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MANAGERIAL STRESS IN THE PROCESS OF DIGITAL TRANSFORMATION OF ORGANIZATION

ABSTRACT: Digital transformation is an essential process in modern business that enables organizations to fundamentally redefine their operations, communication, and business models through the integration of digital technologies. This process represents more than a mere technical upgrade; it is a profound change that requires the inclusion of technology in the foundation of daily activities in order to improve efficiency, innovation, and competitiveness in the market. In the context of globalization, rapid adaptation to digital trends becomes crucial for preserving market position, and successful implementation of

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digital transformations can result in significant savings, resource optimization, and productivity improvements.

Digitization also enables a better understanding of customer needs through the analysis of large amounts of data, contributing to the creation of personalized products and services. However, digital transformation also brings challenges, including managing organizational change, managerial stress due to rapid decision-making, continuous learning, and the need to adapt to new technologies. As a general phenomenon and an eminent factor of business activities, managerial stress manifests in different ways across the wide range of actions in the process of digital transformation of organizations.

Human resource management is important in managing stress in the process of digital transformation of organizations, directing it into optimal frameworks where it manifests a positive dimension, aimed at enhancing the success of both individual business activities and overall results in the process of digital transformation of organizations.

Key words: Digital Transformation, Human Resource Management, Digital Competencies, Managerial Stress, Management of Managerial Stress, IT Tool Integration, Process-Oriented Organisations, Business Process Optimisation, Analytical Tools

INTRODUCTION

The modern era in which organizations operate is an era of continuous change. The contemporary organization is flexible, effective, efficient, innovative, knowledge-rich, and profitable. Current trends in the global economy have led to significant changes in the behaviour of companies. Global economic flows and economic policy have a significant impact on the business philosophy and strategy of organizations (Ikač, 2005, p. 37).

Digital transformation is essential for modern business, providing organizations with the opportunity to radically enhance their operations, communication, and business models through the integration of digital technologies. The transformation process is not just the implementation of new technologies, but a profound and comprehensive change that affects the core of business activities and how a company approaches the market, its customers, and internal processes. Digital technologies enable organizations to achieve significant savings, optimize resources, and improve efficiency,

which is crucial for maintaining competitiveness in a rapidly changing global environment.

Automation of business processes, as a key element of digital transformation, involves replacing manual operations with automated solutions, which can lead to substantial savings and increased productivity. However, this also requires managers to effectively oversee the integration of new systems, ensure employee training, and minimize resistance to change. Similarly, the digitization of data and documentation transforms how companies manage information, but it demands that managers guarantee the security and integrity of transferred data, which can be a significant source of stress.

The implementation of complex IT systems and the integration of Big Data and analytical tools present additional challenges that managers must face. These technologies require a high level of technical expertise and the ability to make quick decisions based on the analysis of large volumes of data. The stress associated with these tasks can be intense, especially when managers must balance the expectations for rapid results with the need for detailed analysis and data security.

However, digital transformation also brings numerous challenges, particularly regarding managerial stress. Managers face the pressure of rapid changes, the need for continuous learning of new technological skills, and challenges in managing teams through often disruptive changes. Additionally, there is an expectation that technological changes will quickly reflect improvements in business results, further increasing the pressure on managers. An organizational culture that promotes innovation, learning, and flexibility can be crucial in mitigating these challenges, allowing for easier adaptation and more efficient implementation of changes.

In conclusion, the success of digital transformation depends on the ability of managers to effectively navigate these challenges, support their teams, and successfully integrate new technologies into business processes. Understanding and managing managerial stress in this context is crucial not only for the personal success of managers but also for the overall success of the organization in a dynamic digital environment.

MANAGERIAL STRESS IN THE CONTEXT OF DIGITAL TRANSFORMATION

Today's knowledge and scientific research encompass a vast array of facts that determine the nature of stress, not only that which arises in everyday communication but also stress that emerges in business dialogue, business relationships, and within the organization in a general sense, as well as in the

process of digital transformations of organizations. Stress is the response of our body and mind to something that disrupts their natural balance. One of the more interesting definitions of stress is: a modern syndrome in business communication and the pursuit of success (Đorđević, 2003, p. 582). This particular definition of stress is most commonly associated with managerial stress. Today, it is almost impossible to imagine a successful manager without managerial stress.

The modern manager makes decisions, negotiates, persuades, advocates for consensus, fosters team spirit, coordinates, and strategically plans (Oldcorn, 1990, p. 290). For the successful performance of business activities, managers of holistic systems must possess certain skills:

- Technical skills - specialized knowledge that enables the manager to understand the essence of the job,
- Conceptual skills - enable the manager to view and analyse the organization as a whole,
- Interpersonal skills - enable the manager to establish cooperation with colleagues and the environment.

In the context of a holistic approach, we view the organization as a whole. It is not a collection of parts; rather, the whole exists in every part, much like in the human body. Managers cannot effectively do their job without understanding the simultaneous relationships within the whole. Modern business organizations function as a whole, and wholeness is a function of constant, efficient communication, akin to the circulatory and central nervous systems (Torrington, et al. 2004, p. 324).

The organizational environment consists of a set of factors both outside and within the organization that can influence its progress toward achieving its goals. For the purpose of analysing and predicting the organizational environment, an assessment is generally made so that its management can respond rationally and thereby increase the organization's success (Certo, et al. 1991, p. 36).

Organizational structure, as a projection of activities, authorities, and relationships within the organization, represents the internal environment for creating business processes. In this context, organizational structure emerges as an important factor for the business success of any organization (Ikač, 2005, p. 46).

Organizational structure creates conditions for decision-making, the functioning of business processes, and the achievement of organizational goals in the process of digital transformations. The goal is for organizational culture and structure, in the process of digital transformations, together with the corporate plan, to form a context within which the human resources strategy operates in mutual interconnection. Organizational culture can influence the

business of the organization both positively and negatively. It can be the "secret formula for success" or the "silent killer" (Janićijević, 1997, p. 43).

From a strategic approach, modern organizations in the process of digital transformations must continuously study the human resources market in the context of the global market and business environment. Based on this, organizations in the process of digital transformations ensure appropriate information for making rational decisions and achieve flexible adaptation to conditions and changes in the environment during the digital transformation process.

MANAGERIAL STRESS AND AUTOMATION OF BUSINESS PROCESS

Business process automation represents a key component of digital transformation, aimed at increasing operational efficiency through the use of sophisticated technological tools. This process involves replacing manual operations with automated solutions, which can result in significant cost reduction and increased productivity. However, the implementation of these technologies is not without challenges, particularly when it comes to managerial stress.

Managers find themselves at the centre of these changes, bearing the responsibility for the successful integration of new systems into existing business operations. This brings with it the pressure for rapid and efficient adoption of technologies, as well as the need to achieve and maintain high performance in the teams and processes that automation alters. Stress is further complicated by the need for constant adaptation of work procedures and managing changes that employees may perceive as threats to their routine tasks and job security.

In this context, managers must develop the ability to navigate these changes, not only technically but also emotionally, supporting their teams through the adaptation process and minimizing resistance. Effective management of this aspect of automation becomes crucial for maintaining a healthy work atmosphere and achieving the goals of digital transformation.

- **Stress from learning and adopting new technologies**

Managers face pressure to quickly adopt new technologies to remain competitive, which can cause anxiety and uncertainty about their capabilities.

A culture that encourages continuous learning and innovation can mitigate stress by providing support and resources for employee training.

If the organizational structure promotes decentralized decision-making, employees can have greater autonomy and resources for learning, which can reduce stress associated with adopting new technologies.

- Pressure to achieve quick results from implemented systems

Expectations that automation will immediately increase efficiency and productivity create additional pressure, especially if results are not immediately visible.

Organizations with a culture that values transparency and realistic expectations can help reduce pressure by clearly communicating project goals and timelines.

A clear schedule of responsibilities and authorities can help reduce pressure on individuals, allowing for better management of expectations and outcomes.

- Navigating changes in work procedures and responsibilities

Managers must lead teams through changes, manage resistance, and adapt business processes, which requires additional managerial skills and emotional intelligence.

A culture that promotes flexibility and adaptation can ease the transition, reduce resistance to changes, and support employees in new roles.

A flexible structure that allows for rapid adaptation and reallocation of resources can facilitate the transition to new work processes and reduce associated stress.

MANAGERIAL STRESS AND DATA AND DOCUMENTATION DIGITALIZATION

The digitalization of data and documentation is a fundamental aspect of digital transformation, focusing on the transition from paper-based to electronic forms of information. This enables better accessibility, analysis, and management of data. This process brings numerous advantages to organizations, including improved efficiency, reduced spatial requirements for document storage, and quicker, more accurate decision-making based on relevant and easily accessible data.

However, for managers, digitalization can be a significant source of stress. They are responsible for ensuring that the transition to digital systems is smooth and efficient while managing the expectations of various stakeholders. Managers face challenges such as ensuring the accuracy and security of digitized data, which requires the use and understanding of new technological tools and systems. Additionally, there is stress arising from the

need to manage changes within the organization, as digitalization often necessitates changes in routines and procedures that employees must adopt.

This dynamic requires managers to support their teams both technically and psychologically, managing the resistance and fears that can accompany digital changes. In this context, managerial skills in communication, leadership, and empathy are crucial for overcoming these challenges.

- Stress due to the need for monitoring the accuracy and security of digitized data

Concerns about the integrity and security of data lead to stress, particularly in sectors where data is sensitive or regulated.

Organizations that develop a culture of responsibility and ethical data handling can help ensure that employees are trained and aware of the importance of data protection.

An effective organizational structure that clearly defines protocols for data management and responsibility can alleviate stress by providing well-defined guidelines and support.

- Handling employee resistance to changes in routines and procedures

Managers often face the challenge of leading teams that may be sceptical about digitalization, which can cause interpersonal conflicts and resistance.

If the organizational culture supports open communication and employee involvement in decision-making processes, resistance can be reduced, and acceptance of new practices can be increased.

An organizational structure that includes mechanisms for feedback and employee support can help reduce resistance and promote positive acceptance of digital tools.

MANAGERIAL STRESS AND SYSTEM IMPLEMENTATION

System implementation represents a crucial phase of digital transformation, wherein organizations introduce new technologies to modernize their operations and enhance business processes. This step involves integrating complex software solutions that are often vital for the company's efficiency and competitiveness. However, this process also carries significant challenges, especially concerning managerial stress.

For managers, system implementation can induce stress for several reasons. First, there is the pressure to implement new systems quickly and efficiently, with expectations that these systems will immediately improve performance. Managers must balance managing teams, resources, and deadlines while ensuring that all team members are adequately trained to use the new systems. This often involves managing resistance to change, which

can be particularly pronounced when employees face potentially disruptive changes in their daily tasks.

Additionally, managers face challenges in managing stakeholder expectations, who may exert pressure for quick results while there is a real possibility of initial problems with new technologies affecting business operations. Balancing the maintenance of operational stability with the introduction of innovations requires precision and strategic thinking.

- Stress from managing large and complex implementation projects

Managing projects with many variables and high stakes can create significant stress due to the potential for major errors or failures.

A culture that promotes teamwork and collaboration can help manage projects more effectively, distribute responsibilities, and minimize stress.

A structure that supports specialized project teams for implementation can aid in more efficient resource and time management, reducing pressure on managers and teams.

- Stress from the pressure to improve performance through technological changes

There is constant pressure on managers to demonstrate how technological changes improve business performance, which can be stressful if results are uncertain.

An affirmative culture that recognizes and rewards effort and innovation can motivate employees and reduce the pressure they feel for quick results.

Clear lines of responsibility and rewards can facilitate tracking and evaluating the success of the implementation, reducing stress due to performance uncertainty.

- Resistance and frustrations arising from initial problems with new technologies

Frustrations due to technical problems or learning curves can negatively affect team morale and cause additional stress for managers responsible for implementation.

A culture of tolerance for mistakes and learning from failures can help employees feel more secure when facing challenges and less frustrated.

A structure that allows for rapid iterations and testing, as well as support for problem-solving, can alleviate frustrations for both employees and managers.

MANAGERIAL STRESS AND BIG DATA ANALYTICS

Big Data and analytics represent crucial components of digital transformation, enabling organizations to gain deeper insights and improve decision-making through the analysis of vast amounts of data. These

technologies can transform how companies understand their customers, markets, and internal processes, leading to significant competitive advantages. However, the integration and effective use of Big Data technologies can also pose substantial challenges, particularly concerning managerial stress.

Managers are often at the forefront of implementing these technologies, facing the need to quickly adopt and apply complex analytical tools and processes. This pressure is heightened by expectations that Big Data technology will bring rapid and measurable improvements in organizational performance. Managerial stress in this context can arise from several sources: the pressure to interpret and effectively apply vast amounts of data, the need for continuous learning and adaptation to stay ahead of technological developments, and the challenges of maintaining data security and integrity amid increasingly stringent regulations.

Managing these challenges requires managers to possess not only technical knowledge but also the ability to communicate effectively with their teams, manage changes and expectations, and develop strategies for integrating new tools into business processes.

- Stress from interpreting large amounts of data and making informed decisions

The expectation that managers will use complex analytical tools to guide decisions can be a source of stress, especially if they lack deep understanding of analytics.

A culture that supports knowledge sharing and expertise can ease the pressure on individuals by providing better support and training resources.

An organization with specialized analytical teams responsible for data processing and interpretation can reduce the pressure on individual managers.

- Stress from the need for continuous learning and adapting to analytical tools

Continuous learning and adapting to new tools and methods in the dynamic field of Big Data can create feelings of inadequacy and overload.

Organizations that invest in the development of their employees and offer regular training and professional development can mitigate stress related to continuous learning.

A structure that promotes professional development and learning can provide the necessary resources and time for learning, thus reducing stress.

- Stress from the need to stay updated on the latest security threats

The constant need to monitor and protect data from the latest security threats requires a high level of engagement and can be a significant source of stress.

A proactive culture that emphasizes security and predictability can help reduce employees' anxiety and ensure that everyone is adequately informed about potential threats.

Having well-defined IT security teams and continuous monitoring can alleviate pressure on other parts of the organization, allowing them to focus on primary tasks.

CONCLUDING CONSIDERATIONS AND RECOMMENDATIONS

Operating in a dynamic business environment influenced by numerous external and internal factors, organizations undergoing digital transformations bear a significant responsibility to foster harmonious relationships and achieve business success, thereby contributing to their own development. In this context, managerial stress manifests within organizations, affecting both managers, as the creators of change and business success, and all employees involved in the digital transformation process.

As a general phenomenon and an eminent factor in business activities, managerial stress manifests in various ways across a wide spectrum of actions during the digital transformation process. Human resource management is crucial in managing this stress, directing it into optimal frameworks where it exhibits a positive dimension, thereby enhancing the effectiveness of individual business activities and overall results in the digital transformation process.

By involving all employees in decision-making processes and making them accountable for the outcomes achieved during digital transformations, human resource management creates the necessary conditions for fostering optimal managerial stress. This stress motivates not only the managers leading the digital transformation processes but also all employees to achieve maximum results and effects. On this basis, a specific management of managerial stress is constituted. The management of managerial stress involves purposefully directing this stress into optimal frameworks where it plays a creative and motivating role in achieving individual and organizational goals during digital transformations.

From a strategic approach, directing managerial stress is an integral part of human resource management and strategic management within the organization during the digital transformation process.

REZIME

MENADŽERSKI STRES U PROCESU DIGITALNIH TRANSFORMACIJA ORGANIZACIJA

Digitalna transformacija je esencijalan proces u modernom poslovanju koji omogućava organizacijama da temeljito redefinišu svoje operacije, komunikaciju i poslovne modele kroz integraciju digitalnih tehnologija. Ovaj proces predstavlja više od puke tehničke nadogradnje; to je duboka promena koja zahteva uključivanje tehnologije u osnovu svakodnevnih aktivnosti kako bi se poboljšali efikasnost, inovativnost i konkurentnost na tržištu. U kontekstu globalizacije, brza adaptacija na digitalne trendove postaje ključna za očuvanje tržišne pozicije, a uspešna implementacija digitalnih transformacija može rezultirati značajnim uštedama, optimizacijom resursa i poboljšanjem produktivnosti. Digitalizacija takođe omogućava bolje razumevanje potreba klijenata kroz analizu velikih količina podataka, doprinoseći kreiranju personalizovanih proizvoda i usluga. Međutim, digitalna transformacija nosi i izazove, uključujući upravljanje organizacionim promenama, menadžerski stres zbog brzog donošenja odluka, kontinuiranog učenja i potrebe za prilagođavanjem novim tehnologijama. Kao opšti fenomen i eminentan faktor poslovnih aktivnosti, menadžerski stres se ispoljava na različite načine u širokom spektru delovanja u procesu digitalnih transformacija organizacija. Menadžment ljudskih resursa je bitan sa aspekta upravljanja stresom u procesu digitalnih transformacija organizacija, odnosno usmeravanja istog u optimalne okvire u kojima on ispoljava pozitivnu dimenziju, a u pravcu podizanja uspešnosti obavljanja kako pojedinačnih poslovnih aktivnosti, kao i ukupnih rezultata u procesu digitalnih transformacija organizacija.

Ključne reči: Digitalna transformacija, Menadžment ljudskih resursa, Digitalne kompetencije, Menadžerski stres, Menadžment menadžerskog stresa, Integracija IT alata, Procesno orijentisane organizacije, optimizacija poslovnih procesa, analitički alati.

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