Response to Reviewer 2 Comments

Point 1: Title: the title does not adequately reflect the content of the paper. Please, adapt it to better inform the readers about that content.

Response 1: The impact of stress on life, working, and management styles: How to make an organization healthier?

Point 2: Introduction:

Firstly, some of the references that you cite are too old. Even though the most relevant studies should be referenced, also the RECENT research must be included. Moreover, I recommend a strong effort in applying the framework of Psychology of Sustainability, and Psychology of Sustainable Development as the theoretical umbrella that covers your research.

At the end of the literature review, the aims and the questions in the research should appear. Maybe to formulate the questions as a hypothesis would be an option to clear this aspect. Another commentary, it is the possibility of including this part at the final of the introduction part; even a separate section could be a good option, in order to clear the final of the introduction and to serve as a connection with the method.

Response2:

1. Introduction

The need for development in terms of the health of employees and organizations is more pronounced than ever before. Achievements in the field of science about sustainability and the emergence of the psychology of sustainability and sustainable development have contributed to the collection of evidence on modern organizations needing to work in a healthy way, and nurture healthy and motivated employees [1].

In their work managers prefer professional and management styles that are conditioned by their personality structure. The psychology of sustainability and sustainable development can improve interpersonal relationships in the organization as well as in the environment overall. The preference of the professional style and lifestyle of managers is significant from the perspective of integrating the individual into the organization. The problems that are related to the way of managing the organization, the existence of stress, and how employees fit the lives of their professional choices become a priority because the existing concept is untenable. The question of whether the problem exists is no long raised, but rather how many active organizations and managers want to participate in its resolution? A special contribution to this paper is its holistic approach, the observation of all phenomena together. The research identifies weak points in the organization dealing with the existence of stress, inadequate managerial, professional and personal styles for employees, with a strong focus on maintaining health and optimal work[2].
The authors especially want to draw attention to the awareness that organizations have implemented measures to improve the health of employees, because without healthy employees there is no healthy and successful organization. Raising awareness about the importance of managers can be promoted through training in the direction of adopting soft skills such as stress management, time management, delegation, etc. Managers with better knowledge and tools in the workplace will be satisfied and the sustainability of human resource practices will have an impact on the organization[3].

The scope of our research includes an analysis of the relationship between the effective management of the organization and the professional style or lifestyle of the manager. It was necessary to investigate the extent to which a manager’s stress is present. The survey was seen both from the aspect of the organization and from that of the employees. For research purposes, there is a contribution to identifying risks in business and contributing to sustainable welfare for managers and organizations in general. This study wants to point out the gap in the relationship between organizational values and the styles of manager’s work and ways of reducing that gap[4].

The main aim of this paper is to examine the relationships between the preferences of certain styles of management, professional and lifestyles, and exposure to stress in the managerial population. Hence, a hypothesis is set up: We expect that life, working, and management styles are significant predictors of work stress, and moreover that management styles are significant predictors of work stress above the life and working styles. The management styles are observed from the point of view of the theoretical models by Hersey and Blanchard, while stress is observed from the transactional theory of stress perspective. The research study was on a sample of 618 subjects of both sexes (344 female subjects and 274 respondents are male), aged 19 to 59 years, with different educational backgrounds, in various managerial positions in operations and administration. The following questionnaires were used: the Kenneth Blanchard test of situational leadership, the Four-Dimensional Symptom Questionnaire for determining stress levels, the modified Allport-Vernon-Lindsay Scale of Values and Julie Hay’s Working Styles Questionnaire. The results confirm that the family-sentimental, utilitarian and knowledge styles are the most significant value orientations for a manager. More than half of the managers have an increase of the indicators of work stress, wherein distress and somatization are more pronounced than depression and anxiety. A greater satisfaction with the balance of private and professional areas of life is related to less pronounced symptoms of work stress, and vice versa.

The results of the survey show the most important value orientation of the managers is whether they are under stress and how they react to it. The structure of the prediction of work stress of the manager was examined based on the preference of management style, that is, working and lifestyle. The results indicate that all dimensions of stress at work can be explained by all three styles. The relationship between management style and employee satisfaction was explored. The results of this research indicate that the style of leadership is best when it coincides with its employees[5].

The research provides insight into the contribution of management styles to the balance of the private and professional life segments, as well as stress reduction in managers. The findings, based on a sample of managers of small businesses and private entrepreneurship, triggered additional questions about the direction of the influence of other internal and external factors of coping with work stress, manager’s capacity to overcome stress, and the most common strategies used for overcoming work stress, as well as
the link between preferences of life and professional styles and management styles. The research conducted also has practical implications. The results obtained give suggestions in order to increase satisfaction through the balancing of life and work among managers. Meeting practical needs implies the development of awareness and care about the psychosomatic health of employees and their professional development. The managerial implication of the research is the implementation of sustainable human resource development strategies and development programs [6].

The psychology of sustainability and sustainable development uses new aspects to find more effective strategies and solutions in work through professional and individual development [7]. The psychology of sustainability and sustainable development tries to contribute to the sustainability and sustainable development of every person [8]. Healthy organizations can be assessed not only from a financial point of view, but also from a humanistic point of view [9]. The organization’s competitiveness is proportional to the experience, knowledge, skills and competences of its employees [10]. A high level of flexibility and the organization’s readiness for understanding are necessary for defining the work dynamics and employees’ health. In the work environment, employees respond with their personal and professional working styles to stressful events. Employees subjectively evaluate the stress towards a transactional stress model. The reaction and work of employees is related to their assessment of whether they work in a healthy or unhealthy environment [11].

The development of an organization can focus on the development of certain professional competences and the work styles of employees, but it can also focus on personal development and self-perceived employability in order to identify the causes of stress and distress, and expand the capacities for a functional response [12]. The logic of the work-life balance concept, businesswise, is based on productivity which is a result of a person’s higher motivation and dedication when personal responsibilities are considered. It is important to create a culture that supports the balance between business and private life and thus promote sustainable human development through a win-win strategy [13]. Also, the psychology of sustainability and sustainable development can be seen therefore as a new access for well-being in organizations [14].

Recent references:
Point 3: Method:

Please, try to better describe the sociodemographic data of your participants. In the same sense, give the readers with detailed information about the procedure for recruiting participants and collecting data.

Which Ethical committee approved the study protocol? Please, explain it.

Related to the instruments, please better inform about their psychometric quality and give to the readers some example of the items. If you can, please inform about previous studies where the same instrument has been used and the reliability obtained in that research.

Response 3:

Participants

Respecting the rules on forming sample size, it ensures representativeness, or the possibility of obtaining a valid conclusion from the sample to the population. The sample is suitable and it consists of 618 managers, of varying hierarchical levels, employed in a service-type enterprise from the entire territory of the Republic of Serbia. The sample is represented by managers of both sexes, different hierarchical positions in the organization and the various types of work they perform in order to represent the population as faithfully as possible. Operational managers are involved, that is, in retail and wholesale facilities of different sizes (sales managers, i.e. managers and their deputies, and heads of departments in large sales units), as well as in executive services (executive directors, sector managers, heads of departments or managers of departments).

The sample included managers of a service company. The study was conducted in 2018 on a sample of 618 respondents of both sexes (344 women and 274 men), aged 19 to 59, 76% of respondents are married and have one or more children. The average length of the work path is 16 years, while the average length of the workplace in the company in which the research was conducted is 7 years among respondents. In
accordance with the hierarchical structure of the organization, the largest number of respondents in the sample belongs to the category of lower management, 80.9%, and the middle management category 15.7% of the respondents, while the senior management category is 3.4%. More than three-quarters of the respondents (86.08%) are managers in operations, that is, retail and wholesale facilities, while 86 (13.92%) manage associates in professional services.

A total of 940 managers work at managerial positions in the company at different hierarchical levels, of which 110 in professional services, while 830 in operations.

Data was collected by individual and group testing, with instruments belonging to the class of group tests. The test was anonymous and carried out on a voluntary basis. It only took about half an hour to complete the questionnaire. Respondents were given very detailed instructions.

Ethical committee

The Ethics Committee made up of the Managing Director together with the Board of Directors approved this research and provided key feedback on the research. The feedback has had a practical benefit in order to improve business and solve key problems so that managers are more satisfied.

Measures-instruments

**Working styles**

A behavior driver test by Julie Hay (1997) identified the preference of working styles which are typical also in the framework of work behavior, which is an integral part of the transactional analysis model: “Be perfect”, “Be strong”, “Please others”, “Hurry up” and “Try hard”. The questionnaire comprised 25 items and each answer was scored 0 to 8, depending on the degree of relation between the described behavior and the respondent. The result is information about the intensity of each of the following drivers as professional styles. Examples of items from the questionnaire: I finish working tasks faster than other people, Sometimes I have a problem saying "no" to others, although I already have too many obligations, I have the custom of waiting for the last moment and then just start the task (job), I am much more enthusiastic than others. This query was made by researchers in the study of employee behavior [48,49,50].

**Management styles**

To determine the preference of management styles, the Kenneth Blanchard test of situational leadership was used for the 12 given situations. A description of one situation from the questionnaire - Your group members are not able to solve the problem themselves (the respondent rounds off one of the four responses). The group usually works independently. Team performance and mutual relationships are good. This paper starts from the basic concept of the existence of two dimensions of focus that the manager has in his work: focus on the task (goal), or focus on people. Participants choose one response that is most closely related to their reaction in a given situation, and from the angle of the manager as an individual, that is, from the angle of the group they lead. The results are classified into four categories:

- **Directing** – the manager gives detailed instructions and closely leads the co-workers;
- **Retelling** – while delegating, one gives explanations and principles, engages the co-workers to a greater extent;
- **Participating** – assists the co-workers in terms of explanations, leads when necessary;
- **Delegating** – the goal is clear, and work is left to co-workers.
Many researchers have been studying managerial styles and contributing to theory and practice [51,52,53].

**Life styles**

By using the modified Allport-Vernon-Lindsay Scale of Values, preferences of ten lifestyles have been identified: utilitarian, family-sentimental, knowledge and religious-traditional style, Promethean activism, egoistic orientation, popularity oriented, hedonistic orientation, power orientation, altruistic orientation [54]. These authors created the scale based on the typology of values, which includes theoretical, economic, aesthetic, social, religious and political value orientations.

The questionnaire offers short descriptions for the above 10 lifestyles, and each of them responds to a five-step scale to what extent they would like to live in the described way (the maximum value is 5 - “I like this way of life very much,” and the minimum is 1 - “I do not like this way of life at all”). In the end, they explain which of the offered styles is the most, or at least, liked, and the style of life most suited to the one they currently live in. This scale was validated in a large number of studies when the metric characteristics of the instrument were also checked [54,42]. In this research, he will take over the lifestyles that Popadić used in his research "The Lifetime and Generation Differences in Lifetime Preference", which the author claims to be concise and simple. Many other authors used this questionnaire in research [55,56,57].

**Stress**

**Stress level** was measured by using the Four-Dimensional Symptom Questionnaire (4DSQ), intended for the non-clinical population, which makes a distinction between a general feeling of distress and the occurrence of psychopathological symptoms. The questionnaire is made up of four scales which include 50 items: distress, depression, anxiety and somatization. The dimension of the distress relates to the symptoms of stress, which result from the action of the stressors and the efforts made to minimize them [58]. Depression refers to the existence of depressive thoughts, including suicidal ideas and the loss of a sense of satisfaction (anhedonia), which presents symptoms of mood disorders. Anxiety refers to the existence of symptoms of free-floating anxiety, panic attacks, phobias and avoiding behaviors characterized by anxiety disorders. The dimension of somatization is psychosomatic symptoms (pain in the muscles, neck, back, headaches, stomach problems, heart palpitations, lack of breath). The metric characteristics of the 4DSQ instrument were examined on a sample of employees in Dutch Telekom): Alpha coefficients are: distress 0.90, depression 0.82, anxiety 0.79, and somatization 0.80. Since all alpha coefficients are greater than 0.70, it is considered that the questionnaire has good internal consistency. The response is gathered by summing points on individual points within each scale, whereby the answer never gives 0 points, sometimes for 1 point, while the answer is often 2 points.

Point 4: Data analyses

Please, explain to the readers which procedures of statistical analyses have been used and justify your decisions.

Response 4:

The goal is to study the relationships between stress styles, as well as determine the prediction of stress based on styles. (Therefore, regression analysis was used)
Thus, we explored prediction of work stress based on life, working and management styles. Furthermore, we explore the contribution of working and management styles above and beyond the lifestyles in order to get better insight into importance of these professional styles in work stress prediction. Thus, we expected that management styles contribute to the prediction of work stress beyond life and working styles.

First, correlations between life, working and management styles with four aspects of work stress were calculated (Table 1) and then predictions of each work stress aspect based on life, working and management style were calculated by hierarchical regression analysis.

The correlation was made because the goal was to test the relationship between styles and stress. In addition, we wanted to examine the prediction of stress based on styles.

Point 5: Results

The results should be presented following the same order as the introduction and hypotheses. Also, the same order must be used in the Tables. This simplifies the work for readers.

Response 5:

The results are presented following the same order as the introduction and hypotheses.

The results are bold in the text for easier reading.

Points 6:

Discussion:

First of all, try to better adjust your conclusions to the findings. Or to say in other words, please try to justify more clearly the connection between your conclusions and your findings.

The most important comment, it is that some of the conclusions, related to the direct analysis of the results, should be revised.

Response 6:

Individuals are facing new challenges for career management and life management arising from the complexity of the current world of work. The goal of an organization is to achieve business targets and intensive development, as well as focus on the interests of its key employees, the achievement of their personal and professional goals, the harmonization of life and work. Organizations can help employees by introducing them to a new concept called Positive Lifelong Management which contributes to seeing personal and organizational goals together [70]. The company in which this survey has been conducted has a very clear and rigid hierarchical structure, with an organizational culture in which very high demands are communicated to managers of all levels very openly. The priority is that the values and competencies of the organization are transparent and that the value system of a manager is similar to the organization’s value system.
The results of this paper should serve to correct and modify styles, especially managerial and working styles. On the basis of this, it is necessary to create a support environment that allows the members to slow down and set realistic tasks. It is necessary for the top management to have more understanding and to direct the business equally toward tasks and toward people. In a healthier environment, people will have the freedom to need, as well as to get permission to establish a balance between life and work. Impaired measures will directly reduce stress. The logic of the life balance is that people are more motivated and more productive because they have control over their time and work. However, findings indicate that managers prefer working styles that provide them a better place in the work environment and compliance with the values on which the organizational culture rests. According to importance, the most important is the management style, then the working style and the end-of-life style. Management styles mostly affect the occurrence of stress and anxiety. The management style that has a statistically significant impact on distress and depression is Participating. The dimension of distress refers to the symptoms of stress, which arise as a result of the actions of the stressor and the efforts made to minimize them, and Depression refers to the existence of depressive thoughts, including suicidal ideas and the loss of a sense of satisfaction that presents symptoms of mood disorders. It is necessary to analyze the needs of employees as well as their new autonomy and work engagement in order to determine the most appropriate way of guiding them. Anxiety can be explained based on more Popularity oriented and lower Promethean activism.

In the domain of working styles, a significant role in predicting anxiety and somatization in a positive context is assumed by the Please others and Hurry up styles. In accordance with Lazarus & Folkman’s Transactional Theory of Lazarus [71], which emphasizes that the pressure of a stressful experience is a special relationship between a person and their environment, it is important to emphasize that the organization in which this test was conducted has a very clear and rigid hierarchical structure, with an organizational culture in which very high demands are communicated very openly to managers at all levels. In this organization, managers prefer the style of Hurry, which refers to taking a large number of tasks onto themselves, speeding up the work, short deadlines, which fits into an organizational culture in which the aspiration to excellence is extremely highly valued. Another preferred style is a professional style – Attend to others, testifies the efforts of managers to adapt to the expectations of the highest leadership of the organization, which is demanding and consistent in implementing the given way of managing the organization, and as a measure of loyalty and support to the organization, belief in its values and goals, and the willingness to invest the expected effort. Somatization in the domain of personal style can be explained based on a more Egoistic orientation and Promethean activism. Somatization as a form of stress can be explained by the more egoistic orientation in part of the lifestyle. Aspects of stress in work - distress and somatization are more pronounced in relation to depression and anxiety. The estimation of stress and examination of given styles can serve as a basis for the development of adequate anti-stress programs and measures that would contribute to better psychological selection, work adaptation, better career management and the organization of work.

The results unambiguously indicate what needs to be changed in the style of management as well as in the working styles of employees. It is necessary to make a small step towards a work-life balance that would provide insights into the opening of the creative process and options in decision-making, self-discipline, and the desire to successfully deal with the changes. The theoretical contribution of this paper is reflected in the provision of additional information aimed at examining the relationships between the preferences of certain styles of leadership, professional style and lifestyle, and the exposure to the thinking of the manager, as well as a better understanding of concepts in particular. The practical implication is to increase the satisfaction of the work life balance with managers, determine their needs and expectations, identify the most effective management styles in the organization that will contribute to the balance of professional and lifestyle management and the development of the management process, creating a realistic view of employee careers.
The practical contribution of this study is reflected in the use of professional and lifestyles in the process of professional selection, as well as the integration of the value orientation of employees and management with the aim of fostering organizational culture.

The theoretical contribution of this paper is reflected in the provision of additional information aimed at examining the relationships between the preferences of certain styles of management, working style and lifestyle, and the exposure to the thinking of the manager, as well as a better understanding of concepts in particular.

The findings of research triggered additional questions about the direction of the influence of other internal and external factors of coping with work stress. The research provides insight into the contribution of management styles to the balance of the private and professional life areas, as well as stress reduction in managers. It is recommended that the management of stress in the organization be recognized as a valuable investment for employees, because the importance of stress for both the individual and the organization is enormous. It is important from the aspect of social policy and society in general, because raising awareness to the level of significance of the individual and the organization makes up the heart of society. The implementation of an employee health care program, as well as the establishment of a trust-based working time system would contribute to the performance of teams and individuals, as well as the whole organization. The three highest ranked measures at the level of the organization for improving the health of the employees are: time to check health status, changes in the ergonomic conditions in the work environment, redefining the work of employees, and conducting training and education in the field of a healthy lifestyle. The findings of a UK study confirm that quality leadership implies social support and an adequate job design, which is a predictor of employee satisfaction and loyalty. For people under labor stress, it is very important that they learn to recognize it and more effectively prevail in order to preserve their mental health and provide more efficient work. The findings of the research in this paper point to the risks arising from certain professional styles and their relation to stress at work.

The results of the research confirm that careful management implies social support and adequate job design which are predictors of job satisfaction, employees’ loyalty and reduced work-related stress. Giorgi et al. show that workplace stress has negative effects on workers’ and organizations’ psychological and physical health. It is of significant importance for people suffering from work-related stress to learn how to recognize it and easily cope with it for the purpose of maintaining mental health and efficient work. On the basis of the results obtained, interventions can be created that integrate personal counseling and career counseling, promoting the development of sustainable career projects in creating such a psychological climate in which care for people in each organization becomes one of the key values of the business. Our research highlights the significance of healthy and safe environments, and the promotion of well-being and the quality of life of individuals within an organization. The implications of the research are useful for the organization in order to improve human resources and management policies and practices.

Point 7: Finally, a section related to limitations, future lines of investigations and the principal contributions of the research could be interesting. Your paper has a lot of relevant implications for society and policymakers, but you need to elaborate more on this topic.

Response 7:

Contribution
In part of Introduction

This study wants to point out the gap in the relationship between organizational values and the styles of manager’s work and ways of reducing that gap[4].

The results obtained give suggestions in order to increase satisfaction through the balancing of life and work among managers. Meeting practical needs implies the development of awareness and care about the psychosomatic health of employees and their professional development. The managerial implication of the research is the implementation of sustainable human resource development strategies and development programs[6].

The research provides insight into the contribution of management styles to the balance of the private and professional life segments, as well as stress reduction in managers. The findings, based on a sample of managers of small businesses and private entrepreneurship, triggered additional questions about the direction of the influence of other internal and external factors of coping with work stress, manager’s capacity to overcome stress, and the most common strategies used for overcoming work stress, as well as the link between preferences of life and professional styles and management styles. The research conducted also has practical implications. The results obtained give suggestions in order to increase satisfaction through the balancing of life and work among managers. Meeting practical needs implies the development of awareness and care about the psychosomatic health of employees and their professional development. The managerial implication of the research is the implementation of sustainable human resource development strategies and development programs[6].

In part of Conclusion

The theoretical contribution of this paper is reflected in the provision of additional information aimed at examining the relationships between the preferences of certain styles of leadership, professional style and lifestyle, and the exposure to the thinking of the manager, as well as a better understanding of concepts in particular.

The practical implication is to increase the satisfaction of the work life balance with managers, determine their needs and expectations, identify the most effective management styles in the organization that will contribute to the balance of professional and lifestyle management and the development of the management process, creating a realistic view of employee careers. The practical contribution of this study is reflected in the use of professional and lifestyles in the process of professional selection, as well as the integration of the value orientation of employees and management with the aim of fostering organizational culture.

It is recommended that the management of stress in the organization be recognized as a valuable investment for employees, because the importance of stress for both the individual and the organization is enormous [73]. It is important from the aspect of social policy and society in general, because raising awareness to the level of significance of the individual and the organization makes up the heart of society. The implementation of an employee health care program, as well as the establishment of a trust-based working time system [74] would contribute to the performance of teams and individuals, as well as the
whole organization. The three highest ranked measures at the level of the organization for improving the health of the employees are: time to check health status, changes in the ergonomic conditions in the work environment, redefining the work of employees, and conducting training and education in the field of a healthy lifestyle [75]. Our research highlights the significance of healthy and safe environments, and the promotion of well-being and the quality of life of individuals within an organization. The implications of the research are useful for the organization in order to improve human resources and management policies and practices[80,81].

Limitation

The limitation of the current study includes location because the study was conducted in Serbia and the results were related to this area, although the study was innovative for Serbia because the topic was investigated for the first time in this manner. The basic limitation of the research relates to the type of design of the research itself. On the basis of the data obtained, it is possible to conclude with certainty only the existence of significant relationships among the examined variables, while with caution, it can be assumed that the cause-and-effect relationships between the examined constructs exist as long as they are not checked by a longitudinal design. Consequently, one of the implications for future research is the monitoring of the proposed predictors of the stress model at work. It is an implication for some future research to create an experimental or longitudinal design. It would be interesting to design a model of the research that would enable the comparison of the examined variables between the organizations in developing countries as well as a comparison between countries in transition and developed countries. The study shows the relationship only between the examined variables; however, it is possible to analyze the variables of manager’s capacity to handle the work-related stress and his/her most common strategies for that. The future research in this field can be focused on the analysis of internal and external factors in coping with work-related stress, then on the connection between preferences for life and working styles and management styles on the sample of managers from numerous industries in which organizational cultures are significantly different, as well as the attitude to job responsibilities and approach to business processes management. It would be interesting to check the situation regarding the stated goals and in some other organizations (smaller organizations), other economic branches (production organizations), then in state institutions, as well as in the field of private entrepreneurship, in which there are significantly different characteristics of organizational cultures, attitudes towards business obligations, and approaches to managing associates and managing business processes. Another important challenge will be focusing on the key psychological aspects of managers towards their well-being and sustainable development.