

Socio-Professional Integration and Organisational Stress

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Abstract

In the organisational environment, stress is a pervasive reality that affects both experienced employees, as well as those starting out in a new company. As organisations face increasingly complex demands and fast-paced work schedules, managing stress becomes a crucial challenge to maintaining employee performance and health. In this context, the professional integration of new employees becomes a particularly sensitive issue, as they face multiple challenges and pressure that can influence their journey within the organisation.

Organisational stress and professional integration of new employees are interlinked issues, that require special attention from modern organisations. By providing adequate support, effective communication and personal development programmes, organisations can help create a healthy and productive work environment, in which new employees can successfully integrate and achieve their full potential.

Keywords: *psychological stress, organisational stress, burnout, socio-professional integration*

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1. Introduction

Nowadays, stress is a very common phenomenon in different settings and fields, while its impact on individuals, combined with other aspects related to the individual, can lead to death. This phenomenon is closely linked to the occurrence of nervousness, anxiety, anger, panic, tension, fear, physical and mental fatigue that modern man experiences.

Within the organisation, the issue of workplace stress has become more and more important as a result of overworking, conflicts between work and family responsibilities, absence from work, and health and psychological problems that most employees are increasingly facing.

This study addresses the issue of organisational stress among young people who are newly employed in a job and the problems they face with respect to their socio-professional integration into the organisation (Gabor M.R. et al, 2021)

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The post-employment period is a difficult one for young people who have not long left the university, especially due to their lack of experience and the new demands they face, the organisational rules, imposed standards, the unknown, different styles of approaching an issue, etc.

2. Literature review

These days, stress is a common phenomenon at certain points in our lives. Even if sometimes we have not been able to avoid its consequences (which concern both our mental and physical state), it appears in our lives under its various names, such as: annoyance, anger, fatigue, frustration, fear, panic, etc., all of which are the masks of stress.

The concept of stress comes from the English language and has the meaning of "constraint", "suffering", but it also has the following meanings: burden, tension, effort, demand, and is taken from physics, where it means "excessive constraint on a building material" (Doron, Parot, 2006).

Iamandescu (2002) defines stress as a scourge of humanity, considering it also a positive thing, because life without a little stress would be boring, monotonous. For the author, the concept of stress is a state of tension that affects the whole organism, both somatically and psychologically, due to an imbalance caused by demands (of the environment) and possibilities (of the organism) (Cristache N et al, 2021).

The general adaptation syndrome comprises 3 phases, namely:

- a) The alarm phase - characterised by a general mobilisation of the body in order to cope with a critical situation. It includes a shock phase and a counter-shock phase.
- b) The resistance phase - which is defined as "all the systemic reactions caused by a sustained action to harmful stimuli to which the body has developed means of adaptation".
- c) The exhaustion phase - characterised by the fact that in this case, adaptation can no longer take place, and often this phase ends with the death of the organism.

Bateman and Organ (1986) associate stress either with a particular feature of the environment or with emotions triggered by external problems, leading to states such as frustration or anxiety, but also with certain physical symptoms, accentuating the negative side of stress, i.e. distress.

There have been many definitions of stress in general (without taking into account its nature: biological, psychological or physical), thus leading to a diversity of meanings of the word "stress":

- a) stress has been understood as an element belonging to the external world, which causes the human being to react in an intensely constraining manner;
- b) a physiological reactive process induced by these external aggressions;

- c) imbalance between external demands and the body's ability to cope with them.

Within the literature, Irina Holdevici considers that there are two meanings of the concept of stress, namely:

1. stressful situation - meaning a harmful physical stimulus or an event with a strong emotional connotation;
2. the state of the organism - characterised by tension, overstrain - which leads to the mobilisation of the entire organism (both its physical and mental resources) with the aim of overcoming the threat.

For some researchers, stress is an event that causes tension or worry, others see it as an individual perception of an event - the way an individual interprets the situation. Most experts define stress as the psychological and physiological response to certain stimuli perceived by the individual as threats, which are stressors or stress agents.

For Candea & Candea (1996), stress is the adaptive response, mediated by individual characteristics, and generated by actions or events in the external environment, which physically and psychologically demand the individual. Within this definition of stress, the emphasis is on the individual's ability to adapt, the cause of any stress - i.e. those stimuli, positive or negative - is presented. This definition also points out that the occurrence of stress depends to a very large extent on the specific characteristics of the individual (Munteanu A.I. et al, 2020).

A special category of stress is organisational (occupational) stress - generated by the existence of stressors in the organisational environment, such as conflictual relationships with colleagues, the boss, the working conditions, the lack of communication, the atmosphere, etc.

Organisational stress appears as the result of an interaction between: individual characteristics of the person working (e.g. work-life balance, social support), characteristics of the situation and working conditions (working hours, responsibilities, work tasks).

It should also be noted that organisational stress occurs in any organisation, irrespective of its particularities, number of employees and other features, and is characterised by the discrepancy that arises between the demands of the job and each person's ability to adapt.

In *Stress at Work* (1999), organisational stress is defined as those: "Harmful physical and emotional responses that occur when the demands of the job do not match the individual's capabilities, resources and needs, and can lead to deterioration or even damage to health".

In the specialized literature, stress will appear defined as an emotional, cognitive and behavioural reaction as a result of aggressive and harmful aspects of work, referring here to the work environment, organizational climate, etc., characterized by high levels of distress through a feeling of helplessness in solving tasks.

The defining characteristics of organisational stress derived from the definitions presented would be, as follow:

- it is a category of psychological stress, involving both physiological and emotional, psychological responses, mostly the emotional and psychological ones appear first, and as a result of the overstrain, to which the individual is subjected at work, gradually the physiological responses will also set in.

- These physiological and emotional responses, as well as cognitive and behavioural responses, arise as a result of the characteristics of the work environment.

Eustress and distress designate two fundamental types of stress, along with hypostress and hyperstress, which are presented by Seyle in 1973. It is important to distinguish between "eustress" and "distress", as a state of stress with beneficial effects, respectively with negative effects on health.

Situations or events that cause psychological stress are called stressors (sources of stress).

Adaptation to stress will also be influenced by the specificity of each organism (vulnerability, tolerance), by the individual characteristics of people, but also by the specificity of external situations, a view also supported by Floru (1974).

Organisational stress is caused by simultaneous action or by physical (working environment, noise, too bright/too weak lighting, etc.), chemical (chemical substances, noxious substances, etc.) or psychological stressors.

Gordon (1987) considered that role conflict arises when there are differences in expectations about the fulfilment of a role.

Bateman (1986) defines role ambiguity as the state of uncertainty felt by the individual in their job.

The highest level of stress occurs when the individual experiences both role conflict and ambiguity.

Tosi (1986) considers that overload occurs when the demands of the job are very high, exceeding the person's capabilities and the time limit given to perform a task.

Burnout is a combination of certain individual characteristics, the work situation, monotonous working conditions, unrealistic expectations or ambitions of the individual, and will lead to a state of mental, psychological and emotional exhaustion.

When referring to the consequences of organisational stress, it should be noted that an average level of stress will be beneficial to the organisation in maintaining and increasing productivity, this average level being determined by the organisation and its members. Workplace stress will affect the members of the organisation and the institution itself to a greater or lesser extent over a longer or shorter period of time. These need to be understood in terms of the consequences of stress on each member of the organisation but also in terms of the effects of these consequences on the organisation as a whole (Sisu J.A. et al, 2024).

At the organisational level, stress will result in: increased absenteeism, reduced employee performance (lower work productivity, lower quality of services or products, worse customer relations), deterioration of the company's reputation. Consequently, the recruitment and selection process will suffer, as people with

very good skills and knowledge in the field will no longer want to join the organisation. In addition to this effect, the organisation may face the loss of customers, who will lose trust. Stress will also mean that the organisation will have to spend money on neutralising the effects of individual and organisational stress, as well as running both organisational and individual stress management programmes.

Zorlentan (1996) considers that the possible effects of stress can be grouped into five main categories, namely: 1) subjective effects: anxiety, apathy, fatigue, indisposition, decreased self-confidence, nervousness, feelings of loneliness; 2) behavioural effects: accident susceptibility, alcoholism, coffee abuse, tendency to eat and/or smoke excessively, impulsive behaviour; 3) cognitive effects: decreased ability to make rational decisions, poor concentration, decreased attention, hypersensitivity to criticism; 4) physiological effects: increased blood sugar, heart rate, blood pressure, dry mouth, cold sweats; 5) organisational effects: absenteeism, low productivity, isolation.

The role of adapting to stress is very important in today's progressive society. Today's generation is adapting, making progress in many areas, and most importantly coping with reality. The existence of problems in adapting to this progress leads to the emergence of phenomena such as hostility, deterioration of inter-human relations, which will lead to increasingly high costs of adapting to stress.

When discussing the issue of adapting to stress, we must first of all refer to reactions to stress. These are of several types, such as physical, behavioural, cognitive, emotional reactions. The physical ones include: heart pain, low or increased appetite; chronic fatigue, etc. The behavioural ones refer to: excessive alcohol consumption, excessive smoking, aggressiveness, etc. Blocks in thinking, decreased ability to concentrate, negative thoughts about the world and the future are among the cognitive reactions, while the emotional ones include: emotional instability, anxiety, depression, repression of emotions, etc.

In addition to these reactions, there are also psychological reactions to stress, which primarily involve emotional and cerebral processes, not manifested behaviours, and the most common of which is the use of defence mechanisms. These include rationalisation, projection, displacement, compensation, repression. In addition to these, in the specialised literature we find frustration, which through its positive effects can lead to the mobilisation of the individual to solve problems, but also to anxiety and depression.

In the approach to adaptation to stress, we must mention the first observations made by Hippocrates on the adaptation of the organism to the environment, who considered that illness represents not only suffering but also the effort of the organism to restore its balance (Floru, 1974).

To overcome the negative effects of stress, individuals resort to certain methods, remedies. There may also be strategies to prevent and manage mental stress, especially negative stress.

Stora (1999) divides the methods used to combat the effects of negative psychological stress into two categories: traditional and modern. The traditional ones refer to the consumption of alcohol, which induces a feeling of relaxation, the consumption of milk, coffee, increases the power of concentration, but the habit leads to heart rhythm disorders, headaches, etc.), the consumption of chocolate (which causes a temporary feeling of energy). These traditional methods are used by individuals either because they are considered very good by those close to them, or because there are prejudices about using these methods. Stora (1999) mentions the use of vitamins, sleeping pills and antidepressants as modern methods.

There are also methods adopted by medicine to combat stress, among which Derevenco (1992) mentions: reducing vulnerability and increasing the body's resistance, protection by avoiding or eliminating harmful physical or psychosocial environmental agents.

Another method of coping with stress is psychotherapy, using mainly customer-centred and behavioural psychotherapy. The former aims to develop the individual's confidence, but also their power to give negative value. The latter consists primarily of analysing inappropriate behaviour.

In order to fight and prevent stress, any individual must use his own energy and that of others in a balanced way to solve problems as a group, so that the organisation's performance will be at a high level and especially on a long-term basis.

Socio-professional integration is an important stage for both the new employee and the organisation because of the benefits or disadvantages it can bring to both the employee and the organisation. We cannot discuss socio-professional integration without bringing the issue of organisational socialisation into focus. This is an important stage of integration, socialisation, which is the basis for the other stages of the socio-occupational integration process, i.e. the adaptation, accommodation and assimilation stage.

Regarding the definition of organizational socialization, there is a wide variety of definitions in the specialized literature, so there are authors who, on the one hand, emphasize the results of socialization and the products that would be needed by the new employee, and M.R. Louis emphasizes "the values, skills, expected behaviours and social knowledge for assuming an organizational role and for being considered a member of the organization" (apud. Hellriegel, Slocum, Woodman, 1992). On the other hand, there are authors who will emphasize the process of socialization, such as Gary Johns, who considers organizational socialization as "the process by which people learn the norms and roles necessary to perform their duties within a group or organization" (Johns, G.,1998).

In order to avoid conflicts, misunderstandings, imbalances and to prevent the occurrence of organisational stress, both employees and the organisation as a whole must realise that the essence of integration is the existence of a two-way, dynamic, harmonious relationship between these two entities: the individual and the organisation (or micro/macro-groups), as Hoffman (1970) points out.

But socio-professional integration also plays an important role in the individual's life in the sense that it will allow him to satisfy certain needs, such as those of stimulation and action, but also those of affiliation, confirmation and participation, as Parot and Dorot (1999) indicate. If there are obstacles and shortcomings in the integration process, the individual will feel unsatisfied and will also exhibit certain states and behaviours corresponding to the state of stress, such as a state of tension, dissatisfaction, health problems, frustration, etc. While at the beginning there may be a lack of balance between the new employee and the organisation, due to socio-occupational integration a balance between the two parties - the organisation and the new employee - will be achieved and maintained.

In Stanciu's conception, socio-professional integration represents "the achievement of conformity between the competences, skills and aspirations of the employee and the characteristics of the job" (Stanciu, 2001).

Armstrong (2006) considers that one of the important roles of socio-professional integration is to soften the effects of the preliminary stages, when the employee is faced with new, unfamiliar situations.

Pânișoară (2006) points out that effective integration will only be achieved when there is a systematic presentation of the job.

From an organisational point of view, mentoring is a special one-to-one relationship between an experienced person providing social and technical support and a person new to the organisation, but it can also be a person who is advancing in their career.

3. Research Purpose

The main objective of the research is to identify the problems that young people may face in their first job, which may lead to certain manifestations of stress, as well as the ways in which the organisation deals with the integration of these young people, and the existence of a consensual understanding between the expectations of each party involved.

4. The Objectives Pursued

Theoretical objectives:

1. Identify the main characteristics of organizational stress and organizational integration.
2. To present the main stressors in the organisational environment and the organisational ways of combating and preventing them.
3. Highlighting the ways in which organisational integration has been achieved and capturing the stages of integration in the studied organisation.

Practical objectives:

1. Identify the causes of organisational stress and propose practical solutions to overcome its effects in the context of poor integration.

2. Outline the ways of achieving integration that cause stress and the integration procedures that would result in the same effects.

The research hypotheses seek to highlight the relationship between two dependent variables, one being organisational stress and the other organisational integration, as well as the issues related to these two variables. The main hypothesis of this research supports our research approach and is the following: there is a significant relationship between the aspects of the organisational environment to which the new employee has to adapt and accommodate and assimilate and the occurrence of organisational stress and some of the stressors.

The importance of this hypothesis is supported and emphasised by the following assumptions:

1. There is a significant connection between organisational integration deficiencies and the occurrence of organisational stress.
2. There is a relationship between the degree of maladjustment of the individual to the organisation and the occurrence of organisational stress.
3. The lower the level of experience, the higher the level of anxiety.

5. Materials and methods used

The importance In the present research the following variables were used: anxiety, job tenure, organizational stress, organizational integration, adaptation.

Regarding the first variable - anxiety, it is a dependent variable, measured on the interval-ratio scale. The study aimed to see if there is a relationship between this and the employees' seniority (quantified in the number of months of employment, i.e. 0-3 months, first group, and 4-6 months, second group). Thus the variable seniority is an independent variable, measured on a nominal scale.

Organisational stress is a dependent variable, measured on the interval-ratio scale, and its relationship to both the individual's adaptation to the organisation and its relationship to organisational integration was tested. The variable adaptation is an independent variable, measured on the interval-ratio scale, and its role in the research was mentioned above.

Organisational integration was used as an independent variable, measured on the interval-ratio scale, which is characterised by the existence of two dimensions: the social dimension and the professional dimension.

Regarding the subjects of this research, they were selected amongst newly employed members of the organization "Save the Children" - Bacău branch, whose main activity is that of call center, on different projects in which the organization is involved. For the research of the objectives and hypotheses, a single sample was created, which included a number of 50 subjects, randomly selected, students or with studies in progress, aged between 19-23 years, most of them at the first job in their lives, mostly call center agents, chosen randomly from different shifts. In terms of gender distribution, the number of subjects was equal, and in terms of seniority, 26 of them were between 0-3 months, and 24 subjects between 4-6 months.

In order to analyse the relationship between the variables and to confirm or not the hypotheses of the research, instruments such as: Cattell Anxiety Survey; Maladjustment Scale (Echeburua, Corral&Fernandez-Moltavo, 2000); Organizational Stress Survey - Ana Moise; Organisational integration grid; Preliminary interview (including a questionnaire with open questions, used to emphasise the data obtained using the other tools).

Regarding the administration of the instruments, it should be noted that they were applied individually, on the same day, which was agreed with both the project manager and the shift-leaders, but within all shifts. The location for the application of the tests and the interview was one of the organisation's meeting rooms.

Before the tests were applied, in order to create a comfortable and pleasant atmosphere, an interview was conducted with the subjects, which included certain requests such as, "Please tick the reasons why you chose this job", but the subjects were allowed to express their opinion on their role, their responsibilities, the important aspects of their integration.

This was followed by a verbal instruction to the subjects on how to complete the tests, which was complemented by the written one contained in each instrument applied. The verbal instruction consisted in presenting each instrument, the ways of answering each survey or the maladjustment scale, specifying the purpose of each method. They were not given a time limit, but were only asked to complete the questionnaires within a time frame of 15 min - 30 min, asking them to mention their age, gender, seniority in the organisation and position held, and also their name if they wished, or a pseudonym. Before starting the tests, subjects were asked if they understood the instruction and if there were any questions and the purpose of the research was explained to them, and they were assured of our presence during the time necessary to solve the given tasks, in case any questions arose.

Regarding the order of the questionnaires, it should be noted that no specific order was given to the subjects, who were asked to complete them in the order they wished, but to be careful not to omit any question, and that their answers were strictly confidential.

Regarding the relationship with the subjects, we can say that they were cooperative, there were no issues in filling in the questionnaires and there were even many requests to come back to the organization to communicate the results and some proposals, they gave us the requested information, they shared with us their own problems, those of each one of them, but also those of the group. They also told us about their views on working conditions, their relationship with the management, the problems they encountered in the integration process and some solutions.

At the basis of the conclusions of this research are the results obtained as a consequence of testing the hypotheses, and in support of them we must also mention the results of the preliminary interview that was conducted, which also brings some useful and new information to our research.

Results of The Organisational Integration Grid

Table 1

Interesting features of the job	53%
Professional development	30%
Salary	30%
Experience	65%
Salary	50%
Lack of feedback and support	65%
Stress	70%
Lack of longer breaks	50%
Lack of favourable working conditions (technology, physical features: insufficient lighting, working space, etc.)	55%
Ambiguity of role due to lack of knowledge of responsibilities	70%
Various constraints	60%
Clear and precise tasks	70%
Peer relationships	70%
Good communication with management	65%
Norms and rules that contradict individual particularities	55%
Gradual adaptation to organisational culture	70%
Permanent support and feedback, especially in the beginning	70%
A working rhythm adapted to the individual	70%

Thus, it can be noted that in the case of the reasons behind the choice of job, the percentages are mainly divided between experience and job characteristics. In the case of job characteristics, 53% chose this reason as one that was taken into account when choosing this job, and 65% chose experience as the main reason. From the discussions with them we learned that they want to gain experience, even if it is not in the field they studied at university, but they know that experience matters a lot for a job.

The characteristics of the job were chosen because they relate to communicating with others, solving problems and even having control over the situation. Call centre agents need to know the ways in which they can resolve a situation, and if they know them, their level of self-confidence will increase because they know that through their work they are contributing to the prosperity of the organisation, and hope that this will be rewarded. Regarding the other reasons, only 30% of the subjects chose professional development as one of the reasons, because they are aware that this first job only has a role of preparing their career, a training role in the work space, and also 30% chose salary, because they know that one can have a desired salary and especially that it can vary depending on the number of hours worked.

Regarding the reasons for leaving the organisation, the majority of subjects chose lack of feedback and support (65%), salary (50%), role overload and ambiguity (70%), lack of breaks (50%), lack of unfavourable working conditions (55%), various constraints (60%).

Thus, the cause of the high level of anxiety of the investigated subjects is observed, which is represented by overwork, role ambiguity, and lack of feedback. This statement should be emphasized by the fact that the subjects were not presented with a job description when they were hired, and although they were presented with their responsibilities, during the course of their work they were given other responsibilities. The lack of a job description leads to confusion, anxiety and role ambiguity. Also from the results presented, it can be seen that the existence of various organisational constraints is also a factor that can contribute to employees leaving the organisation, as it will limit their initiative and they will feel that their ideas should not be presented as they will not be taken into account by management. In support of this statement, it should be mentioned that we could observe that the studied organization is not interested in giving employees the opportunity to contribute through creative and innovative ideas to its prosperity, as the main goal of the organization is to achieve maximum efficiency by each employee.

Regarding the factors that would play an important role for a more effective accommodation and adaptation within the organization, most of the subjects chose precise and clearly defined tasks (70%), good communication with management (65%), gradual adaptation to the organizational culture (70%) - therefore the organization should not consider that the duration of the integration process can be shortened in order to achieve performance, because if there have been problems in the integration of the employee, or the employee has not yet assimilated the organizational culture and there is organizational stress, there will not be maximum performance. The organisation also needs to take into account the fact that, especially in the case of young people, it may take longer to integrate them than it would for someone with a certain amount of seniority in a particular job, because a young person does not initially have the knowledge they need to do their job compared to an experienced person.

It can be seen that young people have many different expectations regarding their adaptation and adaptation in the organisation, which explains the fairly high percentage allocated to each factor shown in the table above.

Also the 70% allocated to the existence of permanent support and feedback supports the idea presented above that the lack of it can be considered an important reason for young people to leave the organisation.

From the results we can see that in the studied organization there is a high level of organizational stress in the case of newly hired young people (1-3 months old). Its occurrence is related to certain shortcomings in terms of both social and professional dimensions of integration, such as lack of job description, lack of information related to social and professional aspects of integration, lack of feedback, etc.

In terms of integration, it should be noted that the results show that the organisation studied does not have an effective integration of employees due to its shortcomings. The data obtained from employees support this, they present the integration process through the following steps: on the first day of work there was no welcome message from the management, but they were given a folder containing a sheet with their responsibilities, (there was no job description), internal regulations, data about colleagues and management (there is both a manager and a shift leader, who can help the newcomers with their tasks), about the working hours, salary, presentation of the schedule they will work with, organisational rules and breaks, how they can behave with customers and what kind of behaviour they can have if customers offend them. The newcomers were also introduced to all members of the management, but there was no introduction of each individual member to the old members of the organisation, this was left to the tasks of these members. But all the data presented was not explained to the new members, they were only given a folder in the computer they use, a folder with their name on it, which contains all the information they need, the organisation leaving them to deal with the problem of adapting and settling in to the organisation, they were not presented with the role of all the information, and especially their role in the organisation. From what they stated, we can state that the organization is not interested in the needs of both old and new employees, it is only interested in achieving efficiency, this is its main goal.

Even though they were given a notebook with the responsibilities of the job, data on working hours and the existence of breaks, relations with other members of the organization, performance standards, there was no person to guide them during their adaptation in the organization, and that is why many of the new employees decided to leave the organization. Leaving the organisation can also be related to the existence of very high efficiency requirements, overload, role conflict due to the contradiction between the requirements of the organisation and the requirements of the company carrying out the project.

From their point of view, the stress arose as a result of role conflict, due to contradictory requirements of the organisation and the company that contracted the organisation for the call centre service, due to the ambiguity of the role (although they were presented with their responsibilities, others were added, and at some point they did not know their responsibilities), overload with tasks (multiple tasks beyond their capabilities, and they are unable to cope with them), lack of a salary corresponding to their effort (this is one of the main reasons why many of them have left the organisation), lack of more breaks. Added to this is the lack of a newer work schedule, as this creates many problems for them, and their anxiety and frustration level increases as problems with this schedule arise, but also because of the organisation's requirement to have maximum efficiency, which means taking 90% of calls. We have not identified ways to combat stress from the organisation's point of view, but members of the organisation send various messages such as jokes or jokes to each other within the internal communication system. Related to overload, it should be noted that most of the time the subjects

had mistakes, but they cannot be fixed very often due to the characteristics of the software used, and the mistakes will lead to a low level of performance and efficiency.

The integration of new members into the organisation includes attending a training session, where they are given an overview of the company, its objectives and information on how to use the software. As for the work schedule, it is organised in shifts, and at the end of a week the employee organises his/her schedule for the following week, which is often respected by the organisation. There is no mentoring programme, but the management mentioned that team-building was used as one of the methods of integrating newcomers to create group cohesion, and team spirit is one of the values valued by the organisation.

All agent conversations are recorded to ensure proper verbal behaviour of agents and to ensure compliance with organisational rules. The organization also places great value on the fairness, punctuality of employees. As far as pay is concerned, there are bonuses for overtime and there have been situations where they were offered holiday bonuses.

We also found that there is no difference in salary between agents and members of the back-office department, although they have other responsibilities compared to agents, which require much more from them.

Due to the existence of overload, there are situations where many of the calls that need to be handled by agents will be handled by back-office staff, who are also overloaded. If problems occur, the behaviour of the organisation, i.e. management, is to blame the agents for everything that happens.

There is also a lack of technology to ensure that tasks can be carried out quickly and easily, a turnover of staff due to the salary that does not meet requirements, and the stress to which members are subjected, the management informed us that out of 30 agents, after the first month only 7 remained. This we have not verified, but it may be a hypothesis for a future study.

The young age of the subjects is characterised by a high level of eustress, which indicates their enthusiasm about career development.

6. Results and conclusions

The results show that in the studied organisation there is a high level of organisational stress in the case of young new employees (1-3 months old).

With regard to integration, we should point out that the results show that in the studied organization we cannot speak of an effective integration of employees due to its shortcomings.

In conclusion, we can state that the subjects investigated face organizational stress and ineffective integration in the organization, due to the following aspects: most of the subjects in the item: due to problems I have difficulties in spending spare time had the maximum score, which indicates a degree of misfit and a high level of stress, due to which young people have difficulties in spending leisure time.

We cannot extend all the data of this study to other young people who are recently employed in Romanian organizations, we consider that one of the limitations of our research is the fact that it included a small number of subjects, but we hope and wish to continue this study to confirm what we have exposed, and also to add other necessary conclusions. This data can act as a wake-up call for organisations on how young people in their first job are integrating into the organisation, what their needs and requirements are and what the organisation can do for the benefit of both itself and the new employees, and can be linked to the latest data on young people's problems related to the stress they are subjected to by the management of the organisation where they work. Also this paper is intended as a call for further research on the topic. That is why it is necessary to propose some measures to manage organisational stress, both from an organisational and individual point of view.

7. Recommendations

The recommendations can be viewed on two levels: the first is for organisational management and the second for the individual.

As far as organisational management is concerned, there should be discussions with the organisation in order to present the situation of the organisations, their needs, the problems that young people encounter in the integration process, which are both technical and psychological. The organisation should also be aware that it has a social responsibility to provide better quality of work (here we can mention the technical shortcomings of the software used), that overload as a stressor will lead to a reduction in the efficiency of employees and thus the performance of the whole organisation, and that stress can lead both to an inability to perform the requirements of the job correctly, thus resulting in mistakes, which will raise the level of existing stress, and that it also has physiological effects, which can lead to absenteeism.

The organisation should focus more on the needs of new members of the organisation and try to prevent problems they face, thus giving them reasons to stay in the organisation after the first month. In order to achieve this, they can offer a bonus to newcomers, especially those who have performed above average, motivating them to maintain the rhythm but also motivating others to reach the level of the rest in order to get the bonus. Of course, even if they haven't achieved the level the organisation wants, it is still necessary to offer an incentive bonus.

The organisation should also not rush the process of settling in and adapting to the newcomers, and the pace of the process, if it cannot be adapted to the particularities of the majority of the members, should at least be carried out at a moderate pace, and the employee should also be given a smaller number of tasks at the beginning in order to settle in, because if he is overloaded from the first days, he will not stay in the organisation for more than a month.

Create good communication between management and explain to new employees that any problems they have, they can come and ask, so there is no

uncertainty for new members in communication, and thus no confusion in carrying out tasks. The organisation should also take care of building a job description, and then there will be no role ambiguity and even the situation of overload, with employees knowing their responsibilities and being able to penalise the organisation if they do not follow the job description.

Stress can also be dealt with by actions taken by each employee. A first recommendation for these young people would be the following: to be aware of the stress they are going through, not to deny it, but to try to fight this stress through certain activities, and also not to mix professional and personal life issues.

Individual stress management is also about having harmonious collegial relationships (by encouraging funny messages between colleagues, e-cards to other colleagues in the department or organisation), organising the workspace. If it is not possible to personalise the workspace, employees can at the end of each working day, or shift, leave tidying up, which has a beneficial effect both for them and their colleagues, showing respect.

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