that follow are called strains. Stress is complex in its essence and dependent on both the environment and the personal factor; it is not easy for scientists to formulate specific opinions and theories regarding this issue and the actions related to it. This is why it is difficult to discuss stress in any specific direction.

Stress has a great impact on human life and health. As it is known, the main goal of any creature, including humans, is survival, which implies constant adaptation to environmental conditions. This is one of the factors causing stress. Depending on how intense and strong it is, stress can cause a decrease in immunity, changes in the metabolic process, breathing problems, pressure, headache, eye pain, insomnia, and heart attack (Robbins and Judge, 2019). However, human life is impossible without stress and anxiety, any change and challenge affect our psycho-emotional state. One of the pioneers in the study of the issue and its influence was Hans Seliem, who defined stress as a non-specific reaction of the human body to any need. This means that regardless of whether the occurrence is good or bad, it causes the same physiological reaction in the human body, causing stress (Greenberg, 2017).

Although stress is not an unambiguously negative event, many studies show that it is of a certain level and intensity, or specific stressors may even be positive and stimulate changes, or contribute to implementing and developing innovations. It depends on many factors, including the organisation. The article aims to discuss organisational stress in a positive context, based on the research conducted at different times.

Since stress is an accompanying factor of any change and organisational development is the result of changes, it is important that organisational stress is thoroughly studied not only in a negative context, but also in a positive context, so that later it will become a basis for organisations to establish appropriate methods and approaches for its assessment and management. The article presents an analysis of stress as a positive occurrence in terms of its impact on various organisational factors, not based on any particular model. Therefore, it will contribute to further research and knowledge enhancement in this regard.

1. METHODOLOGY

At the first stage of literature search, articles published in scientific journals were searched in various electronic databases, such as Google Scholar, Research Gate, Sage Journals, ScienceDirect, etc. Used key words were stress, organisational stress, stressors, performance, innovation, organisational changes, job satisfaction,

as well as various combinations of these words. After that, the abstracts were discussed, during which attention was paid to the fact that the article should be: 1. in English; 2. Original research, 3. Published in human resource management and management journals; 4. Related to organisational stress and stressors, its influence on various organisational factors. During the second stage, the full text of each study was reviewed. Finally, the selected studies were discussed in the paper.

2. ORGANISATIONAL STRESS

Workplace-related psychological factors such as stress, depression, and anxiety are the most common health-related factors in European and non-European countries (Tomaschek et al., 2018). Employees have to deal with a lot of difficulties, both in terms of completing tasks and interacting with other employees. At the same time, they have to adapt their behaviour and real emotions to the demands of the organisation. The stressor can be different factors simultaneously or separately. For example, the most widespread stressors include interpersonal conflict, work overload, role conflict, work-family conflict, financial instability, etc. The ability to make decisions and the level of autonomy have a particular impact on stress. Various studies show that when an employee does not have enough independence and the ability to make decisions or use appropriate resources to perform certain tasks, the level of stress increases and negatively affects performance (Bhagat et al., 2010). Landells and Albrecht's (2019) study reveals that organisational stress is directly influenced by organisational politics and ultimately negatively affects both organisational and individual performance. Managers should try to create a climate where employees' trust will increase.

One of the main factors causing organisational stress is organisational changes. As it is known, to maximize profit and gain competitive advantage, the organisation must implement timely and appropriate actions. The successful implementation of them depends on human resources and on the management ability to deal with resistance, which is inevitable in the process of change. Notwithstanding the type of change, for example, downsizing, technological and structural changes, and changes in the duration or location of work, all affect employees and cause different levels of stress (Tavakoli, 2010). In order to minimize the stress that occurs during the changes, which in turn leads to a decreased performance of employees, job satisfaction, and the ability to implement changes, managers should ensure that they are presented in a positive light through open communication and employee involvement, which will reduce stress, although it will not disappear.

People's resilience to stress depends on many factors, including their psycho-emotional state, culture, and individual beliefs. In addition, high self-esteem and social support are significant characteristics, too (Thoits, 2010). Unmanageable and long-term stress may turn into psychological strain and cause a decrease in job satisfaction, motivation, performance, innovation and increase staff turnover, absenteeism (Dodanwala and Shrestha, 2021). The worst case is burnout, which occurs when a person has lost emotional and social resources (Adriaenssens et al., 2015). Attitudes towards workplace stress are influenced by age and work experience. People who are relatively old and have more experience react less to

stressors (Dodanwala et al., 2021). Along with many factors, stress affects the decision to leave a job (Halawi, 2014). However, this fact can be viewed from a positive point of view, since the decision to leave and the stressors that cause it can help the employee to analyse their interests and goals, future career planning, opportunities, and skills. According to Parker & DeCotiis (1983), stress can cause two levels of outcomes. The result of the first level outcome refers to the feeling of discomfort and slight disturbance, while the result of the second level outcome is expressed in the reduction of work satisfaction and performance. The more intense the stress, the more severe the outcomes.

There are different ways to cope with stress. The organisation's intervention in this regard can be implemented at two levels: organisational and individual. At the organisational level, intervention implies a change in work structure, culture, and approaches (Briner & Reynolds, 1999). One of them is to change the attitude towards stress. It is divided into two parts: cognitive and behavioural methods. The cognitive method addresses the thoughts associated with stress and involves changing them. During the behavioural method, the combination of physical activities that should be used to reduce stress is changed (Colquitt et al., 2012). However, both methods can be focused on emotions or problems. Organisational engagement is expressed by selecting the right leadership style, (Munir et al., 2012) or giving employees more autonomy (Junça-Silva & Freire, 2022). Intervention at the individual level involves working directly with individuals, which means teaching methods of coping with stress and strategies for proper management of one's resources. However, it should be noted that the results of the intervention at the individual level are not long-lasting, the organisational intervention is more effective (Briner & Reynolds, 1999).

3. POSITIVE ASPECTS OF ORGANISATIONAL STRESS

As mentioned above, stress, including organisational stress, is an inevitable phenomenon, especially in the process of change and continuous development, which is necessary for organisations to gain a competitive advantage. Consequently, its complete disappearance or non-existence leads to the formation of a stagnant environment, without any innovations and challenges, which is unimaginable. During the life cycle of the organisation, there are constant changes that can be caused by both the company's policy and environmental factors. In addition, the employees themselves experience certain changes, depending on their age, career development, and lifestyle. All of the above are potential stressors.

That is why research in this direction is focused not on the complete disappearance of stress, but on its proper management and timely reduction. However, there are also opinions among scholars that a certain level of stress is necessary for the advancement of the organisation and the employee.

In order to identify which stress has a negative effect on a person and his health, and vice versa, it is necessary to divide stressors into two parts. This is called the challenge-hindrance stress model (CHM) and was developed by Cavanaugh, Boswell, Roehling, and Boudreau. Hindrance stressors are perceived as obstacles to personal fulfilment and goal attainment (LePine et al., 2004). It mainly causes

negative emotions, psychological strain, anxiety, and disorder. Such stressors include certain limitations in the process of performing the task, such as interruption, insufficient equipment, and resources (Horan et al., 2020). Whereas challenge stressors are seen as opportunities for learning, growth, and development (Cavanaugh et al., 2000). Such stressors create a sense of satisfaction and goal achievement. The organisations aim to minimize the hindrance stressors and promote the stimulation of the challenge stressors to increase the satisfaction level of the employees as well as develop them career-wise and motivate to face bigger challenges later on.

Most of the research that examines stress in a positive context is based on this theory and believes that challenge stressors increase performance, job satisfaction and innovativeness (Ren & Zhang, 2015; Bani-Melhem, Zeffane & Albaity, 2018). The same is revealed by a study conducted by He et al. (2019), who found that challenge stressors stimulated creative thinking and innovative behaviour. Hindrance stressors, on the contrary, have a negative effect on the aforementioned. In addressing this issue, Le Pain et al. (2004) concluded that both stressors caused burnout and negatively affected human well-being to some extent, although hindrance stressors negatively affected motivation, and challenge stressors did the opposite.

In general, performance is a complex issue for an organisation and many factors influence it. However, its correlation with different variables is not always linear. According to the opinions and research of various scientists, the relationship between performance and organisational stress has a U-shape. This means that stress has a positive effect on performance up to a certain level, and after that, it has a negative effect on the motivation of employees and the quality of task performance (Abramis, 1994).

The positive impact of stress does not depend only on the nature of the stressors and the policies of the organisation. The personal characteristics, their emotional state, how professional they are, how capable they are of self-control, etc. should also be taken into account. Abbas & Raja (2018) studied the relationship between personality traits such as conscientiousness and stressors. Those who are high in this trait are more likely to maintain their performance level even in the presence of both types of stressors. However, the likelihood of quitting is high during challenge stressors.

Stress affects not only the individuals but also the team. Hindrance stressors lead to teamwork reduction and the ability to accomplish team goals, while members focus on coping with the stressor. At the same time, behaviour and attitudes change. In the case of challenge stressors, it is the opposite. In this regard, we can consider the research of Razinskas et al. (2022), which highlights the positive impact of challenge stressors in terms of improving team identification, creativity, and performance.

Many studies have been conducted regarding stress, stressors, and their effects; however, it is difficult to draw concrete conclusions. The challenge-hindrance stress model, which has become the basis of many studies, may not be unambiguous. Research regarding this issue does not always demonstrate the negative effects of hindrance stressors. For instance, the study by Albort-Morant et al. (2020) focuses

on the positive aspect of hindrance stressors. The study is based on five main hindrance stressors, which are: (a) job demands; (b) job control; (c) role ambiguity; (d) supervisors' support; and (e) colleagues' support. According to the researchers, these five main stressors do not have a negative impact on employees, on the contrary, they can stimulate employees to come up with new ideas and transform their work or their own behaviour. However, in the short term, strong stress can push employees to make important decisions in a short time, or accelerate the process of finding a way out of a crisis situation. However, both types of stressors have a negative impact on the psychological state of employees.

People strive to create a harmonious and stable environment, and the goal of the organisation is to establish such an organisational culture that will be focused on both its goals and employee satisfaction. However, any organisation needs changes, innovations, transformation, renewal and development due to environmental changes. However, if most employees are in their comfort zone, the organisation becomes static, unable to respond requirements (Tarasco, 2013). At the same time, the contribution of the employees, who invested their efforts, their own resources and emotions, in creating the current situation is also great. No wonder they do not want to leave their safe and stable environment (Klammer et al., 2019). When organisation is in comfort zone, performance is stable or declining, while the level of professional development does not change. An employee in the comfort zone spends less effort (White, 2009). It is possible that the employees do not feel comfortable at all, although this is the stability they are used to. That is why the organisation should choose the right management that encourages employees to get out of their comfort zone and improve professional skills. Existing strategies, habits, mental models must be reviewed and brought into line with the dynamic environment (Klammer et al., 2019).

No matter what kind of change is initiated, or what steps an organisation takes to push employees out of their comfort zone, any action will be associated with stress. At the same time, the stress itself can become the reason for overcoming it. That is why the positive impact of stress must be evaluated in relation to the comfort zone, too. A certain level of stress causes motivation and causes the employee to certain actions, which in turn means getting out of the comfort zone and increasing performance. However, managers must choose the right intensity and time, while taking into account the emotional state of employees, otherwise the results can be counterproductive. In their work, Klammer et al. (2019) discusses such an organisational model, which is not focused on the formation of a dogmatic environment and provides employees with freedom and the opportunity to make mistakes. According to them, such an environment will help the organisation to remain dynamic. In addition, the stress associated with making mistakes and failure is considered as a kind of motivator for re-analysing processes in the future, changing behaviour and way of thinking.

As mentioned earlier, changes are necessary to gain a competitive advantage. That is why the importance of innovation and creativity in organisations is increasing and becoming more noteworthy. Organisations aim to create an environment that encourages employees to develop their ideas and opinions.

However, environmental factors, such as technological development, also affect innovation and work structure.

Innovation and organisational stress cannot be discussed independently. Innovation is associated with change, which creates a sense of instability in people, since the implementation of innovative processes leads to changes in the characteristics of work, the emergence of new tasks, updating and revising existing goals. Employees have to change their behaviour, take completely new steps, not those that have already become routine. Accordingly, they have to make more reasonable effort, which requires more concentration and attention. All this is related to stress and dissatisfaction (Weehuizen et al., 2011).

In turn, stress can be a stimulator of innovation, and there are many studies in this regard (He et al., 2019; Albort-Morant et al., 2020). An employee while searching for a solution in a stressful environment may come up with new ideas to simplify or improve the process. Time constraints, as a stressor, may turn out to be a stimulator. However, there are different opinions on this issue. Also, a particularly critical and hopeless situation can become the basis for making creative decisions; however, constantly such environment has a negative impact on the employee's well-being.

However, not only organisational stressors cannot encourage innovation. Montani & Stagliano (2022) studied the impact caused by the Covid pandemic and its influence on knowledge sharing. As it is known, the level of stress during the pandemic reached unprecedented levels and affected all aspects of life. Taking into account this circumstance, it was found that employees during this period tried more to share their knowledge and experience, which led to the innovation. For those who were not involved in this process, on the contrary, innovativeness decreased and stress had negative consequences.

The cases and studies discussed above do not imply that stress in the organisation should be uncontrolled and that the organisation should not care about its management and control. Its dependence on performance is directly proportional only to a certain level; high and intense stress causes demotivation and health-related problems. Therefore, it is important for organisations to establish proper stress management policies and appropriate leadership styles, which will be relevant to the situation in the organisation and will try to help employees develop stress coping skills and, at the same time, stimulate the challenge stressors for organisational advancement. According to Wallace et al. (2009), organisational stress and its impact are significantly influenced by organisational support. With high organisational support, the impact of challenge stressors on performance increases positively. However, organisational support does not influence the negative relationship between hindrance stressors and performance.

All of the above ultimately affects job satisfaction, which is the attitude and mood of employees towards the organisation. It determines the level of performance, motivation, involvement in various processes (Singh, 2009) and affects turnover. Accordingly, the management should constantly ensure that employees can achieve their goals and express their thoughts. In general, as human capital is the main unique resource, the most important goal is to increase job satisfaction. Under conditions of high staff turnover, it is difficult to establish an

organisational culture and achieve strategic plans. Besides, hiring new people involves significant costs and losses, which further increases the need to focus on job satisfaction.

The methods of dealing with stress and the policies of the organisation have a significant impact on the level of job satisfaction. Most of studies rely on the challenge-hindrance stress model and, as in the case of other variables, highlight the positive influence of challenge stressors and the negative influence of hindrance stressors. A study by Tufail et al. (2017) found a positive correlation with challenge stressors, while the relationship between hindrance stressors and job satisfaction was small. The study of Podsakoff et al. (2007) revealed the same. However, hindrance stressors lead to an increase in absenteeism and stimulate dysfunctional behaviours in employees. Challenge stressors, on the contrary, reduce the turnover.

CONCLUSION

The changing environment and the accelerated pace of development have a great impact on people's lives, while they are already facing constant challenges both in the workplace and in life in general. Therefore, stress is a constant accompanying phenomenon of life. Prolonged stress, including organisational stress, can cause irreversible health damage. However, without stress, the work environment becomes stagnant, and employees no longer think about development, making risky decisions, which is necessary for gaining a competitive advantage (White, 2009). Therefore, it is necessary that there is a certain level of stress and challenge stressors in the organisation. In this regard, the results of stress are not unambiguous, and it is possible that hindrance stressors also have a positive effect on the work environment and its simplification (Albort-Morant et al., 2020).

Any change and innovative decision-making, which are necessary to function in the modern business environment, are associated with organisational stress. The goal of the organisation should be to teach employees how to cope with stress and, at the same time, help to create an environment that is focused on using the positive aspects of stress, not the other way around. Without stress, the organisation would be deprived of innovations, timely changes, and intensive development. Stress pushes employees to certain actions, resulting in a feeling of satisfaction.

Individual and organisational factors affect the impact of stress. Different employees may cope with the same stress in different ways, depending on their personal characteristics and situation. Organisational stress also depends on the characteristics and policies of the organisation. Probably, due to the complexity of the issue, it is difficult for scientists to agree on one specific opinion, and the results of studies are often completely different, which is an additional challenge for organisations, since there is no unified conceptual model and established views on stress and its influence.

Therefore, organisations should carefully develop stress management policies that help maintain a certain level of stress in order to improve performance and stimulate innovation. Besides, policies should correspond to the interests of the organisation, the environment and the employees, and they should be tailored to the specification of organisation. Managers must have the appropriate knowledge and

experience to manage stress and use it for the benefit of the organisation. Impact of stress, even the challenge stressors, on any considered characteristic, whether it is performance or job satisfaction, is not always positive, and after a certain point, it acquires a negative character.

Therefore, organisations should have developed stress management policies that help maintain a certain level of stress in order to improve performance and stimulate innovation. The proposed conclusion is not unequivocal and requires further research, especially considering the different results of the studies conducted in this regard.

REFERENCES

Abbas, M., & Raja, U. (2018). Challenge-hindrance stressors and job outcomes: The moderating role of conscientiousness. *Journal of Business and Psychology, 34*(2), 189–201. https://doi.org/10.1007/s10869-018-9535-z

Abramis, D. J. (1994). Relationship of job stressors to job performance: Linear or an inverted-U? *Psychological reports, 75*(1), 547–558. https://doi.org/10.2466/pr0.1994.75.1.547

Adriaenssens, J., De Gucht, V., & Maes, S. (2015). Determinants and prevalence of burnout in emergency nurses: a systematic review of 25 years of research. *International journal of nursing studies, 52*(2), 649–661. https://doi.org/10.1016/j.ijnurstu.2014.11.004

Albort-Morant, G., Ariza-Montes, A., Leal-Rodríguez, A., & Giorgi, G. (2020). How does positive work-related stress affect the degree of innovation development? *International Journal of Environmental Research and Public Health, 17*(2), 520. https://doi.org/10.3390/ijerph17020520

Bani-Melhem, S., Zeffane, R., & Albaity, M. (2018). Determinants of employees' innovative behavior. *International Journal of Contemporary Hospitality Management, 30*(3), 1601–1620. https://doi.org/10.1108/ijchm-02-2017-0079

Bhagat, R. S., Krishnan, B., Nelson, T. A., Moustafa Leonard, K., Ford Jr, D. L., & Billing, T. K. (2010). Organisational stress, psychological strain, and work outcomes in six national contexts: a closer look at the moderating influences of coping styles and decision latitude. *Cross Cultural Management: An International Journal, 17*(1), 10–29.

Briner, R. B., & Reynolds, S. (1999). The costs, benefits, and limitations of organisational level stress interventions. *Journal of Organisational Behavior, 20*(5), 647–664.

Cavanaugh, M. A., Boswell, W. R., Roehling, M. V., & Boudreau, J. W. (2000). An empirical examination of self-reported work stress among US managers. *Journal of Applied Psychology, 85*(1), 65–74. https://doi.org/10.1037/0021-9010.85.1.65

Colquitt, J. L., Wesson, M. J., & Lepine, J. A. (2012). Organisational Behavior: Improving Performance and Commitment in the Workplace. McGraw-Hill Education.

Dodanwala, T. C., Shrestha, P., & Santoso, D. S. (2021). Role conflict related job stress among construction professionals: The moderating role of age and organisation tenure. *Construction Economics and Building, 21*(4), 21–37. https://doi.org/10.5130/AJCEB.v21i4.7609

Dodanwala, T. C., & Shrestha, P., (2021). Work–family conflict and job satisfaction among construction professionals: the mediating role of emotional exhaustion. *On The Horizon*, *29*(2), 62–75. https://doi.org/10.1108/oth-11-2020-0042

Greenberg J. S. (2017). *Comprehensive stress management*, Fourteenth edition. McGraw-Hill Education, 481.

Halawi, A. H. (2014). Stimuli and effect of the intention to leave the organisation. *European Scientific Journal*, 184–197.

He, P. X., Wu, T. J., Zhao, H. D., & Yang, Y. (2019). How to motivate employees for sustained innovation behavior in job stressors? A cross-level analysis of organisational innovation climate. *International Journal of Environmental Research and Public Health, 16*(23), 4608. https://doi.org/10.3390/ijerph16234608

Horan, K. A., Nakahara, W. H., DiStaso, M. J., & Jex, S. M. (2020). A review of the challenge-hindrance stress model: Recent advances, expanded paradigms, and recommendations for future research. *Frontiers in Psychology, 11*, 560346. https://doi.org/10.3389/fpsyg.2020.560346

Junça-Silva, A., & Freire, M. (2022). The role of organisational climate, and work–family conflict in burnout: The case of teachers. *Sustainability, 14*(21), 13871. https://doi.org/10.3390/su142113871

Klammer, A., Grisold, T., & Gueldenberg, S. (2019). Introducing a 'stop-doing' culture: How to free your organisation from rigidity. *Business Horizons, 62*(4), 451–458. https://doi.org/10.1016/j.bushor.2019.03.002

Landells, E. M., & Albrecht, S. L. (2019). Perceived organisational politics, engagement, and stress: The mediating influence of meaningful work. *Frontiers in Psychology, 10*, 1612. https://doi.org/10.3389/fpsyg.2019.01612

LePine, J. A., LePine, M. A., & Jackson, C. L. (2004). Challenge and hindrance stress: relationships with exhaustion, motivation to learn, and learning performance. *Journal of Applied Psychology, 89*(5), 883–891. https://doi.org/10.1037/0021-9010.89.5.883

LePine, J. A., LePine, M. A., & Jackson, C. L. (2004). Challenge and Hindrance Stress: Relationships with Exhaustion, Motivation to Learn, and Learning Performance. *Journal of Applied Psychology, 89*(5), 883–891. https://doi.org/10.1037/0021-9010.89.5.883

McShane, S. L., & Von Glinow, M. A. (2018). Organisational Behavior 8e. McGraw-Hill Higher Education.

Montani, F., & Staglianò, R. (2022). Innovation in times of pandemic: The moderating effect of knowledge sharing on the relationship between COVID-19-induced job stress and employee innovation. *R&D Management, 52*(2), 193–205. https://doi.org/10.1111/radm.12457

Munir, R. I. S., Rahman, R. A., Malik, A. M. A., & Ma'amor, H. (2012). Relationship between transformational leadership and employees' job satisfaction among the academic staff. *Procedia-Social and Behavioral Sciences, 65*, 885–890. https://doi.org/10.1016/j.sbspro.2012.11.215

Parker, D. F., & DeCotiis, T. A. (1983). Organisational determinants of job stress. *Organisational Behavior and Human Performance, 32*(2), 160–177. https://doi.org/10.1016/0030-5073(83)90145-9

Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2007). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. *Journal of Applied Psychology, 92*(2), 438–454. https://doi.org/10.1037/0021-9010.92.2.438

Razinskas, S., Weiss, M., Hoegl, M., & Baer, M. (2022). Illuminating opposing performance effects of stressors in innovation teams. *Journal of Product Innovation Management, 39*(3), 351–370. https://doi.org/10.1111/jpim.12622

Ren, F., & Zhang, J. (2015). Job stressors, organisational innovation climate, and employees' innovative behavior. *Creativity Research Journal, 27*(1), 16–23. https://doi.org/10.1080/10400419.2015.992659

Robbins, S. P., & Judge, T. A. (2019). Organisational behavior. 18th ed. Pearson.

Singh, A. P., & Singh, S. (2009). Effects of stress and work culture on job satisfaction. *ICFAI Journal of Organisational Behavior, 8*(2), 52–62.

Tarasco, J. A. (2013). Move Out of the Comfort Zone and into the RedZone. *CPA Prac. Mgmt.* F., 9, 15.

Tavakoli, M. (2010). A positive approach to stress, resistance, and organisational change. *Procedia-Social and Behavioral Sciences, 5*, 1794–1798. https://doi.org/10.1016/j.sbspro.2010.07.366

Thoits, P. A. (2010). Stress and health: Major findings and policy implications. *Journal of health and social behavior, 51*(1_suppl), S41–S53. https://doi.org/10.1177/0022146510383499

Tomaschek, A., Lütke, S. S., Melzer, M., Debitz, U., & Buruck, G. (2018). Measuring work-related psychosocial and physical risk factors using workplace observations: a validation study of the "Healthy Workplace Screening". *Safety Science, 101*, 197–208. https://doi.org/10.1016/j.ssci.2017.09.006

Tufail, M., Shahzad, K., Gul, A., & Khan, K. (2017). The Impact of Challenge and Hindrance Stressors on Job Satisfaction: Moderating Role of Islamic Work Ethics. *Journal of Islamic Business and Management, 7*(1), 100–113. https://doi.org/10.26501/jibm/2017.0701-008

Wallace, J. C., Edwards, B. D., Arnold, T., Frazier, M. L., & Finch, D. M. (2009). Work stressors, role-based performance, and the moderating influence of organisational support. *Journal of Applied Psychology, 94*(1), 254–261. https://doi.org/10.1037/a0013090

Weehuizen, R., Sanditov, B., & Cowan, R. (2011). Productivity effects of innovation, stress and social relations. *Journal of Economic Behavior and Organization*, *79*(3), 165–182. https://doi.org/10.1016/j.jebo.2011.01.028

White, A. (2009). *From comfort zone to performance management: understanding development and performance*. White & MacLean Publishing.

AUTHORS' SHORT BIOGRAPHY

Nino Paresashvili, Doctor of Economics, Associate Professor of the Faculty of Economics and Business of TSU.

Currently, she is a member of the Senate of Ivane Javakhishvili Tbilisi State University. From 2015 to 2021, she was the Deputy Dean of the Faculty of Economics and Business in the scientific field. For years, she has been a member of the organising committee and proceedings editorial board of the International Scientific Conference "Globalization Challenges in Economy and Business". She is a member of the organising committee of international and local scientific conferences of various universities and a member of the editorial board of scientific working collections and scientific journals. She has published scientific papers in the fields of management, human resource management, organisational behaviour, conflict, and stress management in highly rated scientific bases.

E-mail: nino.paresashvili@tsu.ge

ORCID iD: https://orcid.org/0000-0001-7645-6491

Eka Avsajanishvili has been a PhD student of Ivane Javakhishvili Tbilisi State University, Faculty of Economics and Business since 2020.

Currently, she is an invited teacher at Ivane Javakhishvili Tbilisi State University and an accreditation expert at the National Centre for Educational Quality Enhancement. She has participated in various international conferences and published papers in the fields of conflict, performance and stress management fields.

E-mail: eka.avsajanishvili361@eab.tsu.edu.ge

ORCID iD: https://orcid.org/0000-0002-7110-825X