

ПРОБЛЕМЫ РАЗВИТИЯ ВНЕШНЕЭКОНОМИЧЕСКИХ СВЯЗЕЙ И ПРИВЛЕЧЕНИЯ ИНОСТРАННЫХ ИНВЕСТИЦИЙ: РЕГИОНАЛЬНЫЙ АСПЕКТ

7. Сорос Дж. Алхимия финансов. – Москва, издательство «ИНФРА-М». – 1998. – 416 с.
8. Сорос Дж. Кризис мирового капитализма. – Москва, издательство «ИНФРА-М». – 1999. – 262 с.
9. Гринспен А. Эпоха потрясений: Проблемы и перспективы мировой финансовой системы. – Москва, Альпина Бизнес Букс. – 2009. – 520 с.
10. Луцишин З.О. Трансформація світової фінансової системи в умовах глобалізації. – Київ, видавничий центр «Друк». – 2002. – 320 с.
11. Якокка Л., Клайнфилд С. Карьера менеджера: послесловие. – Минск: «Попурри». – 2007. 384 с.
12. Фукуяма Ф. Куда пропал бунт леваков. – «Spiegel», 6 февраля 2012 г.
13. Папава В. Проблема зомбирования посткоммунистической некроэкономики. – Вестник Института Кеннана, выпуск 15. – Москва, 2009. – С. 37-48.
14. Papava V. Georgia's economy: post-revolutionary development and post-war difficulties. - Central Asian Survey, Vol. 28, No. 2, June 2009. – P. 199–213.
15. Papava V. The Global Financial Crisis and the Difficulties of Economic Development in the Central Caucasian Countries. – Banks and business, №02, 2010 Special Issue. – P.27-31.
16. Беручашвили Т. Современные тенденции и приоритеты торговой политики ЕС // Европейский союз и Грузия: текущие вопросы и перспективы будущего. Сборник статей. – Грузинский фонд стратегических и международных исследований. Серия «Европейская интеграция», Тбилиси, 2009 г., с. 114-124 (на грузинском языке).
17. Сябро О. Некоторые аспекты институциональных реформ в Грузии в формате восточноевропейского партнерства. – Proceedings of Materials of International Scientific-Practical Conference Dedicated to the 60th Birth Anniversary of Professor George Tsereteli “National Economies and Globalization” (28-29 June, 2012). – Tbilisi, 2012.

EXPLORATION OF THE IMPACT OF MOTIVATION AND STRESS ON WORK RESULTS OR PRODUCTIVITY OF EMPLOYEES

Stošić Mihajlović L., Ph. D., Full Professor, economy and management, College of Applied Professional Studies, Vranje (Serbia)

Trajković S., Ph. D., Full Professor, management, College of Applied Professional Studies, Vranje (Serbia)

Antić Z., Bachelor of Political Science and International Relations, Major of city Vranje (Serbia)

Стошич-Михайлович Л., Трайкович С., Антич З. Дослідження впливу мотивації і стресу на результати роботи або продуктивність співробітників.

Мотивація є невід'ємною частиною сучасного бізнесу, і здається, що частина дій компаній, які мобілізують і заохочують співробітників при виконанні відповідних їм завдань на своїх робочих місцях і так значною мірою сприяє і забезпечує виконання цілей і планів стратегічних програм організацій. Мова йде про мотивацію та стимулювання співробітників у всіх організаціях. Мотивація є дуже важливим і складним завданням, поряд з досягненням організаційних цілей, інтегрованих в систему організації. Є багато питань, які мають відношення до менеджерів про те, що мотивує їх як керівників: які співробітники; чи є необхідність використовувати досвід інших організацій; який вплив необхідно застосовувати стосовно співробітників, як мотивувати співробітників. Співробітники в Сербії протягом багатьох років піддаються сильним стресовим ситуаціям і довгостроковим наслідкам цього, і вони відбуваються в результаті умов праці в багатьох компаніях, робота в яких є надзвичайно напруженою. Стійкість і завзятість - як результат невдоволення сербів, це єдиний і унікальний фактор, який допоміг країні і народу захиститися від зникнення, як це сталося з більш ранніми громадами та цивілізаціями.

Ключові слова: продуктивність, організаційні цілі, мотивація, стрес, державний сектор.

Стошич Михайлович Л., Трайкович С., Антич З. Исследование влияния мотивации и стресса на результаты работы или продуктивность сотрудников.

Мотивация является неотъемлемой частью современного бизнеса, и кажется, что часть действий компаний, которые мобилизуют и поощряют сотрудников при выполнении соответственных предписанных задач на своих рабочих местах и так в значительной мере способствует и обеспечивает выполнение целей и планов стратегических программ организаций. Речь идет о мотивации и стимулировании сотрудников во всех организациях. Мотивация является очень важной и сложной задачей, наряду с достижением организационных целей, интегрированных в систему организации. Есть много вопросов, которые имеют отношение к менеджерам о том, что мотивирует их как руководителей: какие сотрудники; есть ли необходимость использовать опыт других организаций; какое влияние необходимо оказывать в отношении сотрудников, как мотивировать сотрудников. Сотрудники в Сербии на протяжении многих лет подвергаются сильным стрессовым ситуациям и долгосрочным последствиям, и они происходят в результате условий труда во многих компаниях, работа в которых является чрезвычайно напряженной. Стойкость и упорство – как результат недовольства сербов, это единственный и уникальный фактор, который помог стране и народу защититься от исчезновения, как это произошло с более ранними обществами и цивилизациями.

Ключевые слова: производительность, организационные цели, мотивация, стресс, государственный сектор.

Stošić Mihajlović L., Trajković S., Antić Z. Exploration of the impact of motivation and stress on work results or productivity of employees.

Motivation is an indispensable part of modern business and it seems that part of the activities of companies that mobilize and encourage employees to perform prescribed tasks in their jobs and so contribute significantly and ensure program objectives and plans of the organization. It is about motivating and encouraging employees in all organizations. Motivation is a very important and complex task, while achieving organizational goals integrated with organizational goals. There are many issues that are relevant to managers about what motivates and what motivates them as the managers: and what employees; whether you need to use the experience of other organizations: what impact on the attitude of employees should you have, how to motivate employees. Employees in Serbia for many years have been subjected to extreme stress situations, the long-term consequences, and they occur as a result of working conditions in many companies that are extremely stressful. Persistence and stubbornness - ie. Serbian spite, it is the only and unique factor that has held the country and the people, sheltered from disappearing like the earlier societies and civilizations.

Keywords: productivity, organizational goals, motivation, stress, public sector.

RESEARCH METHODOLOGY

Research issue. To improve motivation of employees by reducing stress situations.

Subject of the research - The subject of the research represents connection between motivation for achievement and stress, with a special focus of applying theoretical basis of motivation and stress in practical implementation in modern organization. Employees were surveyed for determining their attitude towards motivation for achievement and stress issues in an organization where they work.

The aim of the research - The basic aim of the research was to clarify relation between motivation for achievement and stress in a concise and understandable way, namely to explain a role and significance of motivation, and to present basis of stress in an organization, management of stress as well as to determine correlation between motivation for achievement and stress.

The tasks of the research - The following tasks come from the defined aim of the research:

- To explain relation between motivation for achievement and stress
- To explain a role and significance of motivation
- To present basis of stress in an organization.

ПРОБЛЕМЫ РАЗВИТИЯ ВНЕШНЕЭКОНОМИЧЕСКИХ СВЯЗЕЙ И ПРИВЛЕЧЕНИЯ ИНОСТРАННЫХ ИНВЕСТИЦИЙ: РЕГИОНАЛЬНЫЙ АСПЕКТ

Hypotheses of the research - The basic hypotheses of the research are as follows:

- H – 1 A motive for achievement and stress are directly related
- H – 2 Persistence and perseverance are the basis of successful work
- H – 3 Employees think that consistency is the primary way of fighting against stress

Research methods - Precise scientific research methods were defined according to the defined subject and aim of the research, and according to the set research hypothesis: analysis and synthesis, inductive and deductive method with creating a questionnaire on motives for achievement and stress. The research was voluntary and anonymous. Data were processed in Excel application.

Research techniques - Polling – Polling is a research procedure, defined as a technique for collecting data on various events and issues by using questionnaires where respondents provide their opinions and attitudes by selecting offered possibilities or by writing answers.

Research tools - A questionnaire, which is in the attachment of this paper, was used in this research.

The questionnaire is of an anonymous type and every respondent put his/her folded copy into a transparent box for an additional guarantee of anonymity.

Population and sample - Employees at Customs, Department for General Affairs formed a population from which the selected sample for the research was taken. A sample made of 30 randomly selected individuals from 20 to 60 years old, was taken from the population, with a tendency to have both genders, with higher and lower education level and with the assumption on higher and lower salary. The research was done by random choice.

Collecting data, i.e. polling was done early in December, 2012.

RESULTS AND DISCUSSION

The collected data were analyzed, processed and presented in table with an explanation-comment of each result.

1. Employees structure by gender

RESPONDENT'S GENDER	
MAN	WOMAN
19	11

2. Employees structure by educational level

EDUCATIONAL LEVEL OF RESPONDENTS		
SECONDARY SCHOOL	COLLEGE	UNIVERSITY
13	7	10

3. Age of employees

AGE STRUCTURE OF RESPONDENTS (in years)					
< 30	30-35	35-40	40-45	45-50	>50
10	5	4	3	4	4

The first part of the questionnaire: Poll I refers to a **motive of achievement** and contains sixteen questions.

Question No. 1: I set long-term, multi-year goals to myself.

- Not at all or to a very small extent (7%)
- To a small extent (13%)
- In a half – part (37%)
- To a greater extent (23%)
- Always or nearly always (20%)

This percentages indicates that in terms of setting long-term, multi-year goals, 37% of employees answered that this is a half-part case, and the least percentage of 7% answered that long-term goals are either not set or set to a small extent, so long-term goals are partly recognized.

Question No. 2: I am very persistent in everything I do.

- Not at all or to a very small extent (7%)
- To a small extent (3%)
- In a half – part (10%)
- To a greater extent (37%)
- Always or nearly always (43%)

The percentages indicates that in terms of persistency in everything they do, 43% of employees answered that this is the case to a large extent, 37 % answered that it is a half-part case, and the least percentage of 3% answered that this persistence is always or nearly always present in their work. A conclusion is that persistency is very significant.

Question No. 3: I know the top priorities in my life and I stick to them.

- Not at all or to a very small extent (7%)
- To a small extent (7%)
- In a half – part (20%)
- To a greater extent (46%)

Information that 46% of employees always or nearly always know what their priorities are, and that this is the case to a larger extent in 20% and a half-part in 20%, tells us about the substantial identification of priorities.

Question No. 4: It takes me much time to make a decision on something.

- Not at all or to a very small extent (19%)
- To a small extent (26%)
- In a half – part (22%)
- To a greater extent (33%)

Respondents' answers in which 33 % of employees always or nearly always know what their priorities are, and that this is the case to a larger extent in 22 % and a half-part in 26%, tells us that it takes them much time to make decisions.

Question No. 5: When I set a goal to myself, I manage to achieve it as planned.

ПРОБЛЕМЫ РАЗВИТИЯ ВНЕШНЕЭКОНОМИЧЕСКИХ СВЯЗЕЙ И ПРИВЛЕЧЕНИЯ ИНОСТРАННЫХ ИНВЕСТИЦИЙ: РЕГИОНАЛЬНЫЙ АСПЕКТ

- Not at all or to a very small extent (3%)
- To a small extent (7%)
- In a half – part (36%)
- To a greater extent (27%)
- Always or nearly always (27%)

The percentages indicates that in terms of persistency in everything they do, majority of 54 % (always or nearly always and to a larger extent) answered that they manage to achieve the planned to a larger extent, 36 % answered that it is a half-part case, and the least percentage of 3% answered that this persistence is always or nearly always present in their work.

Question No. 6: I think about problems in advance and I try to prevent them.

- Not at all or to a very small extent (7%)
- To a small extent (10%)
- In a half – part (10%)
- To a greater extent (46%)
- Always or nearly always (27%)

Respondents' answer in which 46% of employees think about the problems in advance to a larger extent, and that this is always the case in 27%, tells us that it is necessary to think about the problems in advance in order to prevent them. A conclusion is that it is very important to think about problems in advance.

Question No. 7: I like to start an initiative for something to happen.

- Not at all or to a very small extent (10%)
- To a small extent (20%)
- In a half – part (40%)
- To a greater extent (30%)
- Always or nearly always (0%)

Respondents' answer in which 40 % of employees starts an initiative to a larger extent, and that this is always the case in 30 %, tells us that it is important to start an initiative for something to happen.

Question No. 8: I set short-term goals to myself, and I should achieve them in the next few months.

- Not at all or to a very small extent (3%)
- To a small extent (20%)
- In a half – part (34%)
- To a greater extent (23%)
- Always or nearly always (20%)

This percentages indicates that, in terms of setting short-term goals, 34% where this is a half-part case prevails, this is the case to a larger extent in 23%, while this is the case to a small or very small extent in only 3%. A conclusion is that short-term goals should be set better.

Question No. 9 It happens that I do not achieve what I planned.

- Not at all or to a very small extent (6%)
- To a small extent (12%)
- In a half – part (41%)
- To a greater extent (23%)
- Always or nearly always (18%)

41 % of employees does not achieve what they planned in half-part, while this is the case to a larger extent in 23 %, so it is noticeable that there is a large percentage of those who do not achieve their planned goals.

Question No. 10: Sometimes, I do not know which thing is more important.

- Not at all or to a very small extent (20%)
- To a small extent (17%)
- In a half – part (43%)
- To a greater extent (13%)
- Always or nearly always (7%)

43 % of employees does not differentiate importance and priority in half-part, and this is the case to a larger extent in 20 %, so it is noticeable that ignorance of priorities is present, meaning that priorities should be set more precisely.

Question No. 11: When there are several possibilities, I easily select one.

- Not at all or to a very small extent (3%)
- To a small extent (3%)
- In a half – part (27%)
- To a greater extent (40%)
- Always or nearly always (27%)

40 % of employees easily select offered possibilities to a larger extent, while only 3% cannot do that to a small extent or cannot do that at all.

Question No. 12: I try not to think about difficulties until they occur.

- Not at all or to a very small extent (13%)
- To a small extent (17%)
- In a half – part (23%)
- To a greater extent (27%)
- Always or nearly always (20%)

27 % of employees answered that this is always the case or to a larger extent, and 23% answered that this is the case in a half-part.

Question No. 13: I took part in many things which I initiated myself.

- Not at all or to a very small extent (6%)
- To a small extent (6%)
- In a half – part (38%)
- To a greater extent (32%)
- Always or nearly always (18%)

38 % of employees in a half-part, and 32% of employees to a larger extent take part in what they initiated.

Question No. 14: I stick to the plans I made for my workdays.

- Not at all or to a very small extent (16%)
- To a small extent (3%)
- In a half – part (32%)
- To a greater extent (42%)
- Always or nearly always (7%)

42 % of employees in a half-part, and 32% of employees to a larger extent do that, which tells us about respecting the plans.

Question No. 15: I give up after the first obstacle I encounter.

ПРОБЛЕМЫ РАЗВИТИЯ ВНЕШНЕЭКОНОМИЧЕСКИХ СВЯЗЕЙ И ПРИВЛЕЧЕНИЯ ИНОСТРАННЫХ ИНВЕСТИЦИЙ: РЕГИОНАЛЬНЫЙ АСПЕКТ

- Not at all or to a very small extent (47%)
- To a small extent (27%)
- In a half – part (20%)
- To a greater extent (3%)
- Always or nearly always (3%)

Employees answered to the question on giving up after the first obstacles that this is the case in a half-part in 47 %, and only 3% gives up in a smaller extent or does not give up at all after the first obstacle he/she encounters. A conclusion is that one should not give up easily after the first obstacle.

Question No. 16: I often do not have time to do everything I should do.

- Not at all or to a very small extent (27%)
- To a small extent (42%)
- In a half – part (27%)
- To a greater extent (4%)
- Always or nearly always (0%)

Employees' answer to the question on time management was that they often do not have enough time to do everything, that this is the case in a half-part in 42%, while this is the case to a larger extent as well as to a smaller extent in 27%. A conclusion is that the time management is crucial for employees and an organization.

The second part of the questionnaire: Poll II refers to stress and stress situations we encounter. This part of the questionnaire consists of twenty questions.

Question No. 1: When I encounter problem in doing something, I lose my strength and enthusiasm.

- Not at all or to a very small extent (49%)
- To a small extent (23%)
- In a half – part (14%)
- To a greater extent (14%)
- Always or nearly always (0%)

The answer to this question was that 49% of employees said that it is not true or it is true to a very small extent that they lose strength when they encounter problems, while it is not true that they lose strength to a larger extent or always, namely nearly always when they encounter problems.

Question No. 2: When I fail to do something on the first attempt, I quickly lose my strength to continue.

- Not at all or to a very small extent (54%)
- To a small extent (33%)
- In a half – part (3%)
- To a greater extent (10%)
- Always or nearly always (0%)

According to data from the research, on the question about losing strength when they fail to do something on the first attempt, 54% of employees answered that this is not true at all or it is true to a very small extent, which leads us to a conclusion that strength is needed for solving problems.

Question No. 3: I can be concentrated on my work for a long time.

- Not at all or to a very small extent (9%)
- To a small extent (0%)
- In a half – part (9%)
- To a greater extent (82%)
- Always or nearly always (0%)

82 % of employees answered that they can always or nearly always be concentrated on their work which tells us on maximum readiness of employees for concentration on work.

Question No. 4: I am stubborn.

- Not at all or to a very small extent (13%)
- To a small extent (5%)
- In a half – part (16%)
- To a greater extent (16%)
- Always or nearly always (50%)

The answer to the question on being stubborn tells us that 50 % of employees are stubborn, and it can be concluded that it is necessary to be stubborn in certain situations.

Question No. 5: When I realize that something does not work in one way, I immediately try to do it in another way.

39% of employees answered that this is the case in a half-part, and 39% to a large extent and it can be concluded that this is useful for employees as well for an organization.

Question No. 6: I get upset more than others when I lose a challenge or competition.

- Not at all or to a very small extent (27%)
- To a small extent (27%)
- In a half – part (33%)
- To a greater extent (3%)
- Always or nearly always (10%)

Only 3% of employees answered that they get upset to a smaller extent when they lose a challenge or competition, which leads us to a conclusion that positive physical surrounding is very important.

Question No. 7: I can do something important to me for a very long time.

- Not at all or to a very small extent (25%)
- To a small extent (56%)
- In a half – part (19%)
- To a greater extent (0%)
- Always or nearly always (0%)

A conclusion from answers to this question where a high percentage of 56 % of employees can always or nearly always do something important to them for a long time is that patience and persistence is an important feature.

Question No. 8: I can do some things out of spite.

- Not at all or to a very small extent (12%)
- To a small extent (5%)
- In a half – part (19%)
- To a greater extent (24%)
- Always or nearly always (40%)

The result shows that 40 % of employees do not do things out of spite at all or to a very small extent, and only 5 % do that always, which shows that spite is not a feature for realization of work tasks.

**ПРОБЛЕМЫ РАЗВИТИЯ ВНЕШНЕЭКОНОМИЧЕСКИХ СВЯЗЕЙ И ПРИВЛЕЧЕНИЯ ИНОСТРАННЫХ ИНВЕСТИЦИЙ:
РЕГИОНАЛЬНЫЙ АСПЕКТ**

Question No. 9: In difficult situations, I immediately ask for support from people close to me.

- Not at all or to a very small extent (4%)
- To a small extent (21%)
- In a half – part (41%)
- To a greater extent (17%)
- Always or nearly always (17%)

From the answer to the question if they ask for support from people close to them, the conclusion is that only 4% does not ask for help, 41% does that in a half-part, and 21% to a smaller extent. It can be concluded that it is still necessary to ask for help from close people.

Question No. 10: When I fail to do something no matter how hard I tried, I have a bad opinion about myself.

- Not at all or to a very small extent (35%)
- To a small extent (20%)
- In a half – part (9%)
- To a greater extent (21%)
- Always or nearly always (15%)

The result shows that 35% of employees does not think badly about themselves when they fail to do something, and this means that it is mostly positive.

Question No. 11: Difficulties give me additional strength to persevere in what I do.

- Not at all or to a very small extent (9%)
- To a small extent (27%)
- In a half – part (59%)
- To a greater extent (5%)
- Always or nearly always (0%)

Only 5% always or nearly always does not have additional strength to persevere, while 59% has this strength in a half-part, and this tells us that the additional strength is required in persistency in work.

Question No. 12: I can hardly get an idea how to react in an unexpected situation.

- Not at all or to a very small extent (20%)
- To a small extent (31%)
- In a half – part (8%)
- To a greater extent (18%)
- Always or nearly always (23%)

Employees answered that in unexpected situations, 31% can hardly find a solution to smaller extent, 20% cannot find or can find to a very small extent, and this indicates that they manage well in unexpected situations.

Question No. 13: I am an ambitious person who wants to achieve many things in life.

- Not at all or to a very small extent (3%)
- To a small extent (14%)
- In a half – part (23%)
- To a greater extent (40%)
- Always or nearly always (20%)

3% is not ambitious, 40% is ambitious to a larger extent, and this tells us that ambition is present when one wants to achieve much in his/her life.

Question No. 14: One should be very lucky to be successful.

- Not at all or to a very small extent (4%)
- To a small extent (11%)
- In a half – part (18%)
- To a greater extent (46%)
- Always or nearly always (22%)

The answer to the question if one should be very lucky to be successful is that only 4% thinks that this is not true, and 46% thinks that this is always or nearly always true, and this tells us that luck is very important factor in success.

Question No. 15: I am consistent in what I say or promise to do.

- Not at all or to a very small extent (0%)
- To a small extent (0%)
- In a half – part (7%)
- To a greater extent (20%)
- Always or nearly always (73%)

Based on the carried research, it can be concluded that 73% of people provides a half-part answer about the importance concerning consistency, which leaves us a dilemma if consistency is important regarding a promise that is made.

Question No. 16: When I start doing something, I will finish it no matter what.

- Not at all or to a very small extent (0%)
- To a small extent (3%)
- In a half – part (26%)
- To a greater extent (71%)
- Always or nearly always (0%)

71% of people answered that they would finish something they start no matter what and this tells us that employees are not sure if it is necessary to finish something no matter what.

Question No. 17: I easily adapt to problems I encounter while working on something.

- Not at all or to a very small extent (0%)
- To a small extent (2%)
- In a half – part (10%)
- To a greater extent (37%)
- Always or nearly always (51%)

0% of employees or 2% hardly adapt to problems, which clearly indicates that adaptation to problems is successful in employees.

Question No. 18: I always persist in what I set myself to be done.

- Not at all or to a very small extent (0%)
- To a small extent (4%)
- In a half – part (25%)
- To a greater extent (29%)
- Always or nearly always (42%)

42% of people persist in what is set to be done in their work, and this tells us about importance of persistence in employees.

Question No. 19: I consider difficult life situations as useful lessons.

ПРОБЛЕМЫ РАЗВИТИЯ ВНЕШНЕЭКОНОМИЧЕСКИХ СВЯЗЕЙ И ПРИВЛЕЧЕНИЯ ИНОСТРАННЫХ ИНВЕСТИЦИЙ: РЕГИОНАЛЬНЫЙ АСПЕКТ

- Not at all or to a very small extent (0%)
- To a small extent (3%)
- In a half – part (12%)
- To a greater extent (36%)
- Always or nearly always (49%)

Conclusion that difficult life situations consider as useful lessons, employees provide with 49% that this is nearly always or always the case and this tells us about usefulness of difficult situations for employees.

Question No. 20: I can solve any problem I encounter by myself.

- Not at all or to a very small extent (0%)
- To a small extent (17%)
- In a half – part (27%)
- To a greater extent (43%)
- Always or nearly always (13%)

The answer that employees solve any problem they encounter by themselves with 43% to a larger extent leads us to a conclusion that independency in solving problems is present.

RESULTS OF RESEARCH AND PROPOSALS

Based on practical research results, it can be concluded that hypotheses have been partially proved. Motive for achievement and stress are directly related. Namely, persistence and perseverance are a basis for successful work, and consistency is partly sufficient as a way of fight against stress.

According to the results of the research, persistence in work is necessary for work success in almost half of the answers. On the other hand, work problems should be thought about in advance, which is confirmed by answers provided by almost half of employees. It should be noted that employees want and ask for initiative to a large extent, and for them, it is a crucial factor in work.

Strength is very important for solving problems encountered at work and everyday business, and losing it is not a good thing when it is about problems. According to data from the research, on the question about losing power when they fail to do something on the first attempt, more than a half of number of employees answered that this is not true at all or it is true to a very small extent. Employees consider difficult life situations as useful lessons, and their answer is that this is nearly always or always the case. Based on the research, very important characteristic in employees is that they are ambitious and highly concentrated in work.

Employees do not feel stress in an organization when they have enough time, experience and resources to copy with a situation. Stress symptoms may be physical or psychic. It is extremely important to avoid various types of stress. Experienced manager tends to spend time in the best way and to find a balance between his commitments and needs of employees.

Stress management in an organization implies several activities taken by human resources management in order to neutralize its causes in the organization and to enable employees to copy with inevitable stress and to overcome it, so negative consequences for an individual and organization could be reduced to minimum. In order to develop successful stress management, its theoretical basis, its way of demonstration, causes, symptoms and experienced way of solving and managing the stress, all should be known.

The most common cause of stress at work may be bad relationships. Mobbing may be a cause of stress in an organization, and it indicates psycho terror at work being applied against colleagues.

On the other hand, a motive for achievement is an essential part of motivation and eagerness for success because it yields better results, productivity, efficiency and effectiveness in work. However, stress results in reducing motives for achievement since employees cannot experience material and non-material dimensions of motivations correctly in stress situations.

Only when stress situations at work are reduces, employee may be able to manifest his/her desire to achieve something that is hard to achieve, than to master and manipulate things, people and ideas, as well as to overcome constrains persistently and consistently and to achieve something that is appreciated. Particular efforts among motivated employees, i.e. those who have a strong motive for success, are soothed when an organization manages to reduce stress aspects. For these reasons, stress, and particularly the stress caused by mobbing, is very important, not only for employees but for the organization itself.

Taking into consideration the practical research results, it can be concluded that motives for achievement and stress have apparent correlation in that increasing stress situations entails reducing motive for achievement, and therefore, there should be additional work on stress management in modern organizations so persistence and perseverance could be validated through motivation factors.

REFERENCES:

- Adamović, Ž. (2012) Metodologija naučno-istraživačkog rada, Technical Faculty "Mihajlo Pupin", Zrenjanin.
- Adamović, Ž. (2011) Statističke metode u naučno-istraživačkom radu, The Serbian Association for Technical Diagnostics, Belgrade.
- Daft, R. (2011) *Organization theory and design*, amazon.com
- Federer, D. *Managing organizational change*, Business observer, Avgust, 2012
- Kotter, S. (1995) *Leading Change*, Harvard Business School
- Rouse, Margaret, November, *Organizational change management*, November, 2009.
- Sajfert, Z. (2013) *Poslovna organizacija*, Zrenjanin
- Sotirović V., Adamović Ž. (2005) Metodologija naučno-istraživačkog rada sa statistikom, Zrenjanin.
- Stošić Mihajlović, Lj., Jevtić Petronije (2012) *Organizacija proizvodno poslovnih sistema*, College of Applied Vocational Studies Vranje, Serbia, 2013.
- Stošić Mihajlović, Lj., Jevtić Petronije (2013) *Kadrovski menadžment*, College of Applied Vocational Studies Vranje, Serbia.
- www.mindtools.com/pages/article/newPPM_82.htm#sthash.UxlMO6hg.dpuf
- www.fakultetorganizacionih.bg.ac.rs

ГРАДИЕНТЫ ТРАНСГРАНИЧНОГО СОЦИАЛЬНО-ЭКОНОМИЧЕСКОГО ВЗАИМОДЕЙСТВИЯ РОСТОВСКОЙ ОБЛАСТИ С СОСЕДНИМИ ОБЛАСТЯМИ УКРАИНЫ В КОНТЕКСТЕ МЕЖГОСУДАРСТВЕННОЙ ИНТЕГРАЦИИ

Сухинин С.А., к.п.н., старший научный сотрудник Северо-Кавказского Научно-исследовательского института экономических и социальных проблем Южного федерального университета, г. Ростов-на-Дону (Российская Федерация)

Сухинин С.А. Градієнти транскордонного соціально-економічного взаємодії Ростовської області з сусідніми областями України в контексті міждержавної інтеграції.

У статті розглядаються основні напрямки транскордонних контактів прикордонної зони Ростовської області з Україною у соціально-економічній сфері. Розкриваються особливості та проблеми, показуються перспективи активізації контактів прикордонних територій в рамках міждержавної інтеграції регіону Донбас. Проаналізовано специфічні риси соціально-економічного розвитку прикордонних з Україною муніципальних утворень Ростовської області, проведено їх мікрогеографічне районування за сукупністю ознак, що відображають територіальну диференціацію російсько-українського прикордоння в межах Ростовської області. Визначено, що для