

UDK: 005.051:613.71

POSLOVNA EKONOMIJA
BUSINESS ECONOMICS

Godina XV

Broj 1

Str 46 – 59

doi: 10.5937/poseko19-32583

Originalni naučni rad

MSc Vladan Vodević¹, PhD student

Academy of Applied Studies Belgrade

College of Health Sciences, Belgrade

PhD Milan Nešić², Full Professor

Educons University, Sremska Kamenica – Novi Sad

Faculty of Sport and Tourism

PHYSICAL ACTIVITY DURING HOLIDAYS AS A FACTOR IN REDUCING FEELINGS OF PSYCHOPHYSICAL FATIGUE AMONG MANAGERS

ABSTRACT: The inevitable companion to managerial work is intense psychophysical stress. Its sources are located in the entire living and working environment of a person, as managerial work requires inevitable and constant interaction with the internal and external environment. In addition to factors related to the characteristics of the workplace, the source of psychophysical fatigue among managers is considered to be the current lifestyle. One of the reference areas that can be used to raise awareness of the benefits of regular physical activity among managers, and to influence the beginning of its regular application, is the concept of active rest.

The empirical research, which was conducted on a sample of 50 managers from several Belgrade business organizations, aimed to identify certain aspects of physical activity during summer vacation, which may be factors in reducing feelings of psychophysical fatigue. The results showed that managers of both male and female genders, although they do not have regular physical exercise as their life habits, show some interest in additional usage of some sports and recreational facilities during

¹ vladan.vodjevic@gmail.com

² milan.nesic@tims.edu.rs

holidays, which resulted in a significant reduction of psychophysical fatigue symptoms.

Key words: managers, psychophysical fatigue, active rest

INTRODUCTION

Managerial work belongs to the group of occupations that became one of the fastest growing positions in organizations at the end of the 20th century. Consequently, it has dominantly established itself as one of the most lucrative professions. Being a manager, especially in developed western countries, was, and still is, a matter of prestige and reputation. Modern managers create their work integrally - as both business and life philosophy, so that they perceive themselves as a kind of business elite. Managers in economically developed countries today have built strong lobbies, specific business and social positioning, as well as their own codes, which in a certain way formats their specific psychology. However, their intensive social rise and business significance has created an environment that induces great psychophysical stress, so that today modern managers also encounter specific diseases, recognized in the western world through the determinant „managerial disease” (Nešić, 2008). This is, above all, conditioned by their responsibility for the management decisions they make, as well as the responsibility for the results achieved as a consequence of the decisions made. On the other hand, the working hours of managers are only formally determined by business and legal acts and general legislation. The unwritten company rules require managers, in essence, to have a „twenty-four-hour” commitment to the company's interests. Today's managers striving to be successful and to progress in the company's business hierarchy, especially those who are organizationally positioned at the levels of top and functional management lines, are under constant pressure from the business context, operate on the principle of 24/7/365, and most often consciously accept the sentence „private is subordinated to business”.

As the inevitable companion to managerial work is intense psychophysical stress, the context of stress is imposed as one of the important factors. The importance of psychosocial causes of stress is especially emphasized by managers, because their actions can be very strong and cause significant consequences. In contemporary literature that encompasses the area of psychology of management, stress is most often spoken of as a psychological and somatic reaction of an individual to a sudden change in his usual external environment (Dunderović, 2004). Therefore, the basic indicators of psychophysical manifestations of fatigue, and thus stress, in managers can be divided into two groups: (1) external/environmental, inputs that are „outside

the manager” - the type of activity in which they are engaged, types of material and social the benefits they can achieve, working conditions, the status of the competition they are surrounded by, the situation in the family, relationships with friends, etc. and (2) internal/intrapersonal, personality traits relevant to the job they perform - the way they perceive things and phenomena around them, the ability to see important relationships in non-standard situations, the ability to concentrate on relevant situations, the ability to control emotions, the ways fear prevails, the ability of persistence in psychophysical efforts, the way of overcoming conflicts, etc. (Nešić, 2018).

In recent times, and especially with managers, there is a current occurrence of burn-out syndrome, which generates primarily professional and in a broaderline context social problems that can affect psychophysical health. Observed in the context of managerial work, the most significant predictors of burnout syndrome are individual personality factors such as neuroticism and extraversion (Popov, Latovljević & Nedić, 2015; Smederevac & Mitrović, 2006). In addition to demographic and workplace characteristics, burnout causes are also considered to be psychosocial aspects, especially interpersonal relationships and lack of social support (Bradley & Cartwright, 2002; Lindblom et al., 2006).

The sources of factors that can influence the occurrence of psychophysical fatigue are located in the entire human life environment, and managerial work requires intensive, inevitable interaction with the environment, both internal and external (Čamdžija & Čamdžija, 2020). In the work environment, the dominant sources of psychophysical fatigue are consequences of the functioning of the organization as a dynamic business system (Juras et al., 2009). In this sense, we can talk about three groups of sources that are related to organizational dynamics: individual - managerial position, job requirements, deadlines pressure, responsibility for people, physical working conditions, role conflict, role ambiguity, etc. ; group/team - interpersonal relationships at work, relationships with superiors/subordinates, intragroup conflicts, group pressure, etc. and organizational - organizational structure, job design, management style, organizational climate and culture, lack of constructive communication, etc. (Nikić, 2009).

In addition to factors related to the characteristics of the workplace, the source of psychophysical fatigue among managers is considered to be the current lifestyle. It represents a symbiosis of acceptance of certain habits and behaviors, and a combination of implicit and explicit value determinants. People perceive each other as members of a lifestyle and act in accordance with it; they are focused on the application of knowledge, behavior and values to which they attach normative meanings - for example: ethical, business, political, etc. (Miliša & Bagarić, 2012). The issue of the presence of healthy living habits, as well as the appropriate lifestyle of managers, is a very

important issue when considering current trends in life and work. It is evident that in them, as in the majority of the population, the dominant life habits are the ones which can be characterized as unhealthy: improper and irregular diet, lack of physical activity, sedentary lifestyle, smoking, alcohol consumption, etc. (Nešić et al., 2014). Therefore, activities that go in the direction of encouraging managers to engage in regular physical activities, as the content of their life habits, at least three times a week for 60 minutes of moderate physical exercise, should be paid much more attention to through various forms of animation and promotion: public, through the media which promote physical exercise as a lifestyle; corporate, through recreation programs intended for managers in companies, team building programs with dominant recreational content, etc.

In this context, the popularization and availability of active vacation programs is also one of the good „channels” for acquiring healthy living habits. Annual vacations, as a means of revitalization and recuperation of the organism, are expedient as a means of „recharging the batteries” of managers only when they are filled with contents that have a compensatory effect in relation to working conditions during the year. The old paradigm that „nothing should be done on vacation” is more than misplaced today. In that sense, managers should make a decision about meaningful and purposeful activities, inevitably including recreational activities during the holidays, which will result in a good feeling and health benefits after their completion (Lugović, 2015).

METHOD

This is an empirical non-experimental study, conducted with the aim of identifying certain aspects of physical activity during summer vacation that may be factors in reducing the feeling of psychophysical fatigue in managers. Determining the manifestation of research indicators is based on the individual self-assessment of the respondents.

The sample of respondents consisted of a total of 50 managers (M = 25; F = 25) from several companies from the area of the city of Belgrade, who in the hierarchical organization of companies belong to the second managerial line, functional managers.

The instrument used to assess the research indicators was a questionnaire, specially designed for this research. The space of independent variables consisted of an item indicator - gender of the respondents, while the coverage of dependent variables was constructed in the form of self-assessment scales. Self-assessment of the scope of sports and recreational activities was performed using two scales (nominal): (1) sports and

recreational activities in everyday life and (2) physical activities during the holidays. Self-assessment of the subjective feeling of psychophysical fatigue was performed by applying the twelfth item of the indicator scale, arranged in the form of an ordinal scale construct. On a five-point summation scale, subjects self-assessed subjective indicators of fatigue (headache, muscle tension, back and neck pain, sleep disturbance, indigestion, palpitations, increased sweating, nervousness, anxiety, loss of patience, fear, shifting blame to others). The scalar range encompassed five intensities, where one (1) indicated the absence of a feeling of psychophysical fatigue, two (2) very rarely, three (3) often, four (4) very often, and five (5) a constant feeling of fatigue. The assessment was performed at two time points - before the annual leave and after the annual leave.

Empirical data were processed using descriptive and comparative statistical procedures. From the field of descriptive statistics, the procedure of determining the frequency distribution, as well as the central/dispersion parameters (mean-Mean, standard deviation-Std. Deviation and standard error-Std. Error) was predominantly used. From the field of comparative statistics, contingency analysis (chi square test) and t-test of paired samples were applied. All statistical inferences were conducted at a significance level of 0.05 (Sig. < .05).

RESULTS

The basis for the correct analysis of empirical data and the creation of conditions for drawing appropriate research conclusions is based on the established validity of the applied five-point scale – *self-assessment of the subjective feeling of psychophysical fatigue* (SSFPF). The determination of the internal consistency of the scale was performed by identifying the Cronbach's Alpha coefficient (*Cronbach's Alpha*) which in this case was 0.874 (Table 1). As the determined value was significantly above the recommended theoretical value of 0.7 (De Vellis, 2003), statistical-methodological conditions were provided for valid analysis and interpretation of empirical data.

Table 1: Elements of the internal agreement of the SSFPF scale

Indicator	Elements of subjective feeling of fatigue	Influence of item removal on alpha coefficient
1.	A headache	,860
2.	Muscle tension	,859
3.	Back and neck pain	,874
4.	Sleep disorder	,853
5.	Digestive problems	,859
6.	„Beating” heart	,849

7.	Increased sweating	,852
8.	Nervousness	,837
9.	Concern	,839
10.	Impatience	,847
11.	Fear	,840
12.	Shifting the blame to others	,849
Cronbach's alpha coefficient:		,874

Source: Authors

The characteristics of the sample of respondents in terms of sports and recreational activities have shown that these are people who have not incorporated regular physical exercise into their life habits at least three times a week. It can be noticed that even the contents related to walking as recreational activities are generally not practiced on a daily basis. Other recreational contents, which are generally the most current among recreational athletes, swimming, fitness, collective sports, yoga, etc., are not used at all by most respondents as a means of recreation. In this regard, the gender of the respondents did not prove to be a significant determinant of differentiation, which is confirmed by the values of the chi-square test (Sig. = 0.639) where no statistically significant differences are observed (Table 2).

Table 2: Sports and recreational activities as part of life habits

Gender	Exercising sports and recreational activities		
	Doesn't practice at all	Exercises occasionally	Exercises regularly
Women	15 30%	7 14%	3 6%
Men	16 32%	8 16%	1 2%
Σ	31 62%	15 30%	4 8%

Chi = 9,743 *Sig.* = 0,639

Source: Authors

The research coverage also referred to the detection of indicators that sought to determine whether respondents engage in certain physical activities/physical exercise during the use of annual leave in the summer. The answers to the item indicators showed that the respondents, although they do not have the habit of regular recreational exercise in everyday life, are somewhat more engaged in physical activities that have the character of sports and recreational exercise during their stay in the destinations where they spend their vacation. The highest percentage (64%) exercises daily on some of the

types of physical activity that can be considered recreational physical exercise, in a continuous duration of at least 60 minutes, while another quarter of respondents try to exercise almost daily (24%). Here, too, no statistically significant differences were observed in terms of gender (Sig. = 0.226), so it can be argued that in this context, the gender of the respondents does not represent a significant determinant of differentiation (Table 3).

Table 3: Practicing sports and recreational activities during the holidays

Gender	Exercising sports and recreational activities on vacation		
	Doesn't practice at all	Tries to practice every day mostly	Practices regularly every day
Women	2 4%	2 4%	21 42%
Men	4 8%	10 20%	11 22%
Σ	6 12%	12 24%	32 64%

Chi = 12,965 Sig. = 0,226

Source: Authors

When it comes to the type of recreational activities, swimming (82% of respondents) and walking (80% of respondents) are the most common, while for other activities respondents show significantly less interest in regular/daily exercise during holidays (jogging-34%; morning gymnastics-32%; visit to the wellness center-8%; breathing exercises and meditation-8%). Such findings are in line with the usual behavior of most people during the summer holidays, which is especially pronounced if it is carried out outside the place of residence and/or in summer tourist destinations. The new ambience certainly contributes to people's interest in getting to know and exploring the new environment, so walking is more common than in "regular" activities in the place of residence, and the availability of water surfaces suitable for swimming initiates some form of recreational content on and in the water.

The relation of perception of subjective feeling of psychophysical fatigue based on the self-assessment of the examinee in relation to the time of manifestation of certain psychophysical difficulties was also considered. Namely, the determined results of the self-assessment indicate differences in the assessment of difficulties, that is, their different (subjective) presence before the period of annual leave and after its completion. It is evident that the indicators of feelings of psychophysical difficulties before rest range in intensity of occasional manifestation ($S_v = 2.43$), approximate frequency 2-3 times a week, while after annual rest the scalar average decreases significantly

($S_v = 1.66$), which corresponds to the status of very rare manifestation or complete absence of fatigue symptoms (Table 4). Despite the fact that the assumption that this result is influenced by a number of factors, and not only physical activity, is justified, it is indisputable that its influence can be attributed to the reduction of symptoms of psychophysical fatigue in the respondents.

Table 4: SSFPF scale values before and after annual leave

Indicator	Before the leave S_v	After the leave S_v	Std. dev.	t	Sig.
A headache	2,52	1,70	1,165	8,394	,000
Muscle tension	2,68	1,68	,814	7,462	,000
Back and neck pain	3,42	2,16	1,220	9,908	,000
Sleep disorder	2,24	1,54	,683	5,194	,000
Digestive problems	2,26	1,62	1,162	5,172	,000
„Beating” heart	2,30	1,68	1,076	3,728	,001
Increased sweating	1,98	1,68	1,318	2,333	,024
Nervousness	2,84	1,74	,706	8,352	,000
Concern	2,74	1,72	1,209	7,701	,000
Impatience	2,64	1,64	,805	6,390	,000
Fear	2,02	1,54	1,313	3,734	,000
Shifting the blame to others	1,65	1,24	,957	3,466	,001
Σ	2,43	1,66	,503	10,847	,000

Source: Authors

DISCUSSION

The gender of the respondents does not represent a significant determinant of differentiation in relation to engaging in recreational activities. A large percentage of respondents (64%) do not engage in recreational activities before the holidays, the same percentage during the holidays are engaged in recreation with a better assessment of the psychophysical condition. There is almost no research on this topic. These are all the reasons for the discussion section to emphasize the need to raise the awareness of managers to engage in recreational activities, both continuously and during vacation, through active vacation.

The requirements of managerial work in a modern business environment, which is characterized by constant competitiveness, competitiveness and the struggle for the company's survival in the market, put managers as decision makers for whose execution they are directly responsible, in a very demanding work environment. Their basic feature is constant tension, as an expression of responsibility and uncertainty for the results of the decisions made. In this regard, the burden of corporate and personal responsibility, different requirements of the employer, uncertainty and variability of the business environment, as well as other internal and external factors, lead to high-intensity psychophysical stress in managers (Nikolić & Todorović, 2010). The managerial occupation is thus put at the very top of the so-called stressful occupations (Ristić, 2005). In that sense, it is very important how managers spend their free time, i.e. the way they rest in the daily and weekly work regime, and also during the annual vacations. Holidays should be treated, designed and realized as a means of refreshment from everyday business and life that try to change the rhythm of established habits (Filjak, 2008).

Positive life habits, especially those aimed at health, regular physical activity, proper nutrition, avoidance of tobacco and alcohol, regular health check-ups, etc. are acquired and developed throughout life. In that sense, they are directly related to the appropriate lifestyle (Nešić et al., 2014). A *healthy lifestyle*, which is insisted on by many large western companies as part of the corporate organizational culture of its employees, especially managers, is mostly associated with physical exercise, sports and recreation, that is, an active lifestyle (Piero, Mannetti & Livi, 2003; Boot & Chakravaty, 2002; Sharkey & Gaskill, 2008). In that sense, the active lifestyle is viewed as a multidimensional system of individual behavior that is not determined exclusively by physical activities, but is determined by other behaviors, i.e. habits related to health: proper nutrition, regular preventive health and dental examinations, regular blood pressure control, stress control, elimination of harmful life habits, etc. (Nešić, 2012). For managers, these determinants should be the guiding line in creating the entire life and work, which in practice, especially among managers in Serbia, is still insufficiently clearly perceived.

Some authors of current research (Kvaak, Meyer & Tverdal, 2004; Myint et al., 2007; Međedović, Perić & Ahmetović, 2013) are of the opinion that the level of physical and working ability of today's businessmen is unacceptably low, which is directly manifested in long-term unfavorable factors affecting their health. One of the main causes is quite clearly identified, and that is the so-called „morbogenic triassic factor”, hypokinesia, obesity and stress. Acceptance of positive habits, healthy lifestyles, is increasingly promoted in the modern business world as an important task for maintaining work ability. In this regard, an active lifestyle combines awareness and active struggle

against risk factors, thus contributing to the improvement of quality of life. Increasing the level of physical activity is one of the most frequently emphasized tasks in the recommendations of health and kinesiology institutions (Yamada et al., 2013).

One of the reference areas that can be used to raise awareness of the benefits of regular physical activity among managers, that is, to influence the beginning of their regular application, is the concept of active rest. Modern scientific knowledge defines the view that the restoration of impaired working ability, as a consequence of psychophysical fatigue, is performed faster and more completely during active than during passive rest (Nešić, 2008), which is the psychophysiological basis for the application of various sports and recreational activities during rest, especially as a desirable content of selective forms of tourism (Hrabovski-Tomić, 2008). Active vacation, as a concept, is closely connected with the area of sports recreation. With its contents, methods and training technology, it has significant potentials for quality completion of the contents of annual vacations of managers (Bogosavac, Jovanović & Dragosavljević, 2012), which is, of course, connected to the value aspects of the development of modern tourist destinations. If we keep in mind the basic principle of modern tourism - to satisfy the interests and desires of guests, then it is clear that the concept, programs and contents of active vacations simultaneously become the contents of the tourist offer, appropriate and shaped according to expressed and established interests and wishes of guests (Bakić & Hrabovski, 2010). The concept of active vacation, recreational sports, i.e. the idea of a healthy lifestyle is increasingly present in the developed countries of the world. A large number of guests come to tourist destinations with acquired habits and motives, demanding that they realize their healthy way of life during their stay in a certain tourist destination, where sports recreation activities have a suitable place (Đorđević, 2017). Therefore, it is indisputable that this category of tourist consumers must be offered and provided with various contents and programs, in order for them to stay and/or become „satisfied guests” who will want to return to the destination (Nešić & Kuburović, 2004). It is especially important that „satisfied guests” implement some of the consumed sports and recreational contents in their life habits even after the end of the vacation.

CONCLUSION

Psychophysical fatigue among managers is a phenomenon that is very present in a large number of people in managerial positions in companies. Although this is a complex problem, which is influenced by several factors, one of the dominant ones is stress overload, that is, they are behind the pressure

of managers' responsibility for the decisions they make and the consequences of those decisions on which the business result depends. Therefore, the symptoms of intense psychophysical fatigue should not be ignored, since their long-term presence in the manager can cause the appearance of the so-called managerial syndrome, which is a complex health problem. Psychophysical fatigue and sedentary lifestyle create conditions for weight gain, high blood pressure, high levels of „bad” cholesterol, increased blood sugar levels, cervical and lumbar syndrome and so on. Thus it can be said that the way is opened for the so-called mass non-communicable diseases such as diabetes, hypertension and other diseases of the cardiovascular and skeletal system.

In the research, in terms of sports and recreational activities, the gender of the respondents did not prove to be a significant determinant of differentiation (Sig. = 0.639), there is no statistically significant difference.

Also, in terms of performing certain physical activities during the use of annual leave in relation to gender, no statistically significant differences were observed (Sig. = 0.226), so it can be argued that in this context, the gender of respondents is not a significant determinant of differentiation.

Indicators of feelings of psychophysical difficulties before rest range in intensity of occasional manifestation (Sv = 2.43), with a frequency of 2 to 3 times a week, while after annual rest the scalar average decreases significantly (Sv = 1.66), which is very rare manifestation or complete absence of symptoms of fatigue. Despite the fact that the assumption that this result is influenced by a number of factors and not only physical activity is justified, it is indisputable that its influence can be attributed to the reduction of symptoms of psychophysical fatigue in the respondents.

In managers, the fight against psychophysical fatigue can take place by applying two groups of strategies: individual and organizational. Although their cooperation is, in essence, necessary, individual strategies for reducing psychophysical fatigue have much greater potential in the long run. These are, above all, related to lifestyle changes, acceptance of healthy living habits. It is imperative that managers implement the so-called active lifestyle that includes five key elements: physical activity, proper nutrition, weight control, stress management and safety habits. Also, organizational strategies can significantly help in the prevention and/or reduction of symptoms of psychophysical fatigue of managers, which primarily relate to the work environment, changes in organizational structure, changes in the nature of work, the implementation of company stress management programs and so on.

In recent times, in addition to the two mentioned strategies, in „serious” business systems, the third type of strategy is applied - conditionally directed vacations. Their essence lies in the organizational and personal animation of employed managers to practice vacations during the year that include physical exercise/recreation programs. Holidays are spent in the form of several shorter

weekend holidays during the year, the so-called extended weekends. Employees are also provided with a longer period of rest, „classic” summer and/or winter vacation, lasting at least ten days, with the recommended change of residence.

The results of our research can be concluded through three fields: (1) as a contribution to that part of the research corpus in the academic community that is problematically focused on the affirmation of physical exercise as one of the factors of a healthy lifestyle; (2) pointing out the need to change life habits of persons engaged in managerial work, given the potential health risks that such occupations entail; and (3) the basis for the development of another instrument is given – a scale for self-assessment of the subjective feeling of psychophysical fatigue among managers, whose reliability has been determined by checking its internal compliance. With the identified value of the Cronbach's alpha coefficient of 0.874, this scale proved to be reliable, and can be recommended for further verification and development in some future similar research, on a larger sample.

REZIME

FIZIČKA AKTIVNOST TOKOM GODIŠNJEG ODMORA KAO ČINILAC REDUKCIJE OSEĆAJA PSIHO FIZIČKOG ZAMORA KOD MENADŽERA

Neizbežan pratilac menadžerskog posla jeste intenzivno psihofizičko naprezanje. Njegovi izvori nalaze se u celokupnom životnom i radnom okruženju čoveka, a menadžerski posao zahteva neizbežnu i stalnu interakciju sa internim i eksternim okruženjem. Pored faktora vezanih za karakteristike radnog mesta, izvoristem psihofizičkog zamora kod menadžera smatra se i aktuelni životni stil. Jedno od uputnih područja kojima se može inicirati podizanje svesti o benefitima redovne fizičke aktivnosti kod menadžera, odnosno uticati na početak njihove redovne primene, jeste i koncept aktivnog odmora.

Empirijsko istraživanje, koje je sprovedeno na uzorku od 50 menadžera iz nekoliko beogradskih poslovnih organizacija, imalo je za cilj identifikaciju pojedinih aspekata fizičke aktivnosti tokom letnjeg godišnjeg odmora, a koji mogu biti činilci redukcije osećaja psihofizičkog zamora. Rezultati su pokazali da menadžeri, oba pola, mada u svojim životnim navikama nemaju pozicionirano redovno fizičko vežbanje, tokom odmora pokazuju izvesno interesovanje za dodatno korišćenje nekih sportsko-rekreativnih sadržaja, što je rezultiralo značajnom redukcijom simptoma psihofizičkog zamora.

Ključne reči: menadžeri, psihofizički zamor, aktivni odmor

REFERENCES

1. Bakić, O., & Hrabovski-Tomić, E. (2010). *Tourism - concepts, effects, functioning*. Sremska Kamenica: Educons University.
2. Bogosavac, M., Jovanović, S., & Dragosavljević, P. (2012). The attitude of tourists towards sports and recreational facilities as part of the tourist offer. *Sports Science and Health*, 2 (1) 5-10.
3. Boot, F., & Chakravaty, M. (2002). Cost and consequences of sedentary living: New battleground for an old enemy. *President's Council on Physical Fitness and Sports Research Digest*, 3rd ser., No 16.
4. Bradley, J. R., & Cartwright, S. (2002). Social support, job stress, health, and job satisfaction among nurses in the United Kingdom. *International Journal of Stress Management*, 9, 163–182.
5. Čamdžija, K., & Čamdžija, E. (2020). Stress management in managers and employees. *SKEI-International Interdisciplinary Journal*, 1 (1), 31-45.
6. DeVellis, R.F. (2003). *Scale development: Theory and applications* (2nd ed.). Thousand Oaks, California: Sage.
7. Dunderović, R. (2004). *Fundamentals of management psychology*. Novi Sad: FAM.
8. Đorđević, S. (2017). Benefits of sports and recreational facilities in tourist destination programs. *TIMS.Acta*, 11 (2), 95-101.
9. Filjak, S. (2008). Holidays - recovery of the organism and collection of energy. *Croatian Soldier - First Croatian Military Magazine*, V, August, 199-200; 10-10.
10. Hrabovski-Tomić, E. (2008). *Selective forms of tourism*. Sremska Kamenica: Fabus.
11. Juras, K., Knežević, B., Golubić, R., Milošević, M., & Mustajbegović, J. (2009). Stress at work: measures of recognition, solutions and prevention. *Safety: Journal for Occupational and Life Safety*, 51 (2), 121-126.
12. Kvaak, E., Meyer, H., Tverdal, A. (2004). Food habits, physical activity and body mass index in relation to smoking status in 40–42 year old Norwegian women and men. *Preventive Medicine*, 38 (1), January, 1-5.
13. Lindblom, K. M., Linton, S. J., Fedeli, C., & Bryngelsson, I. (2006). Burnout working population: relations to psychosocial work factors. *International Journal of Behavioral Medicine*, 13, 51–59.
14. Lugović, Gina. 2015. How to spend a healthy vacation. Material presented at a gathering of scientists and entrepreneurs *B2B @ Tourism and Health*, January 25, in Šibenik, Croatia.
15. Međedović, B., Perić, D., & Ahmetović, Z. (2013). The physical work capacity of the students from Novi Sad. *FIS communications, Book of proceedings*, Niš: Faculty of sport and physical education, 53-61.

16. Miliša, Z. & Bagarić, M. (2012). Behavioral styles and value orientations. *Medianali*, 6 (12), 68-104.
17. Myint, P., Surtees, P., Wainwright, N., Wareham, N., Bingham, S., Luben, R., Wwlch, A., Smith, R., Harvey, I., Khaw, K. (2007). Modifiable lifestyle behaviors and functional health in the European Prospective Investigation into Cancer (EPIC) -Norfolk population study. *Preventive Medicine*, 44 (2), February, 109-116.
18. Nešić, M., & Kuburović, D. (2004). *Flexibility to health*. Backa Palanka: Logos.
19. Nešić, M. (2008). *Sports and management*. Novi Sad: Tims.
20. Nešić, M. (2008a). *Sports and Management (second revised edition)*. Sremska Kamenica: Fabus.
21. Nešić, M. (2012). Lifestyle as a determinant of commitment to sports at the University. *Teaching and Education*, 51 (4), 766-786.
22. Nešić, M., Perić, D., Ahmetović, Z., & Zubanov, V. (2014). Some features of the lifestyle of Novi Sad students in relation to the subjective perception of health. In: S. Pantelić, editor (s). *FIS komunikacije, Zbornik radova*, Nis: Fakultet sporta i fizickog vaspitanja, 388-397.
23. Nešić, M. (2018). *Management*. Novi Sad: Tims.
24. Nikić, G. (2009). *Introduction to management psychology*. Novi Sad: CEKOM.
25. Nikolić, I., & Todorović, L. (2010). Managerial stress-disease of the modern manager. *Political Review*, 26 (4), 143-152.
26. Pierro, A., Mannetti, L., & Livi, S. (2003). Self-identity and the theory of planned behavior in the prediction of health behavior and leisure activity. *Self & identity*, 2, 47-60.
27. Popov, S., Latovljević, M., & Nedić, A. (2015). Burnout syndrome in health and education workers: The role of situational and individual factors. *Psychological Research*, XVIII (1), 5-22.
28. Ristić, D. (2005). *The basics of management*. Novi Sad: Cekom Books.
29. Sharrkey, J.B., & Gaskill, E.S. (2008). *Exercise and health*. Belgrade: Data status.
30. Smederevac, S., & Mitrović, D. (2006). *Personality - methods and models*. Belgrade: Center for Applied Psychology.
31. Yamada, Y., Noriyasu, R., Yokoyama, K., Osaki, T., Adachi, T., Itoi, A., & Kimura, M. (2013). Association between lifestyle and physical activity level in the elderly: a study using doubly labeled water and simplified physical activity record. *European Journal of Applied Physiology*, 113 (10), 2461-2471.

Ovaj rad je primljen **20.05.2021.**, a na sastanku redakcije časopisa prihvaćen za štampu **28.06.2021.** godine.