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## Work-Related Stress and Organizational Well-Being: Psychological Aspects

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**ABSTRACT**

*Organizations have specific goals and targeted objectives, but often the life of an organization is influenced by different variables that affect people's quality of life and their health. The World Health Organization defines health as «a state of complete physical, mental and social wellbeing and not merely the absence of disease or disability». Understanding the importance of individual and organizational health allows for greater knowledge of the phenomena of malaise, discomfort, and work-related stress. For this reason, the preliminary evaluation and multidimensional analysis of all the variables, which can cause forms of discomfort such as work-related stress, become fundamental. Furthermore, let's not forget that each person is a member of the organizational community. For these reasons, each acts based on his emotions, his knowledge, his affectivity, and his personality. Unfortunately, however, this individual action has repercussions on collective action. And here is a real chain reaction. This article will examine the importance of psychophysical well-being and any states of discomfort that could lead to work-related stress. The study aims to implement a project based on sustainability and organizational well-being.*

*KEYWORDS:* **WORK- STRESS, ORGANIZATION, WELL-BEING, PSYCHOLOGICAL ASPECTS**

## INTRODUCTION

According to Leiter (1993), the production of negative physiological responses gives rise to "strain", a psychological and behavioral phenomenon resulting from the individual perception of sources of excessive tension in the working environment (stressor). Workrelated malaise represents a "moment", the evolution of which can have multiple outcomes; its evaluation as a "positive" or "negative" event will depend both on the intensity of the event and on the internal resources of the individual, receptive to managing the phenomenon with balance in its delicate case. Understanding the construct of work malaise is of particular interest to organizational psychology; must be addressed through the study of reference paradigms and the analysis of epidemiological measures, useful for identifying the spread and distribution of the phenomenon. The prevention of work-related discomfort becomes fundamental, both through specific knowledge of the phenomenon and through multidimensional intervention in work organizations at risk, always favoring the relationship and analysis between the individual and the organizational environment. More recent studies (Dohrenwend, 1978) attribute particular importance to the interaction between individual malaise and environmental (organizational) variables, paying specific attention to the cause-effect correlation. In the field of psychosocial studies, it is possible to find many contributions relating to the typology of "critical events", which allow an individual with the capacity for empowerment and resilience to face difficult situations in life and work, remaining a "healthy" person from a physical and psychological point of view. Critical episodes (Ollendick & Hoffman, 1989) are divided into normative and para-normative; the main differentiating element of these two categories is the predictability or otherwise of the event. They can be addressed by setting in motion adaptation mechanisms, which favor a reorganization of cognitive, structural, and relational tools given the problematic management that has arisen. According to Scabini (1995), normative events are foreseen or predictable, in some way expected by individuals, who expect certain events to occur, to learn to control the psychobiosocial clock, i.e. a mental map that allows one to hypothesize what will happen shortly by evaluating the appropriateness of one's behavior. Barbara Dohrenwend (1978) proposes an integrated model of the theory of malaise in which she defines the various individual and contextual elements mentioned so far and the hypothesis.

### Work-related stress

Work-related stress is a multifaceted phenomenon not completely defined in all its variables, which must be analyzed from a multidisciplinary perspective, circumscribing and delimiting the different forms of protection in terms of health and safety in the workplace. 'work environment. It is the set of emotional, cognitive, behavioral, and physiological reactions that the organism experiences when faced with adverse and harmful aspects of the content of the work, the organization of work, and the work environment. The term seems to have origins from the Latin strictus which means narrow, narrow, tight, and indicates the response of the body and mind to tensions or loads that require co-adaptation; it is an obstacle that disturbs the mental and physical well-being of an individual in his biopsicophysical and social essence. However, how the individual reacts to stimuli called "stressors" depends on cognition, affectivity, emotionality, and personality, through an internal homeostatic mechanism, definable as the result of the lack of adaptation between two "objects": effort and lade fat performance. In the working world, real or simply perceived dangers represent stress factors that can activate a network of behavioral reactions known as work-related

stress. It is appropriate to distinguish two types of stress: "good" stress (eustress), generated by a non-pathological alteration of individual balance, which has the purpose of adapting to the environment; "bad" (di- (P stress), generated by an imbalance between individual resources and environmental variables together with the individual's little predisposition to deal with "stressors". It is negative stress that can lead to harmful consequences for the individual. Personal motivation and the positive perception of one's work contribute to creating a positive and ideal image to aspire to, which however can turn into frustration and emotional exhaustion when the operator realizes that he has set goals that are too high. unrealistic and unattainable. Another related aspect of stress, which can instead act as a factor in preventing work-related disorders, is job satisfaction as a pleasant, positive emotional state that derives from the evaluation and experience of one's work. Interactional theories that study the structural characteristics of the environment underline that stress emerges from the relationship between job demands and control abilities, while for the Person-Environment Fit (PE Fit) model of French, Caplan, and Van Harrison (1979) stress is the result of a lack of adaptation between the individual and the environment. The need to understand the antecedents of stress goes without saying and, at the same time, predicts the predisposition of an improvement plan, containing suitable corrective measures.

**Work sustainability and organizational well-being**

Health promotion is a "primary modality" of stress management and is configured as a process through which one attempts to increase self-control, modifying internal individual behaviors and external conduct. For a targeted project intervention, it is necessary to focus on two approaches: one centered on behavior modification (health care education) and one organizational and training, aimed at improvement by acting at the micro and microsystem level. Every psychosocial intervention requires parameters and reference indicators, including the importance of motivational sessions, cognitive-behavioral sessions, and training-organizational sessions that can arise within the study groups as spaces multidimensional with a complex, circular, and procedural psychosocial nature. Intervene on the ongoing discomfort can be considered as a secondary methodology, as it can limit the effects of stressful events
immediately after their impact.

Work and organizational psychology deals with the study, prevention, and treatment of psychic, cognitive, and behavioral phenomena that arise in emergencies, i.e. serious distress. They are clinical interventions that include many differences compared to individual psychological support. The focal point of the intervention is ahistorical: it aims to know the methods of implementation in the here and now, ascertaining how people cope with critical events. Every day in our daily lives we can experience the power of learning to live in the present by being present to ourselves. Instead of carrying out unconscious repetitive actions, we try to pay great attention to every single activity we do, starting from the most banal ones. This contributes to the definition and knowledge of one's resources and any shortcomings; it will be necessary to distinguish the aspects that tend to maintain or reinforce situations of discomfort from the components capable of promoting constructive and proactive change. The objective is not to make a cognitive-structural reconstruction of the individual but rather to envisage behavioral changes, understood as the acquisition of new problem-solving and problem-solving skills.

The resulting help intervention should correspond more or less to the time in which personal or systemic stability is spontaneously re-established. Taking the help process into consideration is useful for the individual not only to reduce the dangers of rapid deterioration but also to take advantage of the reduced structuring of the person's defenses and rigidities, constructively exploiting his motivation to seek new solutions to problems, thus becoming directive and authoritative in managing external events. In recent years, work psychology and organizational psychology have studied various areas including personnel management, leadership, selection, recruiting, evaluation, training, and communication.

Considerable importance was given to the behavior of the individual worker regarding interpersonal relationships, the tasks to be carried out, the rules and functioning of the organization, deriving models and theories, to improve psychological conditions, motivation, and need for success at work

The worker-man is fundamentally motivated by intrinsic and extrinsic needs and it is in the satisfaction of these needs that he obtains his sense of identity from his relationship with others. He is more influenced by the anthropological-social force than by incentives and controls and responds to it to the extent that it respects his individual needs. The concept Homo economicus declines, according to which man is motivated first and foremost by economic interests and the concept of psychological man arises, with feelings and emotions that are part of his work performance and constitute its essence, since the individual that makes up an organization has needs to satisfy and objectives to achieve which are generally of a personal nature, often conflicting with the objectives of the organization. The workplace can constitute a privileged environment for the prevention of psychological disorders and for the promotion of better mental health.

**Conclusion**

The world of organizations, including schools, has undergone a process of radical transformation that has affected the well-being of workers, generating significant discomfort which goes by the name of organizational pathology.
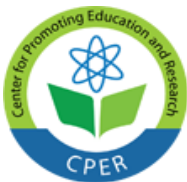
Organizational pathology concerns the repercussions on the organizational system caused by the state of discomfort of the workers. A heterogeneous reading of the phenomenon and the pathogenic mechanisms is needed, through an organizational checkup, aimed at evaluating the state of an organization based on the well-being of its personnel. Recently, several contributions have paid attention to the concept of engagement, as the attachment of members of an organization to their work role by expressing their identity and their thoughts and feelings. There is work commitment when there is organizational well-being, opportunities for growth and improvement at work, and a welcoming and pleasant work environment and there is a state of individual well-being when there is organizational well-being. Engagement becomes fundamental as a social commitment and the cognitive-affective state enters into the relationship with work characterized by vigor, dedication to work, and absorption in work which develops when the organization satisfies the motivational inclinations of the worker, who feels he can receive the necessary support for his development. Numerous studies highlight the importance of worker well-being in stimulating organizational quality performance; the motivation for commitment is given by various factors, the most important of which are pay and recognition of merit. When designing a stress prevention and management intervention it is necessary to adopt an ecological perspective that takes into account how an individual perceives and deals with his or her environment. it may happen that in most cases workers first become familiar with and feel involved in their workplace and subsequently develop a sense of belonging to the organization. personal commitment is closely related to organizational well-being, as a set of cultural nuclei, processes, and organizational practices that animate the dynamics of coexistence in work contexts that promote, maintain, and improve the quality of life and the degree of physical well-being, psychological and social aspects of working communities. Positive affective dispositions are positively related to professional fulfillment and negatively related to emotional exhaustion. Job satisfaction also produces positive results both at an individual level (personal growth and evolution) and at an organizational level.

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