

# Table of Contents

<b>1 FOREWORD</b>	<b>7</b>
1.1 The importance of stress management for business and society	7
1.2 Work-related stress in data	8
1.3 IGLOO model as a framework for stress management in workplace	11
<b>2 SPECIFIC CHARACTERISTICS AND ENVIRONMENT OF SMES IN THE CONTEXT OF WORK-RELATED STRESS</b>	<b>13</b>
2.1 Definition of SMEs from economic, management and HRM perspective	13
2.2 Limits and barriers of SMEs	15
2.3 Work-related stress in SMEs	19
2.4 Work-related stress in V4 countries	21
2.5 Legal issues for work-related stress in V4 countries: Overarching level	26
<b>3 WORK-RELATED STRESS: INDIVIDUAL LEVEL</b>	<b>30</b>
3.1 Sources of stress	31
3.2 Consequences of stress	32
3.3 Coping strategies	34
3.4 Cognitive coping model	39
3.5 Multidimensional coping models	41
3.6 Positive vs. negative coping mechanisms	47
3.7 Burnout syndrome	51
3.8 Burnout symptoms and treatment	54
<b>4 WORK RELATED STRESS: ORGANIZATIONAL LEVEL</b>	<b>56</b>
4.1 An Overview of Concepts and Models	56
4.2 Sources of stress in the workplace	61
4.3 Costs and consequences of work-related stress	62



4.4 Stress management interventions (SMIs)	65
4.5 Management and Effectiveness of SMIs	68
<b>5 MENTAL HEALTH AND WELL-BEING IN POSITIVE PSYCHOLOGICAL CONTEXT: INDIVIDUAL, GROUP AND ORGANIZATIONAL LEVEL</b>	<b>75</b>
5.1 Positive psychology in nutshell	75
5.1.1 Positive organizational psychology	76
5.1.2 Concepts and models of mental health – traditional and current approaches	78
5.1.3 Workplace well-being	85
5.2 The importance of mental health and well-being in the workplace	89
5.2.1 Signs and symptoms of ill mental health and poor well-being (ill-being) at work	91
5.2.2 Impact of poor employee mental health and well-being at work	91
5.2.3 Working conditions that are important risk factors for mental health problems	92
5.2.4 Consequences of mental ill health and ill-being in the workplace	94
5.2.5 Workplace strategies for mentally healthy workplace	95
5.3 Options and tools for promoting mental health and well-being in organizations	96
5.3.1 Protection and promotion of mental health and well-being at work	97
5.3.2 Positive Psychological Interventions	97
5.4 Practical suggestions for small and medium business	100
5.5 Positive consequences and advantages of good mental health interventions	103
<b>6 METHODOLOGICAL FRAMEWORK FOR RESEARCH ON STRESS MANAGEMENT INTERVENTIONS IN SMES</b>	<b>105</b>
6.1 Research design	105
6.2 Questionnaire	106



6.3 Data	106
<b>7 RESULTS</b>	<b>108</b>
7.1 Research sample – characteristics and features	108
7.1.1 Responsibility for HR policies	112
7.1.2 Economic performance	114
7.1.3 Turnover rate	117
7.1.4 Duration of the company's existence	120
7.1.5 Implemented activities in the context of Industry 4.0	121
7.1.6 Attitudes to HR trend	123
7.2 WRS and stress management	128
7.2.1 Stressors in workplace	130
7.2.2 Attitudes to responsibility for WRS	134
7.3 Stress management interventions	135
7.3.1 Barriers of implementation SMIs	143
7.3.2 Evaluation of implemented SMIs – costs and measured effectiveness	144
<b>8 CONCLUSION</b>	<b>149</b>
<b>References</b>	<b>154</b>